

SEP

2017-2021

Structure and  
Development Plan  
ESB Business School

Status: October 2016



Hochschule Reutlingen  
Reutlingen University



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MIM

# MISSION

*"Within an educational environment that is truly international, we develop leaders who shape global business practice and society responsibly."*

In keeping with our mission, we:

1. train graduates who will be able to achieve professional success in an international context,
2. offer outstanding teaching which meets international quality and academic standards,
3. maintain strong and sustainable international partnerships with graduates, other international business schools and research organisations,
4. help to shape international business practice through innovative teaching and applied research,
5. promote and practice responsible and values-based organisational behaviour in our local and global context.

OUR POINT OF  
DEPARTURE  
AND  
STRATEGIC  
GUIDELINES

# OVERVIEW OF OUR POINT OF DEPARTURE AND STRATEGIC GUIDELINES

## Bachelor

- BSc International Business (IB)
- BSc International Management – Double Degree (IMX):
  - German-American (USA)
  - German-Chinese
  - German-English
  - German-French
  - German-Irish
  - German-Italian
  - German-Mexican
  - German-Dutch
  - German-Polish
  - German-Spanish
- BSc International Operations and Logistics Management (IOLM)
- BSc Production Management (PM)

## Master

- MA European Management Studies (EMS)
- MA International Retail Management (IRM)
- MA Strategic Sales Management (SSM)
- MSc Business and Process Management (BPM)
- MSc International Accounting, Controlling and Taxation (IACT)
- MSc International Business Development (IBD)
- MSc International Management (MIM)
- MSc Operations Management (MOM)

## MBA

- MBA International Management Full-Time (MBA FT)
- MBA International Management Part-Time (MBA PT)
- MBA International Management für Offiziere (MBA BW)

In 2015, with approximately 2,700 students, 65 professors, and over 50 academic support staff, ESB is one of the largest faculties of business studies in Germany. Because of its international position, the name of the faculty in the charter of Reutlingen University is "ESB Business School". ESB achieved system accreditation as the Business School of Reutlingen University as an independent entity in November 2013. ESB is currently seeking international accreditation by AACSB.

Our international orientation is an essential component of our strategic objectives. Key factors in our environment include:

- Globalisation of education through increased student mobility
- Transparency of academic qualifications and internationalisation of universities
- Demographic changes and the consequent fall in the number of German applicants to all German universities
- The growing importance of international accreditation.

ESB's practical educational focus produces graduates with professional qualifications fit for the real world. Our close contacts with industry, and the integration of issues from the real business world in our study programmes, have always been and will continue to be essential aspects of our approach. We promote entrepreneurial thinking and action in our students. Companies and other organisations from the business world provide ESB with support and ideas, and work in partnership with ESB on a range of projects. They are at the centre of our focus, and we shall continue to work intensively on the issues which are central to them.

The enormous growth in the number of study programmes since the 1990s, their specialisations and fragmentations, the growing trend towards programmes combining business studies with natural sciences and social sciences (e.g. engineering management, health management) are some of the factors which are increasing the competitive pressure in the educational environment. Our guidelines for programme development should, therefore, continue to ensure the quality of our programmes and to strengthen the attractiveness of our international business studies programmes.

ESB has been successfully taking up these challenges for 40 years, and is fully committed to its international business studies and engineering management programmes. The attractiveness of the programmes, however, can only be maintained and improved by excellent and results-focussed teaching if teaching methods and contents are continuously developed in order to reflect changes in the needs of applicants and students. The

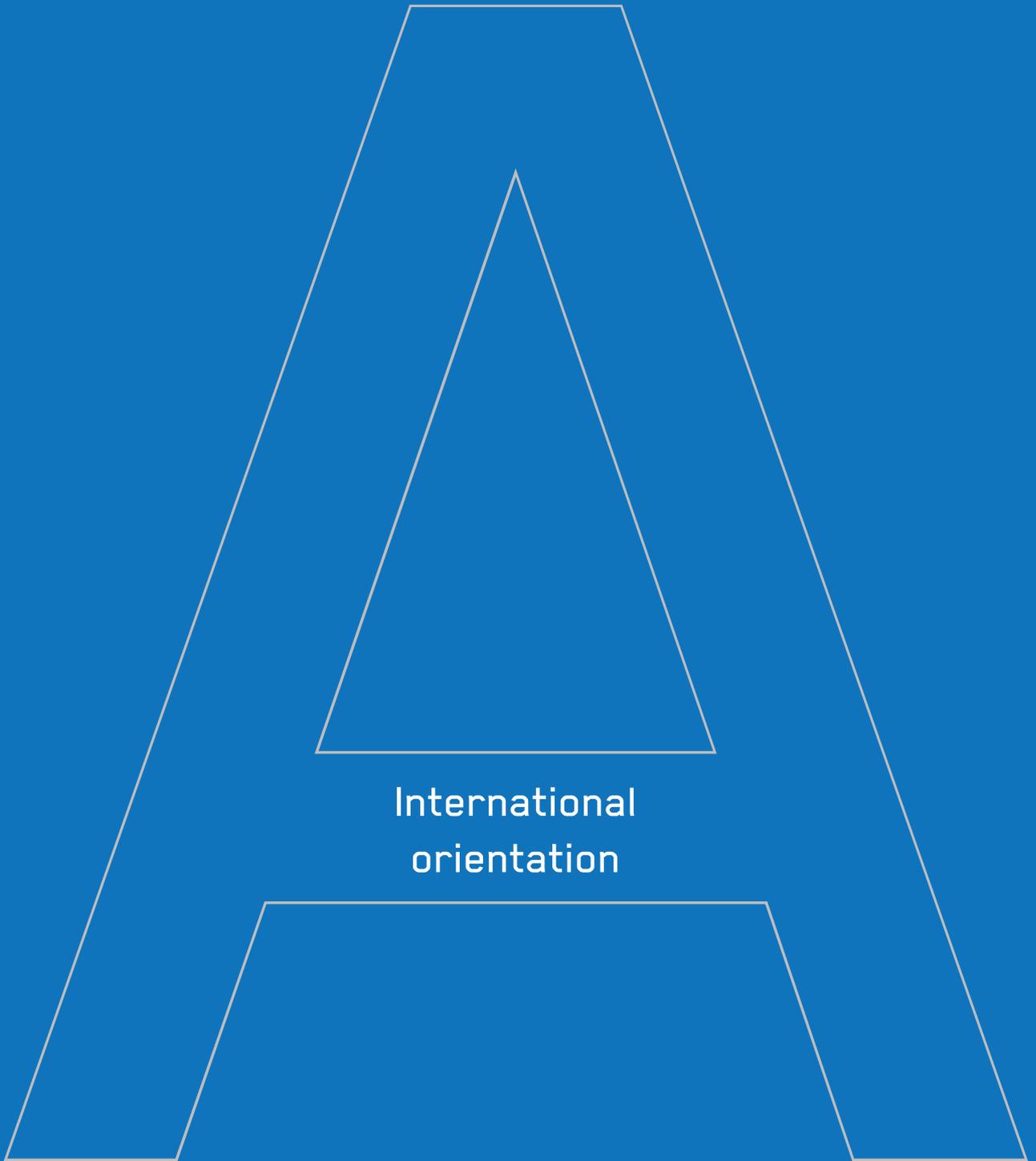
quality standards which ensure excellent teaching, the efficacy of which has been confirmed by successful system accreditation, therefore continue to be the criteria which we use to keep on course.

At the German Universities of Applied Science, the importance of research has been increasing in recent years. We are therefore striving to gradually increase our research efforts, and to adapt our structures and organisation to the new needs. Good research and good teaching are a mutually supportive match.

In order to achieve these aims, the faculty needs an organisation which will strengthen cooperation and support the focus on our aims. The organisational elements which have served well so far will be tested regularly for their effectiveness and efficiency, and be continuously developed and supplemented by appropriate measures.

The various sources of finance are brought together in a common ESB budget. If the political or economic parameters should change, then all expenditures become subject to financial conditions.

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International  
orientation

# INTERNATIONAL ORIENTATION

International orientation is a hallmark of ESB Business School.

This is reflected in:

- International contents and methods in the curricula of all study programmes. Every programme within ESB's range of responsibility (including all KFRU programmes) defines its own, clearly identifiable international profile, which is communicated to the outside world.
- International industrial networks. We are striving to step up cooperation with internationally active companies in Germany and abroad.
- The international orientation of the teachers. We emphasise the value of international experience and an international network of teachers, for both our professors and external lecturers. International and intercultural orientation is a living guiding principle for all members of our faculty.
- High levels of student mobility, international work experience and intercultural competence, which enhance the sustainable global employability of our graduates.
- Organisational and infrastructural support for incoming international students, preparation for outgoing students and support on their return, as well as in support for international guest lecturers and researchers.



Attractiveness through excellent,  
results-oriented teaching

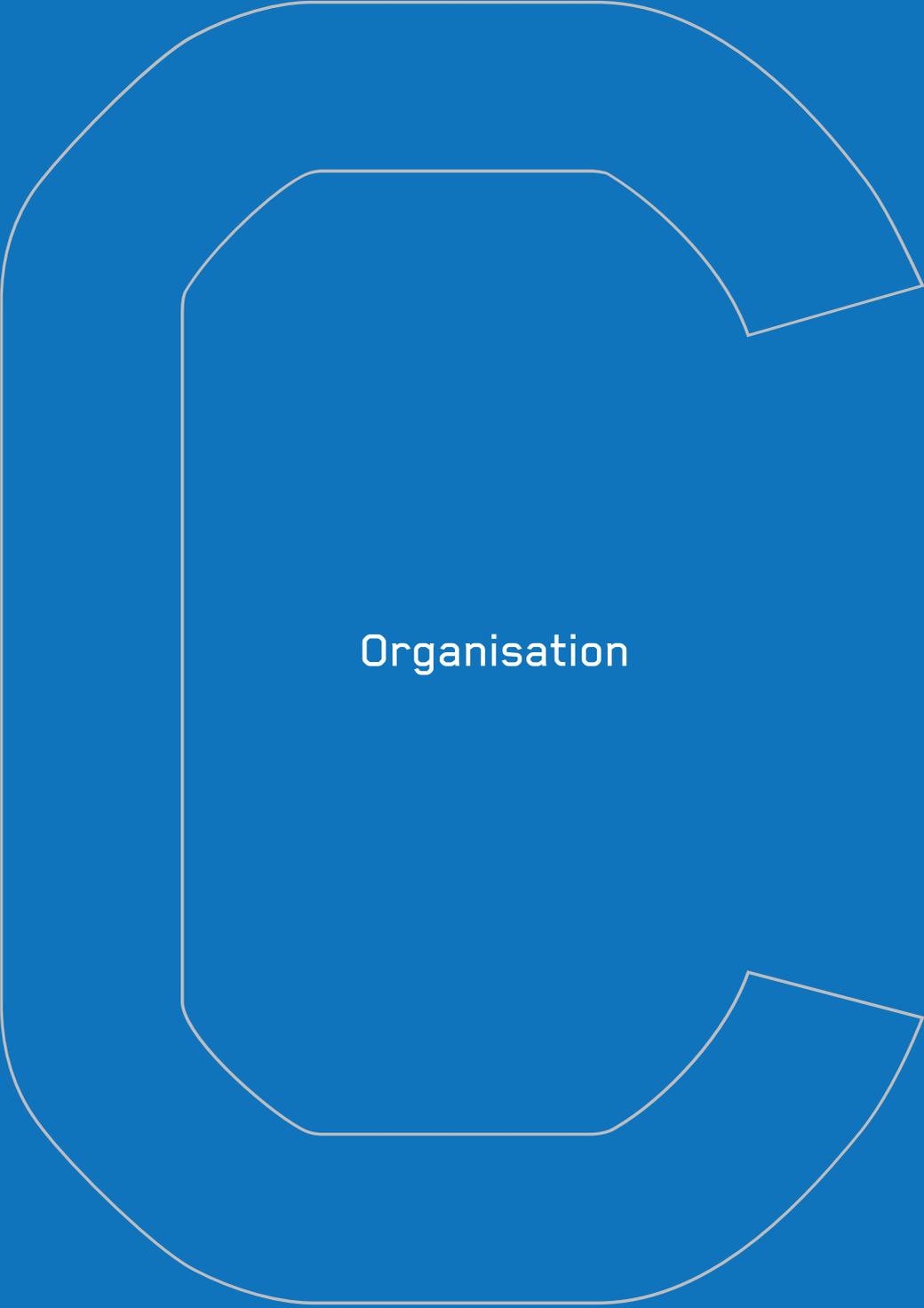
# ATTRACTIVENESS THROUGH EXCELLENT, RESULTS-ORIENTED TEACHING

In the face of shifting parameters and increasing challenges in the international higher educational environment, ESB can only survive by continuous improvement of high standards of teaching.

To this end, we are seeking to:

- impart to our students up-to-date contents with the best didactic methods in all our teaching,
- use digital media in a focussed and flexible manner to help all students to concentrate on their real individual learning needs,
- enable international, inter-disciplinary, collaborative learning, in order to prepare our students as well as possible for the challenges of careers in the global markets,
- impart the contents of our teaching in such a manner that the academic quality is recognised and appreciated by the students, so that they will know that their satisfaction with our teaching is important to us,
- improve our quality management continuously, and constantly measure and assess our students' learning success as an integral part of our work,

- constantly review our teaching methods, experiment with new approaches to teaching, and extend the application of the best methods and approaches to all ESB teaching, with appropriate use of digital media to enable new forms of teaching,
- promote a wide range of extra-curricular student activities which make a significant contribution to the ESB culture,
- promote an active teaching culture with all the structures and incentives required to enhance the good reputation of ESB.



Organisation

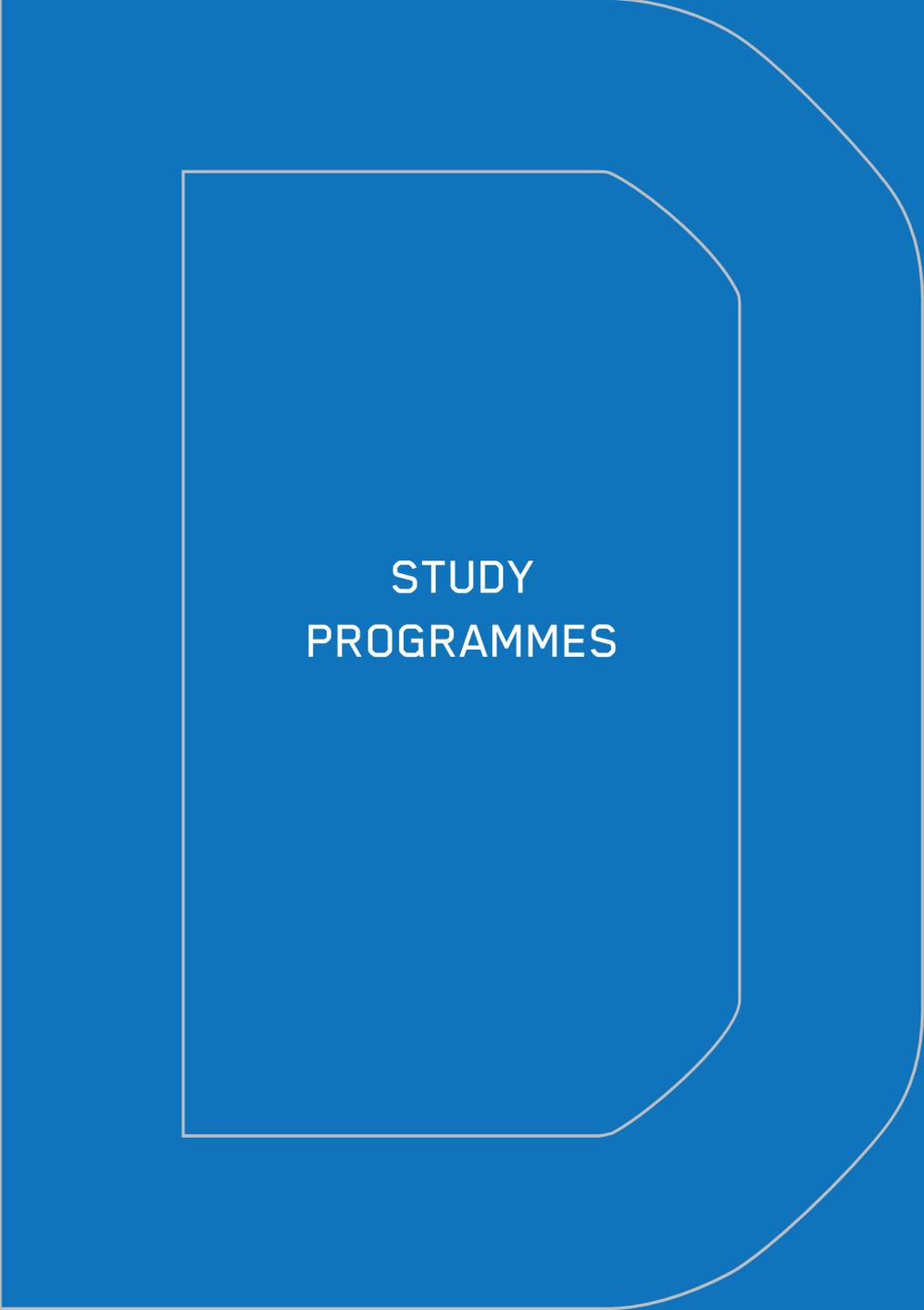
# ORGANISATION

ESB has been organised on the basis of study programmes since 2008. This structure has stood the test of time. The aim of our decentralised structure is to give each study programme room to work on continuous improvement of its range of subjects and to distinguish itself from programmes offered by other universities. Guided by our principles of respect, trust, responsibility, and commitment, we strive continuously to improve our organisation.

For us, this means:

- ESB as a whole provides support for all programmes of study which the individual programmes themselves can not provide, or where central organisation is advantageous. This central provision includes, e.g. The Career Centre, PR, and overall quality management.
- The development of a common teaching organisation for jointly designed learning goals, e.g. language teaching, intercultural competence, ethical behaviour, which are basic requirements for all ESB students. We work together on the definition, assessment and the curricular implementation of these teaching goals for all programmes, in order to optimise standards and efficiency.
- The creation of an organisational framework for the research activities of our faculty members. In addition to resources, this includes organisation of processes in a manner which clearly defines the responsibilities, functions, rights, and duties of everybody involved in our research activities. Reutlingen Research Institute (RRI) is the central organ responsible for the application procedure and administrative implementation of all ESB research activities.

- Continuing to promote an organisational culture centred on our common values, transparency, and open communication. Inclusion of all staff and strengthening of participatory elements are vital.
- Ensuring up-to-date media and IT equipment specifically focussed on the challenges of the coming years. Improvement of tools for collaborative work in the field of internationally linked teaching and research.



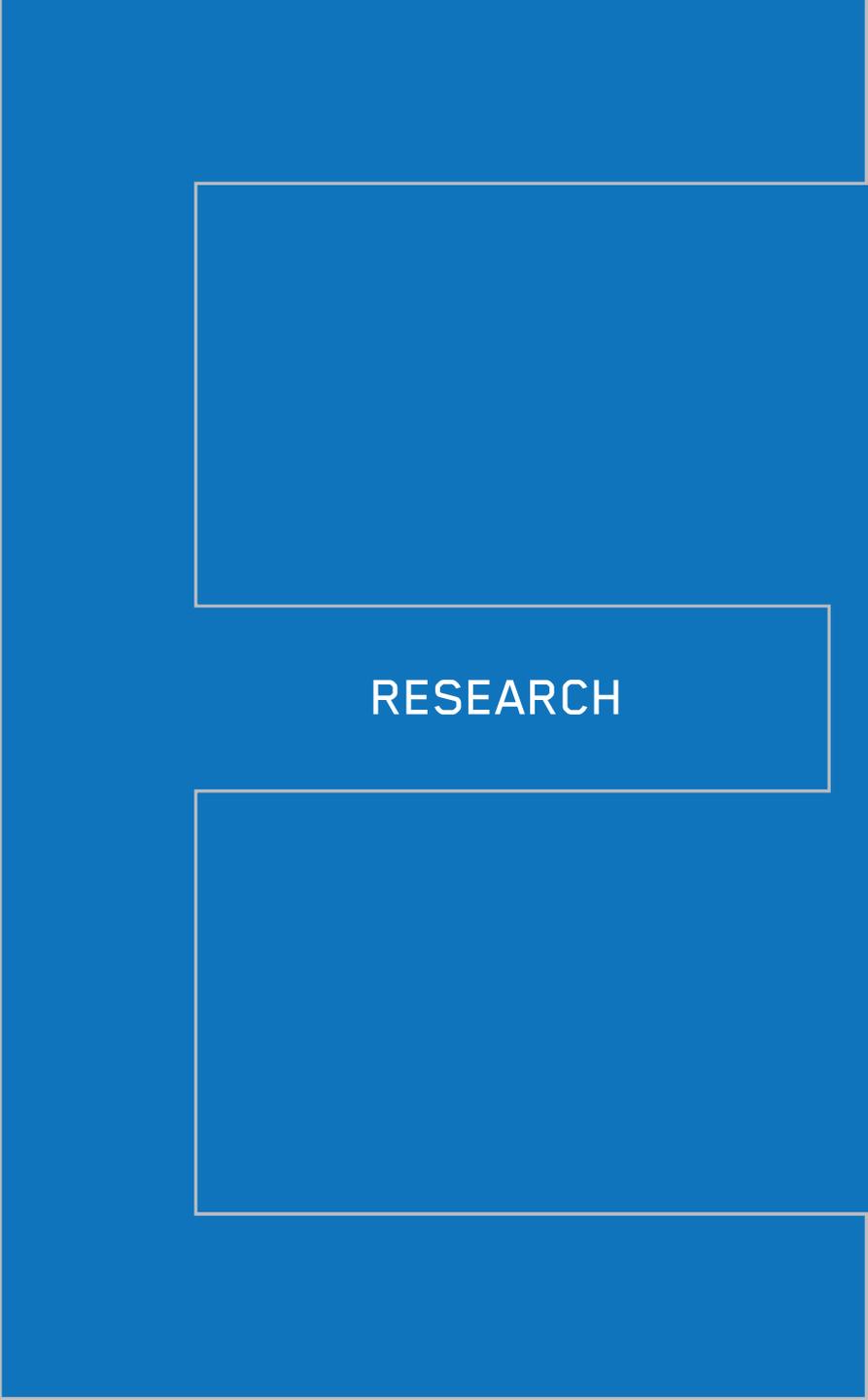
STUDY  
PROGRAMMES

# STUDY PROGRAMMES

The whole range of ESB programmes of study is designed to support and implement our mission and vision. This applies for all programme levels and all types of programmes.

In order to achieve these aims, we shall take the following steps:

- Develop graduate programmes designed to build on defined undergraduate study programmes. Graduate programmes should meet the needs of students to study contents in more depth, and help to enrich the research activities of teaching faculty members, but should avoid repeating contents covered in the undergraduate programmes.
- Create a programme option with a research focus and enhanced methodological element, in order to provide students with access to research-oriented careers. This option is to be made more attractive by opportunities to work for doctoral degrees in cooperation with other universities.
- Ensure that every programme for which ESB is responsible complies with the ESB vision and mission.



RESEARCH

# RESEARCH

In recent years, research has become ever more important at Reutlingen University and at ESB. In order to ensure that teaching is always based on the most up-to-date developments, participation of teachers in research activities and in international exchanges in their fields is important. At the same time, high-quality teaching based on current findings will inspire student interest in research and enhance the quality of students' graduation theses. ESB therefore aims to strive to improve its attraction and visibility in the research environment. Visibility is strengthened by such factors as publications, patents, successful innovative projects, networking with other research institutions and partners for applications.

Improvement of the conditions for research, which have been less developed at the German universities of applied sciences than at the traditional universities, is a challenge we are now facing, requiring improvements with regard to workloads, academic support staff, equipment, and the right to award doctoral titles. Performance levels in research depend mainly on the abilities of the academics and favourable institutional conditions, which help to promote a research-friendly culture and research results. ESB will be working together with the president's office and with RRI, as the central organ for all research activities, to improve these conditions.

We have identified the following points for further development:

- Where necessary, and where not covered by provisions of the university as a whole, ESB will improve focussed internal research incentives. Sustainable funding for this objective needs to be developed. The objective is to provide short-term incentives for research, as well as to promote long-term research initiatives.
- In order to ensure efficient use of available resources and to enhance visibility, research activities in business studies disciplines should be combined, in terms of contents and organisation, in order to achieve benefits from interdisciplinary cooperation. To this end, organisation of ESB needs to be developed, which should also involve the university's options, such as including research groups or the LFZ in the development.
- ESB will be developing involvement in the supervision of doctoral theses in cooperation with partner universities. There will be further development of existing partnership networks, as well as regional cooperation projects, with regard to research. These measures will make ESB attractive to students who are interested in research, as well as for academics, guest researchers, and employers. ESB seeks to improve opportunities for doctoral studies. One way to achieve this would be through personal rights of individual professors to award doctoral titles.
- In addition to the organisational and financial conditions, the establishment and promotion of an active research culture is required, in which research and publications are recognised in equal measure to other contributions, such as excellent teaching, as a valuable contribution to establishing ESB's position.