

Hochschule für Technik Stuttgart

University of Applied Sciences

School of Business

Bachelor's Degree Program

Business Administration
Business Psychology

Undergraduate -
International Modules

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1. Internationalization – Facts

Stuttgart University of Applied Sciences

- More than 70 partner universities from around the world
- About 180 incoming international students each year
- International Students Office, responsible for advising and guiding incoming international students throughout their stay
- In 2010, more than 210 students of our university decided to study or intern abroad. 30 % of them belong to the HFT – School of Business.

School of Business @ Stuttgart University of Applied Sciences

- Start: at the beginning of winter and summer semesters
- Duration of study: 3 years
According to the German regulations 6 semester Bachelor and 4 semester Master
- Study Programs with a distinct international focus, e.g. by:
 - Various International Modules offered as part of the curriculum
 - Intensive Foreign Language education, mandatory for each student:
 - Selectable languages: English, Spanish, Chinese
 - Courses that are exclusively focusing on cultural and regional issues, including political and economic peculiarities of particular regions
 - Opportunity to complete the compulsory internship abroad
 - Partner universities around the globe
- Degree: Bachelor of Arts
- Special 4-year Program B.A. in Business Administration – Emerging Markets / Languages, entailing 1 regular academic year of studies abroad

2. International Modules for Incoming Students

As part of our Bachelor's Degree (B.A.) in Business Administration and Business Psychology we are able to offer the following modules for our international exchange students. The teaching language and the language of the examination for most modules is English or bilingual English/German with an English examination.

In case of bilingual teaching there will be support material in English and the examination for the international students will be in English. All of these modules are part of the regular Bachelor program and will be offered as joint classes for national and international students.

All exchange students will be able to complete one academic semester or one academic year in the Bachelor Program. Additionally, there are summer schools offered by our university.

The study of business administration or business psychology can conclude after six or eight semesters with a "Bachelor of Art" degree (Undergraduate) or four additional in depth semesters ending with a "Master of Art" degree (Graduate).

All Study Programs have been accredited by FIBAA (Foundation for International Business Administration Accreditation). The QM-System has been certified by TÜV according to DIN EN ISO 9001.



International Modules

International Modules for Senior Bachelor in Business Administration

Contents: English Classes, Bilingual Classes, German Classes with Tutorials in English and English Exams

Modul#	Subject	Credits	Semester		Credit-Fall	Credit-Spring
4301	Internship Modul 1	12	Fall	Spring	12	12
4303	Internship seminar	6	Fall	Spring	6	6
6311	Practical project @ University	6	Fall	Spring	6	6
9999	Thesis	12	Fall	Spring	12	12
6341	Business-Software (SAP)	3	Fall	Spring	3	3
6342	eBusiness / Application of New Media	2	Fall	Spring	2	2
5343	Managing Team Meetings	1	Fall	Spring	1	1
3091	Procurement and Logistics	5	Fall	Spring	5	5
3093	Quality and Production Management	5	Fall	Spring	5	5
5095	Human Resources Management	5	Fall	Spring	5	5
5097	Marketing and Sales	5	Fall	Spring	5	5
5098	Business Management and Management Accounting	5	Fall	Spring	5	5
3201	Corporate Finance	5	Fall	Spring	5	5

Total Credits	72	72
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Please find detailed descriptions of the above modules on pages 7 – 31.

International Modules

International Modules for Senior Bachelor in Business Psychology

Contents: English Classes

Module	Subject	Language	Credit Points	Term
Part of 8001	Basic Principles of Psychology	English	2	Fall and Spring
9003	Social Psychology	English	5	Fall and Spring
9005	Occupational and Organizational Psychology	English	5	Fall and Spring
Part of 9007	Intercultural Skills	English	1	Fall and Spring

Please find detailed descriptions of the above modules on pages 32-39.

Moreover, we can offer bilingual classes or German classes with bilingual support and English exams in the areas of HRM, Consulting and Marketing/Market Research upon request.

Contents: Foreign Language Classes – Business Focus

Module	Subject	CEFR *	Credit Points	Term
6193	Business English Presentations – Levels 2 and 3	C1	2	Fall and Spring
3191	Business English 1	B1	2	Fall
5192	Business English 2	B2	2	Spring
1111	Spanish for Economists – Level 1	A1	2	Fall and Spring
2112	Spanish for Economists – Level 2	A1	3	Fall and Spring
6321	Spanish for Economists – Level 3	B1	3	Fall
6322	Spanish for Economists – Level 4	B2	3	Spring
1121	Chinese for Economists – Level 1	A1	2	Fall
2122	Chinese for Economists – Level 2	A1	3	Spring
6331	Chinese for Economists – Level 3	A2	3	Fall
6332	Chinese for Economists – Level 4	B1	3	Spring

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

German Language Modules

Contents: German Language Modules

Module	Type	Level	Credit Points	Term
Beginners Basic German / Basis-Deutsch A1	4 weeks, Intensive	A1	3	Fall and Spring
Beginners Basic German / Basis-Deutsch A2	4 weeks, Intensive	A2	3	Fall and Spring
Beginners Basic German / Basis-Deutsch A2	weekly	A2	2	Fall and Spring
Intermediate German / Deutsch B1	weekly	B1	2	Fall and Spring

Further Details see Offerings of HFT International Office
http://www.hft-stuttgart.de/International/Incoming/German_course

Module: 9030 International Internship		ECTS-CPs 18
Module Responsibility:	Director of Trainee Office	
Lecturers:	Director of Trainee Office and theme-oriented specialist lecturers	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • have gained understanding of international business management and organisational contexts. • have learned the tasks, contents and meanings of various business functions. • have accomplished tasks that sufficiently comply with business study contents. Professional practice has to support scientific study in order to allow for easier entry into an international career as a business economist. <p>The internship will include three phases:</p> <ul style="list-style-type: none"> • 1. Introduction to the operating structures and processes of the chosen company. • 2. Assistance in various departments of the company. • 3. Acceptance of responsibility for project work. 		
Module Contents:		
<ul style="list-style-type: none"> • 4303 Internship Seminar • 4301 Practical Phase in the Management Sector 		
Weekly Hours SWS:	4	
Independent Studies:	360 h	
Conditions:		
Duration of Study Module:	1 Semester	
Course Attribution:	3. Semester (Fall Term)	

Course Information
Module 9030:

Learning Unit: (Module 9030)	4301 Practical Phase in the Management Sector	ECTS-CP 12
Conditions for Admission:		
Teaching and Learning Methods:	Practical Cooperation	
Evaluation Methods:		
Course Language:		
Weekly Hours SWS:		
Independent Studies:	360 h	
Didactical Tools:	Script	
Contents:	<ul style="list-style-type: none"> • during their practical semester students should develop as many practical skills of business management functions of a company or business institution as possible • knowledge of the economic and organisational relationships of a company • learning through observation, active involvement and literature study • apply project management techniques 	
Literature:		

Course Information
Module 9030:

Learning Unit: (Module 9030)	4303 Internship Seminar	ECTS-CP 6
Conditions for Admission:		
Course Classification:	Mandatory Subject	
Semester:		
Teaching and Learning Methods:	Seminar, Group Work, Use of Business Collaboration Tools	
Evaluation Methods:	Presentation 15 min	
Course Language:	English	
Weekly Hours SWS:	4	
Independent Studies:	135 h	
Didactical Tools:	Script	
Contents:	<ul style="list-style-type: none"> • application strategies, design of application documents, preparation for the interview • aspects of the labour law and social insurance regulations related to internships • technical preparation of virtual meetings • presentation and discussion of expert or professional problems in areas of multidisciplinary practice • involvement of employees with regard to social, organisational and legal aspects • implementation of acquired knowledge and skills and reflection of study contents 	
Literature:		

Module: 9031 Practical project @ University		ECTS-CPs 6
Module Responsibility:	Director of Trainees Office	
Lecturers:	All Professors of Business Administration	
Module Targets:		
<p>This additional practice project familiarises the students with the professional activity in different business areas. It will particularly be used in order to apply already acquired knowledge and skills. The project should be characterised by individual autonomy and responsibility and the quality of the activities should reflect the level of the current knowledge.</p>		
Module Contents:		
<ul style="list-style-type: none"> 6311 Practical Project @ University 		
Weekly Hours / SWS:	2	
Independent Study:	158 h	
Conditions:		
Duration of Study Module:	1 Semester	
Semester:	Senior Bachelor students or Master students	

Course Information
Module 9031:

Learning Unit: (Module 9031)	6311 Practical Project @ University	ECTS-CP 6
Module Responsibility:	Director of Trainees Office	
Lecturer:	All Professors	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • gain insight into business environments. • learn the tasks, contents and the importance of different business functions. • Will be able to demonstrate their project management skills <p>The trainees' tasks need to sufficiently comply with contents of business studies'. Practice orientation has to support scientific studies and facilitates the entry into the profession as a business economist.</p> <ul style="list-style-type: none"> • gain deeper insight into their tasks during the Practical Project through discussions with other students. • be able to reflect the project with theoretical approaches to solve business problems and discuss further advantages and disadvantages of different solutions. 		
Module Contents:		
<ul style="list-style-type: none"> • During this project students are strengthening their practical skills by creating a project plan, establishing the project milestones and applying of project management techniques. • Knowledge of the economic and organisational relationships of a company • Learning through observation, active involvement and literature study • Presentation and discussion of expert or professional problems in areas of multidisciplinary practice • Implementation of acquired knowledge and skills and reflection of study contents Presentation of business information 		
Conditions for Admission:		
Teaching and Learning Methods:	Project	
Conditions for Examination:	Seminar Paper, Presentation evaluated	
Evaluation Method:	Kolloquium, Presentation evaluated	
Weekly Hours / SWS:	0	
Independent Study:	158 h	
Didactical Tools:	Dialogue, Joint Discussions of Students, Presentations	
Semester:	5. or 6. Semester (Fall/Spring Term)	
Literature:		

Course Information
Module 9999:

Learning Unit: (Module 9999)	6901 Written Draft of the Thesis	ECTS-CP 10
Conditions for Admission:		
Course Classification:	Mandatory Subject	
Semester:	Fall or Spring Term	
Teaching and Learning Methods:		
Evaluation Methods:	Scientific Dissertation	
Course Language:	English	
Weekly Hours SWS:		
Independent Studies:	300 h	
Didactical Tools:	Literature	
Contents:		
<p>Literature:</p> <ul style="list-style-type: none"> • Karmasin, Matthias / Ribing, Rainer, Die Gestaltung wissenschaftlicher Arbeiten: Ein Leitfaden für Seminararbeiten, Bachelor-, Master- und Magisterarbeiten, Diplomarbeiten und Dissertationen, 5. Aufl., Stuttgart 2010 • Theisen, Manuel René, Wissenschaftliches Arbeiten: Technik - Methodik – Form, 15. Aufl, München 2011 • American Psychological Association, Publication Manual of the American Psychological Association, 6th ed., Washington, D.C. 2009 		

Course Information
Module 9999:

Learning Unit: (Module 9999)	6900 Thesis Colloquium	ECTS-CP 2
Conditions for Admission:	6901	
Course Classification:	Mandatory Subject	
Semester:	Fall or Spring Term	
Teaching and Learning Methods:	Presentation	
Evaluation Methods:	Presentation	
Course Language:	English	
Weekly Hours SWS:	2	
Independent Studies:	38 h	
Didactical Tools:		
Contents:		
Literature:	<ul style="list-style-type: none"> • Kollmann, Tobias / Kuckertz, Andreas / Voegel, Stefanie, Wissenschaftliches Arbeiten lernen und lehren: Ein Übungsbuch, München 2011. 	

Module: 9034 Business Tools and Softskills		ECTS-CPs 6
Module Responsibility:	Prof. Dr. Georg Hauer	
Lecturers:	Dipl.Kfm. Jens Schütte Prof. Dr. Georg Hauer	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • familiarize themselves with the functions and possibilities of ERP, CRM and other e-business solutions. • assess the potential of business solutions and will be able to suggest meaningful concepts for professional actions. • know the specific characteristics of ERP, CRM and e-business systems. • have become familiar with the application of the basic functions of ERP, CRM and e-business systems. • be able to apply e-business systems and new media for the optimisation of internal and external business processes. 		
Module Contents:		
<ul style="list-style-type: none"> • 6341 Business Software • 6342 eBusiness / Application of New Media • 5343 Managing Team Meetings 		
Weekly Hours / SWS:	6	
Independent Study:	113 h	
Conditions:		
Duration of Study Module:	1 Semester	
Semester:	6. Semester (Fall/Spring Term)	

Course Information
Module 9034:

Learning Unit: (Module 9034)	6341 Business Software	ECTS-CP 3
Module Responsibility:	Prof. Dr. Georg Hauer	
Lecturer:	Dipl.Kfm. Jens Schütte	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know the basic vocabulary of ERP / CRM and e-business software. • familiarise themselves with the functions and capabilities of ERP, CRM and other e-business solutions. • assess the potential of existing business systems in order to outline meaningful solutions. • know the specific architecture of ERP, CRM and e-business systems. • have learned the basic application functions of ERP, CRM and e-business systems. 		
Module Contents:		
<p>Business software supports entrepreneurial tasks such as accounting, customer management, production planning, controlling and the processing of orders. It is set up across departments and the underlying databases contain the enterprise's relevant financial, customer, and product data.</p> <ul style="list-style-type: none"> • During the course various concrete ERP, CRM and e-business systems will be presented and applied. • The focus of the observations will be on the supported business processes (especially on the areas accounting / controlling (ERP) i.e. marketing / sales (CRM)). • A special challenge for modern business software is the integration of functions and tasks for internal and external handling of business processes. This increasingly requires the integration of systems across corporate boundaries. • By using current case studies - the practical significance and relevance of different application fields will be taught. • Used software systems are e.g. SAP International Demonstration and Education System (IDES - Case Studies - modules (FI, CO, HR, PP, MM, SD)) 		
Conditions for Admission:	None	
Teaching and Learning Methods:	Lecture	
Conditions for Examination:	None	
Evaluation Method:	Graded Seminar Paper	
Weekly Hours / SWS:	2	
Independent Study:	67 h	
Didactical Tools:	Literature, Case Studies, Group Work, PC-Lab	
Semester:	6. Semester (Fall/Spring Term)	

Learning Unit: (Module: 9034)	6341 Business Software
<p>Literature:</p> <ul style="list-style-type: none"> • Dittmar, Michael, mySAP Financials, München, 2003. • Maassen, Andre / Schoenen, Markus / Werr, Ina, Grundkurs SAP R/3, 3. Aufl., München 2005. • Schubert, Petra / Wölfe, Ralf / Dettling, Walter (Hrsg.), E-Business mit betriebswirtschaftlicher Standardsoftware: Case Studies zur Realisierung von E-Business-Projekten durch den Einsatz betriebswirtschaftlicher Standardsoftware, München, Wien, 2004. • Siegbert, Rudolph / Gensler, Roland, Buchführung mit datev, Heppenheim, 2005. • Vetter, Michael, MySAP Einführung, München 2003. • Wölfe, Ralf / Schubert, Petra, Integrierte Geschäftsprozesse mit Business Software Praxislösungen im Detail. Case Studies - Konzepte – Modellierung, München, Wien 2005. 	

<p>Course Overview</p> <ul style="list-style-type: none"> ▪ V1: Overview Business Software – ERP, CRM and e-business ▪ V2: SAP IDES – integrated model company ▪ V3: Module Production Planning (PP) – theory / case study ▪ V4: Module Controlling (CO) – theory / case study ▪ V5: Module Sales (SD) – theory / case study ▪ V6: Module Logistics (MM) and Integration – theory / case study ▪ V7: Module Financial Accounting (FI) – theory / case study ▪ V8: Module Human Resources Management (HR) – contents and theory ▪ V9: V10, V11, V12, V13– Case Studies – group-colloquia ▪ V9: Case Studies PP ▪ V10: Case Studies CO ▪ V11: Case Studies SD ▪ V12: Case Studies Logistics (MM) ▪ V13: Case Studies Integration SD-MM-PP-FI-CO ▪ V14: Further Prospects
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Course Information
Module 9034:

Learning Unit: (Module 9034)	6342 eBusiness/Application of New Media	ECTS-CP 2
Module Responsibility:	Prof. Dr. Georg Hauer	
Lecturer:	Javier Salas (CEO iVeins GmbH) / Prof. Dr. Georg Hauer	
Module Targets:		
<p>Students will</p> <ul style="list-style-type: none"> • know the basic vocabulary of the electronic and mobile business. • familiarise themselves with the functions and capabilities of Business Collaboration tools, content management systems and other ebusiness tools e.g. Web 2.0 applications. • assess the potential of electronic and mobile business processes and tools in order to outline meaningful solutions. • know the specific IT security issues of e- and mobile business solutions. 		
Module Contents:		
<p>The Students will get an overview of the different aspects of electronic and mobile business processes and the required Information Technology to implement these processes.</p> <p>Based on the eBusiness-Process Framework different Case studies will demonstrate solutions such as:</p> <ul style="list-style-type: none"> • Business Collaboration Systems / Groupware / Workflow • Content Management Systems • E-Learning • Web 2.0 Applications • IT security <p>Afterwards the students will get the opportunity to work on their own project which includes working on case studies, analysing them and preparing a solution. The different solutions will be presented and tested in a workshop at the end of the term.</p>		
Conditions for Admission:	None	
Teaching and Learning Methods:	Lecture, Project	
Conditions for Examination:	None	
Evaluation Method:	Graded Project Presentation	
Weekly Hours / SWS:	2	
Independent Study:	38 h	
Didactical Tools:	Literature, Case Studies, Group Work, PC-Lab	
Semester:	6. Semester (Fall/Spring Term)	

**Learning Unit:
(Module: 9034)**

6342 eBusiness/Application of New Media

Literature:

- Meier, Andreas / Stromer, Henrik, eBusiness & eCommerce Management der digitalen Wertschöpfungskette, Berlin 2005.
- Wölfe, Ralf / Schubert, Petra, Integrierte Geschäftsprozesse mit Business Software Praxislösungen im Detail. Fallstudien - Konzepte – Modellierung, München, Wien 2005.

**Course Information
Module 9034:**

Lerneinheit: (zu Modul 9034)	5343 Managing Team Meetings	ECTS-CP 1
Modulverantwortlicher:	Prof. Dr. Georg Hauer	
Dozent:	Norman Becker	
Objectives:		
The students:		
<ul style="list-style-type: none"> • are able to plan and prepare efficient and effective team meetings • are able to facilitate team meetings • know about the principles of workshop design • are able to document meetings and generate meeting minutes • are able to organize and facilitate virtual meetings in an intercultural context 		
Content:		
<ul style="list-style-type: none"> • Types of Meetings • Characters you'll meet at a Business Meeting • Effective Meetings Produce Results: Planning and Implementation • Working with Groups and Teams • Using Team Building Icebreakers • How to Reduce Time in Meetings • How to Conduct Effective Meetings • How to Use Creativity Techniques • Chairing a Meeting • Facilitation Basics • Getting Unstuck With a Willing Team • The Difference makes the Difference: Cultural Dimensions and Meeting Management • Special Aspects of Virtual Team Meetings • Meeting Minutes • Follow up • Tools 		
Eingangsvoraussetzungen:	None	
Veranstaltungsform:	Seminaristic style with a high degree of group work and role play	
Prüfungsvorleistung:	Studienarbeit, unbewertet	
Prüfung:		
Anzahl SWS:	2	
Selbststudium:	8 h	
Didaktische Hilfsmittel:	Skript, aktuelle Publikationen, Kleingruppenarbeit	
Regelangebot:	Schwerpunktphase	
Literaturliste:		
<ul style="list-style-type: none"> • Kemp, J., Moving meetings, McGraw Hill. • Handfort, M., The language of business meetings, Cambridge University Press. • Debelak, D., Perfect phrases for business meetings, McGraw Hill. 		

Further International Modules – International Tutorials

Contents: German Classes with Tutorials in English and English Exam

Learning Unit:	3091 Procurement and Logistics	ECTS-CP 5
Module Responsibility:	Prof. Dr. Andrea Lochmahr	
Lecturer:	N.N.	
<p>Module Targets: Students will</p> <ul style="list-style-type: none"> • know material and supplier oriented procurement and logistics strategies. • evaluate and select strategies based on decision rules. • receive an overview of the objectives and processes of the supplier management. • compile criteria and will apply methods of supplier rating. • receive an insight into current platforms and features of E-Procurement. • know the basics of location planning and the different types of location decisions. • identify criteria and will apply methods of location decisions. • make location planning decisions through the application of the graph theory. • understand the process underlying a customer's order as well as the production planning and control processes. • apply the instruments of order scheduling and evaluate them critically. • receive an insight into the architecture of the Toyota Production System. • understand the principles of material flow control and Just-in-Time delivery. • understand the basic idea of levelling in production planning. • develop an understanding of the drivers changing the transport planning. • learn realistic transport network planning and modelling. • apply different algorithms to the planning of transport routes and amounts. • solve the Traveling-Salesman-Problem via the transport-route-planning-algorithm. 		
<p>Module Contents:</p> <ul style="list-style-type: none"> • Strategic procurement and logistics management, strategic supplier relations, strategy rating and strategy decision • Supplier management (definition, objective, processes), supplier rating and supplier development • E-Procurement (processes, platforms und features), partial selection for E-Procurement • Location planning und location decisions, criteria for location, rating, planning • Ordering logistics, production planning and control, scheduling/network technique, capacity planning, sequence planning • Toyota Production System, 5S, Tact, flow, pull, Supermarket, Kanban, Chaku-Chaku, levelling in production planning • Distribution and transport planning, transport network and transport route planning, route scheduling 		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Graded Seminar Paper or Written Exam, 120 minutes	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Didactical Tools:	Script, Case Studies	
Semester:	3. Semester (Fall/Spring Term)	

Learning Unit:	3091 Procurement and Logistics
Literature:	
Recommended References	
<ul style="list-style-type: none">▪ Wannenwetsch, Helmut, Integrierte Materialwirtschaft und Logistik, Beschaffung, Logistik, Materialwirtschaft und Produktion, Berlin [u.a.].▪ Wannenwetsch, Helmut, Intensivtraining Produktion, Einkauf, Logistik und Dienstleistung, Berlin [u.a.].▪ Büsch, Mario, Praxishandbuch Strategischer Einkauf, Methoden, Verfahren, Arbeitsblätter für professionelles Beschaffungsmanagement, Berlin [u.a.].▪ Arnold, Isermann, Kuhn, Tempelmeier, Furmans (Hrsg.), Handbuch Logistik, Berlin [u.a.].▪ Takeda, Hitoshi, Das Synchronisierte Produktionssystem, Just-in-Time für das ganze Unternehmen, 4. Auflage, Heidelberg.	
Further Reading	
<ul style="list-style-type: none">▪ Günther, Hans-Otto, Tempelmeier, Horst, Produktion und Logistik, Berlin [u.a.].▪ Schulte, Christof, Logistik, Wege zur Optimierung der Supply Chain, München.▪ Gleißner, Harald, Femerling, J. Christian, Logistik, Grundlagen – Übungen – Fallbeispiele, Berlin [u.a.].▪ Neumann, Klaus, Morlock, Martin, Operations Research, 2. Auflage, München, Wien.▪ Large, Rudolf, Strategisches Beschaffungsmanagement, Eine praxisorientierte Einführung, 4. Auflage, Wiesbaden.	
English Literature	
<ul style="list-style-type: none">▪ Kenneth, Lysons, Brian Farrington, Purchasing and Supply Chain Management, 2005.▪ Hitoshi, Takeda, The Synchronized Production System: Going Beyond Just-In-Time Through Kaizen, 2006.▪ Kent N., Gourdin, Global Logistics Management, A Competitive Advantage for the New Millennium, 2006.	

Learning Unit:	3093 Quality and Production Management	ECTS-CP 5
Module Responsibility:	Prof. Dr. Dirk Vogel	
Lecturer:	N.N.	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • learn the foundations of production, enabling them to integrate TPS lectures and consolidation lectures into an overall concept. • learn to make tactical and strategic decisions through production process analysis. • familiarise themselves with the basic features of the system rationalisation approach. • apply the five-factor model in order to develop and systematise new organisational, personnel and material trends in industrial companies. • analyse and evaluate production networks. • gain an understanding of the basic features of technology management for assessing product and process innovations. • learn the application of concepts and methods through exercises, using current practice examples. 		
Module Contents:		
<ul style="list-style-type: none"> • Strategic Production Management • Process Analysis • Economic Viability Systems approach • Five-Factor Model • Economic Globe • Functional Market Concept • Lean Management / Lean Manufacturing • Technology Management 		
Conditions for Admission:		
Teaching and Learning Methods:	Lecture with Exercise Modules	
Conditions for Examination:		
Evaluation Method:	Graded Seminar Paper	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Didactical Tools:	Script, Lectures, Current Publications	
Semester:	3. Semester / (Fall/Spring Term)	

Learning Unit:	3093 Quality and Production Management
Literature: <ul style="list-style-type: none">• Kiener, et al. (2006): Produktionsmanagement Literature Lean Production: <ul style="list-style-type: none">• Liker, Jeffrey, Meier, David (2006): Praxisbuch, Der Toyota Weg.• Liker, Jeffrey (2007): Der Toyota Weg.• Pfeiffer, et al. (1994): Lean Management. Grundlagen der Führung und Organisation lernender Unternehmen. Literature Technology Management: <ul style="list-style-type: none">• Pfeiffer, et al. (1997): Funktionalmarkt-Konzept zum strategischen Management prinzipieller Innovationen	

Learning Unit:	5095 Human Resources Management	ECTS-CP 5
Module Responsibility:	Prof. Dr. Daniela Lohaus	
Lecturer:	N.N.	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • have learned the basics of staff selection and development. • familiarize themselves with the selection process and the framework for staff development activities. • know the current instruments for staff selection as well as typical human resources development measures and their respective application. 		
Module Contents:		
<ul style="list-style-type: none"> • Objectives, conditions, and process of staff recruitment • Personnel requirements and job advertisement • Instruments for personnel selection, analysis of application documents, interviews, tests and assessment center • Objectives of human resources development and adequate assessment of demands • Various human resources development measures, such as integration of new staff, succession and career planning, training, coaching, team development • Practical effects of personnel selection and staff development procedures 		
Conditions for Admission:		
Teaching and Learning Methods:	Lecture (70%) + Integrated Exercises (30%)	
Evaluation Method:	Graded Seminar Paper	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Didactical Tools:	Scripts, Current Publications	
Semester:	5. Semester (Fall/Spring Term)	
Literature:		
<ul style="list-style-type: none"> • Barber, A. E., Recruiting employees : Individual and Organizational Perspectives. Sage 1998. • Becker, M., Personalentwicklung, 2005. • Bröckermann, R., Handbuch Personalentwicklung 2006. • Dowling, P., Festing, M., Engle, A. International Human Resource Management. Thompson Learning 2007. • Edenborough, R. Assessment Methods in Recruitment, Selection & Performance: A Manager's Guide to Psychometric Testing, Interviews and Assessment Centres. Kogan Page Ltd; 2007 • Evers, A., Anderson, N., Voskuil, O. The Blackwell Handbook of Personnel Selection. Blackwell 2005. • Lohaus, D., Habermann, W.: Weiterbildung im Mittelstand. München: Oldenbourg 2011. • Neuberger, O.: Personalentwicklung. Stuttgart: Lucius & Lucius, 2004. • Noe Raymond A. Employee Training and Development, McGraw-Hill, 2008, 2010. 		

- Schuler, H., Psychologische Personalauswahl, Göttingen 2000.
- Sonntag, K., Personalentwicklung in Organisationen, Göttingen 2006.
- Stiefel, R. Th.: Personalentwicklung in Klein- u. Mittelbetrieben, Rosenberger Fachverlag, 2004
- Weuster, A., Personalauswahl, Wiesbaden 2004.
- Aktuelle Zeitschriften wie Personal, Zeitschrift für Arbeits- und Organisationspsychologie, Zeitschrift Führung + Organisation, Wirtschaftspsychologie

Learning Unit:	5097 Marketing and Sales	ECTS-CP 5
Module Responsibility:	Prof. Dr. Kristina Weichelt	
Lecturer:	N.N.	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • gain knowledge of necessary marketing analysis and policy decisions. • learn marketing strategies in young, existing and shrinking markets. • gain understanding of market entry and exit barriers. • learn strategies for internationalisation of products and companies. • study interfaces of marketing and sales and their implementation within a company. • familiarise themselves with alternative structures of sales organisations and the importance of key account management. • understand the challenges of sales area design and the identification of sales forecasts. • know about the importance of personal selling within the marketing strategy. • acquire methods for the arrangement of successful business conversations and sales processes. 		
Module Contents:		
<ul style="list-style-type: none"> • Marketing <ul style="list-style-type: none"> ▪ Strategic marketing ▪ International marketing ▪ Marketing interfaces • Sales <ul style="list-style-type: none"> ▪ Sales management ▪ Operative sales decisions ▪ The sales conversation 		
Conditions for Admission:		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Evaluation Method:	Graded Seminar Paper or Written Exam, 120 minutes	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Didactical Tools:	Script, Case Studies, Current Publications, Group Exercises	
Semester:	5. Semester (Fall/Spring Term)	

Learning Unit:	5093 Marketing and Sales
<p>Literature:</p> <ul style="list-style-type: none"> • Aaker, D.A.: Strategic Marketing Management • Albers, S., Krafft, M.: □ Vertriebsmanagement. Organisation - Planung - Controlling - Support • Backhaus, K., Büschken, J., Voeth, M.: Internationales Marketing • Benkenstein, M.: Strategisches Marketing. Ein wettbewerbsorientierter Ansatz • Churchill, G.A. Jr., Ford, N.M., Walker, O.C. Jr.: Sales Force Management: Planning, Implementation, Control • Goehrmann, K.E.: Verkaufsmanagement • Homburg, C. u.a.: □ Sales Excellence. Vertriebsmanagement mit System • Kotler, P., Bliemel, F.: Marketing-Management • Kreikebaum, H.: Strategische Unternehmensplanung • Meffert, H.: Marketing-Management. Analyse – Strategie – Implementierung • Porter, M.E.: Wettbewerbsvorteile – Spitzenleistungen erreichen und behaupten • Porter, M.E.: Wettbewerbsstrategie – Methoden zur Analyse von Branchen und Konkurrenten • Spiro, R.L.: Management of a Sales Force • Winkelmann, P.: □ Vertriebskonzeption und Vertriebssteuerung. Die Instrumente des integrierten Kundenmanagements (CRM) • Wotruba, T.R.: Sales Management. Planning, Accomplishment and Evaluation 	

Learning Unit:	5098 Business Management and Management Accounting	ECTS-CP 5
Module Responsibility:	Prof. Dr. Georg Hauer	
Lecturer:	Prof. Dr. Georg Hauer Dipl.Inf(FH) Michael Ultsch	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • clarify the objectives and concepts of business management. • know how to integrate corporate management and controlling into the context of operational activities and business organisation. • familiarise themselves with selected instruments of strategic controlling on the basis of case studies and learn to apply them independently within the operational context. • learn about the concept of the Balanced Scorecard and know how to implement it with regard to specific operational requirements. • be qualified to analyse and assess business environments with methods of corporate management and operational control. • be enabled to transfer and apply concepts of controlling in special areas such as controlling of start-up companies or in the field of IT-controlling. • study the latest trends, opportunities and limitations of controlling. 		
Module Contents:		
<ul style="list-style-type: none"> • Concepts of Business Management <ul style="list-style-type: none"> • Practical application of case studies • Management and Controlling <ul style="list-style-type: none"> • Instruments of Controlling • Strategic Business Management – strategic cube • Balanced Scorecard • Operative Controlling (example Cost Management) • Budgeting - Zero-Based-Budgeting – beyond Budgeting • Management Control and Performance Measurement • Corporate Governance and Controlling (Sarbanes-Oxley-Act) • Special Areas of Controlling <ul style="list-style-type: none"> • Controlling of start-up-companies • IT-Controlling 		
Conditions for Admission:		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Conditions for Examination:		
Evaluation Method:	Graded Seminar Paper	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Didactical Tools:	Scripts, Powerpoint Presentations, Case Studies	
Semester:	5. Semester (Fall/Spring Term)	

Learning Unit:	5098 Business Management and Management Accounting
Literature: <ul style="list-style-type: none">• Hilton, Ronald W., Managerial Accounting Creating Value in a Dynamic Business Environment, 7ed, McGraw-Hill, New York 2007.• Atkinson, Anthony A. / Kaplan Robert S. / Matsumura, Ella Mae / Young, S. Mark, Management Accounting, 5ed, Prentice Hall, New York 2007.• Hauer, Georg / Ultsch, Michael, Unternehmensführung Kompakt, München, 2010.• Horvath, Peter, Controlling, 12. Aufl., München, 2011. <p>Zeitschriftenbeiträge z.B. aus ZfCM (Zeitschrift für Controlling und Management) aktuelle Liste der Zeitschriftenbeiträge jeweils zu Beginn der Vorlesung</p>	

Learning Unit:	9020 Corporate Finance	ECTS-CP 5
Module Responsibility:	Prof. Dr. Tobias Popovic	
Lecturer:	N.N.	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • get an overview of basic financial management concepts and investment decision-making. • understand the different methodological approaches to the investment and financing theory. • learn the different methods of capital budgeting and how to apply them. • become familiar with the various forms of financing and know how to implement them in SMEs. • obtain know-how on how to analyse financial statements and cash flows. • identify trends in financial management and capital budgeting in SMEs. • develop an understanding of the foundations of risk management. 		
Module Contents:		
<ul style="list-style-type: none"> • Financial Management • Trade-off between risk and return • Capital Budgeting • Corporate Financing and Capital Structure Decisions • Working Capital Management • Financial Statements and Cash Flow Analysis • Ratings • Corporate Valuation • Risk Management in SMEs 		
Conditions for Admission:		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Conditions for Examination:		
Evaluation Method:	Graded Seminar Paper	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Didactical Tools:	Scripts, Powerpoint Presentations, Case Studies	
Semester:	5. Semester (Fall/Spring Term)	

Learning Unit:	9020 Corporate Finance
<p>Literature:</p> <ul style="list-style-type: none"> • Achleitner, A.-K. et al.: Die Kapitalmarktfähigkeit von Familienunternehmen – Unternehmensfinanzierung über Schuldschein, Anleihe und Börsengang, München et al. • Bassen, A. / Popović, T. (2002): Grundlagen der Investitionsrechnung (2.2.1), in: Achleitner, A.-K. / Thoma, G. F. (Hrsg.) (2002): Handbuch Corporate Finance, S. 1-48, 2. Aufl., Köln 2002 • Becker, H. P. (2008): Investition und Finanzierung, 2. Aufl., Wiesbaden 2008 • Brealey, R. A. / Myers, S. C. / Allen, F. (2010): Corporate Finance, 10. Aufl., New York et al. 2010 • Brigham, E. / Houston, J.: Fundamentals of Financial Management, Fort Worth et al. 2006 • Breuer, W. / Schweizer, T. (2003): Gabler Lexikon Corporate Finance, Wiesbaden 2003 • Diederichs, M. (2004) Risikomanagement und Risikocontrolling, München 2004 • Kalwait, R. et al.: Risikomanagement in der Unternehmensführung, Weinheim et al. • Kaserer, C. (2006): Investition und Finanzierung case by case, Frankfurt am Main 2006 • Keitsch, D. (2007): Risikomanagement, Mittelstands-Bibliothek Band 3, Stuttgart 2007 • Kruschwitz, L.: Investition und Finanzierung, München, • Megginson, W.L. / Smart, S.B. / Lucey, B. M. (2008): Introduction to Corporate Finance, London 2008 • Padberg, C. / Padberg, T., Grundzüge der Corporate Finance, Berlin • Perridon, L. / Steiner, M. (2007): Finanzwirtschaft der Unternehmung, 14. Aufl., München 2007 • Popović, T. (2009): Credit or Equity Crunch – Implications of the Financial Crisis for SMEs in Germany, Proceedings of the Polish-Chinese-German 2009 International Conference, Opole/Poland, October 2009, Volume II, pp. 111-127 • Priermeier, T. (2005): Finanzrisikomanagement im Unternehmen, München 2005 • Schneck, O.: Finanzierung, München □ Schneck, O.: Risikomanagement – Grundlagen, Instrumente, Fallbeispiele, Weinheim et al. Schröder, C.: Risikomanagement in KMU - Grundlagen, Instrumente, Nutzen, Saarbrücken • Schüler, A.: Finanzmanagement mit Excel – Grundlagen und Anwendungen, München • Spremann, K.: Investition und Finanzierung, München • Thommen, J.-P. / Achleitner, A.-K. (2006): Allgemeine Betriebswirtschaftslehre, 5. Aufl., Wiesbaden 2006, S. 601-657, 1013-1023 	

Module: 8001 Basics Business and Psychology		ECTS-CPs 2
Module Responsibility:	Prof. Dr. Stephanie Huber	
Lecturers:	Prof. Dr. Reiner Flik Prof. Dr. Thomas Bäumer	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know basic phenomena of mental processes • will be able to structure contents and questions of psychology 		
Module Contents:		
<ul style="list-style-type: none"> • 1013 Basic Principles of Psychology • (other contents are also integrated in this module, but are not taught in English: 1011: Economics and 1012: People and Organisations) 		
Semester Hours SWS:	2 (part 1013)	
Independent Study:	37,5 h	
Conditions:		
Duration of Study Module:	1 semester	
Semester:	1st semester	

Learning Unit: (Module 8001)	1013 Basic Principles of Psychology	ECTS-CP 2
Module Responsibility:	Prof. Dr. Stephanie Huber	
Lecturer:	Dr. Christine Kunzl	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know basic phenomena of mental processes • get an overview about the essential areas of application of psychology • will be able to structure contents and questions of psychology in general 		
Module Contents:		
<ul style="list-style-type: none"> • Fundamental aspects of psychological systems and related terms • Methodical approach with questions of psychology • Most important theoretical methods of analysis in scientific psychology • Overview of fields of psychology and interconnections • Fields of activity of psychology and especially of business psychology 		
Conditions for Admission:		
Teaching and Learning Methods:	Seminar	
Conditions for Examination:		
Evaluation Method:	Seminar Paper (without assigning marks)	
Weekly Hours / SWS:	2	
Independent Study:	37,5 h	
Didactical Tools:	Script, worksheets, demonstrations	
Semester:	1.Semester	
Literature:		
<ul style="list-style-type: none"> • Huber, O. (2009). Das psychologische Experiment: Eine Einführung. 5. überarb. Aufl. Bern. • Myers, D. G. (2008). Psychologie. 2. Aufl. Heidelberg. • Nolting, H.-P. & Paulus, P. (2012). Psychologie lernen. Weinheim. • Zimbardo, P. G. & Gerrig, R. J. (2004). Psychologie. 16. akt. Aufl. München. 		

Module: 9003 Social Psychology		ECTS-CPs 5
Module Responsibility:	Prof. Dr. Patrick Müller	
Lecturers:	Prof. Dr. Thomas Bäumer	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know the fundamental theories of social psychology • know the business psychological fields of application for social psychology • know the fundamental theories of social psychology • know the business psychological fields of application for social psychology 		
Module Contents:		
<ul style="list-style-type: none"> • 3031 Social Psychology 		
Semester Hours SWS:	4	
Independent Study:	105 h	
Conditions:		
Duration of Study Module:	1 semester	
Semester:	basic education, 3rd semester	

Learning Unit: (Module 9003)	3031 Social Psychology	ECTS-CP 5
Module Responsibility:	Prof. Dr. Patrick Müller	
Lecturer:	Prof. Dr. Thomas Bäumer	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know the fundamentals of social psychology • get an overview of the different theoretical approaches and insights of social psychology • will be able to combine questions of social psychology with questions of business psychology 		
Module Contents:		
<ul style="list-style-type: none"> • Introduction in social psychology and questions of social psychology • Self and social identity • Social perception and social cognition • Fundamentals of attitude survey • Strategies of changing attitude and behaviour • Compliance and submission towards superiors • Interpersonal attraction • Prosocial behaviour • Aggression • Fundamental principles of group psychology and processes within groups • Prejudices • Applied social psychology taking into account questions of business psychology 		
Conditions for Admission:		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Conditions for Examination:		
Evaluation Method:	Written Exam 60 minutes /Seminar Paper, evaluated / Presentation	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Didactical Tools:	Literature	
Semester:	3. Semester	
Literature:		
<ul style="list-style-type: none"> • Aronson, E., Wilson, T. & Akert, R. (2013). Social psychology (8th ed.). Prentice Hall. • Kassin, S., Fein, S., Markus, H.R. (2011). Social Psychology – International edition (8th ed.). Belmont (CA): Cengage. 		
Further Reading:		
<ul style="list-style-type: none"> • Chadee, D. (2011). Theories in social psychology. Wiley & Sons. □Fiske, S. T. et al. (2010). Handbook of social psychology (vol. 1 + 2). Wiley& Sons. • Hewstone, M., Stroebe, W. & Jonas, K. (2008). Introduction to social psychology – A European perspective (4th ed.). Malden (MA): Blackwell. • Myers, D., Abell, J., Kolstad, A. & Sani, F. (2010). Social psychology – European edition (4th ed.). Berkshire: McGraw-Hill. • Van Lange et al. (2011). Handbook of theories of social psychology (vol. 1+ 2). Sage. 		

Module: 9005 Occupational and Organizational Psychology		ECTS-CPs 5
Module Responsibility:	Prof. Dr. Daniela Lohaus	
Lecturers:	Prof. Dr. Daniela Lohaus	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know specific terms of the organization, which influence human experience and behaviour in the work environment • know the basic theories and how to form organizations and the working conditions 		
Module Contents:		
<ul style="list-style-type: none"> • 4051 Occupational and Organizational Psychology 		
Semester Hours SWS:	4	
Independent Study:	105 h	
Conditions:		
Duration of Study Module:	1 semester	
Semester:	basic education, 4. semester	

Learning Unit: (Module 9005)	4051 Occupational and Organizational Psychology	ECTS-CP 5
Module Responsibility:	Prof. Dr. Daniela Lohaus	
Lecturer:	Prof. Dr. Daniela Lohaus	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know specific terms of the organization, which influence human experience and behaviour in the work environment • know the basic theories and how to form organizations and the working conditions 		
Module Contents:		
<ul style="list-style-type: none"> • classification and self-conception of occupational and organizational psychology • acting at work and the impacts of working • work analysis and evaluation • work structuring • job satisfaction and motivation • occupational safety and health • guiding employees • interaction, communication, cooperation and conflict • teamwork • diagnosing organizations • working atmosphere and corporate culture • Mergers & Acquisitions • career choice and occupational development 		
Conditions for Admission:		
Teaching and Learning Methods:	Lecture + Integrated Exercises	
Conditions for Examination:		
Evaluation Method:	Written Exam 90 minutes / Seminar Paper, evaluated / Presentation	
Weekly Hours / SWS:	4	
Independent Study:	105 h	
Didactical Tools:	Script	
Semester:	4. Semester	
Literature:		
<ul style="list-style-type: none"> • Kauffeld, S. (2011). Arbeits-, Organisations- und Personalpsychologie. Berlin: Springer. • Landy, F.J. & Conte, J.M. (2010). Work in the 21st century: An introduction to industrial and organizational psychology (3rd edition). Hoboken: Wiley. • Nerdinger, F., Blickle, G. & Schaper, N. (2008). Arbeits- und Organisationspsychologie. Berlin: Springer. Robbins, S. & Judge, T. (2013). Organizational Behavior (15th edition). Boston: Pearson Prentice Hall. Kanning, U. & Schuler, H. (2013). Lehrbuch der Personalpsychologie. Göttingen: Hogrefe 		

Module: 9007 Basic Skills		ECTS-CPs 3
Module Responsibility:	Prof. Dr. Uta Bronner	
Lecturers:	Prof. Dr. Patrick Müller	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know which culture-specific features have to be considered in business connections and negotiations • know the cultural conditions and traditions of foreign economic regions • gain experience with the issues of business psychology studies and different research methods 		
Module Contents:		
<ul style="list-style-type: none"> • 4071 Basic Skills 2 (e.g. Intercultural Skills) • (other contents are also integrated in this module, but are not taught in English: 5072 Research Projects) 		
Semester Hours SWS:	2	
Independent Study:	67,5 h	
Conditions:		
Duration of Study Module:	2 semester	
Semester:	main studies, 4. and 5.semester	

Learning Unit: (Module 9007)	4071 Basic Skills 2 (Intercultural Skills)	ECTS-CP 1
Module Responsibility:	Prof. Dr. Uta Bronner	
Lecturer:	various lecturers	
Module Targets:		
Students will		
<ul style="list-style-type: none"> • know which culture-specific features have to be considered in business connections and negotiations • know the cultural conditions and traditions of foreign economic regions 		
Module Contents:		
<ul style="list-style-type: none"> • Relevance of cultural differences for business connections and international cooperation • Regional Studies for different countries and teaching of the conventions of different cultural regions • Treating different examples of business situations in case studies. Afterwards they will be tested in English role playing games • Testing how to behave in different situations of communication, which can occur in foreign cultures, for example: greeting, small talk, presentations, negotiations, how to deal with offers.. 		
Conditions for Admission:		
Teaching and Learning Methods:	Seminar	
Conditions for Examination:		
Evaluation Method:	Seminar Paper (without assigning marks)	
Weekly Hours / SWS:	2	
Independent Study:	7,5 h	
Didactical Tools:	Script	
Semester:	4. Semester	
Literature:		
<ul style="list-style-type: none"> • Beringhausen & Kuenzer, Wirtschaft als interkulturelle Herausforderung, IKO-Verlag, 2007 • Guildham, M. Communicating across cultures at work, 2005 • Hecht-El Minshawi & Beringhausen, Interkulturelle Kompetenz. Studien zu interkulturellem Management Kompetenz und Diversity, IKO-Verlag, 2007 • Hofstede, G., Lokales Denken, globales Handeln. Interkulturelle Zusammenarbeit und globales Management, 2006 • Hofstede, Gert u.a., Exploring cultures: Exercises, stories, and synthetic cultures, Nicholas Brealey Publishing • Magala, S., Cross-cultural competence: Theory, tool-kits and application. Taylor & Francis 2005 • Thomas, Alexander, Psychologie interkulturellen Handelns, Hogrefe 2003 • Trompenaars, F., Hampden-Turner, Managing people across cultures, Wiley & Sons, 2004 • Trompenaars, Hampden-Turner, Riding the waves of culture: Understanding cultural diversity, Mc-Graw-Hill 		