

**Winter term 2017/2018**  
**Orientation week: 04/09 – 17/09 (mandatory)**  
**Intensive German Course (beginners only): 18/09 – 29/09/2017**  
**Lecture Period: October 1 – end of December**

<b>International Interdisciplinary Study Program</b>		
<b>Code</b>	<b>Subject</b>	<b>ECTS</b>
AAA1	International Marketing and Sales I	6
AAA2	International Marketing and Sales II	5
AAA3	Intercultural Management and Communication	6
AAA4	Managerial Finance and Investment	5
AAA5	Project Management	3
AAA6	Quality in Business	6
AAA7	HR & Leadership	5
AAA8	The European Union: a unified space for business	3

<b>Industrial Engineering (Regular Study Program)</b>		
<b>Code</b>	<b>Subject</b>	<b>ECTS</b>
TWIW15ITV	Intercultural Marketing	5
TWIW15PL1	Intercultural Communication	2
TWIW	Business English	2

<b>Management in Industry (Regular Study Program)</b>		
<b>Code</b>	<b>Subject</b>	<b>ECTS</b>
WIN15B4	Corporate Governance	3
WIN15B4	Grammar for Business English	2
WIN15B4	Economic Policy	2
WIN15B4	Business Simulation: General Management	4

<b>International Business (Regular Study Program)</b>		
<b>Code</b>	<b>Subject</b>	<b>ECTS</b>
WIB17B1	Introduction to Economics	3
WIB17B1	Basics of International Business	3
WIB16B1	Macroeconomics	2
WIB16B1	Finance and Investment	3

<b>Management in German-French Corporations (Regular Study Program)</b>		
<b>Code</b>	<b>Subject</b>	<b>ECTS</b>
WDFM	Information Management	3

<b>Language Center (offer depending on demand!)</b>		
<b>Code</b>	<b>Subject</b>	<b>ECTS</b>
LC1	French, Chinese, Spanish, Japanese	2 each

## Descriptions

International Interdisciplinary Study Program	
AAA1	<p><b>International Marketing and Sales I</b></p> <p>a) <u><i>Digital Marketing:</i></u>          Digital Marketing is an exciting area of marketing practice. This course aims at delivering the knowledge and practical experience on why, and how of major current approaches, including online listening and monitoring, email marketing, search engine optimisation, search ads, and participating in social media can be efficiently used in designing a proper marketing strategy. This course encourages you to establish habits for keeping up to date on emerging digital technologies relevant to business and to marketing. Moreover, it rises to the challenge of developing strategy to guide tactics. After the course you should be able to identify data sources allowing you to define and track performance indicators for your digital marketing activities. The course offers you possibility to think like a digital marketing professional, and to give you experience with industry-relevant hands-on assignments and exercises.</p> <p>b) <u><i>International Product Management:</i></u>          This course aims to train you in making product management decisions to be made during the product lifecycle. It emphasizes the early phase (product development and launch) and late phase (product deletion and replacement) of the product development process. The course International Product Management looks at these decisions from a marketing perspective and helps to apply state-of-the-art in academic research on product management. It gives you an overview of the things you will have to take into account when managing a product or service. You will learn theories and instruments that may be helpful in the various aspects of international product management process. This course focuses on creating customer value through new products, and the topics that will be discussed in the course include: the role of marketing in the product development process, adoption and diffusion, using lead users, concept testing, market testing, product launch strategies, and product deletion. Certainly, this course gives you a glimpse of what product management looks like in practice and an opportunity to improve your skills in doing field research in product development.</p> <p>c) <u><i>Operational Sales:</i></u>          As sales organizations become more process driven and scientific, sales operations has taken on a new level of importance. This module takes a look at common set of functions that sales operations teams are typically responsible for and how you can focus your team on what matters most to sales process needs.          Excerpt of contents:</p> <ul style="list-style-type: none"> <li>• Demands on sales</li> <li>• Account and Key Account Management (organisation)</li> <li>• Customer types and customer development plan</li> <li>• Sales process (sales funnel)</li> <li>• CRM           <ul style="list-style-type: none"> <li>• Motivation of sales team</li> </ul> </li> </ul>

**AAA2**

**International Marketing and Sales II**

*a) International Marketing*

The module will introduce students to the key concepts, theories and issues involved in International marketing. In doing so it will enable students to understand how to identify and evaluate opportunities in International markets and assess the different market entry modes available to companies. In addition students will consider the need to adapt marketing mix elements for different international markets.

*b) Selling and Sales Management*

When you think about it, everybody sells. You are involved in selling whenever you want somebody to do something.

However, you can also get a job selling. What types of jobs are available? What skills are required? What are the advantages of a sales career? The first two classes in this course will provide answers to these questions.

Effective person-to-person selling in today's world requires building a relationship with the customer. Success is no longer a case of winning at the expense of the customer; an effective sale is negotiated by both parties in such a way that both win (Win-Win.) Sales managers today call this relationship selling.

At the heart of relationship selling is a set of rules developed by Dale Carnegie during the 1930s and still applicable today. In fact, German-language versions of his ground-breaking book, "How to Win Friends and Influence People" are on sale today in many German bookstores. This course will emphasize Carnegie's principles and apply them to relationship selling.

Other topics explored in the course are selling ethics, the differences between selling and marketing, the psychology of selling, body language, personality, closing the sale, handling objections, and the five steps of the selling process. Wherever possible, the points made in class will be illustrated by brief cases that are presented orally and which students will be asked to react to.

AAA3

## Intercultural Management and Communication

### a) Management Skills for Multi-Cultural Business Contexts

- Factors shaping our thinking and affecting our behavior.
- What is culture? Definitions, models and levels of national culture.
  - Hofstede's dimensions of national culture and the Iceberg Model.
- Application and evaluation of Hofstede's model for today's pluralist societies and complex international business environment. Case study and dilemmas.
- Limitations: cultural lenses, ethnocentricity and stereotyping.
- Defining organizational culture and understanding its importance when implementing business strategy. Diagnosing culture using the cultural web. Case study.
- Aligning organizational culture with the aims of the business (vision and strategy).
- Mindful leadership: Responding to situations and human behaviours more skillfully. Energizing the organization with a shared vision.
- Creating an open, learning culture, which values diversity, enables innovation and transformational change and broadens rather than limiting the strategic options.
- Developing Intercultural Competence: adding value through cultural and other forms of diversity. How approaching problems from different perspectives can enhance creativity and the performance of multi-cultural teams.

### b) Cross-cultural Management

Globalization, Glocalization in modern world, the comparison of classical and modern management theories and Workforce diversity, the concepts of culture, socio-cultural dimensions and cultural orientations, cultural crossing and its importance in business world, Cross-cultural perspectives on leadership styles and communication Cultural diversity: Kohlberg's theory of moral reasoning Identity in intercultural management: Particularism vs. universalism Values and practices in business world

AAA4

## Managerial Finance and Investment

### a) Managerial Finance

Businesses often need capital to implement their growth plans. Governments often need funds to finance their infrastructure projects. Financial markets bring together businesses and governments needing money with those able to provide it--at a price determined by the market.

The two financial products most commonly available for this purpose are stocks, shares of ownership in a company and bonds, loans to companies and governments. But what is a share of stock worth? What is a bond worth? The simple answer is whatever the purchaser is willing to pay. But theories have been developed over the years to help investors to determine at what price a stock or a bond "is worth it". This course will present a brief look at current approaches to stock and bond valuation.

In order to understand stock and bond valuations, it is essential to understand the "time value of money". It is also important to understand risk in its various forms. Both concepts will be emphasized in this short course.

### b) Introduction to IFRS

The International Financial Reporting Standards have become more and more a higher importance in the financial markets all over the world. More than 100 countries require, permit or are converging or converting to IFRS for public company reporting. In this course you will learn how the standards written by the IASB are becoming part of the European law, the elements of an IFRS balance statement and their valuation. With realistic exercises in every lesson you are going to see the strong relation between theory and practice.

Key topics: The IASB and the European Law, Balance Statement, Intangible Assets, Tangible Assets, Inventory, Receivables, Financial Assets, Liabilities, Equity, Deferred Taxes, P&L Statement

<b>AAA5</b>	<p><b>Project Management</b></p> <p>a) <u><i>Basics of Project Management</i></u></p> <p>Project Management (PM) in most modern organization is an essential topic of today's working environment and the organization itself. Time pressure out of shorter product life cycles, the internationalization of projects or the high complexity of production modernizations are just a few examples that justify the existence and underline the importance of PM.</p> <p>Starting from the essential terms and a general PM approach this course shall provide a rough overview on existing PM standards and methods. In the main part a methodology derived from one of these standards will be explained in detail and verified towards its applicability with examples from either logistics or automotive industry.</p> <p>The overall goal of the course is to deliver a systematic approach on PM together with a set of tools in order to enable interested listeners to analyze own problems and to methodically find solutions even when working with complex organizations and premises or tough time restrictions.</p> <p>b) <u><i>Project Management in Asia-Pacific</i></u></p> <p>The course "Project Management in Asia-Pacific" is based on the real situations and real problems which engineers and technologists confront while having business in Asia-Pacific region. In order to cover as many aspects as possible, 12 topics have been chosen and broken into small knowledge modules , including hot topics such as "Communication Skills in Asia-Pacific Area" and "How to find a good supplier in Asia-Pacific Area" as well as fully up-to-date coverage of project management issues, etc.. In each module, theoretical knowledge will be strongly combined with culture analysis and practical skills. Furthermore, scenario game, quick test, discussion and tips will be given for each topic.</p>
-------------	--

<p><b>AAA6</b></p>	<p><b>Quality in Business</b></p> <p><i>a) <u>Quality Management: Process Management and Six Sigma</u></i>  This course introduces techniques and methods to analyse and improve business processes. Such techniques are widely used in logistics and supply chain management, but also in many other fields of business. Knowing such techniques and methods is indeed a fundamental qualification for every business manager today.</p> <p>Keywords of the course comprise e. g.:  History of quality, Business Case for Improving Process Performance using Lean Six Sigma, Similarities and differences between Lean Management and Six Sigma, Process Variation, Statistical Process Control, Lean Six Sigma and Teams, Introduction to Lean Thinking, Voice of the Customer, Critical to Customer &amp; Critical to Quality, Lean tools and measures, DMAIC, SIPOC, Process mapping, Problem solving approaches</p> <p><i>b) <u>Business Statistics/ Computer Applications</u></i>  Applied Computer Science module deals with various procedures that are used in social, economic and market analyses, and are linked to quality management problems. Also discussed are computer based data analysis techniques that are applied in the process of decision making. For this, the statistical data modeling tool SPSS and Excel Solver are used during the course to solve business and research problems. The quantitative techniques are fundamental in business decision support. They also aim to develop critical awareness and understanding of some processes, techniques and technology by which numerical information can be collected and communicated.</p>
--------------------	--

<p><b>AAA7</b></p>	<p><b>HR &amp; Leadership</b></p> <p>a) <u>International Leadership</u>  Leadership is a process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common business goal. In this lecture the students learn about theories, models, plans, tactics, methods and tools used by leaders around the world. They work in solo and in teams to put them in practice in rhetoric exercises and debates. They learn about what it takes to be a leader and what makes a leader, about the temptations and dangers leaders are confronted with and how to deal with them as followers and overcome them as leaders. The ultimate goal of this course is to make students conscious of the difficulty and the importance of intelligently and courageously standing up to their values, as followers and as leaders.</p> <p>b) <u>Human Resource Management</u>  <b>Description t.b.c.</b></p>
<p><b>AAA8</b></p>	<p><b>The European Union: a unified space for business</b></p> <p>The European Union was originally intended as a space to facilitate economic transactions between its 6 founding country members, and as a way to avoid future pan-European wars.</p> <p>Since the signing of the Treaty of Rome in 1957, the original European Economic Community has evolved from a single market project to a pan-European economic and political entity with 28 member countries, many of which also share a single currency, the euro.</p> <p>The future looks uncertain as the Brexit movement shows, but the recent French presidential election also illustrate the extent to which Europe is still an ideal shared by many.</p> <p>During the seminar we will integrate historic, economic, political and business insights to understand how the EU functions today and what its future prospects may be.</p>

## **Industrial Engineering (Regular Study Program)**

### *Intercultural Marketing*

After successfully completing this seminar, students are expected to have a sound understanding of some important aspects of marketing and marketing practice in an international and intercultural environment. International students and German students will work together on a specific project and create and implement a concept in order to present and arrange different kinds of print media advertising. Different target groups have to be taken into consideration as well as regulations about corporate identity and further communication tools.

### *Intercultural Communication*

After successfully completing the course, students are expected to have a sound understanding of the main theories of intercultural communication. First the management approach will be treated following by the social anthropological approach to intercultural interaction. Following a discussion of non-verbal communication, special emphasis is placed on interpretation of "German Culture". Students prepare country profiles using these approaches. The aim of the course is to stimulate cultural awareness.

### *Business English*

## Management in Industry ( Regular Study Program)

### Corporate Governance

Thirty years ago the term "corporate governance" was rarely used, today it is widely discussed, but people use the term in a variety of subtly different ways. The aim in this module is to explore the relationships between the various stakeholder groups that together make up the listed company and to consider how corporate performance might be affected by those relationships and by attempts by auditors, regulators and markets to change their nature.

Key words: the meaning of governance, internal and external governance mechanisms; shareholders; stakeholders; board of directors; directors' remuneration; the market for corporate control; regulation; communication and financial disclosure; governance in emerging markets

### Business Simulation: General Management

This intensive three day business simulation puts the participants in the role of business managers. Teams of participants play against each other in a competitive business game. As members of the board of "their companies", participants have to analyze the situation of "their companies" in a complex business environment. They have to find team decisions facing a whole bundle of challenges in Marketing, Sales, Procurement, Manufacturing, HR Management etc. This professional business simulation was developed by TATA Interactive Systems (formerly Topsisim). It is conducted by professionals of this company and is free of charge for guest students at DHBW Karlsruhe!

This course is a guarantee for a steep learning curve and a lot of fun!

### Grammar for Business English

### Economic Policy

An introduction to economic policy will be given that is based on the foundations of economic theory. Current as well as past economic policy issues will be analysed and interpreted. The different positions held with regard to economic policy can be understood using the framework developed during the course

The following sub-goals are to be achieved:

- i. Understand and classify the tasks of economic policy as well as describe the limits.
- ii. Understand the characteristics of the labour market (supply and demand).
- iii. Describe the measurement, the duration and the cause of unemployment.
- iv. Understand and analyse economic policy measures to fight unemployment.
- v. Describe the influence of economic stabilisation policy on aggregate demand.

## **International Business (Regular Study Program)**

### Introduction to Economics

In this semester, students will...

.....use basic microeconomic models that simplify reality in order to improve our understanding of the world.

....apply microeconomic models in order to comprehend various observations in different markets.

....assess the different points of view that various groups (firms, consumers, interest groups, politicians, etc.) have with regard to microeconomic issues.

At the end of this semester, students should be able to

- i. analyse how the market forces of supply and demand work
- ii. comprehend and apply the concept of elasticity
- iii. understand why free markets are generally thought of as being the most efficient way to organise economic activity
- iv. analyse and assess the impact of government policies in markets (price ceiling, price floor, tax)
- v. evaluate the impact of trade on individuals' and nations' welfare

### Basics of International Business

Globalization, development, assessment and effects from the companies point of view, Reaction to differences between national and political and economic systems – the international enterprise – internationalization and marketing strategies

### Macroeconomics

An introduction into the field of macroeconomics will be given by developing a theoretical macroeconomic framework. Current and historical macroeconomic issues will be analysed and interpreted within this framework.

The following sub-goals are to be achieved:

- i. Understand and analyse the composition of the Gross Domestic Product.
- ii. Understand and describe the measurement of inflation as well as its limits and applications.
- iii. Understand the significance of productivity for long-term economic growth, explain its determinants and describe government measures to increase productivity levels.
- iv. Exhibit, describe and interpret macroeconomic interrelationships using the AS-AD and the IS-LM model.
- v. Understand the causes of the financial crisis of 2007/08.

### Finance and Investment

Corporate Finance – Financial markets and institutions (equity markets, debt markets) – Financing types and financing sources (Bonds, Notes, loans, covenants, etc.) – financial and liquidity planning – Basics of capital budgeting and investment planning – NPC and IRR calculations

## **Management in German-French Corporations (Regular Study Program)**

### Information Management

The lecture on information management is a basic and introductory course on information management.

The following topics are planned

- Ø What are data, what is information, what are information systems
- Ø What is knowledge management, knowledge transfer and collaboration management
- Ø Introduction to business process management and business process reengineering
- Ø Introduction to Enterprise Resource Planning Systems and Data Warehouses
- Ø What is a cloud in information management and what is cloud computing
- Ø What are personal data and how to protect it from misuse
- Ø Information security and how to mitigate cyber attacks on information systems – a very hot topic