



International Academy

Module Manual

Valid from: 15.01.2023



Basic studies

Cross cultural communication and team work

Practical Sales Project Seminar

Research Methods in Business Marketing

Entrepreneurial Leadership

Consumer Psychology

International Business Project

The Economics of the Welfare State

Business Analysis and Valuation

B2B Marketing and Sales

Main studies

Program Objectives

The International Academy gives students the opportunity to complete a one or two-semester interdisciplinary study program in English at Ravensburg-Weingarten University of Applied Sciences (RWU) located in southern Baden Württemberg state in Germany.

The International Academy was established more than 10 years ago by the Faculty of Technology and Management of the RWU. It is currently offering interdisciplinary study courses covering theoretical frameworks as well as practical approaches taught by both international academicians and industrial experts.

The International Academy's main missions are:

- Promoting the mutual integration of academic knowledge and industrial application
- Strengthening collaborations with international universities and supporting international mobility among students and professionals
- Encouraging problem-based learning through multiple real-life case studies in business and practical projects in an industrial environment
- Developing social, entrepreneurial, and cultural skills, as well as providing on-sight networking opportunities to the students

Connection of the modules

Cross cultural communication and team work

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10102
Modul title:	Cross cultural communication and team work
Module responsible:	Prof. Dr. Eberhard Hohl
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	<p>The course covers the following core points:</p> <ul style="list-style-type: none"> • Dock in / Expectations / Why? How? What? "Fit for foreign cultures" • Culture, layers, and key dimensions of culture (culture map) • Role & competence model of a global leader by Prof. Dr. E. Hohl • Cross-cultural communication models and approaches • Emotional intelligence, communication skills, and tools • Case study: the struggling expatriate • Building, steering, and development of cross-cultural (virtual) teams • Applications, role plays, and practical signposts for successful cross-cultural communication in daily projects and teamwork • Conclusion, learning transfer, action planning, and coaching
Courses:	Cross cultural communication and team work (10102)
Teaching and learning forms:	Lecture
Prerequisites for participation:	No requirements
Applicability of the module:	International Academy (IA)
Prerequisites allocation ECTS:	<p>Portfolio Exam:</p> <ul style="list-style-type: none"> • Presentation including Handout (weightage 40 %) • Homework (weightage 60 %)
ECTS credits:	3
Grading:	Graded
Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	<ul style="list-style-type: none"> • Comfort, J. et al.: Solution-Focused Therapy (Brief Therapies series): How to Work Effectively Across Cultures, Kogan Page 2014 • Gesteland, R.R: Cross-Cultural Business Behavior: A Guide for Global Management: A Guide for Global Management, Copenhagen Business School Press 2012 • Hofstede, G.Cultures and Organizations - Software of the Mind: Intercultural Cooperation and Its Importance for Survival, McGraw-Hill Education Ltd 2010 • Mayer, E.: The Culture Map: Decoding How People Think, Lead, and Get Things Done Across Cultures, PublicAffairs 2016. • SIETAR Europa 2018 (Editor): Intercultural Training Tool Kit: Activities for Developing Intercultural Competence for Virtual and Face-to-face Teams, BoD 2019
Compulsory attendance:	yes
Reason:	Two-thirds of the attendance requirement must be satisfied. If sufficient evidence is presented, the absence may be considered an exception in the event of significant reasons (such as illness, family emergencies, etc.).

Competence dimensions Cross cultural communication and team work

Knowledge and understanding: Deepening of individual components of knowledge

After successful completion of the module, students will gain an understanding of cross-cultural approaches and business behavior, strengthen the cross-cultural awareness and communication skills, and strengthen the cross-cultural team building, coaching, and development.

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

Communication and cooperation

Students develop professional and factual solutions to problems in their actions and are capable of justifying these solutions using theoretically and methodologically sound argumentation in discussion with the module responsible of the subject Cross cultural communication and team work.

Scientific / artistic self-image and professionalism

Students develop a self-image that is primarily focused on academic as well as professional goals and action standards.

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:	<p>During the course, the students will work on a practical related sales project (preferably in groups of 2-3 students).</p> <p>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.</p> <p>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.</p> <p>The course is subdivided into 3 main sections:</p> <p>1) One-day course (beginning of the semester): theoretical framework, company presentation, and introduction of the different projects.</p> <p>2) Intermediate Project meetings (twice during the semester) to present preliminary results and ask specific questions.</p> <p>3) Individual final presentations of project results. (Management Summary, Project report, Presentation)</p>
Courses:	Practical Sales Project Seminar (10105)
Teaching and learning forms:	Project-based Seminar
Prerequisites for participation:	No requirements
Applicability of the module:	International Academy (IA)
Prerequisites allocation ECTS:	Portfolio Exam: Presentation and Project Report
ECTS credits:	5
Grading:	Graded

Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	Course script
Compulsory attendance:	no

Competence dimensions Practical Sales Project Seminar

Knowledge and understanding: Knowledge Comprehension

After completing this module, students will have a strong understanding of sales concepts and be able to conduct market research for a specific product portfolio in a defined market.

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

Communication and cooperation

Students develop professional and factual solutions to problems in their actions and are capable of justifying these solutions using theoretically and methodologically sound argumentation in discussion with the module responsible of the subject practical sales project.

Scientific / artistic self-image and professionalism

Students develop a self-image that is primarily focused on academic as well as professional goals and action standards.

Research Methods in Business Marketing

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10106
Modul title:	Research Methods in Business Marketing
Module responsible:	Prof. Dr. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	<p>The course covers the following key topics:</p> <ol style="list-style-type: none"> 1. Research Fundamentals: Research Definition, Research Nature, Research Introduction, Research Aim, Questions, Objectives 2. Literature Reviews: Reviewing the literature, Sources of Information, Citation Software – Citavi 3. Research Methodology: Saunders Research Onion, Research Approach, Qualitative and Quantitative Research, Time Horizon, Research Validity, and Reliability, Research Sampling 4. Research Strategies/Methods: Experiments, Survey, Case Study Research, Action Research, Narrative Enquiry, Grounded Theory 5. Qualitative Data Analysis: Content Analysis, Thematic Analysis 6. Quantitative Research Method: Fuzzy-set Qualitative Comparative Analysis (fsQCA)
Courses:	Research Methods in Business Marketing (10106)
Teaching and learning forms:	Project-based Seminar
Prerequisites for participation:	No requirements
Applicability of the module:	International Academy (IA)
Prerequisites allocation ECTS:	<p>Portfolio Exam:</p> <ul style="list-style-type: none"> • Term Paper and Presentation (per Team)
ECTS credits:	5

Grading:	Graded
Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	<ul style="list-style-type: none"> • Creswell, J. W., & Creswell, J. D. (2017). Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications. • Sekaran, U., & Bougie, R. (2016). Research methods for business: A skill building approach. John Wiley & Sons. • Saunders, M., Lewis, P., & Thornhill, A. (2009). Research methods for business students. Pearson education. • Bell, E., Bryman, A., & Harley, B. (2022). Business research methods. Oxford university press. • Swales, J. M., & Feak, C. B. (2004). Academic writing for graduate students: Essential tasks and skills (Vol. 1). Ann Arbor, MI: University of Michigan Press. • Jick, T. D. (1979). Mixing qualitative and quantitative methods: Triangulation in action. Administrative science quarterly, 24(4), 602-611. • In addition, articles from relevant scientific journals are discussed (Industrial Marketing Management, Journal of Marketing, Journal of Business and Psychology, Journal of Marketing, etc.)
Compulsory attendance:	yes
Reason:	Two-thirds of the attendance requirement must be satisfied. If sufficient evidence is presented, the absence may be considered an exception in the event of significant reasons (such as illness, family emergencies, etc.).

Competence dimensions Research Methods in Business Marketing

Knowledge and understanding: Broadening of prior knowledge

After successfully completing the module, students will have a solid understanding of concepts such as research aim and objectives, research methodology, qualitative and quantitative methods, and citavi citation software and will be able to apply this knowledge in an academic and business context.

Use, application and generation of knowledge/art: Scientific innovation

Communication and cooperation

Students develop academic and factual solutions to problems in their actions and are capable of justifying these solutions using theoretically and methodologically sound argumentation in discussion with the module responsible of the subject Research Methods in Business Marketing.

Scientific / artistic self-image and professionalism

Students develop a self-image that is primarily focused on academic as well as professional goals and action standards.

Entrepreneurial Leadership

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10107
Modul title:	Entrepreneurial Leadership
Module responsible:	Prof. Dr. Opas Piansoongnern
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	<p>The course covers the following core topics:</p> <ul style="list-style-type: none"> • Uniqueness and Significance of entrepreneurial leaders in the VUCA world • Entrepreneurial leader's characteristics and behavior that lead to success or failure • Leadership roles and duties with an entrepreneurial-minded approach • Leadership strategies and techniques for motivating, developing, and strengthening colleagues to become intrapreneurs who create positive results for an organization
Courses:	Entrepreneurial Leadership (10107)
Teaching and learning forms:	Lecture
Prerequisites for participation:	No requirements
Applicability of the module:	International Academy (IA)
Prerequisites allocation ECTS:	<p>Portfolio Exam:</p> <ul style="list-style-type: none"> • Written exam (including written reports) for 50% • Oral exam (including presentations) for 50%
ECTS credits:	3
Grading:	Graded
Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	Course script
Compulsory attendance:	no

Competence dimensions Entrepreneurial Leadership

Knowledge and understanding: Knowledge Comprehension

After successful completion of the module, students have a sound knowledge of concepts such as entrepreneurial leader's characteristics, leadership roles and duties, entrepreneurial-minded, and intrapreneur, and can apply this knowledge in a business context.

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

Communication and cooperation

Students develop professional and factual solutions to problems in their actions and are capable of justifying these solutions using theoretically and methodologically sound argumentation in discussion with the module responsible of the subject Entrepreneurial Leadership.

Scientific / artistic self-image and professionalism

Students develop a self-image that is primarily focused on academic as well as professional goals and action standards.

Consumer Psychology

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10357
Modul title:	Consumer Psychology
Module responsible:	Prof. Dr. Götz Walter
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	<p>The course "Consumer Psychology" deals with experiences and behaviors of consumers from a psychological perspective.</p> <p>The course covers relevant psychological characteristics of consumers such as perception, attention, learning, memory, self-concept, values, motivation and emotion as well as models focusing on consumer decision making.</p> <p>After successful completion of the module, students have a sound knowledge of concepts in the field of consumer psychology, and can apply this knowledge in a business context.</p>
Courses:	Consumer Psychology (10357)
Teaching and learning forms:	Seminar
Prerequisites for participation:	No requirements
Applicability of the module:	International Academy (IA)
Prerequisites allocation ECTS:	Portfolio Exam: <ul style="list-style-type: none"> • Presentation (50%) • Term paper or equivalent (50%)
ECTS credits:	5
Grading:	Graded
Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	<ul style="list-style-type: none">• Felser, G. (2015). Werbe- und Konsumentenpsychologie (4. Auflage). Berlin: Springer.• Solomon, M.R., (2019). Consumer behaviour – buying, having, and being. 13th edition. Harlow: Pearson.• Thaler, R.H. (2018). Misbehaving – The Making of Behavioral Economics. New York: W. W. Norton & Company.• In addition, articles from relevant scientific journals are discussed (e.g. Academy of Management Journal, Journal of Consumer Research, Psychology & Marketing, Journal of Consumer Psychology).
Compulsory attendance:	no

Competence dimensions Consumer Psychology

Knowledge and understanding: Knowledge Comprehension

After successful completion of the module, students have a sound knowledge of concepts such as perception, attention, learning, memory, self-concept, values, motivation and emotion as well as models focusing on consumer decision making in the field of consumer psychology, and can apply this knowledge in a business context.

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

Communication and cooperation

Students develop professional and factual solutions to problems in their actions and are capable of justifying these solutions using theoretically and methodologically sound argumentation in discussion with the module responsible of the subject Consumer Psychology.

Scientific / artistic self-image and professionalism

Students develop a self-image that is primarily focused on academic as well as professional goals and action standards.

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:	<p>The study trip is planned together with Budapest Business School (BGE) and will take place from Monday, 10th April – Sunday, 16th April, 2023.</p> <p>Key activities in this study trip are as follows:</p> <ul style="list-style-type: none"> • Campus & Lectures: Campus-Tour, Lectures and Seminars at Budapest Business School (BGE) incl. dialogues and discussions with Hungarian/ international students and professors. • Business & Economics: company site visits incl. discussions with managers and experts, visit of the German-Hungarian chamber of commerce and industry (DUIHK). • Culture & People: cultural walks and museum visits, exhibitions and churches in Budapest and Szentendre (artist colony). Readings and dialogues about the Hungarian culture and history.
Courses:	International Business Project (10612)
Teaching and learning forms:	Excursion
Prerequisites for participation:	No requirements
Applicability of the module:	International Academy (IA)
Prerequisites allocation ECTS:	Portfolio Exam
ECTS credits:	5
Grading:	Graded
Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	
Compulsory attendance:	yes
Reason:	A study trip to Budapest is included in this module.

Competence dimensions International Business Project

Knowledge and understanding:

After successfully completing the module, students will have a better understanding of Hungary's business and cultural aspects.

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

Communication and cooperation

Students acquire knowledge of Hungarian business etiquette and economy, as well as valuable insights into working effectively in diverse cultures (focussed on Hungary).

Scientific / artistic self-image and professionalism

Students develop a self-image that is primarily focused on academic as well as professional goals and action standards.

The Economics of the Welfare State

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	10613
Modul title:	The Economics of the Welfare State
Module responsible:	Prof. Dr. Marlene Haupt
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	<p>Governments implement welfare state programs to protect their citizens to social risks such as falling sick, becoming unemployed or ageing. These programs that range from public benefits to the regulation of private insurance markets may have a strong impact on the income, well-being, and the behavior of individuals. Suitable for both economics' students and students on related disciplines, the course has two basic objectives:</p> <ol style="list-style-type: none"> 1. To understand the analytical foundations of the welfare state (definition, objectives, finance, political and economic theory). 2. To assess welfare state interventions, including cash benefits and in-kind transfers (e.g., pensions, health care, education, and housing) along the line of equity and efficiency measures.
Courses:	The Economics of the Welfare State (10613)
Teaching and learning forms:	Seminar
Prerequisites for participation:	No requirements
Applicability of the module:	International Academy (IA)
Prerequisites allocation ECTS:	Portfolio Exam • Term paper/Presentations/Written Exam
ECTS credits:	3
Grading:	Graded
Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	<ul style="list-style-type: none">• Barr, Nicholas. Economics of the welfare state. Oxford University Press, 2020.• Nelson, Kenneth; Nieuwenhuis, Rense; Yerkes, Mara A. Social Policy in Changing European Societies. Research Agendas for the 21st Century. Edward Elgar, 2022.• Stevenson, Betsey; Wolfers, Justin. Principles of Economics. Macmillan Learning, 2020.
Compulsory attendance:	no

Competence dimensions The Economics of the Welfare State

Knowledge and understanding: Knowledge Comprehension

After successful completion of the module, students have a sound knowledge of analytical foundations of the welfare state and assessing welfare state interventions, including cash benefits and in-kind transfers.

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

Communication and cooperation

Students develop professional and factual solutions to problems in their actions and are capable of justifying these solutions using theoretically and methodologically sound argumentation in discussion with the module responsible of the subject The Economics of the Welfare State.

Scientific / artistic self-image and professionalism

Students develop a self-image that is primarily focused on academic as well as professional goals and action standards.

Business Analysis and Valuation

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	4906
Modul title:	Business Analysis and Valuation
Module responsible:	Prof. Dr. Cornelia Neff
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	<p>The course is conducted with Harvard Business School case studies. Students are expected to analyze the concrete business situation given in a case study and prepare management decisions.</p> <ul style="list-style-type: none"> • Case Study 1: Human Resources Decision in the Hotel industry • Case Study 2: Managerial and Cost Accounting – Calculation of Smart phone production in Southern China • Case Study 3: Production Planning and Control – Analysis of Bottlenecks in an Engineering Company • Case Study 4: Managerial decision making and control – in the creative industry (Danish Design School) • Case Study 5: Financial Analysis and Financial Distress Prediction of a large German retail firm (Karstadt Quelle/Arcandor) <p>Please note that in the summer semester of 2023, case study topics may be revised.</p>
Courses:	Business Analysis and Valuation
Teaching and learning forms:	Lecture
Prerequisites for participation:	<ul style="list-style-type: none"> • The language of instruction is English. • The course is aimed at students in their main course of study. • Knowledge of business administration in the subject finance / accounting / controlling is required.
Applicability of the module:	International Academy (IA)
Prerequisites allocation ECTS:	Portfolio Exam
ECTS credits:	3
Grading:	Graded
Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester

Frequency of offering:	Summer semester only
Literature:	<ul style="list-style-type: none">• Palepu / Healy / Bernard / Peek (2013): Business Analysis and Valuation. Text and Cases. 2nd and 3rd edition, Thomson Learning Publishing House, London, UK• The individual HBS case studies will be handed out during the event.
Compulsory attendance:	no

Competence dimensions Business Analysis and Valuation

Knowledge and understanding: Knowledge Comprehension

After successfully completing the module, students will have a solid understanding of conducting business analysis and valuation in various industries; dealing with business analysis, management, and cost accounting; performance measurement, distress probability, and so on.

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

Communication and cooperation

Students develop professional and factual solutions to problems in their actions and are capable of justifying these solutions using case study examples in discussion with the module responsible of the subject Business analysis and valuation.

Scientific / artistic self-image and professionalism

Students become aware of the importance of conducting business analysis and valuation for their professional field.

B2B Marketing and Sales

Course of study:	International Academy
Degree:	Bachelor of Engineering (B.Eng.)
Modul number:	7184
Modul title:	B2B Marketing and Sales
Module responsible:	Prof. Dr. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Undergraduate/Major:	Basic studies
Module Content:	<p>By visiting this course you will be able to understand the fundamentals of business markets and business marketing, and what firms should know about when</p> <ul style="list-style-type: none"> • managing and competing in business networks • purchasing and structuring supplier management • managing the distribution on business markets • organizing sales management on business markets • applying brands on business markets <p>Throughout the course, you will elaborate on a "real" case study. You will be working in international teams/individually and address the case study solutions.</p>
Courses:	B2B Marketing and Sales (7184)
Teaching and learning forms:	Project-based Seminar
Prerequisites for participation:	No requirements
Applicability of the module:	International Academy
Prerequisites allocation ECTS:	Portfolio Exam: <ul style="list-style-type: none"> • Presentations/Homework/Term paper
ECTS credits:	5
Grading:	Graded
Workload:	A workload of 30 hours per ECTS is assumed. 2 SWS.
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	<p>Course script</p> <ul style="list-style-type: none"> • Håkansson, H., & Snehota, I. (1995). Developing relationships in business networks. London: routledge. • Kleinaltenkamp, M., Plinke, W., Wilkinson, I., & Geiger, I. (2015). Fundamentals of Business-to-business Marketing. Springer. • Piercy, N. F. (2010). Evolution of strategic sales organizations in businesstobusiness marketing. Journal of Business & Industrial Marketing. • Sharma, A. (2002). Trends in Internet-based business-to-business marketing. Industrial marketing management, 31(2), 77-84. • Brennan, R., Canning, L., & McDowell, R. (2020). Business-to-business marketing. Sage.
Compulsory attendance:	no

Competence dimensions B2B Marketing and Sales

Knowledge and understanding: Knowledge Comprehension

After successful completion of the module, students have a sound knowledge of concepts such as business networks, supplier management, branding, and sales management, and can apply this knowledge in a business context

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

Communication and cooperation

Students develop professional and factual solutions to problems in their actions and are capable of justifying these solutions using theoretically and methodologically sound argumentation in discussion with the module responsible of the subject Consumer Psychology.

Scientific / artistic self-image and professionalism

Students gain a better understanding of the B2B sales and marketing processes and their constant potential for change, as well as an awareness of their own role as a manager in their future professional field.

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