International Academy

Module Manual

Valid from: 1 September 2024

RWU

Module Manual International Academy

When designing a study program, in addition to study and examination regulations, a module handbook is created that contains a description of the content of the modules and the competencies to be acquired. Modules can be compulsory or part of the elective range. Each module is concluded with a final module examination and is assigned a certain number of credit points. Study programs and thus also modules are consistently designed from the qualification goals (learning outcomes) to be achieved. In the fields of

- Knowledge and Understanding,
- Use, application and generation of knowledge,
- Scientific self-conception/professionalism and
- Communication and Cooperation

competencies are acquired during the course of study in the respective subject-specific context. Not all competencies or their characteristics are acquired in every module; what is relevant is that at the end of the program students have acquired all competencies.

The basis for this is the Qualifications Framework for German Higher Education Qualifications (Qualifikationsrahmen für Deutsche Hochschulabschlüsse, HQR) and the model legal regulation in accordance with Article 4 Paragraphs 1 - 4 of the State Treaty on Study Accreditation of the Conference of Ministers of Education and Cultural Affairs.
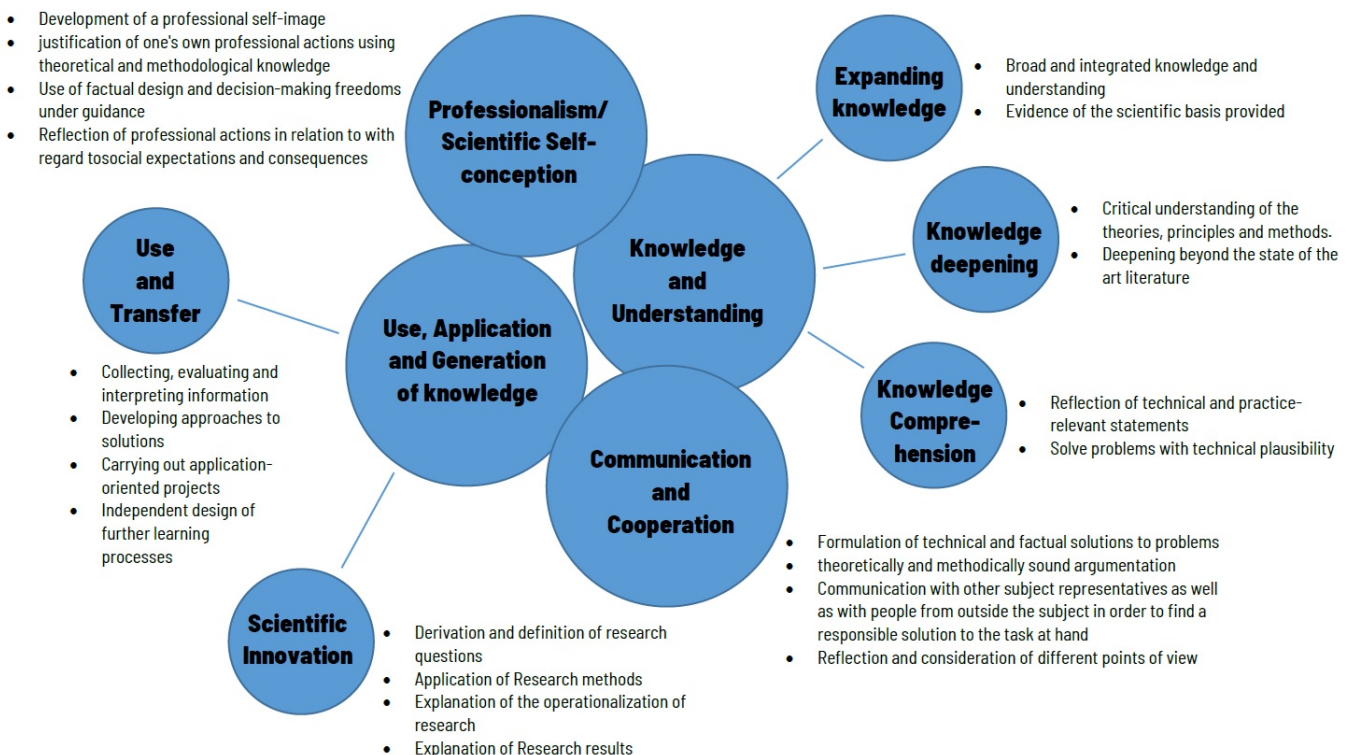
Bachelor-Level

Basic studies

Practical Sales Project Seminar

Intercultural Dynamics in Global Account Management

Innovation and Virtual Leadership

Successful Presentations, Dialogues and Meetings

Running complex, multicultural business & projects successfully in VUCA

International Business Project

Business German in 14 Days

Strategic Marketing

International Marketing

Change Management and New Work

Main studies

Practical Sales Project Seminar

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10105
Modul title:	Practical Sales Project Seminar
Module responsible:	Prof. Dr. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	During the course, the students will work on a practical related sales project (preferably in groups of 2-3 students). The project groups will receive a specific project in the area of sales and will perform market research for a specific product portfolio in a defined market during the semester. Furthermore, the project teams will develop recommendations of actions for the management. The Output of the project teams will be taken into consideration by the annual re-evaluation of the sales strategy for the next years. The course is subdivided into 3 main sections: 1) One-day course (beginning of the semester): theoretical framework, company presentation, and introduction of the different projects. 2) Intermediate Project meetings (twice during the semester) to present preliminary results and ask specific questions. 3) Individual final presentations of project results. (Management Summary, Project report, Presentation)
Courses:	Practical Sales Project Seminar (10105)
Teaching and learning forms:	Project-based Seminar
Prerequisites for participation:	Participants need a basic understanding of English in order to fully engage in the course.
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Portfolio Exam: Presentation and Project Report
ECTS credits:	5
Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester
Frequency of offering:	Every semester

Literature:	- Course Script
	- Jobber, D., & Lancaster, G. (2006). Selling and sales management. Pearson Education.
	- Weitz, B. A., & Bradford, K. D. (1999). Personal selling and sales management: A relationship marketing perspective. Journal of the academy of marketing science, 27, 241-254.
	- Homburg, C., Schäfer, H., & Schneider, J. (2012). Sales excellence: Systematic sales management. Springer Science & Business Media.
	- Dubinsky, A. J., Yammarino, F. J., Jolson, M. A., & Spangler, W. D. (1995). Transformational leadership: An initial investigation in sales management. Journal of Personal Selling & Sales Management, 15(2), 17-31.
Compulsory attendance:	yes
Reason:	This module offers project work in collaboration with RAFI Group; therefore, attendance is required to successfully complete this module.

Competence dimensions Practical Sales Project Seminar

Knowledge and understanding: Knowledge Comprehension

Students can apply their knowledge of sales concepts and market research tools to create and implement a project focused on a specific area of sales, analysing a distinct product range within a specified market, and offering actionable suggestions to management.

Through a detailed management overview, project report, and individual presentations, students may explain their ideas and results from their sales project, demonstrating comprehension and critical reflection on the theoretical framework offered.

Use, application and generation of knowledge/art: Use and transfer

Students will demonstrate their ability to apply theoretical concepts to real-world scenarios, generate solutions to sales-related problems, and contribute effectively to the development of a sales strategy by completing a practical sales project using their acquired knowledge and understanding.

By conducting market research and generating actionable recommendations, students will demonstrate their ability to translate theoretical knowledge into practical application, thereby demonstrating their capacity to address and resolve challenges inherent to their field of specialisation.

Communication and cooperation

Students will demonstrate effective communication and cooperation by articulating well-reasoned solutions to sales project challenges and justifying their strategies in dialogues with both subject-matter experts and non-specialists.

Through teamwork in their project groups and interactions during intermediate project meetings and final presentations, students will demonstrate their ability to apply theoretical knowledge and methodological rigour to problem-solving by collaborating, sharing insights, and engaging in informed discourse.

Scientific / artistic self-image and professionalism

By working on practical sales projects and presenting their findings and recommendations, students will develop a professional self-image throughout the duration of

the course by harmonising their goals and standards of action with those prevalent in the sales sector, primarily outside academia.

Through active participation in practical tasks, students will develop a sense of professionalism and adaptability that reflects their preparedness for their career paths and their ability to conform to industry standards and expectations in non-academic professional fields.

Intercultural Dynamics in Global Account Management

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10244
Modul title:	Intercultural Dynamics in Global Account Management
Module responsible:	Prof. Dr. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	Key Topics in WS2024-25: - Business-to-Business Marketing - Key Account Management - Global Account Management - Concept of culture - National/Organizational Culture - Cross-cultural Theoretical Models - Cultural Perceptions and Norms - Cultural Values, Standards, Dimensions - Culture Shock and Adaptation Case Studies in WS2024-25: - Small Talk, USA - The Senior Manager, Japan - Customer acquisition, India - The Business meeting, Brazil - The negotiation, China - No profitable business, Arabic Gulf States - The third-party business, Italy - The way to the negotiation, Russia
Courses:	Intercultural Dynamics in Global Account Management (10244)
Teaching and learning forms:	Seminar
Prerequisites for participation:	Students should have a basic command of English in order to understand the course content, and they should be willing to learn about culture differences and coping with cultural encounters in business settings.
Applicability of the module:	International Academy

Prerequisites allocation ECTS:	Portfolio Exam: 50% Case Studies Presentations 50% Term Paper
ECTS credits:	5
Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	Books: - Hofstede, G.: Cultures and Organizations - Software of the Mind: Intercultural Cooperation and Its Importance for Survival, McGraw-Hill Education Ltd 2010, ISBN – 9780071664189 - Gesteland, R.: Cross-Cultural Business Behavior: Marketing, Negotiating, Sourcing and Managing Across Cultures, Copenhagen Business School 2002, ISBN – 9788763000932 - Lewis, R.: When Cultures Collide: Leading Across Cultures, Nicholas Brealey International 2005, ISBN: 9781904838029 Journal articles: - Kadam, Nayan, Barbara Niersbach, and Bjoern Sven Ivens (2022). "The cultural factors in global account management: the case of Indian buyers and German suppliers." Journal of Business & Industrial Marketing. - Pardo, Catherine, Björn S. Ivens, and Barbara Niersbach (2020), "An identity perspective of key account managers as paradoxical relationship managers," Industrial Marketing Management, 89, 355–72. - Wilson, Kevin and Tony Millman (2003), "The global account manager as political entrepreneur," Industrial Marketing Management, 32 (2), 151–58. - McDonald, Malcolm, Tony Millman, and Beth Rogers (1997), "Key account management: Theory, practice and challenges," Journal of Marketing Management, 13 (8), 737–57. - ALHussan, Fawaz B., Faten B. AL-Husan, and Chavi C.-Y. Fletcher-Chen (2014), "Environmental factors influencing the management of key accounts in an Arab Middle Eastern context," Industrial Marketing Management, 43 (4), 592–602. - Deshpande, Rohit, John U. Farley, and Frederick E. Webster (1993), "Corporate Culture, Customer Orientation, and Innovativeness in Japanese Firms: A Quadrad Analysis," Journal of Marketing, 57 (1), 23 - Deshpandé, Rohit and John U. Farley (2004), "Organizational culture, market orientation, innovativeness, and firm performance: an international research odyssey," International Journal of Research in Marketing, 21 (1), 3–22.

Compulsory attendance:	yes
Reason:	Since the module involves several case studies and group exercises, two-thirds of the attendance requirement is met. Absence may be deemed an exception in the case of major causes (such as illness, familial emergency, etc.) and evidence.

Competence dimensions Intercultural Dynamics in Global Account Management

Knowledge and understanding: Knowledge Comprehension
Students will be able to identify and explain cultural perceptions, norms, values, standards, and dimensions, as well as the effects of culture shock and adaptation within the context of various national and organisational cultures.

Use, application and generation of knowledge/art: Use and transfer
Students will use their knowledge of intercultural dynamics and account management to analyse case studies and develop strategies for a variety of cultural scenarios ranging from small talk in the United States to negotiations in China, demonstrating their ability to generate solutions for cultural challenges in global account management.

Communication and cooperation
Through class discussions and team-based analysis of case studies, students will demonstrate their ability to communicate effectively and cooperate within a culturally diverse setting, justifying their strategies and solutions in discourse with both peers and individuals of various cultural backgrounds.

Scientific / artistic self-image and professionalism
Students will develop a professional identity that recognises the significance of cultural diversity in global account management. Students will demonstrate their preparedness for professional roles in a multicultural business environment, adhering to the field's standards and expectations, through the study of diverse cultural contexts and active participation in practical tasks.

Innovation and Virtual Leadership

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10245
Modul title:	Innovation and Virtual Leadership
Module responsible:	Prof. Dr. Opas Piansoongnern
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	The course concentrates on how to become a leader who can create innovative management solutions in the digital era in which technology pushes people into the virtual working environment. This is a challenging responsibility of all leaders to lead teams through the screen with some distinctive tools and techniques. Course Content: - Characteristics of an innovation leader in the virtual working environment that lead to success and failure. - How to become an innovation leader in the virtual working environment. - Leadership strategies and techniques that can inspire and lead the team members to create innovation in the virtual working environment.
Courses:	Innovation and Virtual Leadership (10245)
Teaching and learning forms:	Lecture
Prerequisites for participation:	Students must have a fundamental understanding of English to comprehend the course material.
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Portfolio Exam: Presentations, Discussions, Oral Exam, Term Paper. Exams vary from semester to semester based on the number of students enrolled.
ECTS credits:	5
Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester
Frequency of offering:	Winter semester only

Literature:	- Course script - Lojeski, K. S., & Reilly, R. R. (2008). Uniting the virtual workforce: Transforming leadership and innovation in the globally integrated enterprise (Vol. 2). John Wiley & Sons. - Schmidt, G. B. (2014). Virtual leadership: An important leadership context. Industrial and Organizational Psychology, 7(2), 182-187. - Thambusamy, R. X., & Bekiroullar, Z. (2020). Virtual leadership in small businesses during the COVID-19 pandemic: Challenges and possibilities. The European Journal of Social & Behavioural Sciences.
Compulsory attendance:	yes
Reason:	There is a presumption that two-thirds of the attendance requirement has been satisfied due to classroom activities and virtual assignments. In the event of significant reasons (such as illness, familial concerns, etc.) and their proof, the absence can be viewed as an exception to a certain extent.

Competence dimensions Innovation and Virtual Leadership

Knowledge and understanding: Knowledge Comprehension

Students will acquire a comprehensive comprehension of the characteristics that distinguish effective innovation leaders from ineffective innovation leaders in a virtual work environment, as well as the methods for becoming an effective innovation leader in such an environment.

Use, application and generation of knowledge/art: Use and transfer

Students will demonstrate their ability to generate novel solutions to leadership challenges by simulating virtual leadership scenarios by developing innovative strategies and employing techniques that inspire team members and facilitate creativity in a virtual work environment.

Communication and cooperation

Students will demonstrate advanced communication and cooperation skills by simulating virtual leadership scenarios, effectively managing team dynamics, and facilitating discourse among team members in order to stimulate innovation and resolve potential conflicts in a digital environment.

Scientific / artistic self-image and professionalism

Students will develop a professional self-image that embodies the characteristics of an innovative leader in a virtual workplace. By studying and simulating leadership strategies, they will demonstrate their preparedness for professional roles in the digital age, adhering to the evolving standards and expectations of contemporary leadership.

Successful Presentations, Dialogues and Meetings

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10247
Modul title:	Successful Presentations, Dialogues and Meetings
Module responsible:	Prof. Dr. Eberhard Hohl
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	Goals: 1. Gain an understanding and overcoming of barriers/pitfalls in the communication process. 2. Gain an understanding of models, signposts, and tools for successful speeches, dialogues, and (virtual) meetings. 3. Strengthen the competence and persuasive power as a Communication Manager in daily business. (case examples) Content: - Communications roadmap and ways of (verbal/nonverbal) communication; the "Art of Feedback". - Role & Competence Model by Prof. Dr. E. Hohl with a focus on "Communication Manager" (incl. "Toolbox"). - Successful presentations/speeches: managing "Topic, Audience, Presenter, Framework" balanced and effectively; Presentation guidelines/rules. - Successful dialogues: conversational manners, "Communication Iceberg", barriers and misunderstandings, "Sender / Receiver", constructive "Talking and Listening Models", non-verbal communication as a key factor, principles of persuasion. - Successful meetings: leading and steering (virtual) meetings effectively; Agreements for good cooperation. - Conclusions, learning transfer, action planning, and coaching.
Courses:	Successful Presentations, Dialogues and Meetings (10247)
Teaching and learning forms:	Seminar
Prerequisites for participation:	English proficiency is required for course comprehension. In addition, students need to be eager to learn about cultural differences and committed to working as a team.
Applicability of the module:	International Academy

Prerequisites allocation ECTS:	Portfolio Exam: Homework (60%) and Presentation with a handout (40%)
ECTS credits:	3
Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	- Course script - McLeod, V.: Effective Communication at Work: Speaking and Writing Well in the Modern Workplace, Rockridge Press 2020 - Cialdini, R. B.: Influence, New and Expanded - The Psychology of Persuasion, Harper Business 2021 - Rogelberg, S.: Surprising Science of Meetings - How You Can Lead Your Team to Peak Performance, Oxford University Press 2019 - Reynolds, G.: Presentation Zen - Simple Ideas on Presentation Design and Delivery, Pearson Education 2019
Compulsory attendance:	yes
Reason:	Due to classroom activities and interactive assignments, it is assumed that two-thirds of the attendance requirement has been met. In the case of important causes (such as illness, familial worries, etc.) and documentation, the absence might be regarded as an exception to some extent.

Competence dimensions Successful Presentations, Dialogues and Meetings

Knowledge and understanding: Knowledge Comprehension

Students will gain a comprehensive understanding of the communication process, including its barriers and pitfalls, models, signposts, and tools for successful speeches, dialogues, and (virtual) meetings. They will comprehend the 'Art of Feedback', Role & Competence Model, and principles of persuasion in different communication settings.

Use, application and generation of knowledge/art: Use and transfer

Students will employ their knowledge to simulate communication scenarios, manage verbal and nonverbal communication, conduct effective presentations, dialogues, and meetings, and manage verbal and nonverbal communication. They will demonstrate their ability to surmount communication obstacles and generate convincing arguments.

Communication and cooperation

Through active participation in dialogues, presentations, and meetings, students will demonstrate superior communication and cooperation skills. They will successfully navigate communication barriers and misunderstandings, demonstrating their capacity to foster productive cooperation.

Scientific / artistic self-image and professionalism

Students will develop a professional self-image as a Communication Manager that reflects their ability to effectively manage a variety of communication scenarios. Conforming to the established rules and guidelines of effective communication, they will demonstrate their readiness for professional positions in business communication.

Running complex, multicultural business & projects successfully in VUCA

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10297
Modul title:	Running complex, multicultural business & projects successfully in VUCA
Module responsible:	Dr. Josef Schneider
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	The lecture series provides a basic introduction to "Successfully Managing Complex, Multicultural Businesses & Projects in VUCA Environments". It covers the fundamentals of - traditional and agile project management - change management - strategic marketing - adaptive leadership, and - cultural intelligence. Participants will get a foundational introduction to - strategic thinking - innovation - effective communication to navigate volatile, uncertain, complex, and ambiguous contexts in an international environment.
Courses:	Running complex, multicultural business & projects successfully in VUCA (10297)
Teaching and learning forms:	Lecture
Prerequisites for participation:	Students need to have a basic understanding of English in order to participate in group activities and comprehend the course.
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Portfolio examination: - Term Paper: 80% of total grade - Lecture participation: 20% of total grade
ECTS credits:	5

Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	- Lecture slides
	- Peter F. Drucker (2015) Innovation and Entrepreneurship, Routledge Classic
	- Paul Watzlawick, John H. Weakland, Richard Fisch (2011) Change, W. W. Norton & Company
	- Geert Hofstede, Gert Jan Hofstede, and Michael Minkov (2010) Cultures and Organizations: Software of the Mind McGraw-Hill Education
	- Richard D. Lewis (2018) When cultures collide, Nicholas Brealey International
	- Erin Meyer (2016) The Culture Map, Public Affairs
	- Dixon, M., & Adamson, B. (2013). The Challenger Sale: How To Take Control of the Customer Conversation. Penguin Group.
	- Fisher, R., Ury, W. L., & Patton, B.(2012). Getting to yes: Negotiating agreement without giving in. Penguin Books.
	- Cialdini, R. B. (2021). Influence, New and Expanded: The Psychology or Persuasion., Harper Business
Compulsory attendance:	yes
Reason:	The attendance requirement is considered met because classroom activities and exercises are included. In the event of significant reasons (such as illness, familial emergencies, etc.) and their proof, the absence may be considered an exception.

Competence dimensions Running complex, multicultural business & projects successfully in VUCA

Knowledge and understanding: Knowledge Comprehension

Students will comprehend the complexities of traditional and agile project management, change management, strategic marketing, adaptive leadership, and cultural intelligence.

Use, application and generation of knowledge/art: Use and transfer

Students will implement their knowledge of strategic thinking, innovation and effective communication to develop real-world solutions. They will apply their understanding to specific activities and occupations, thus demonstrating their proficiency in the use, application, and generation of knowledge in their field of specialization.

Communication and cooperation

Students will effectively communicate professional solutions in strategic thinking, justifying them using robust theoretical and methodological arguments. They will foster cooperation, bridging the gap between subject-matter experts and non-experts, thereby showcasing their aptitude in discourse and collaboration.

Scientific / artistic self-image and professionalism

Students will cultivate a professional self-image that aligns with the goals and standards of running complex, multicultural business & projects. This image will be directed towards professional fields outside academia, fostering a real-world orientation and readiness for professional practice.

International Business Project

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10612
Modul title:	International Business Project
Module responsible:	Prof. Dr. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	Students are given the opportunity to immerse themselves in the business, academic, cultural, and social environment of a foreign country as part of the International Business Project module. Key activities include: - Campus & Lectures: An in-depth exploration of a local university campus, including lectures and seminars from esteemed lecturers and interaction with local and international students. This element will provide insights into the local academic climate, thereby fostering a global perspective on business education. - Business & Economics: Company visits accompanied by in-depth discussions with managers and industry professionals. The module will include a visit to a local companies or institutions, providing students with an in-depth comprehension of the economic landscape and international business relations of the host country. - Culture & People: Cultural immersions via city excursions, museum visits, exhibitions, and explorations of important historical sites. These experiences seek to deepen students' understanding of the culture, history, and people of the host country. Students will engage in readings and discussions regarding the cultural context, contributing to a comprehensive comprehension of the sociocultural fabric of the country. Students will acquire international experience, apply their academic knowledge in a global context, and develop a nuanced understanding of international business through these activities.
Courses:	International Business Project (10612)
Teaching and learning forms:	International Study Trip
Prerequisites for participation:	Students must have a foundational understanding of English in order to communicate effectively and integrate into study week. Additionally, they should be enthusiastic to learn new things, demonstrate teamwork and collaboration, be motivated, and work successfully in a group.
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Presentation and Discussion
ECTS credits:	5

Grading:	Graded
Workload:	3 SWS
Duration of the module:	one semester
Frequency of offering:	Every semester
Literature:	Not Applicable
Compulsory attendance:	yes
Reason:	This module requires attendance as it includes an international study week.

Competence dimensions International Business Project

Knowledge and understanding: Knowledge Comprehension

Through an immersive experience that combines lectures and seminars, company site visits, and cultural explorations in a foreign country, students will acquire a comprehensive understanding of international business. They will gain a comprehensive understanding of the business climate, cultural nuances, history, and people of the host country.

Use, application and generation of knowledge/art: Use and transfer

Through active participation in campus activities, business discussions, and cultural explorations, students will apply their knowledge. They will demonstrate the ability to synthesise knowledge from a variety of sources, generate informed perspectives, and apply these insights to their comprehension of international business.

Communication and cooperation

Through dialogues and discussions with international students, professors, managers, and local experts, students will demonstrate their communication and cooperation abilities. In various contexts, they will effectively communicate their insights and engage in cooperative behaviour.

Scientific / artistic self-image and professionalism

Students will develop a professional identity that incorporates an appreciation for the complexities of international business and cultural diversity. Through this immersive experience, they will demonstrate their preparedness for professional roles in a global business environment, in accordance with the field's standards and expectations.

Business German in 14 Days

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10716
Modul title:	Business German in 14 Days
Module responsible:	Dr. Judit Török
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	In this course, students get familiar with the most important topics in the business world such as the labor market, entrepreneurship, marketing. Students make projects during the semester and learn the basic forms of professional business communication like a presentation in German. The following topics will be discussed: - Business related topics - Grammar - Business presentations - Business projects
Courses:	Business German in 14 Days (10716)
Teaching and learning forms:	Seminar
Prerequisites for participation:	Students should have a minimum A1 level of German and an intermediate level of English in order to participate in this course.
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Portfolio Exam: Classroom exercises, Presentations, Oral exam
ECTS credits:	5
Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	The literature will be provided during the course.
Compulsory attendance:	yes

| Reason: | The attendance requirement is considered met because classroom activities and exercises are included. In the event of significant reasons (such as illness, familial emergencies, etc.) and their proof, the absence may be considered an exception. |

Competence dimensions Business German in 14 Days

Knowledge and understanding: Knowledge Comprehension

Students will gain a foundational understanding of the German language, especially as it is used in the business world. They will gain familiarity with commonly used German business vocabulary, grammar, and idioms.

Use, application and generation of knowledge/art: Use and transfer

In practical situations such as role-plays, presentations, and written assignments, students will employ their knowledge of business German. They will demonstrate the ability to produce precise, concise, and professionally acceptable German language communication.

Communication and cooperation

Through participation in German dialogues, group discussions, and collaborative activities, students will demonstrate their communication and cooperation skills. They will communicate effectively in German, demonstrating their ability for teamwork in a foreign language.

Scientific / artistic self-image and professionalism

Students will develop a professional self-image that includes business German proficiency. Conforming to the linguistic norms and expectations for professional communication in German, they will demonstrate their readiness for professional positions in German-speaking business environments.

Strategic Marketing

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10718
Modul title:	Strategic Marketing
Module responsible:	Prof. Dr. Maria Smirnova
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	The aim of the module is to form a comprehensive understanding of the range of marketing opportunities as a system of thinking, organizational system, abilities and tools for creating and maintaining the competitive advantage of a company, taking into account the characteristics of the organization and the dynamic development of the external environment. Topic 1. The changing role of marketing in creation of competitive advantage in turbulent era. Defining strategic marketing. Marketing thinking as a system. Topic 2. The levels of decision making in marketing. Alignment with corporate and business strategy. Topic 3. Strategic marketing audit. Strategic marketing roadmap. Analysis of external and internal environment. Value audit and STP decisions. Topic 4. Creating value and generating growth. Marketing – Innovation interface. The role of cross-functional coordination. Why do we mostly go beyond the marketing function? Topic 5. The process of strategy development. Functional marketing strategies. Topic 6. Developing and implementing customer experience. Topic 7. Marketing performance and success metrics. Analytics in customer-centric organization. The course includes a group project that is evaluated as a final exam.
Courses:	Strategic Marketing (10718)
Teaching and learning forms:	Lecture
Prerequisites for participation:	Students must have an excellent understanding of English in order to comprehend the course.
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Portfolio Exam: Group project
ECTS credits:	5

Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	- Course script - Best, R. Market-Based Management: Strategies for Growing Customer Value and Profitability (6th edition or later). Pearson. 577p
Compulsory attendance:	yes
Reason:	The attendance requirement is considered met because classroom activities and virtual exercises are included. In the event of significant reasons (such as illness, familial emergencies, etc.) and their proof, the absence may be considered an exception.

Competence dimensions Strategic Marketing

Knowledge and understanding: Knowledge Comprehension

Students will critically analyze and apply strategic marketing theories and methods, conduct audits, develop strategies for growth and customer experience, and assess marketing performance using analytics. They will practically demonstrate these skills through a group project, embodying a strategic marketing mindset.

Use, application and generation of knowledge/art: Use and transfer

Students will implement their knowledge of strategic marketing to develop real-world solutions. They will apply their understanding to specific activities and occupations, thus demonstrating their proficiency in the use, application, and generation of knowledge in their field of specialization.

Communication and cooperation

Students will effectively communicate professional solutions in strategic marketing, justifying them using robust theoretical and methodological arguments. They will foster cooperation, bridging the gap between subject-matter experts and non-experts, thereby showcasing their aptitude in discourse and collaboration.

Scientific / artistic self-image and professionalism

Students will cultivate a professional self-image that aligns with the goals and standards of the marketing industry. This image will be directed towards professional fields outside academia, fostering a real-world orientation and readiness for professional practice in strategic marketing.

International Marketing

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	3585
Modul title:	International Marketing
Module responsible:	Prof. Dr. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies

Module Content:	The International Marketing course will enable managers and scholars to meet the international challenges they face every day in different parts of the world, and it provides the solid foundation required to understand the complexities of marketing on a global scale.
	Course content:
	I. OVERVIEW OF WORLD BUSINESS
	1. Nature of International Marketing: Challenges and Opportunities. 2. Trade Theories and Economic Development. 3. Trade Distortions and Marketing Barriers.
	II. WORLD MARKET ENVIRONMENT
	4. Political Environment 5. Legal Environment 6. Culture 7. Consumer Behavior in the International Context: Psychological and Social Dimensions
	III. PLANNING FOR INTERNATIONAL MARKETING
	8. Marketing Research and Information System 9. Market Analysis and Foreign Market Entry Strategies
	IV. INTERNATIONAL MARKETING DECISIONS
	10. Product Strategies: Basic Decisions and Product Planning 11. Product Strategies: Branding and Packaging Decisions 12. Distribution Strategies: Channels of Distribution 13. Distribution Strategies: Physical Distribution and Documentation 14. Promotion Strategies: Personal Selling, Publicity, and Sales Promotion 15. Promotion Strategies: Advertising 16. Pricing Strategies: Basic Decisions 17. Pricing Strategies: Terms of Sale and Payment
	V. FINANCIAL ENVIRONMENT AND DECISIONS
	18. Sources of Financing and International Money Markets 19. Currencies and Foreign Exchange
Courses:	International Marketing (3585)
Teaching and learning forms:	Lecture

Prerequisites for participation:	Students need to have a basic understanding of English in order to participate in group activities and comprehend the course.
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Portfolio Exam: Presentation, Term Paper, Classroom activities
ECTS credits:	5
Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	- Course script - Kleinaltenkamp, M., Plinke, W., Wilkinson, I., & Geiger, I. (Eds.). (2015). Fundamentals of Business-to-Business Marketing: Mastering Business Markets. Springer. - Agnihotri, R., Dingus, R., Hu, M. Y., & Krush, M. T. (2016). Social media: Influencing customer satisfaction in B2B sales. Industrial marketing management, 53, 172-180. - Biemans, W. G., Breni, M. M., & Malshe, A. (2010). Marketing–sales interface configurations in B2B firms. Industrial Marketing Management, 39(2), 183-194. - Cortez, R. M., & Johnston, W. J. (2017). The future of B2B marketing theory: A historical and prospective analysis. Industrial Marketing Management, 66, 90-102.
Compulsory attendance:	yes
Reason:	Due to classroom activities and virtual assignments, it is assumed that two-thirds of the attendance requirement has been met. In the case of important causes (such as illness, familial worries, etc.) and documentation, the absence might be regarded as an exception to some extent.

Competence dimensions International Marketing

Knowledge and understanding: Knowledge Comprehension

Students will comprehend the complexities of world trade theories, distortions, barriers, political, legal, and cultural environments, and international consumer behaviour.

Use, application and generation of knowledge/art: Use and transfer

Students will employ their knowledge of international marketing to conduct marketing research, conduct market analysis, devise entry strategies, and make informed product, distribution, promotion, and pricing strategy decisions. They will demonstrate the ability to devise effective responses to complex international marketing scenarios.

Communication and cooperation

Through class discussions, case studies, and team-based assignments, students will demonstrate effective communication and cooperation, articulating wellreasoned international marketing strategies, and defending their decisions in discussions with peers and instructors.

Scientific / artistic self-image and professionalism

Students will develop a professional identity that reflects their comprehension of the complexities of international marketing. Through the study and application of various marketing strategies in international contexts, students will demonstrate their readiness for professional roles in the global business environment, while adhering to the field's standards and expectations.

Change Management and New Work

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	3968
Modul title:	Change Management and New Work
Module responsible:	Prof. Dr. Götz Walter
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	The course content includes: - Causes of change in companies - Shaping change: Principles, concepts, tools, new work - Phases and strategies of change management - Dealing with resistance - Communication and change: success factors - Mergers and acquisitions: Integration management - Selected tools for change management - Role of the change manager
Courses:	Change Management and New Work (3968)
Teaching and learning forms:	Lecture
Prerequisites for participation:	Students are expected to have a strong command of English in order to comprehend course material and complete individual and group exercises.
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Portfolio Exam: Presentations
ECTS credits:	5
Grading:	Graded
Workload:	2 SWS
Duration of the module:	one semester

Frequency of offering:	Winter semester only
Literature:	- Course script
	- Vahs, D. & Weiand, A. (2013). Workbook Change Management. Stuttgart: Schäffer-Poeschel.
	- Kotter, J.P. (2012). Leading Change. Boston: Harvard Business Review Press.
	- Kotter, J.P. (2007). Leading Change – Why transformation efforts fail. Harvard Business Review, S. 1-10.
	- Kotter, J.P. & Schlesinger, L.A. (2008). Choosing Strategies for Change. Harvard Business Review, S. 1-11.
	- Hayes, J. (2018). The Theory and Practice of Change Management (13. Auflage). London: Red Globe Press.
Compulsory attendance:	yes
Reason:	The attendance requirement is considered met because classroom activities and exercises are included. In the event of significant reasons (such as illness, familial emergencies, etc.) and their proof, the absence may be considered an exception.

Competence dimensions Change Management and New Work

Knowledge and understanding: Knowledge Comprehension

Students will gain an in-depth understanding of the causes of change in organisations, the principles, concepts, and tools for influencing change, as well as the phases and strategies of change management. In addition, they will comprehend resistance management techniques, the function of communication in successful change, integration management in mergers and acquisitions, and the change manager's responsibilities.

Use, application and generation of knowledge/art: Use and transfer

Students will replicate change management scenarios using tools to shape change and manage resistance, develop change strategies, and demonstrate effective communication. They will demonstrate the ability to generate effective solutions to difficult change management challenges.

Communication and cooperation

Students will exhibit their communication and cooperation skills by actively participating in class discussions and group projects, effectively communicating their change management strategies, and working together to find solutions in the face of opposition.

Scientific / artistic self-image and professionalism

Students will develop a professional self-image as a change manager that reflects their capacity to manage the complexities and challenges of change within a business context. They will demonstrate their preparedness for professional roles in a dynamic business environment by adhering to the field's standards and expectations.

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