



University of Stuttgart
Germany

UNIVERSITY OF STUTTGART

ECTS Guide 2024/2025

Institute of Business Administration

Institute of Business Administration

ECTS GUIDE

2024/2025

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Table of Content

1	Introduction	1
1.1	General Information	1
1.2	Information for all ERASMUS Exchange Students at the School of Business and Economics	2
1.3	Information about the European Credit Transfer System at the School of Business and Economics	3
1.4	Business Administration, technically oriented	4
1.5	Erasmus Coordinator	6
2	Course Catalogue/Module Descriptions	7
2.1	Terminology	7
2.2	Detailed Description of Courses from the Institute of Business Administration	8
2.2.1	Department I – Chair of Innovation and Service Management	8
2.2.2	Department II – Chair of Organizational Design	13
2.2.3	Department III – Chair of Corporate Finance	18
2.2.4	Department IV – Chair of Logistics and Supply Management	27
2.2.5	Department V – Chair of Management Accounting and Control	34
2.2.6	Department VI – Chair of Marketing	45
2.2.7	Department VII – Chair of Information Systems I	51
2.2.8	Department VIII – Chair of Information Systems II	56
2.2.9	Department IX – Chair of International and Strategic Management	61
	2.2.10 Department X – Chair of Operations Management	66
2.3	Detailed Description of Courses from the Institute of Economics and Law	71
2.3.1	Department of Theoretical Economics	71
2.3.2	Department of Microeconomics and Spatial Economics	78
2.3.3	Department of Law	82

1 Introduction

1.1 General Information

This booklet provides detailed information on course offerings at the University of Stuttgart, Germany. It is directed to ERAMUS and OVERSEAS students as well as to coordinators at the respective home institutions.

This booklet is for your guidance. It should help answering frequent questions, which exchange students usually have prior to and during their academic stay in Stuttgart. Furthermore, it should inform international coordinators and advisors at the participating partnering universities regarding the assessment and accreditation of the course work, which has been conducted by returning exchange students. We are trying to improve this booklet continuously. Therefore, we would highly appreciate to receive your feedback.

Please note that the information provided in this booklet is non-binding and that professors are free to add, revise or delete aspects of their courses at any time.

For full disclosure, the information in this booklet is best supplemented by the official course catalogue (“Vorlesungsverzeichnis”) of the University of Stuttgart as well as by current information provided by the departments and chairs of the School of Business and Economics.

1.2 Information for all ERASMUS Exchange Students at the School of Business and Economics

The ERASMUS program supports your exchange as an international student throughout Europe by acknowledging your course work, which has been credited at a foreign university, at your home university.

Regarding the administrative procedures as well as regarding the course work, however, German universities differ considerably from what you might be used to from your home university. This means, first and foremost, that German students enjoy a substantial amount of academic liberties regarding the selection of their courses. However, with liberty comes great responsibility. I.e. that you independently select your courses, which correspond to those at your home university, from the large course catalogue that we provide and that you will design your own time-table, for example. Therefore, it is absolutely necessary that you try to collect as much information as possible individually. It is completely up to you which courses you choose, you may simply choose the courses, which you like best. Yet, there are possibly bilateral agreements between your home university and the University of Stuttgart regarding the number of courses and credits that you need in order to receive your ERASMUS grant. For more information on these requirements, please contact your International Affairs Office at home before you plan your stay in Stuttgart.

During your preparations as well as during your stay, you will probably have a number of open questions, which many previous international students have successfully faced before. Therefore, each ERASMUS exchange student at the University of Stuttgart gets the name and address of a current student, who will be able to assist you with your questions and who will try to make your life easier whenever it becomes necessary.

1.3 Information about the European Credit Transfer System at the School of Business and Economics

After your arrival in Stuttgart you will – ideally – consult the course catalogue of the University of Stuttgart, which contains every class that is offered in the upcoming semester (“Vorlesungsverzeichnis”: <https://lsf.uni-stuttgart.de>). You will select your classes and, if necessary, we will assist you in order to arrange your time-table successfully. It would be much appreciated, however, if you already agreed with your home university on some cornerstones of your academic stay. This includes the questions of which classes you should participate in as well as of how many ECTS credits you should collect (learning agreement).

The European Credit Transfer System (ECTS) grade is the basis for transferring your class results, which are assessed on the German grading scale, to your home university and its respective grading scale. Furthermore, ECTS credits define the workload, which is required by a student in order to participate successfully in a class. In the following (cf. section 2), you will find detailed information on how many ECTS credits are awarded to a specific course.

You may find the following table helpful in order to get an overview regarding the comparability of class results.

German	ECTS-Grade	British	Danish	Finnish	French	Italian	Spanish	Swedish
1,0	A	>80 %	12	5	>18	30	10	5 (VG)
1,3	A	79 - 70 %	11		17,9 - 16	29 - 28	9	
1,7	B	69 - 67 %	10	4	15,9 - 15	27		
2,0	B	66 - 64 %	9/8		14,9 - 14	26	8	4 (VG)
2,3	C	63 - 60 %	7	3	13,9 - 13	25		
2,7	D	59 - 55 %	6	2	12,9 - 12,6	23 - 24	7	4 (G)
3,0	D	54 - 50 %	5		12,5 - 12,3	21 - 22		3 (G)
3,3	D	49 - 47 %	4		12,2 - 12,1	20	6	
3,7	E	46 - 45 %	3	1	11,9 - 11	19		
4,0	E	44 - 40 %	2		10,9 - 10	18	5	3 (G)
5,0	F	<40 %	-3	0	< 10	<18	<5	U

1.4 Business Administration, technically oriented

At the University of Stuttgart, Business Administration has been taught with an engineering focus ever since the program was first established in the winter term of 1974/75. Besides classes in general Business Administration, regular students are required to take classes in the field of engineering during their undergraduate and graduate studies. The aim of this approach is to deepen students' insights and knowledge with regard to applied and theoretical engineering disciplines. Experience has shown that this qualification is largely demanded by companies, which intend to employ business school graduates. The School of Business and Economics has successfully established courses in collaboration with some of the most respected and best-known engineering institutes of the University of Stuttgart. The School itself consists of two organizational units: The Institute of Business Administration and the Institute of Economics and Law.

Not only have companies realized the significant value of these interdisciplinary studies but students have done so too. Student applications to the School of Business and Economics have been steadily increasing over the past years. Currently, over 1200 fully enrolled students turn the "Business Administration, technically oriented" program into one of the most important tracks at the University of Stuttgart. In student numbers, it currently ranks fifth, just behind Mechanical Engineering, Architecture, Electrical Engineering and Civil Engineering. Every winter term approximately 200 freshmen register for this program.

Departments of Business Administration:

(Homepage: www.bwi.uni-stuttgart.de)

- ❖ Department I: Chair of Innovation and Service Management
(Prof. Dr. W. Burr)
- ❖ Department II: Business Administration and Organizational Design
(Prof. Dr. B. Renzl)
- ❖ Department III: Business Administration and Finance
- ❖ Department IV: Logistics and Supply Management
(Prof. Dr. R. Large)
- ❖ Department V: Business Administration and Management Accounting and Control
(Prof. Dr. B. Pedell)
- ❖ Department VI: Business Administration, Marketing
(Prof. Dr. C. Kühnl)
- ❖ Department VII: Business Administration and Information Systems I
(Prof. Dr. H.-G. Kemper)
- ❖ Department VIII: Business Administration and Information Systems II (Business Software)
(Prof. Dr. G. Herzwurm)
- ❖ Department IX: Business Administration, International and Strategic Management
(Prof. Dr. M.-J. Oesterle)
- ❖ Department X: Business Administration and Operations Management
(Prof. Dr. A. Größler)

Departments of Economics and Law:

(Homepage: www.ivr.uni-stuttgart.de)

- ❖ Department of Theoretical Economics
(Prof. Dr. F. C. Englmann)
- ❖ Department of Microeconomics and Spatial Economics
(Dr. David Kusterer)
- ❖ Department of Law
(Prof. Dr. D. Winkler)

1.5 Erasmus Coordinator

If you need any further information regarding the course contents at the University of Stuttgart, do not hesitate to contact us:

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Research associate

University of Stuttgart

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Webpages:

- General information about the University of Stuttgart:
<http://www.uni-stuttgart.de>
- Information about the Institute of Business Administration:
<http://www.bwi.uni-stuttgart.de>
- Information about the Institute of Law and Economics:
<http://www.ivr.uni-stuttgart.de>
- Information for exchange students:
<http://www.bwi.uni-stuttgart.de/erasmus> and
<http://www.ia.uni-stuttgart.de>

2 Course Catalogue/Module Descriptions

2.1 Terminology

Exemplary class (German title of the exemplary class)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person	E-Mail
Teaching language	German
Teaching methods	<ul style="list-style-type: none"> - Slide-based lecture - Interactive workshop for requirements elicitation - Case studies and group exercises in tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	----
Assessment Written exam (90 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam or oral exam covering the content of the lecture.

Concerned students: Bachelor or Master level

Concerned semester: recommended semester:
 Winter = Winter Semester
 Summer = Summer Semester
 irregular = No constant term

Teaching Methods: Lecture (Vorlesung)
Tutorial (Übung)

ECTS-Credits: One ECTS credit stands for 30 hours of studying (in class and self-study).

Hours per week: Class duration per week

Prerequisites: Recommended prerequisites for this course.

Assessment: written exam
oral exam assignment
oral presentation
assignment
exam by arrangement

2.2 Detailed Description of Courses from the Institute of Business Administration

2.2.1 Department I – Chair of Innovation and Service Management

Basic Principles of Business Administration (Grundlagen der Betriebswirtschaftslehre)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person ---	E-Mail: info.idm@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and tutorial
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 4; Tutorial: 2
Prerequisites	----
Assessment Written exam	For Erasmus-students possible Written essay on selected topics of the lecture. To register, please contact the department secretary by e-mail.

Description of course content

- Decisions in private enterprises and public institutions
- Models of rational decision-making, methods and techniques of decision-making
- Illustrative application possibilities
- Constitutive decisions (corporate targets and strategies, organizational charts)
- Level-oriented decisions (foundation, growth, crisis and liquidation)
- Function-oriented decisions (perspectives of longitudinal and cross-section functions of enterprises)
- Methods of applicable Business Administration in scientific research

Learning Outcomes

Students receive a broad overview of existing management theories and become familiar with their application in practice.

Innovation I - Service Innovation and Management (Innovation I - Dienstleistungsinnovation und Management)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person ---	E-Mail: info.idm@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment Written exam	For Erasmus-students possible Written essay on selected topics of the lecture. To register, please contact the department secretary by e-mail.

Description of course content

The main focus of this lecture is the innovation process in service companies, or the implementation of new service ideas on the market. This includes, for example, sources for new service ideas, process models for the generation of service innovations as well as concepts for measurement and improvement of service quality.

Learning Outcomes

Students become familiar with the specifics of the services industry and focus on each phase of the service innovation process using appropriate methods and tools.

Innovation II - Basic Conditions of Innovation (Innovation II - Rahmenbedingungen der Innovation)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person ---	E-Mail: info.idm@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment Written exam	For Erasmus-students possible Written essay on selected topics of the lecture. To register, please contact the department secretary by e-mail.

Description of course content

This lecture examines the institutional and macroeconomic frameworks which influence the internal operational innovation process. Among the relevant topics are the scientific and research system of a given country, intellectual property rights (patents, copyright, trade secrets, and trademarks) and product liability laws. These institutional and macroeconomic frameworks influence the opportunities and incentives for companies to invest in research and development.

Learning Outcomes

Students study in detail institutional and macroeconomic frameworks, analyze country-specific data and become acquainted with different possibilities to acquire and enforce intellectual property rights.

Innovation Management (Innovationsmanagement)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person ---	E-Mail: info.idm@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	----
Assessment Written exam	For Erasmus-students possible Written essay on selected topics of the lecture. To register, please contact the department secretary by e-mail.

Description of course content

This class will focus on specific aspects of the economic management of innovations. For example, strategies concerning technologies, corporate license policy, patent portfolios and the question of “make or buy”, which arises with each innovation. All of these aspects will be specifically analyzed from an economical point of view - new institutional economics, resource based view, strategic approach of the industrial organization research.

Learning Outcomes

Students become familiar with different theories regarding the economic management of innovations and study specific cases where they can be best applied.

Service Operations Management (Service Operations Management)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person ---	E-Mail: info.idm@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	----
Assessment Written exam	For Erasmus-students possible Written essay on selected topics of the lecture. To register, please contact the department secretary by e-mail.

Description of course content

The class covers concepts of service modularization, make or buy decisions in the services area, strategies of system bundling, i.e. the combination of service packages made up of single services. Furthermore, students are introduced to different aspects of service production (for example, customer integration, capacity management in service companies, etc.). The practical examples refer to IT services, facility management services and consulting services.

Learning Outcomes

Students become familiar with the specifics of the services industry, study different concepts used to generate and manage services, and learn how to use tools and methods specifically developed for the management needs of the services industry.

Further Information

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 E-Mail: info.idm@bwi.uni-stuttgart.de
 Internet: <http://www.bwi.uni-stuttgart.de/innovation>

2.2.2 Department II – Chair of Organizational Design

Management: Organizing & Leading (Organisation und Personalführung – part of “BWL I: Produktion, Organisation, Personalführung, Strategisches Management”)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person	E-Mail lehrstuhl.organisation@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Presentations, applied exercises, case studies
Hours per week Lecture: 2; Exercise: 1	ECTS-Credits Lecture: 3; Exercise: 1.5
Prerequisites	---
Assessment Written exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

The module provides an introduction to management research and practice and focuses on organizing and leading. It discusses management history as well as the basics of managing in today's workplace and addresses topics such as managing the external environment and the organization's culture, managing diversity, managing social responsibility and ethics, managing change and disruptive innovation. The part on organizing includes designing organizational structure, managing human resources, and creating and managing teams. The part on leading includes managing communication, understanding and managing individual behavior, and motivating employees.

Learning Outcomes

Students know how to identify, analyze, and structure theoretical and empirical work on organizing and leading. They understand and apply the basic management tools. Students know how to link the various aspects of organizing and leading.

Organisation I	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person	E-Mail lehrstuhl.organisation@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Presentations, applied exercises, case studies
Hours per week	ECTS-Credits
Lecture: 2; Exercise: 2	Lecture: 3; Exercise: 3
Prerequisites	BWL I
Assessment	For Erasmus-students possible
Written exam	Written exam, oral exam on request.

Description of course content

The module deals with different approaches in organizational design. Moreover, it addresses more specific questions such as the challenges of managing organizational change, network organizations and business ethics.

Learning Outcomes

- Student develop profound knowledge about organizations and how to design them.
- Students use case studies to understand the opportunities and challenges of various design options.
- Students are able to apply these approaches in business practice.

Organisation II	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person	E-Mail lehrstuhl.organisation@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Presentations, applied exercises, case studies
Hours per week	ECTS-Credits
Lecture: 2; Exercise: 2	Lecture: 3; Exercise: 3
Prerequisites	BWL I
Assessment	For Erasmus-students possible
Written exam	Written exam, oral exam on request.

Description of course content

This module deals with managing human resources. Building on the theoretical basis of organizational behavior, occupational psychology and strategic human resources management, the module assesses different functional areas and tools of human resource management such as recruiting and marketing in labor markets, personnel selection personnel development or compensation and benefits.

Learning Outcomes

Students develop profound knowledge on the theoretical basics of human resource management. They can describe the functional areas of human resources management such as selection, development or compensation and benefits, and the tasks of the human resources department. Students can assess the quality of HR instruments, e.g. assessment center, psychological tests, works or career programs.

Strategy & Organisation	
Concerned students	Master level
Concerned semester	Summer
Name of contact person	E-Mail lehrstuhl.organisation@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	Presentations, applied exercises, case studies
Hours per week	ECTS-Credits
Lecture: 2; Exercise: 2	Lecture: 3; Exercise: 3
Prerequisites	---
Assessment	For Erasmus-students possible
Written exam	Written exam, oral exam on request.

Description of course content

The lecture “Strategy & Organization” teaches the most important concepts and tools in strategic management. The corresponding exercise “Strategy & Organization” applies those insights to practical issues. Analyzing a variety of different case studies (e.g., Google, Tesla, Wal-Mart) students carve out the strengths and weaknesses of organizational strategies in order to develop an understanding of theoretical concepts in strategic management. The specific topics within the course include, among others, goals, values and purpose, resources and capabilities, strategy and organizational structure, industry evolution and change, innovativeness, and implementing strategy.

Learning Outcomes

- Students know important concepts of strategic management and tools of strategic analysis.
- Students are able to apply those concepts to practical issues.

Leadership & Organisation	
Concerned students	Master level
Concerned semester	Winter
Name of contact person	E-Mail lehrstuhl.organisation@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Presentations, simulations, case studies, paper discussions
Hours per week	ECTS-Credits
Lecture: 2; Exercise: 2	Lecture: 3; Exercise: 3
Prerequisites	Basic knowledge of organization theory and strategic management, principles of scientific work
Assessment	For Erasmus-students possible
Written exam	Written exam, oral exam on request.

Description of course content

In this module, students learn to assess and discuss important theoretical streams in organization research. The lecture conveys the most important contents of these research streams, and the exercise intensifies knowledge by presenting and discussing a variety of important scientific papers. Moreover, students learn to assess and demarcate research papers. The research streams include dynamic capabilities, organization theory, corporate entrepreneurship, innovation and leadership.

Learning outcomes

- Students know different streams in organization research and the underlying paradigms.
- Students are able to analyze, compare and assess scientific papers.

Further Information

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 Internet: <http://www.bwi.uni-stuttgart.de/abt2>

2.2.3 Department III – Chair of Corporate Finance

Investment and Finance (Investition und Finanzierung (part of “BWL II: Rechnungswesen und Finanzierung”))	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Christian Twiehaus	E-Mail Christian.Twiehaus@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture Investment and Finance - Tutorial Investment and Finance
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 3; Tutorial: 1.5
Prerequisites	Introduction to Business Administration
Assessment Written exam (60 min) or oral exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Methods and techniques of static as well as dynamic investment calculations
- Capital budgeting
- Central forms of financing
- Cost of capital concepts
- Models of capital structure
- Investment and financing decisions under uncertainty and under risk
- Portfolio Selection Theory
- Capital Asset Pricing Model
- Introduction into derivatives

Learning Outcomes

Methods and techniques of static as well as dynamic investment calculations, capital budgeting, central forms of financing, cost of capital concepts, models of capital structure, investment and financing decisions under uncertainty and under risk, Portfolio Selection Theory, Capital Asset Pricing Model, Options, neo-institutional economical basics.

Principles of Corporate Accounting (Technik des betrieblichen Rechnungswesens (part of “Rechtliche Grundlagen der BWL”))	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Dr. Thomas Eschenbach	E-Mail thomas.eschenbach@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture Principles of Corporate Accounting - Tutorial Principles of Corporate Accounting
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 3; Tutorial: 1.5
Prerequisites	-
Assessment Written exam (60 min) or oral exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- technique for the development of annual reports (balance sheet, profit and loss account) according to HGB
- double bookkeeping
- legal and conceptual basics of accounting
- dealing with base cases of accounting in commercial and industrial enterprises

Learning Outcomes

The module will aim to cover the basic components of accounting according to HGB that are of primary concern to commercial and industrial enterprises, and all those considerations needed to make entrepreneurial decisions and setting up a balance sheet.

International Financial Management (Internationales Finanzmanagement)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Felix Armbrust	E-Mail Felix.Armbrust@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture International Financial Management - Tutorial International Financial Management
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Investment and Finance
Assessment Written exam (90 min) or oral exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- International monetary system
- Exchange rates and foreign exchange markets
- International parity conditions
- Foreign exchange exposure
- Exchange Risk Management
- International trade finance
- Multinational capital budgeting
- Project finance
- Global financial sourcing

Learning Outcomes

Students know the key tasks and decision models of international financial management in special consideration of transactions crossing currency area borders.

Investments (Investitionstheorie und -steuerung)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Felix Armbrust	E-Mail Felix.Armbrust@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture Investments - Tutorial Investments
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Investment and Finance
Assessment Written exam (90 min) or oral exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Net present value and related methods
- Term structure of interest rates
- Valuation of interest-bearing bonds
- Risk management via duration concepts
- Equilibrium models of capital market oriented evaluation of equity and risk capital (primary shares)
- Selected questions concerning partial analytical evaluation of investment objects (usage and replacement time)
- Capital budgeting in imperfect capital markets
- Net present value with regard to capital structure and risk
- Capital asset pricing model and arbitrage pricing theory
- Performance measures

Learning Outcomes

Students gain in-depth knowledge of the central investment valuation techniques in the fields of interest-bearing financial instruments, risk-bearing financial instruments and real investment.

Symmetrical Derivates (Symmetrische Derivate)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person Felix Armbrust	E-Mail Felix.Armbrust@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	- Lecture Symmetrical Derivates - Tutorial Symmetrical Derivates
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	----
Assessment Written exam (90 min) or oral exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Overview of models for the assessment of financial futures
- Designs and valuations of swaps
- Interest rate options and forward rate agreements
- Valuation of financial futures
- Use of selected derivatives in risk management
- Arbitrage, trading and hedging strategies via symmetrical derivatives
- Use of derivatives in the management of credit default risks
- Decision-theoretical approaches of risk analysis and management (especially value at risk models) as well as selected implementations in operational risk management

Learning Outcomes

Students gain deepened knowledge of symmetrical derivatives especially with regard to interest rate risk- and default risk-bearing underlying assets. They are able to evaluate them and to use them in a selected manner within the framework of financial and risk management. Furthermore the students can handle selected methods of risk analysis; especially they can identify risk positions and have knowledge in risk management.

Sustainable Finance 1 (Nachhaltigkeitsfinanzmanagement 1)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person Felix Armbrust	E-Mail Felix.Armbrust@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture Sustainable Finance 1 - Tutorial Sustainable Finance 1
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	----
Assessment Written exam (90 min) or oral exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- The links between ethics and capital markets theory
- Sustainability reporting of firms
- Sustainability rating
- Sustainable investments
- Sustainability and asset management strategies
- Performance measurement und results of sustainable investing

Learning Outcomes

Students gain deepened knowledge of sustainability in the area of corporate finance, especially with regard to ethics in finance, sustainability ratings, sustainable investments, capital market theory and asset allocation, active ownership, carbon finance and microfinance.

Sustainable Finance 2 (Nachhaltigkeitsfinanzmanagement 2)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Felix Armbrust	E-Mail Felix.Armbrust@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture Sustainable Finance 2 - Tutorial Sustainable Finance 2
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	----
Assessment Written exam (90 min) or oral exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Sustainability concepts and principles
- Sustainability as a part of the theory of the firm and business evaluation
- Theoretical models of impact by sustainability strategies in investing
- Active ownership
- Alternative investments: microfinance and microcredits
- Sustainable/green buildings (certification and evaluation)
- Types of sustainability investors (foundations, pension fund institutions, high net worth individuals, retail investors)
- Asset allocation with regard to non-financial key performance indicators

Learning Outcomes

Students gain deepened knowledge of sustainability in the area of corporate finance, especially with regard to the valuation of a firm by integrating sustainability criteria, sustainable/green buildings, the impact of sustainable financial management and asset management, characteristics of sustainability investors and their asset allocation processes.

Asymmetrical Derivatives (Asymmetrische Derivate)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Felix Armbrust	E-Mail Felix.Armbrust@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	- Lecture Asymmetrical Derivatives - Tutorial Asymmetrical Derivatives
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	----
Assessment Written exam (90 minutes) or oral exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Valuation and management of asymmetric derivatives (options): central time-discrete and continuous-time valuation models of the option pricing theory
- Derivations of the Black/Scholes model and extensions
- Exotic options
- Options with specific underlyings (commodities, derivatives etc.)
- Option strategies
- Embedded options and their valuation
- Real options models and valuation
- Case studies on real options

Learning Outcomes

Students gain deepened knowledge of the option pricing theory and are able to value financial contracts as well as real options and further selected derivatives. They are able to explain and to question critically their application possibilities in the risk and investment management.

Further Information

Universität Stuttgart

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2.2.4 Department IV – Chair of Logistics and Supply Management

Logistics Functions (Logistikfunktionen)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person	E-Mail logistik@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits 6
Prerequisites	---
Assessment Written exam (90 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam covering the content of the lecture and the Tutorial Logistics functions.

Description of course content

- Basic principles of business logistics
- Criteria to assess the performance of Logistics
- Traffic and Transport: Planning/control of direct transports, multi modal transport and vehicle routing, Transport-, travelling salesman-, capacitated vehicle routing problem
- In-house transport: particular characteristics of in-house transport
- Storage & warehousing: planning of warehouse location, planning of layouts & assignment of storage; planning & control of storage & removal; picking principles
- Inventory management: planning/control of purchase order quantity & safety stocks
- Modeling, solving and discussion of logistical problems

Learning Outcomes

Students know and can reflect the subject of logistics. They should be able to give an overview of the different logistics functions and have specific knowledge of the logistics functions and subfunctions. Students know and can reflect an extended knowledge by focusing on the quantitative dimension of logistical problems. They should be able to familiarize with Operations Research methods in logistics and develop the ability to model, solve and discuss logistical problems.

Logistics Management (Logistikmanagement)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person	E-Mail logistik@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits 6
Prerequisites	---
Assessment Written exam (90 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam covering the content of the lecture and the Tutorial Logistics management..

Description of course content

- Basic principles of logistics management
- Human resource management in logistics: operational employees, logistics managers and executives
- Organization in logistics: division of labor; instruments of coordination; configuration and delegation of decision-making
- Planning in logistics: strategic, tactical and operational planning
- Monitoring in logistics: Identification and monitoring of the flow of freight; monitoring of logistical costs and performance; quality monitoring
- Management of resources in logistics: asset management in logistics; financial management in logistics
- Process organization and organizational structure in Logistics
- Case studies and further practices referring to tasks, requirements and capabilities of logistics managers

Learning Outcomes

Students know and can reflect the subject of logistics management. They should be able to design logistical structures and processes and carry out strategic planning in logistics. Students know and can reflect logistical problems logistics managers are confronted with. They should be able to familiarize the inter-functional role of logistics managers, solve and discuss logistical problems.

Procurement Management (Beschaffungsmanagement)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person	E-Mail logistik@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial (case studies)
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits 6
Prerequisites	---
Assessment Written exam (90 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam covering the content of the lecture and the tutorial.

Description of course content

- Strategic Procurement Management
- Elements of ensuring the external success factors of the purchasing company
- Supplier management
- Assessment and pre-selection of new suppliers
- Establishment of supplier-buyer relationships and elements of supplier relationship control
- Analysis and planning of the procurement object structure and the supplier structure
- Study of the human and organizational framework of supply management
- Case studies and further practices referring to procurement management

Learning Outcomes:

Students know and can reflect theories of procurement management. They should be able to analyze and plan the procurement object structure and the supplier structure and organize the management of supplier-buyer relationships. Students are able to use their knowledge to solve Problems concerning procurement management.

Supply Chain Management (Supply Chain Management)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person	E-Mail logistik@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial (case studies)
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits 6
Prerequisites	---
Assessment Written exam (90 minutes) covering the content of the lecture and of the tutorial.	For Erasmus-students possible Written exam covering the content of the lecture and the tutorial.

Description of course content

- Supply Chain Management: theories and perspectives
- Concepts and management approaches of Supply Chain Management
- Structural and value-based coordination of Supply Chains
- The role of information technology in Supply Chain Management
- Organizational structures of the Supply Chain Function
- Personnel capabilities and occupational profiles in Supply Chain Management
- Ecological and social sustainability in Supply Chain Management
- Case studies and further practices referring to supply chain management

Learning Outcomes

Students have and can reflect an extended knowledge by focusing on theoretical foundations and models of Supply Chain Management. They should be able to familiarize with the variety of aspects Supply Chain Management applies to and also develop the ability to work scientifically within the comprehensive field of Supply Chain Management

Logistics Services (Logistikdienstleistungen)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person	E-Mail logistik@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial - Selected Readings
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits 6
Prerequisites	---
Assessment Written exam (90 minutes) covering the content of the lecture and of the tutorial.	For Erasmus-students possible Written exam covering the content of the lecture and the tutorial.

Description of course content

- Fundamentals of management of logistics service relationships and paradigm shift in Logistics
- Elements of strategic and operative decision making in Logistics Services Management
- Legal aspects about the different forms of contracts in Logistics Services
- Transportation and freight forwarding
- Parcel services
- Third party logistics and warehousing
- Elements of management of the relationship to all phases of logistics services procurement, especially tendering, selection and service provider relationship management
- Consequences for employees of Logistics Service Buying
- Reading and discussing selected scientific articles

Learning Outcomes

Students know and can reflect theories of logistics services management. They should be able to organize the management of logistics service relationships and especially the management of third-party logistics relationships.

International Purchase and Supply Management (International Purchase and Supply Management)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person	E-Mail logistik@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	- Lecture - Tutorial - Selected Readings
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits 6
Prerequisites	---
Assessment Written exam (90 minutes) covering the content of the lecture and of the tutorial.	For Erasmus-students possible Written exam covering the content of the lecture and the tutorial.

Description of course content

- Fundamentals and General Framework of International Business
- Differences of Outsourcing and Offshoring
- Risks of International Purchasing and Supply
- IPSM and Sustainable Development
- Global Supply Base Management and Global Supplier Selection
- Cross-Border Supplier-Customer Relationships
- Organizational Structures and Human Resources in IPSM
- Reading and discussing scientific articles

Learning Outcomes:

Students have gained an extended knowledge about typical Problems of International Purchasing and Supply Management. Further they have an overview over the Literature concerning the Topic and are able to analyse scientific articles in a structured way.

Further Information

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2.2.5 Department V – Chair of Management Accounting and Control

Introduction to Management Control (Einführung in das Controlling)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person See website (www.uni-stuttgart.de/controlling)	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Introduction to Managerial and Financial Accounting
Assessment Written exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

Overview of alternative concepts of management control. Elements of performance management systems. Tasks and instruments of management control, such as portfolio planning, reporting and internal auditing, performance indicators and scorecards, budgeting, and transfer pricing are discussed.

Required and suggested readings which the lecture is based upon include (among others):

- Friedl, G./Hofmann, C./Pedell, B.: Kostenrechnung, 2. Aufl., München 2013.
- Horváth, P./Gleich, R./Seiter, M.: Controlling, 13. Auflage, München 2015.
- Küpper, H.-U./Friedl, G./Hofmann, C./Hofmann, Y./Pedell, B.: Controlling: Konzeption, Aufgaben und Instrumente, 6. Aufl., Stuttgart 2013.
- Weber, J./Schäffer, U.: Einführung in das Controlling, 14. Aufl., Stuttgart 2014.

Learning Outcomes

Students have a deep understanding of the management control system and are informed about the most important tasks and instruments of management control.

Management-Oriented Accounting (Führungsorientiertes Rechnungswesen)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person See website (www.uni-stuttgart.de/controlling)	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Introduction to Managerial and Financial Accounting
Assessment Written exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

Decision support based on cost and revenue calculations, purposes and application of cost accounting, direct costing, activity-based costing, target costing, cost control, harmonization with external accounting, exercises and case scenarios. Accounting systems such as Grenzplankostenrechnung. Cost accounting under uncertainty. Alignment of cost accounting and investment theory.

Required and suggested readings upon which the lecture is based include (among others):

- Albers, S.: Ein System zur IST-SOLL-Abweichungs-Ursachenanalyse von Erlösen. In: Zeitschrift für Betriebswirtschaft (59) 1989, S. 637-654.
- Ewert, R./Wagenhofer, A.: Interne Unternehmensrechnung. 7. Aufl., Berlin et al. 2008.
- Friedl, G./Hofmann, C./Pedell, B.: Kostenrechnung, 2. Aufl., München 2013.
- Horváth, P./Mayer, R.: Prozesskostenrechnung - Der neue Weg zu mehr Kostentransparenz und wirkungsvolleren Unternehmensstrategien. In: Controlling (1) 1989, S. 214-219.
- Kilger, W./Pampel, J./Vikas, K.: Flexible Plankostenrechnung und Deckungsbeitragsrechnung. 13. Aufl., Wiesbaden 2012.
- Küpper, H.-U./Friedl, G./Hofmann, C./Pedell, B.: Übungsbuch zur Kosten- und Erlösrechnung. 6. Aufl., München 2011.
- Riebel, P.: Einzelkosten- und Deckungsbeitragsrechnung. Grundfragen einer markt- und entscheidungsorientierten Unternehmensrechnung. 7. Aufl., Wiesbaden 1994.
- Schweitzer, M./Küpper H.-U.: Systeme der Kosten- und Erlösrechnung. 11. Aufl., München 2016.

Learning Outcomes

Overview of purposes and instruments of management accounting and ability to judge the instrument's appropriateness in different scenarios.

Introduction to Managerial and Financial Accounting (Internes und Externes Rechnungswesen (part of „BWL II: Rechnungswesen und Finanzierung“))	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person See website (www.uni-stuttgart.de/controlling)	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Introduction to Business Administration
Assessment Written exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

The course is split into two parts: The first part covers management accounting. Students will learn the basic terms, various methods for allocating costs to products as well as business units, methods for profit measurement and for decision making based on cost information. The second part covers financial accounting. Students will learn basic terms, know how to read and interpret balance sheets and income statements (based on the regulations of the German Commercial Code (HGB) and international standards (IAS/IFRS). They will learn when items have to be recognized in balance sheets and income statements and how they are measured.

Required and suggested readings which the lecture is based upon include (among others):

- Baetge, J./Kirsch, H.-J./Thiele, S.: Bilanzen, 13. Auflage, Düsseldorf 2015.
- Coenenberg, A. G./Haller, A./Mattner, G./Schultze, W.: Einführung in das Rechnungswesen, 5. Aufl., Stuttgart 2014.
- Coenenberg, A. G./Haller, A./Schultze, W.: Jahresabschluss und Jahresabschlussanalyse, 24. Auflage, Stuttgart 2016.
- Friedl, G./Hofmann, C./Pedell, B.: Kostenrechnung , 2. Aufl., München 2013.
- Küpper, H.-U./Friedl, Gunther/Hofmann, C./Pedell, B.: Übungsbuch zur Kosten- und Erlösrechnung, 6. Aufl., München 2011.
- Pellens, B./Fülbier, R. U./Gassen, J./Sellhorn, T.: Internationale Rechnungslegung, 9. Aufl., Stuttgart 2014.
- Weber, J./Weißenberger, B. : Einführung in das Rechnungswesen. Bilanzierung und Kostenrechnung, 8. Aufl., Stuttgart 2010.

Learning Outcomes

Students get an understanding of basic issues in management accounting as well as financial accounting, the latter being based on the German Commercial Code (HGB) and international accounting standards (IAS/IFRS). Students gain the necessary skills for structuring and solving decision problems within this area and are prepared for advanced accounting courses.

Value-Based Management (Value-Based Management)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person See website (www.uni-stuttgart.de/controlling)	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	Lecture and tutorial, integrated case study
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Management Control as part of the Bachelor's degree
Assessment Written Exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

Shareholder and stakeholder value and financial ratio analysis are discussed at the outset of the course. The focus of the course lies on the concept of residual income as a performance measure, esp. on EVA with possible accounting adjustments. The link between value creation and residual income and possible advantages and disadvantages of residual income as a performance measure are covered, including a discussion on goal congruence. Within the framework of management compensation, the different and sometimes conflicting goals are discussed. Diverse means of compensation, such as stock options and bonus plans, are covered. An introduction to real options is also offered within the course. Remarks on the process of implementing value-based management in a company and on some of its pitfalls are presented at the end of the course. A case study is part of the course.

Required and suggested readings which the lecture is based upon include (among others):

- Young, S. D./O'Byrne, S. F.: EVA and Value-Based Management: A Practical Guide to Implementation, New York et al. 2001 (central textbook of the course).
- Brealy, R. A./Myers, S. C./Allen, F.: Principles of Corporate Finance, Global Edition, 2014.
- Copeland, T./Antikarov, V.: Real Options: A Practitioner's Guide, New York, 2003.
- Dutta, S./Reichelstein, S. (2005): Accrual Accounting for Performance Evaluation, Review of Accounting Studies 10, pp. 527-552 and various selected papers.

Learning Outcomes

Students get a deep understanding of value-based management and acquire the corresponding problem-solving skills.

Management Control with SAP ERP (Controlling mit SAP)	
Concerned students	Master level
Concerned semester	Winter/Summer
Name of contact person See website (www.uni-stuttgart.de/controlling)	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	<ul style="list-style-type: none"> - Prior to the course, students have to prepare exercises and a case study on their own. - During the course, the students implement the case study in the SAP system in groups of 2-4 members. - Students are also required to give a short presentation of an assigned paper during the course.
Hours per week 2 (4-day block course)	ECTS-Credits 3
Prerequisites	Management Control as part of the Bachelor's degree
Assessment Written Exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

This course gives a general overview and introduction to SAP Enterprise Resource Planning (ERP). For this purpose, a cost accounting case study (overhead cost accounting, cost center accounting, product costing, multi-level break-even analysis, and profitability analysis) is completely modeled in the SAP system.

Required reading (text book):

- Friedl, G./Hilz, C./Pedell, B.: Controlling mit SAP, 6th edition, Wiesbaden 2012.

Learning Outcomes

This computer-aided block course gives an insight into the possibilities and limitations of SAP Enterprise Resource Planning (SAP ERP) and a brief overview of further SAP modules like Business Warehouse (SAP BW), Business Objects (SAP BO) or SAP Governance Risk and Compliance (SAP GRC).

(Strategische Unternehmensführung mit SAP)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Prof. Dr. Christof Schimank	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture (exercises included), practical exercise with SAP Crystal Dashboard Design
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	Management Control as part of the Bachelor's degree
Assessment Written Exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Possible applications of innovative standard software for strategic corporate management
- SAP portfolio for corporate control
- SAP Business Intelligence
- SAP Business Objects
- Big Data: New challenges and opportunities for strategic corporate management

Required and suggested readings which the lecture is based upon include (among others):

- Dinkel, C./Raveneau, J.: Discover SAP BusinessObjects, Bonn 2011.
- Egger, N./Hastenrath, K./Kästner, A./Kramer, S./Stecher, D.: Reporting und Analyse mit SAP BusinessObjects, Bonn 2009.
- Friedl, G./Hilz, C./Pedell, B.: Controlling mit SAP, 6. Auflage, Wiesbaden 2012.
- Heilig, L./John, P./Kessler, T./Knötzele, T./Thaler-Mieslinger, K.: SAP NetWeaver BW und SAP BusinessObjects, 2. Aufl., Bonn 2013.
- Horváth, P./Gleich, R./Seiter, M.: Controlling, 13. Auflage, München 2015.
- Kemper, H.-G/Baars, H./Mehanna, W.: Business Intelligence - Grundlagen und praktische Anwendungen, 3. Auflage, Wiesbaden 2010.
- Küpper, H.-U./Friedl, G./Hofmann, C./Hofmann, Y./Pedell, B.: Controlling: Konzeption, Aufgaben und Instrumente, 6. Aufl., Stuttgart 2013.
- Meier, M./Sinzig, W./Mertens, P.: SAP Strategic Enterprise Management/Business Analytics, 2. Auflage, Berlin 2004.
- Read, C./Scheuermann, H.-D.: The CFO as Business Integrator, Chichester 2003.

Learning Outcomes

Students will gain an insight into which methods of strategic corporate management are supported by SAP.

Risk Management, Reporting, and Internal Auditing

(Risikomanagement, Reporting und interne Revision)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Dr. Peter Rötzel	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture and case studies
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	Management Control as part of the Bachelor's degree
Assessment Written Exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Risk management and managerial control of risks and management behavior.
- Simulation techniques of risk management (GoldSim).
- Behavioral accounting in reporting systems, information systems, and intra-firm communication.
- Intern auditing: tests, methods, design.

Required and suggested readings which the lecture is based upon include (among others):

- Chapman, C. S./Hopwood, A. G./Shields, M. D.: Handbook of Management Accounting Research, Vol. 2. Oxford: Elsevier 2007.
- Friedl, G./Hofmann, C./Pedell, B.: Kostenrechnung, 2. Aufl., München 2013.
- Bonner, S. E. : Judgment and Decision Making in Accounting. Pearson/Prentice Hall 2007.
- Shadish, W.R./Cook, T. D./Campbell, D.: Experimental and Quasi-Experimental Designs for Generalized Causal Inference. Belmont, CA: Wadsworth 2002.
- Chenhall, R. H./Chapman, C. S.: Theorising and Testing Fit in Contingency Research on Management Control Systems, in: Hoque, Z (Ed.): Methodological Issues in Accounting Research: Theories and Methods. London: Spiramus 2006.

Learning Outcomes

Students know how to cope with tasks and instruments of management control for risk management, reporting and internal auditing. The course is both theory-based and practice-oriented. The methods and instruments are applicable in day-to-day business when facing risk, reporting or internal auditing problems.

Operative Control of Value Chains

(Operative Steuerung der Wertschöpfungskette)

Concerned students	Master level
Concerned semester	Summer
Name of contact person Prof. Dr. Reinhold Mayer	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture theory of operative control systems and practical case studies of performance management in procurement, logistics, manufacturing and sales
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	Management Control as part of the Bachelor's degree
Assessment Written Exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Elements of operative control concepts
- Value driver concepts for operative control
- Performance measurement concepts in value chains (procurement, logistics, manufacturing, sales)
- Elements of performance control concepts (target setting, target break down logic, reporting concepts, management and performance dialogue, principles of lean management, visualization of KPIs, performance oriented compensation systems)
- Specific control concepts for procurement, logistics, manufacturing and sales

Learning Outcomes

Students learn how to reflect concepts and critical elements of operational control systems. They should be able to evaluate established systems and to create or modify control systems in relation to the specific frame in an existing value chain.

International Accounting (Internationale Rechnungslegung)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Markus Göttgens	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture (exercises included)
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	Management Control as part of the Bachelor's degree
Assessment Written Exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

This course gives a general overview and introduction to international accounting standards, i.e. International Accounting Standards/International Financial Reporting Standards (IAS/IFRS) and United States Generally Accepted Accounting Principles (US-GAAP). Moreover, it covers different IFRSs in more detail, e.g. intangible assets, property, plant and equipment, provision, revenue recognition.

Learning Outcomes

The lecture focuses on the fundamentals as well as current accounting aspects according to IAS.

Management Control in the Energy Industry (Unternehmenssteuerung in der Energiewirtschaft)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Markus Göttgens	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	Management Control as part of the Bachelor's degree
Assessment Written Exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

Students get an understanding of basic issues of energy industry. Further topics are value chains, price calculation, transfer prices, integrated control and unbundling, operating key performance indicators, accounting, business models and strategies.

Learning Outcomes

Students receive an insight into the basics of the energy industry and its components.

Compliance Management (Compliance Management)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Markus Göttgens	E-Mail lehrstuhl.controlling@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	Management Control as part of the Bachelor's degree
Assessment Written Exam	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

This course gives a general view about compliance management. Other issues are compliance database, risk analysis and derivation of measures, structure of a compliance-organization and ascertainments in companies. Communication, incentive programs and donations, antitrust law and data privacy and compliance in supply chain are also treated. Furthermore measurability of compliance-activities, inclusion of employee representation, compliance in the M&A and PMI-process are subjects of this course.

Learning Outcomes

The lecture focuses on different aspects of compliance management.

Further Information

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2.2.6 Department VI – Chair of Marketing

Introduction to Marketing (Einführung in das Marketing)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person	E-Mail leon.lehnert@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture and tutorial: 4,5
Prerequisites	---
Assessment Exam	For Erasmus-students possible Written exam or oral exam covering the content of the lecture and the tutorial.

Description of course content

1. General Principles
2. Theoretical Perspective: Consumer Behavior
3. Strategic Perspective: Strategic Marketing
4. Instrumental Perspective:
 - 4.1 Product Policy
 - 4.2 Price Policy
 - 4.3 Promotion Policy
 - 4.4 Distribution Policy

Learning Outcomes

Students get an overview of the entire substance of the subject area marketing and acquire basic knowledge.

Market Research (Marketing II: Marktforschung)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person	E-Mail marco.weippert@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment Exam	For Erasmus-students possible Written exam or oral exam covering the content of the lecture and the tutorial.

Description of course content

1. Basics of Market Research
2. Definition of Data Collection Method
3. Sampling
4. Design of the Survey Instrument
5. Implementation of Data Collection
6. Editing and Coding of Data
7. Data Analysis and Interpretation

Learning Outcomes

The students have in-depth knowledge of the central application, design and problem areas of marketing research instruments. The theoretical knowledge is deepened by means of application-related exercises. As an important element of this course, the students get an introduction to the widely-used statistical software package SPSS, which is appropriate to analyze market research data.

Business-to-Business and Services Marketing (Marketing I: Business-to-Business- und Dienstleistungsmarketing)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person	E-Mail marco.weippert@bwi.uni-stuttgart.de
Teaching language	
Teaching methods	- Lecture - Tutorial
Hours per week	ECTS-Credits
Lecture: 2; Tutorial: 2	Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment	For Erasmus-students possible
Exam	Written exam or oral exam covering the content of the lecture and the tutorial.

Description of course content (Business-to-Business Marketing)

1. Basics of Business-to-Business Marketing & organizational buying behavior
2. Business Typologies in Business-to-Business Marketing
3. Specifics among Marketing-Mix Instruments in B2B Settings

Description of course content (Services Marketing)

1. Basics of Services Marketing
2. Service Quality
3. Specifics among Marketing-Mix Instruments in Service Settings

Learning Outcomes

This course provides an in-depth look at the institutional perspective of marketing. Students acquire special knowledge of marketing in business-to-business and service companies. In particular, upon completion of the course, students are able to apply marketing strategies, concepts and instruments to the specific institutional framework of the business-to-business or service context.

Empirical Social Research (Empirische Sozialforschung)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person	E-Mail: leon.lehnert@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment Exam	For Erasmus-students possible Written exam covering the content of the lecture and the tutorial.

Description of course content

1. Theoretical principles of empirical research
2. Qualitative Research
3. Quantitative Research – Data Collection
4. Quantitative Research – Data Analysis

Learning Outcomes

Learning objectives of the course Empirical Social Research are an understanding of the knowledge potentials and limitations of empirical research in economics and an insight into the general procedure of experiments, surveys and studies based on primary and secondary data. In addition, students will be able to assess the main strengths and weaknesses of different forms of data collection and will be able to apply multivariate procedures for data analysis and interpret the corresponding results.

As an important element of this course, the students get an introduction to the widely-used statistical software package SPSS, which is appropriate to analyze market research data.

Product & Price Management (Produktmanagement)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person	E-Mail: leon.lehnert@bwi.uni-stuttgart.de
Teaching language	German (English video recordings provided)
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment Exam	For Erasmus-students possible Written exam or oral exam covering the content of the lecture and the tutorial

Description of course content

Part A – Product Management:

1. Introduction to Product Management
2. Innovation Management
3. Management of Established Products
4. Brand Management

Part B – Price Management:

1. General Principles of Price Management
2. Fundamentals of Classical Pricing Theory
3. Principles of Behavioral Pricing
4. Price Determination

Learning Outcomes

In-depth understanding of the subject areas of (1) product management, in particular innovation management, management of established products and brand management, and (2) price management, in particular classical price theory, behavioral price theory, price determination and price enforcement.

Further Information

Universität Stuttgart

Lehrstuhl für ABWL und Marketing

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2.2.7 Department VII – Chair of Information Systems I

Information Management (Informationsmanagement)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Dr. Henning Baars	E-Mail henning.baars@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Slide-based lecture - Discussion- and case-based based, interactive tutorial - Readings
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment Written exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam or oral exam covering the content of the lecture and the tutorial.

Description of course content

- Overview of the basic structures and processes of information management
- Organization of information management
- IT strategy, IT alignment, and IT governance
- Business architecture, IS portfolio, and sourcing policies
- Reference models: TOGAF, ITIL, and COBIT
- IT controlling, IT project management, IT security, IT compliance, legal aspects

Learning Outcomes

Students can evaluate the relevance of a holistic and goal-oriented management of information technology and information systems. They have an overview of the fundamental design parameters of information management. They know frameworks, methods, and concepts to implement and support information management.

Business Intelligence (Business Intelligence)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Dr. Henning Baars	E-Mail henning.baars@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	<ul style="list-style-type: none"> - Slide-based lecture - Lectures by practitioners - Discussion-based tutorial - Readings
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment Written exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam or oral exam covering the content of the lecture and the tutorial.

Description of course content

- Fundamentals of IT-based management support (Business Intelligence & Analytics, BIA)
- Architecture concepts for BIA, integrated architectures, and tools
- Data modeling methods for BIA
- Descriptive and predictive analytics
- Concepts for the development and operation of Business Intelligence systems
- Case studies or lectures by practitioners

Learning Outcomes

Students learn to evaluate the relevance of an integrated approach to BIA. They know fundamental types of systems for data provision, data analytics, and data access, as well as relevant design parameters. They can design analytical data models and know how to manage the lifecycle of an BIA approach.

Information Systems (Wirtschaftsinformatik [part of „BWL III: Marketing und Einführung in die Wirtschaftsinformatik“])	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Dr. Dimitri Petrik	E-Mail dimitri.petrik@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	Slide-based lecture
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 3; Tutorial: 1.5
Prerequisites	Introduction to Business Administration
Assessment Written exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam or oral exam covering the content of the lecture and the tutorial.

Description of course content

- Strategy-oriented design and utilization of IT-based solutions to support businesses
- Development and application of information systems and communication systems as socio-technical systems within enterprises or the public domain
- Overview of methods, theories and concepts of information systems

Learning Outcomes

Students can evaluate the economic relevance of information systems. They gain knowledge on different kinds and components of information systems as well as subjects and contents of information systems as a science.

Strategic Information Management (Strategisches Informationsmanagement)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person	E-Mail
Dr. Jens F. Lachenmaier	Jens.lachenmaier@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	<ul style="list-style-type: none"> - Slide-based lecture - Case studies - Lectures by practitioners - Discussion-based tutorial - Tool-based tutorial - Readings
Hours per week	ECTS-Credits
Lecture: 2; Tutorial: 2	Lecture: 3; Tutorial: 3
Prerequisites	----
Assessment	For Erasmus-students possible
Written exam (90 minutes) covering the content of the lecture and the tutorial.	Written exam or oral exam covering the content of the lecture and the tutorial.

Description of course content

- Strategic Business-IT-Alignment
- Potentials and Challenges of IT usage
- Enterprise Architecture Management
- IT Service Management
- IT organization models
- Fields of application (e.g. industrial operations, Customer Relationship Management)

Learning Outcomes

Students learn to evaluate the role of IT in the context of information management as well as methods and concepts that support management. They also have the ability to use different modelling techniques.

Further Information

Universität Stuttgart

Lehrstuhl für ABWL und Wirtschaftsinformatik I

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2.2.8 Department VIII – Chair of Information Systems II

Management of Business Information Systems (Management betrieblicher Informationssysteme)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Prof. Dr. Georg Herzwurm	E-Mail sekretariat@wius.bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	<ul style="list-style-type: none"> - Interactive, slide-based lecture - Case studies and group exercises with presentations in tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Basic knowledge in information systems
Assessment Written exam (90 minutes) covering the content of lecture and tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

Main subject of the course is the conception of software-intensive products, from project initialization to requirements analysis to the design of system specifications and quality management. The focus is on methods and techniques for identifying, describing, negotiating and validating requirements based on the product development method Quality Function Deployment (QFD) in accordance with ISO 16355.

Learning Outcomes

The students acquire the professional and communicative competence to design and to coordinate requirements on business information systems in the field of tension between customer benefits and the possibilities of information technology. The students will be able to purposefully plan and manage development/selection projects of high-quality software intensive products.

Information Systems in E-Business (Informationssysteme im E-Business)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Prof. Dr. Georg Herzwurm	E-Mail sekretariat@wius.bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	<ul style="list-style-type: none"> - Interactive, slide-based lecture - Case studies and group exercises with presentations in tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Basic knowledge in information systems
Assessment Written exam (90 minutes) covering the content of lecture and tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

Based on an analysis of the specifics of electronic business and current trends, the changes in the competitive environment caused by digitalization and their impacts on business models of companies are examined. Case studies will be analyzed to show how to react on these changes by using methods and techniques of innovation, project and quality management.

Learning Outcomes

At the end of this course, the students will have sound knowledge of how business information systems support business goals. The students will understand the relationship between technical and organizational conditions in the company's environment, their effects on business strategies and the enabling role of information technologies in modern organizations.

Management of Business Software (Management von Unternehmenssoftware)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Prof. Dr. Georg Herzwurm	E-Mail sekretariat@wius.bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Interactive, slide-based lecture - Case studies and group exercises with presentations in tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Basic knowledge in information systems
Assessment Written exam (90 minutes) covering the content of lecture and tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

Special features / importance of (business) software, alternative ways of procurement (sourcing strategies, supplier relationship management, organizational and operational structure), project foundation (customer requirements identification, process management), economic feasibility study (business case), selection of software and IT services (alternative procurement strategies, selection of products, selection of suppliers), implementation of standard software (process models, change management), operational business (service and support, license management, change requests), end of life - software migration, legal aspects.

Learning Outcomes

Students have in-depth knowledge of business software and its characteristics and importance. They have an understanding of the entire life cycle of an application system: from Business Case and Project Selection, the make / buy / rent decision, implementation and operation of the software to the end-of-life of a system. They are able to explain the technical, economic and legal aspects. They can discuss pros and cons of different process models for software implementation in detail and understand the importance of change management and "self-marketing" of software implementation projects.

Management of IT Companies (Management von IT-Unternehmen)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person Prof. Dr. Georg Herzwurm	E-Mail sekretariat@wius.bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Interactive, slide-based lecture - Case studies and group exercises with presentations in tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Basic knowledge in information systems
Assessment Written exam (90 minutes) covering the content of lecture and tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

The IT industry is a volatile and challenging environment for IT companies. This lecture presents an overview about the relevant actors, strategies and business models within this context. Management concepts and best practices for software producing units and IT-service providers will be discussed using real-world examples and case studies. Moreover this lecture puts emphasis on the contemporary issues emerging at the intersection of the IT and business domains.

Learning Outcomes

After completion of this course the students will have a good understanding of the IT industry and its relevant actors. In addition they will be able to analyze, discuss and prepare recommendations to solve management issues occurring in IT companies. Students will be able to explain and discuss the organizational life cycle and its individual phases for well-established IT companies and growing IT start-ups.

Further Information

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2.2.9 Department IX – Chair of International and Strategic Management

Strategic Management (Strategisches Management (part of “BWL I: Produktion, Organisation, Personalführung, Strategisches Management”))	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person	E-Mail lehrstuhl.intman@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 3; Tutorial: 1.5
Prerequisites	Introduction to Business Administration
Assessment Written exam (60 minutes) covering the content of the lecture.	For Erasmus-students possible Written or oral exam covering the content of the lecture and the tutorial.

Description of course content

- Overview of the development of Strategic Management in theory and practice
- Theoretical approaches of Strategic Management
- Actors and contents of Strategic Management
- Process, methods and techniques of strategy modeling
- Implementation and control of strategies
- Fit- or coherence related approaches in the field of Strategic Management
- Normative concepts of Strategic Management

Learning Outcomes

Students should be able to identify the importance and necessity, but also the limits of Strategic Management in the modern business world. This goes along with gathering knowledge on the development of Strategic Management both in a theoretical and practical dimension. In this context students should be able to critically analyze theoretical approaches, concepts and instruments of Strategic Management.

Intercultural Management (Interkulturelles Management)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person	E-Mail lehrstuhl.intman@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Basics in International Management
Assessment Written exam (60 or 120 minutes) covering the content of the lecture or covering the content of the lecture and the tutorial.	For Erasmus-students possible Oral exam in the last week of the lecture period covering the content of the lecture or covering the content of the lecture and the tutorial.

Description of course content

- Culture as construct
- Problems of management-oriented research on cultural differences
- Concepts, methods, and results of research on cultural differences
- Meaning and consequences of cultural differences for interaction-related activities of the international firm
- Forms and modes of intercultural trainings

Learning Outcomes

Students should not only know why and how cultural differences can affect the performance of international firms; furthermore they are expected to identify problems of management-oriented research on cultural differences, to assess the value of its respective outcomes and to transfer those outcomes to interaction-related activities of the international firm.

Basics in International Management (Grundlagen des internationalen Managements)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person	E-Mail lehrstuhl.intman@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	BWL I: Produktion, Organisation, Personalführung, Strategisches Management
Assessment Written exam (120 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Oral exam in the last week of the lecture period covering the content of the lecture and the tutorial.

Description of course content

- Core tasks and importance of International Management
- Institutional and legal general framework of International Management
- Market entry modes in foreign countries
- Internationalization process theories
- Strategic International Management
- Coordination-patterns of international acting firms: structural, technocratic and personal-oriented workings
- Cultural dimensions of International Management

Learning Outcomes

The aim of the lecture is to show on the one hand the disciplinary being of international management within business administration. This goes along with the clarification of the extent to which companies' activities are changed by internationalization. On the other hand, the course aims to illustrate the necessity as well as concepts and techniques of international management and to embed international management as a whole in the relevant global economic framework.

Coordination Instruments and Concepts for International Firms (Strategische Koordinationsinstrumente und -konzepte internationaler Unternehmen)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person	E-Mail lehrstuhl.intman@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Basics in International Management
Assessment Written exam (90 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Oral exam in the last week of the lecture period or written exam covering the content of the lecture and the tutorial.

Description of course content

- Coordination as core problem of international firms
- Techniques reducing and compensating the need for coordination
- Subsidiary-oriented concepts of coordination
- Coordination as reaction on basic strategies of international firms
- Empirical analysis and examples of coordination in international firms

Learning Outcomes

Students learn to view coordination as a core problem of international firms. Consequently they should know major instruments of coordination. Furthermore they should be able to evaluate the suitability of those instruments in different situations of international firms – especially as part of entire coordination concepts.

Theory and Empirical Studies of International Business (Theorie und Empirie international tätiger Unternehmen)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person	E-Mail lehrstuhl.intman@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	Basics in International Management
Assessment Written exam (90 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Oral exam in the last week of the lecture period covering the content of the lecture and the tutorial.

Description of course content

- Theories of international business as a part of firm-oriented development research
- Theories trying to explain the existence of international trade, of foreign direct investment, and of mixed foreign market entry modes
- Internationalization process theories
- Problems of empirical research in the field of firms' internationalization

Learning Outcomes

Students know and can reflect theories of international business dealing with the reasons and the process of a firm's internationalization. On this basis they should be able both to analyze and to handle problems of empirical research projects on a firm's internationalization.

Further Information

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2.2.10 Department X – Chair of Operations Management

Production Management (Produktionsmanagement)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Prof. Dr. Andreas Größler	E-Mail andreas.groessler@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 3; Tutorial: 1.5 (only in combination)
Prerequisites	---
Assessment Written exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Production systems as an object of Production Management
- Fundamentals of production theory and cost theory
- Tasks of production management: master planning, material requirements planning, lot-size calculation, production control
- Fundamentals of service management
- Elements of strategic and operative decision making in service management

Learning Outcomes

Students know and can reflect theories of Production Management. They should be able to:

- map production systems by using production functions and cost functions
- map problems of Production Management to appropriate planning models
- apply fundamental planning methods of Production Management

Process and Project Management (Prozess- und Projektmanagement)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Prof. Dr. Andreas Größler	E-Mail andreas.groessler@bwi.uni-stuttgart.de
Teaching language	German
Teaching methods	- Lecture - Tutorial
Hours per week 4	ECTS-Credits 6
Prerequisites	---
Assessment Written exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

The course first covers the importance of processes for operations management. Various methods are presented to visualize, analyze and improve processes, partly in addition and extension to the basic course Production Management. Emphasis is placed on formal modeling and simulation of process systems. The course concludes with a discussion of planning and control tools for the implementation of projects.

Learning Outcomes

After successfully finishing the course, students can:

- Visualize, analyze and improve business processes
- Perform simple modeling on their own based on the methods discussed
- Reflect on the importance of processes as a core element of operations management
- Apply simple procedures for planning and controlling projects

International Operations Strategy	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Prof. Dr. Andreas Größler	E-Mail andreas.groessler@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3 (only in combination)
Prerequisites	Basic course “Produktionsmanagement” or similar basic course in operations management
Assessment Written exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Discussion on the nature of strategic issues in an international context
- Presentation of prominent strategies for internationalizing value creation
- Discussion of case studies to assess opportunities and risks of international operations

Learning Outcomes

After successfully finishing the course, students can:

- name and discuss characteristics and relevance of operations strategies
- identify and explain the role of different production network structures
- understand and evaluate concrete measures to internationalize operations

Behavioural Operations Management	
Concerned students	Master level
Concerned semester	Winter
Name of contact person Prof. Dr. Andreas Größler	E-Mail andreas.groessler@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3 (only in combination)
Prerequisites	Basic course in operations management
Assessment Written exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

The course discusses managerial decision-making, cognition, and biases from an operations point of view, i.e. not only decision-making in high-level management teams are considered but also decision-making on the shop floor. Experiments on the topic are presented and, partially, repeated in class.

Learning Outcomes

After successfully finishing the course, students can:

- name and identify managerial decision-making biases
- discuss relevant experiments in the behavioral operations management literature
- understand and evaluate improvement guidelines for operations' decision-making

Supply Chain Dynamics	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Prof. Dr. Andreas Größler	E-Mail andreas.groessler@bwi.uni-stuttgart.de
Teaching language	English
Teaching methods	- Lecture - Tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3 (only in combination)
Prerequisites	Basic course in operations management and/or logistics
Assessment Written exam covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam, oral exam on request.

Description of course content

- Discussion on the nature of supply chains, in particular their dynamic aspects
- First-hand experience on effects of dynamic behavior
- System dynamics methodology for a better understanding of supply chains

Learning Outcomes

After successfully finishing the course, students can:

- name and discuss sources and effects of dynamics in supply chains
- analyse simple supply chain structures with the help of dynamic models
- understand and evaluate complex dynamic supply chain models

Further Information

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2.3 Detailed Description of Courses from the Institute of Economics and Law

2.3.1 Department of Theoretical Economics

Principles of Economics (Grundlagen der Wirtschaftswissenschaften)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Dr. Susanne Becker	E-Mail susanne.becker@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture accompanied by tutorial
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture + Tutorial: 3
Prerequisites	---
Assessment Written exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam (60 minutes) covering the content of the lecture and the tutorial.

Description of course content

This module provides an introduction to the basic issues and concepts that economics deals with and introduces the methodological approach that economists use to answer these questions.

In the chapter on macroeconomics, the economy as a whole is examined, with particular emphasis on macroeconomic issues such as the origin of national income, the level of inflation and economic growth, and the origin of unemployment. At the same time, models are used to show which economic policy measures can be used to influence these variables.

The concluding chapter on microeconomics focuses on the analysis of individual markets. It examines how individual households and firms behave in markets and how their individual decisions are coordinated via markets.

Learning Outcomes

By the end of the module students

- are familiar with basic economic concepts and relationships as well as simple economic models
- are able to explain and graphically illustrate these and to argue with them and apply them to current issues.

Macroeconomics (Makroökonomik)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Jun.-Prof. Dr. Richard Bluhm	E-Mail richard.bluhm@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture accompanied by tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 4
Prerequisites	---
Assessment Written exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam (60 minutes) covering the content of the lecture and the tutorial.

Description of course content

Building on the Foundations of Economics and Microeconomics modules, this Introductory Macroeconomics course examines the impact of financial markets, goods markets, and labor markets, particularly on inflation and unemployment in a closed economy. The IS-LM model illustrates the short-term effects, while the IS-LM-PC model represents the medium-term effects. Current economic policy challenges (e.g., pandemics, inflation, or financial crises) are analyzed using these models, and the course discusses how fiscal and monetary policy should respond to these challenges. Finally, the role of expectations in modern macroeconomics is explored.

Learning Outcomes

Learning Outcomes

Students can distinguish between short-term and medium-term equilibria in macroeconomic goods markets, macroeconomic money markets, and macroeconomic labor markets. To examine the effects of shocks, they will use the IS-LM model for short-term analysis and the IS-LM-PC model for medium-term analysis. Students will be familiar with the current economic policy challenges in the Eurozone and will be able to assess the balanced impact of economic policies on unemployment, production, and inflation.

Social Policy (Sozialpolitik)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Dr. Susanne Becker	E-Mail susanne.becker@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	The teaching method mainly consists of lectures. Current political problems will be discussed in due course.
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	---
Assessment Oral Exam	For Erasmus-students possible Oral exam (20 minutes) covering the content of the lecture.

Description of course content

The lecture "Social Policy" deals with both the theoretical foundations of state social policy and the system of social security in Germany.

The former include the causes for social policy interventions as well as the goals, design principles and carriers of social policy.

This is followed by a discussion of the basic structural features of the social security system, followed by an in-depth look at the areas of security in the event of unemployment, old age, illness and the need for long-term care. In addition to the structure of the system, the current problems and future challenges on both the financing and the benefits side are discussed, and the reform approaches under discussion are presented.

Learning Outcomes

By the end of the module students are able to

- argue on the basis of essential issues and terms of social policy,
- to characterize selected areas of the social security system and to place them in their overall context,
- to identify the current challenges and problems for these areas of the social security system, to evaluate the discussed solutions and to take a well-founded position.

Environmental Economics (Umweltökonomik)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Dr. Marion Aschmann	E-Mail marion.aschmann@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	The teaching method mainly consists of lectures. Current political problems will be discussed in due course.
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	---
Assessment Oral Exam	For Erasmus-students possible Oral exam (20 minutes) covering the content of the lecture.

Description of course content

The course covers the economic foundations of efficient strategies in environmental economics as well as concepts to internalise external effects. Based on this standard-oriented instruments are examined regarding their specific advantages and disadvantages. Afterwards a selection of instruments used in German environmental policy (such as specific taxation or nudging e.g.) are discussed.

This is followed by a focus on climate change mitigation and related strategies as one of the most pressing international environmental problems. Finally, topics such as the debate around growth and sustainability as well as measurement and valuation of environmental quality are covered.

Learning Outcomes

After the course students are familiar with strategies to address external effects as well as with the characteristics of environmental policy instruments; they are able to compare them and judge their effectiveness among other criteria. Participants also know about the specific nature of international environmental problems and related strategies.

Economic Policy (Allgemeine Wirtschaftspolitik)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Dr. Susanne Becker	E-Mail susanne.becker@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	The teaching method mainly consists of lectures. Current political problems will be discussed in due course.
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	---
Assessment Oral Exam	For Erasmus-students possible Oral exam (20 minutes) covering the content of the lecture.

Description of course content

The lecture deals both with the theoretical foundations of economic policy and, based on this, with fiscal policy as an area of special economic policy.

The starting point of the lecture is the justification of economic policy interventions due to market imperfections or market failures. Since economic policy action is essentially concerned with goal-means relationships, economic policy goals and instruments as well as economic policy vehicles and the regulatory framework are first presented.

This is followed by a discussion of the specific objectives, instruments and vehicles of fiscal policy.

Learning Outcomes

By the end of the module students are able to

- justify the economic policy actions of the state,
- to argue on the basis of central economic policy concepts and theories and to analyze economic policy issues independently,
- to classify economic policy measures and current economic policy discussions in the overall context, to assess them and to take a well-founded position on them.

Economic Growth (Wirtschaftswachstum)	
Concerned students	Master level
Concerned semester	Summer
Name of contact person Jun.-Prof. Dr. Richard Bluhm	E-Mail richard.bluhm@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture accompanied by tutorial
Hours per week Lecture: 2 ; Tutorial: 1	ECTS-Credits Lecture: 6
Prerequisites	---
Assessment Written exam (60 minutes) covering the content of lecture and tutorial.	For Erasmus-students possible Written exam (60 minutes) covering the content of lecture and tutorial.

Description of course content

"Why are some countries so poor and others so rich?" This Economic Growth course addresses fundamental questions in growth and economic theory, focusing on the prosperity and poverty of nations. We begin by observing that countries have developed very differently since the Industrial Revolution, experiencing the so-called "great divergence." In the first part of the course, we examine the immediate causes of long-term economic growth, such as capital accumulation and technological progress. Additionally, we explore models that generate long-term and super-long-term growth through ideas and population growth. In the second part of the course, we investigate the indirect causes of economic growth, analyzing the influence of political institutions, ethnic diversity, and geographical factors on long-term economic growth. Students will gain an overview of modern growth theory's answers to the question posed above. While the course is theory-oriented, empirical examples and data are frequently used to illustrate the theories. The accompanying exercises develop the derivation and application of the models.

Learning Outcomes

Students will

- become familiar with the basic principles of modern growth theory.
- master several models of long-run and super-long-run economic growth and be able to identify the essential factors influencing growth.
- critically reflect on the presented theories and assess the extent to which the data represents the model predictions.
- analyze economic policy measures related to long-term economic growth and form their own independent opinions on these topics.

Law and Politics of the European Union (Recht und Politik der Europäischen Union)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Claudia Feucht	E-Mail sekretariat@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	Lectures
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	-----
Assessment Written exam (60 minutes) covering the content of the lecture.	For Erasmus-students possible Written exam (60 minutes) covering the content of the lecture.

Description of course content

The lecture is a basic introduction to law and politics of the European Union. Current developments will be discussed.

Learning Outcomes

The students should be able to classify and independently evaluate European policy issues.

Further Information

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Lehrstuhl für Volkswirtschaftslehre, insbes. Makroökonomik und digitaler Wandel
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2.3.2 Department of Microeconomics and Spatial Economics

Basic Principles of Economics (Grundlagen der VWL)	
Concerned students	Bachelor level
Concerned semester	Winter
Name of contact person Sandra Brinkschulte	E-Mail sekretariat.mikro@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture accompanied by tutorial
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 4; Tutorial: 2
Prerequisites	---
Assessment Written exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written exam (60 minutes) covering the content of the lecture and the tutorial.

Description of course content

This course teaches the basic terms, concepts and methods of micro- and macroeconomics. In the microeconomic part, the coordination of supply and demand by market mechanisms is explained. The macroeconomic part introduces the central macroeconomic concepts and analyzes their relationships.

Learning Outcomes

By the end of the course students know

- how people make economic decisions,
- how individual decisions are coordinated by market mechanisms,
- the trends and factors affecting the economy on the national level.

Microeconomics (Mikroökonomik)	
Concerned students	Bachelor level
Concerned semester	Summer
Name of contact person Sandra Brinkschulte	E-Mail sekretariat.mikro@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture accompanied by tutorial
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture: 3; Tutorial: 3
Prerequisites	---
Assessment Written Exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written Exam (60 minutes) covering the content of the lecture and the tutorial.

Description of course content

Starting with the economic decisions of firms and households on the markets for goods, their interaction in case of perfect competition, monopoly and oligopoly is analyzed. Furthermore, the role of the government for internalizing external effects and adjusting the income distribution is shown.

Learning Outcomes

By the end of the course students are able to

- deal with the most important decision-problems of households and firms in a structured manner,
- identify and judge the influence of market power and strategic behavior on market outcomes,
- evaluate governmental market interventions.

Economics of Innovation (Innovationsökonomik)	
Concerned students	Master level
Concerned semester	Winter
Name of contact person Hanna Shehata	E-Mail sekretariat.mikro@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture accompanied by tutorial
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 4; Tutorial: 2
Prerequisites	---
Assessment Written Exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written Exam (60 minutes) covering the content of the lecture and the tutorial.

Description of course content

Based on the principles of strategic price and quantity competition, this course teaches product differentiation and innovation competition policies. This includes quality and design competition as well as product innovation and process innovation competition in oligopolistic markets.

Learning Outcomes

By the end of the course students are able to

- structure and solve strategic product differentiation and innovation decision issues,
- recognize that the kind of an innovation (e. g. product or process innovation, patentable or incremental) is decisive for the features of the innovation competition,
- value the impact of knowledge spillovers on innovation competition.

Non-Cooperative Games, Auctions and Experiments (Nichtkooperative Spiele, Auktionen und Experimente)	
Concerned students	Master level
Concerned semester	Summer, Winter
Name of contact person Hanna Shehata	E-Mail sekretariat.mikro@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	Lecture accompanied by tutorial
Hours per week Lecture: 2; Tutorial: 1	ECTS-Credits Lecture: 4; Tutorial: 2
Prerequisites	---
Assessment Written Exam (60 minutes) covering the content of the lecture and the tutorial.	For Erasmus-students possible Written Exam (60 minutes) covering the content of the lecture and the tutorial.

Description of course content

This course teaches the main concepts of non-cooperative game theory as well as the different kinds of auctions (with an emphasis on the so-called Independent Private Value Approach) and provides an introduction to methodology and outcomes of economic behavioral experiments.

Learning Outcomes

By the end of the course students are able to

- use game theory instruments to structure and solve economic issues,
- recognize the relevance of auction design for auction outcomes,
- evaluate the potential of the experimental approach in economics.

Further Information

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2.3.3 Department of Law

Energy transition from a legal prospect (Die Energiewende aus rechtswissenschaftlicher Sicht)	
Concerned students	Master and PhD level
Concerned semester	Summer
Name of contact person Prof. Dr. Daniela Winkler	E-Mail winkler@ivr.uni-stuttgart.de
Teaching language	German, but open to English discussions and questions
Teaching methods	<ul style="list-style-type: none"> - Slide-based presentation - Complementary group work assignments and discussions related to current conflicts and phenomena in energy transition law - Presentation and discussion of written assignments of participants - Additional presentation from a visiting practitioner related to the energy sector. Open to discussion
Hours per week Lecture: 2	ECTS-Credits Lecture: 6
Prerequisites	Knowledge of German and European civic law methodology, administration, environmental and constitutional law. Strong interest in politics, legislation and regulation towards a renewable energy system (energy transition)
Assessment Written assignment and oral presentation discussing a self-chosen subject in energy transition law	For Erasmus-students possible Written assignment and oral presentation discussing a self-chosen subject in energy transition law

Description of course content

The energy transition is closely connected to big infrastructure projects. Political decisions such as the exit from nuclear and fossil fuel energy are causing social discussions or even resistance. The implementation of strategies, i.e. the planning and building of extra-high voltage lines or wind power stations, often comes along with a critical view by the public. Therefore, the legal frame of these measures is of crucial importance. The purpose of this seminar is to understand the current legal complexity of energy transition. The practical input is guaranteed.

Learning Outcomes

Purpose is to illustrate effects linked to the transition of the energy sector from a legal prospect. The practical implication combined with the theoretical back-ground will help students to understand the big picture of the energy transition. Besides current legal progresses, they also get to know new approaches or ideas for renewable energy technologies.

Constitutional Law (Staatsrecht)	
Concerned students	Bachelor and Master level
Concerned semester	Winter
Name of contact person Prof. Dr. Daniela Winkler	E-Mail winkler@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	- Slide-based presentation - Discussion of legal cases in the field of German and European constitutional law
Hours per week Lecture: 2	ECTS-Credits Lecture: 3 ECTS
Prerequisites	Basic knowledge of the political system of Germany and the European Union. Fundamental knowledge about current phenomena related to constitutional law.
Assessment Written exam (45 minutes) covering the content of the lecture.	For Erasmus-students possible Written exam (45 minutes) covering the content of the lecture.

Description of course content

- Introduction into the state organisational law and constitutional law system of the Federal Republic Germany (stated by the Grundgesetz, GG)
- The core content of the lecture is the German constitutional law, its written rules and juridical practice
- First, the state order (system of constitutional organs, federal order and legislation at federal level) will be examined
- The second part of the lecture will focus on the constitutional value system (fundamental rights with a special focus on "political-communicative" fundamental rights)

Learning Outcomes

- The students will understand the legal framework and the basic state structures in stated by German constitutional law. They are able to transfer their gained knowledge to discuss legal cases and current constitutional conflicts.
- In addition to imparting knowledge of constitutional law, the event also aims to impart basic knowledge of legal thinking and civic law working methods.

Environmental Law (Umweltrecht)	
Concerned students	Bachelor and Master level
Concerned semester	Winter
Name of contact person Prof. Dr. Daniela Winkler	E-Mail winkler@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	- Slide-based presentation - Complementary practice tutorial with focus on solving legal cases
Hours per week Lecture: 2; Tutorial: 2	ECTS-Credits Lecture + Tutorial: 6; Lecture: 3
Prerequisites	Basic knowledge of European and German public administration law and civic law methodology
Assessment Written exam (90 minutes) covering the content of the lecture and tutorial (Focus: legal case resolution)	For Erasmus-students possible Written exam (30 minutes) covering the content of the lecture (Focus: Knowledge questions)

Description of course content

- Environmental law: The core content of the lecture is German and European environmental administrative law
- First, an overview of general environmental law (legal sources, principles, instruments, administrative organisation, legal protection) is given.
- In the second part of the lecture, core issues of special environmental law (immissions control law, water protection law, recycling law) will be introduced

Learning Outcomes

The students will understand the legal framework and the basic structures in the field of environmental law. They are able to transfer their gained knowledge into further fields and broader contexts of environmental law in Europe.

Also they should be able to classify environmental facts in legal terms and analyse them with the help of appropriate instruments.

International Law (Völkerrecht)	
Concerned students	Bachelor and Master level
Concerned semester	Winter and Summer
Name of contact person Prof. Dr. Daniela Winkler	E-Mail winkler@ivr.uni-stuttgart.de
Teaching language	German
Teaching methods	<ul style="list-style-type: none"> - Slide-based presentation in the format of a lecture - Complementary group work assignments and discussions related to current conflicts and phenomena in international law
Hours per week Lecture: 2	ECTS-Credits Lecture: 3
Prerequisites	Basic knowledge of international politics, organisations and relations
Assessment Oral exam (10 minutes) discussing a self-chosen subject in international law	For Erasmus-students possible Oral exam (10 minutes) discussing a self-chosen subject in international law

Description of course content

The lecture consists of two parts:

- The first part of the lecture will focus on the basic principles of international law. In concrete terms, the history, the relationship between international law and national law, subjects of international law and sources of law. Within the framework of special international law, the course content will focus on: the role of international law in international peacekeeping, human rights and international environmental law
- In the second part, the students give short presentations on the relevant topics, cases and decisions of the past and current phenomena in international law

Learning Outcomes

The main goal of the course is to impart knowledge of general international law and parts of special international law. This includes an elementary understanding of the significance of international law for legal science and practice. On the basis of the knowledge acquired, the students will be able to understand and assess current international political discussions and problems from the perspective of international law.

Further Information

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