



**Course Catalog – FALL & SPRING**


**Graduate Exchange Semester**

**Program Description**

Visiting graduate business students will have the opportunity to study in the Master of International Business Program for one semester integrated with our degree students.

Students may choose from a variety of courses offered during the fall and/or the spring semester. Advanced knowledge of English and good academic standing is a prerequisite for admissions into the program.

**Key Facts**

<b>Application Deadline:</b>	<b>Fall: June 30</b> <b>Spring: October 15</b>
<b>Semester Dates:</b>	<b>Fall: Early September through mid-December</b> <b>Spring: Mid-January through end of May</b>
<b>Orientation Days:</b>	<b>Fall: End of August</b> <b>Spring: Mid-January</b>
<b>German Intensive Course:</b>	<b>Once a year, mid-August to end-August</b>
<b>Language of Instruction:</b>	 <b>English</b>
<b>English Requirements:</b>	<b>IELTS 6.5/TOEFL 85</b>
<b>Number of ECTS credits:</b>	<b>15-30 ECTS</b>
<b>Tuition:</b>	<b>Please check our website.</b> <b>Students from MBS partner institutions may receive a tuition waiver in the frame of cooperation agreements on student exchange.</b>
<b>Website:</b>	<a href="http://www.munich-business-school.de/international">www.munich-business-school.de/international</a>
<b>Contact:</b>	<a href="mailto:incoming@munich-business-school.de">incoming@munich-business-school.de</a>

**Information as of May 2022. Please note that information and course availability may change.**





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**International Business**

**IB 752 International Business (Fall) - 6 ECTS**

\*In order to receive 6 ECTS all submodules have to be taken and are mandatory (IB 752-1, IB 752-2, IB 752-3)

Modul-Nr. / Module code	IB 752
Modulbezeichnung / Module name	Internationale Betriebswirtschaft und Management (de/en)   International Business and Management
Lehrveranstaltungen des Moduls / Courses in the module	IB 752-1 Internationales Strategisches Management   International Strategic Management IB 752-2 Organizational Behavior   Organizational Behavior IB 752-3 Conscious Business   Conscious Business
Inhalte des Moduls / Module content	<p><b>IB 752-1-- mandatory in order to get ECTS</b></p> <ul style="list-style-type: none"> <li>• Drivers and challenges for International Management</li> <li>• Overview on International Market Entry Strategies</li> <li>• Analyzing a company's strategic position</li> <li>• Identifying strategic options</li> <li>• Applying most apt strategies (e.g. Blue Ocean Strategy, Porter's 5 Forces, Porter's Diamond)</li> <li>• Strategy implementation in general</li> <li>• Integrating different strategies for different units</li> </ul> <p><b>IB 752-2-- mandatory in order to get ECTS</b></p> <ul style="list-style-type: none"> <li>• Introduction to Organizational Behavior</li> <li>• Individuals in organizations</li> <li>• Group behavior and work teams</li> <li>• Perception and decision-making</li> <li>• Organizational Culture</li> <li>• Diversity in organizations</li> </ul> <p><b>IB 752-3-- mandatory in order to get ECTS</b></p> <ul style="list-style-type: none"> <li>• Introduction and definition of Conscious Business</li> <li>• The four tenets of Conscious Capitalism and their in-tregation into business <ul style="list-style-type: none"> <li>○ Higher purpose</li> <li>○ Stakeholder integration</li> <li>○ Conscious leadership</li> <li>○ Conscious culture and management</li> </ul> </li> <li>• Inspiring case studies of conscious businesses in the world</li> <li>• Alternatives to traditional goals for businesses: B Corps, Economy for Common Good, social and purpose-based business</li> </ul>





<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<p>IB 752-1 On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand the drivers of globalization, the options to enter new markets and intercultural issues (examples and cases),</li> <li>• understand strategic models in order to be able to apply them in business life (case studies of representative companies),</li> <li>• are able to transfer the international business know-how to operational business (case study of a company).</li> </ul> <p>IB 752-2 On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand the fundamental relationship between individual, organization and society,</li> <li>• understand individuals and reasons for behavior in organizations,</li> <li>• be able to identify types of group behavior in corporations and evaluate consequences of the behavior,</li> <li>• be able to carry out timely and adequate decisions.</li> </ul> <p>IB 752-3 On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have an understanding of alternative business practices compared to traditional profit orientation as the core goal.</li> <li>• get an insight into companies that incorporate a higher purpose in their business practices and strategies.</li> <li>• able to critically examine the evidence on the impact of practicing Conscious Capitalism on the tangible and intangible well-being of all stakeholders.</li> <li>• understand in detail the importance of the four tenets of Conscious Capitalism and possibilities to integrate them into daily business.</li> <li>• be acquainted with best practices in the field of Conscious Business.</li> </ul>			
<p>Beitrag zu „Assurance of Learning“ Kompetenzzielen / Alignment with “Assurance of Learning” competency goals</p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p> <table border="1" data-bbox="619 1877 1466 2002"> <tr> <td data-bbox="619 1877 1257 2002"> <p>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</p> </td> <td data-bbox="1257 1877 1466 2002"> <p>IB 752-1 IB 752-2 IB 752-3</p> </td> </tr> </table>		<p>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</p>	<p>IB 752-1 IB 752-2 IB 752-3</p>
<p>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</p>	<p>IB 752-1 IB 752-2 IB 752-3</p>			





	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 752-2 IB 752-3
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	IB 752-1 IB 752-2 IB 752-3
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IB 752-2 IB 752-3
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 752-2 IB 752-3
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	IB 752-2 IB 752-3
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	IB 752-1 IB 752-2 IB 752-3
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	IB 752-1 20 contact hours 40 self-study hours  IB 752-2 20 contact hours 40 self-study hours  IB 752-3 20 contact hours 40 self-study hours  180 hours of total workload	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core	





Voraussetzungen für die Teilnahme /	-
Prerequisites	
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	IB 752-1 <ul style="list-style-type: none"><li>• Michael Hans Rüdiger</li></ul> IB 752-2 <ul style="list-style-type: none"><li>• Prof. Dr. Ellen Schmid</li></ul> IB 752-3 <ul style="list-style-type: none"><li>• Prof. Dr. Christian Schmidkonz</li></ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination:  IB 752-1 (34%) <ul style="list-style-type: none"><li>• Written Exam 90 minutes (60%)</li><li>• Course work (40%)</li></ul> IB 752-2 (33%) <ul style="list-style-type: none"><li>• Written Exam 90 minutes (60%)</li><li>• Course work (40%)</li></ul> IB 752-3 (33%) <ul style="list-style-type: none"><li>• Course work (100%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Seminar-type lectures Presentations Group workshops Role plays Journaling exercise Poster presentations
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	IB 752-1 Talks by industry representatives  IB 752-2 and IB 752-3 At least one guest lecture by a company representative
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	IB 752-1 <ul style="list-style-type: none"><li>• Cullen, J.B., Parboteeah, K.P. (2014). "Multinational Management – A strategic approach", Mason</li><li>• Hill, C.W.L., Hult, G.T.M (2017). "International business: Competing in the Global Marketplace", New York</li><li>• Mead, R., Andrews, T.G. (2009). "International Management", West Sussex</li></ul>





IB 752-2

- Neck, C. P., Houghton, J. D., Murray, E.L. (2017). "Organizational Behavior – A Critical-Thinking Approach", London
- Robbins, S. P., Judge, T.A. (2017). "Organizational Behavior", Essex
- Scandura, T. A. (2019). "Essentials of Organizational Behavior – An Evidence-Based Approach, London

IB 752-3

- Gelles, D. (2015). Mindful Work – How Meditation Is Changing Business from the Inside Out, New York
- Hurst, A. (2014). The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World, Boise
- Kofman, F. (2006). Conscious Business – How to Build Value Through Values, Boulder
- Mackey, J., Sisodia, R. (2014). Conscious Capitalism – Liberating the Heroic Spirit of Business, Boston
- Sisodia, R., Wolfe, D., Sheth, J. (2014). Firms of Endearment – How World-Class Companies Profit from Passion and Purpose, Upper Saddle River
- Tate, C. (2015). Conscious Marketing – How to create an awesome business with a new approach to marketing, Milton
- Tindell, K. (2014). Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives, New York







**IB 850 International Business Electives (Spring) – 6 ECTS**

Course Code	IB 850
Course/Module Name	International Business Electives: Students must choose 2 courses, each 3 ECTS
Semester(s) Offered	Spring Semester
Prerequisites	-
Instructor's Name	Depends on the chosen courses
Language of Instruction	English
Number of ECTS-Credits	6 ECTS (3 ECTS + 3 ECTS)
Total workload and Composition (e.g. self-study, contact hours)	Depends on the chosen courses
Assessment/Requirements for Assignment of Credits	Depends on the chosen courses
Course Outline	Depends on the chosen courses
Teaching and Learning Methods	Depends on the chosen courses
Literature	Depends on the chosen courses

**IB 850-2 Process and Logistics Management (Spring) – 3 ECTS**

Modul-Nr. / Module code	IB 850-2
Modulbezeichnung / Module name	Prozess- und Logistikmanagement   Process and Logistics Management
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• Issues of globalization and the new world economy</li> <li>• Strategic operations management as a practical business discipline</li> <li>• Process documentation</li> <li>• Process measurement and improvement</li> <li>• Supply chain management</li> <li>• International supply chain value networks</li> <li>• Logistics management</li> <li>• International logistics infrastructure evolution</li> <li>• Supply and logistics performance measurement</li> <li>• Supply and logistics performance management</li> <li>• Paradigm shift towards SCM and logistics management</li> <li>• Total quality management</li> </ul>
Lernergebnisse des Moduls /	On successful completion of this module, students will





Learning outcomes of the module	<ul style="list-style-type: none"> <li>• understand the strategic impact of process, logistics and supply chain management on the competitive position and the profitability of the entire company in an international context,</li> <li>• have increased awareness of the difference of the strategic importance of supply chain management vs. purchasing and procurement,</li> <li>• be able to recognize the importance of strategic operations and logistics management in a modern, global business environment,</li> <li>• better understand the importance of corporate operations management issues,</li> <li>• know the interaction of operations, finance and marketing in a corporate setting,</li> <li>• have been introduced to the operational view of value creation in modern production and service industries,</li> <li>• have developed a reflective approach to understanding the core issues of modern process and logistics management,</li> <li>• be able to use applications of modern process, management and improvement instruments and tools (such as six sigma toolsets),</li> <li>• have developed confidence in being able to pro-actively deal with current issues in the area of logistics and process management.</li> </ul>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	N.N.
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	N.N.
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 60 minutes (60%)</li> <li>• Course work (40%)</li> </ul>





Lehr- und Lernmethoden des Moduls /	<ul style="list-style-type: none"><li>• Lectures</li></ul>
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Group Work</li><li>• Case Studies</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<p>At least one company visit, and one guest lecture are planned for this course. This will allow the course participants to see that practical application of the taught content in a real work scenario.</p> <p>One live Skype discussion with a foreign purchasing manager (either in the USA or UAE) is also planned.</p>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<p>Required:</p> <ul style="list-style-type: none"><li>• Stevenson (2014), Operations Management, McGraw-Hill, 12th ed., New York</li></ul> <p>Optional (excerpts will be made available or electronic links to source material will be provided)</p> <ul style="list-style-type: none"><li>• Weske (2007), Business Process Management: Concepts, Languages, Architectures, Springer, Heidelberg</li><li>• Harrison, A., van Hoek, R. (2008), Logistics Management and Strategy, Pearson, London</li><li>• Fisher, M.L. (1997), What Is the Right Supply Chain for Your Product?, in: Harvard Business Review, 75(2), 1997, pp. 105-116., Brighton</li><li>• Croom, S., Romano, P., Giannakis, M. (2000), Supply Chain Management: an Analytical Framework for Critical Literature Review, in: European Journal of Purchasing &amp; Supply Management, 2000, 6(1), pp. 67-83.</li><li>• Kulp, S., T., Randall, G., Brandyberry, Potts, K., (2006), 'Using Organizational Control Mechanisms to Enhance Procurement Efficiency: How GlaxoSmithKline Improved the Effectiveness of E-Procurement', Interfaces 36(3), 209–219.</li><li>• Petersen, K.J., Handfield, R.B., Ragatz, G.L. (2003). A model of supplier integration into new product development. Journal of Product Innovation Management, 20, 284 – 285</li></ul> <p>Preparatory Readings allow course participants to prepare for the course before signing up for it:</p> <ul style="list-style-type: none"><li>•</li><li>• Rajagopal, S., &amp; Bernard, K.N. (1993). Strategic procurement and competitive advantage, in: International Journal of Purchasing and Materials Management, 29, (4), 13–20.</li><li>• Porter, M. E. (1985). Competitive advantage: creating and sustaining superior performance. New York: The Free Press.</li></ul>





- Porter, M. E., & Kramer, M. R. (2011). Creating shared value. Harvard Business Review, 89(1-2), 62-77, Brighton

**IB 850-4 International Economic Relations (Spring) – 3 ECTS**

Modul-Nr. / Module code	IB 850-4
Modulbezeichnung / Module name	Internationale Wirtschaftsbeziehungen   International Economic Relations
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<p><b>Volume of Trade and Trade Pattern</b></p> <ul style="list-style-type: none"> <li>Measurement and Development of Trade</li> <li>Trade Costs and Gravity Model</li> <li>Welfare effects of International Trade</li> </ul> <p><b>Country Analysis: Location Factors and Comparative Advantage</b></p> <ul style="list-style-type: none"> <li>Comparative Advantage</li> <li>Sources of Comparative Advantage</li> <li>Intra-Industry Trade</li> </ul> <p><b>Market Analysis: Firms in International Trade</b></p> <ul style="list-style-type: none"> <li>Export and Horizontal FDI</li> <li>Fragmentation and Vertical FDI</li> <li>Transaction Costs and Implications for Firm Strategy</li> <li>Globalization: Chances and Challenges</li> </ul> <p><b>Trade Policy: Nations and Institutions</b></p> <ul style="list-style-type: none"> <li>Instruments of Trade Policy</li> <li>Motivations for Trade Policy</li> <li>Strategic Trade Policy</li> <li>Economic Integration and International Institutions</li> </ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>understand why countries trade with each other and how they benefit from it,</li> <li>know firms' strategies in an international context, the resulting economic implications and important basics for their decision,</li> <li>know important institutions in international trade and their importance,</li> <li>be able to reflect on the advantages of international trade for all stakeholders in society and identify problematic developments.</li> </ul>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS





Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Florian Bartholomae
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Florian Bartholomae
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 60 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lecture with many application and exercise examples
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"><li>• Morasch, K., Bartholomae, F. (2017). Handel und Wettbewerb auf globalen Märkten, 2nd ed., Springer, Heidelberg. (German)</li><li>• Brakman, S., Garretsen, H., van Marrewijk, C., van Witteloostuijn, A. (2006). Nations and Firms in the Global Economy, Cambridge University Press</li><li>• Krugman, P.R., Obstfeld, M., Melitz, M.J. (2012). International Economics, 9th ed., Pearson, London</li><li>• Web: Deardorff's Glossary of International Economics, <a href="http://www-personal.umich.edu/~alandear/glossary/">http://www-personal.umich.edu/~alandear/glossary/</a></li></ul>





**IB 850-7 Communication Management (Spring) – 3 ECTS**

Modul-Nr. / Module code	IB 850-7
Modulbezeichnung / Module name	Kommunikationsmanagement   Communication Management
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<p><b>Introduction to the Course</b></p> <p><b>Internal Communication Management</b></p> <ul style="list-style-type: none"> <li>• The Knowledge Problem</li> <li>• Two Types of Knowledge</li> <li>• Externalizing knowledge (tacit vs. explicit)</li> <li>• Changing company culture</li> <li>• The Danone Case and Approach to Knowledge Sharing</li> <li>• 3 tools to facilitate interaction: <ul style="list-style-type: none"> <li>○ The Knowledge Café</li> <li>○ Open Space ‘Technology’</li> <li>○ Appreciative Inquiry</li> </ul> </li> </ul> <p><b>External Communication Management</b></p> <ul style="list-style-type: none"> <li>• The Wisdom vs. Ignorance of the Crowds</li> <li>• How to get some google-juice</li> <li>• Learning from the Customer: The Lead User Process</li> </ul> <p><b>Corporate Communication</b></p> <ul style="list-style-type: none"> <li>• Public and Media Relations</li> <li>• Government Relations / Lobbying</li> <li>• Crisis Communication <ul style="list-style-type: none"> <li>○ Case: Stoli Vodka Under Attack</li> </ul> </li> <li>• Corporate Social Responsibility</li> </ul> <p><b>Managerial Communication: leadership communication</b></p> <ul style="list-style-type: none"> <li>• Actual vs. Perceived Competence</li> <li>• The Anticipation Effect</li> <li>• Good News vs. Bad News</li> <li>• The Framing of Competence</li> <li>• Nonverbal Communication</li> <li>• Verbal Communication</li> <li>• The Halo Effect: Likeability &amp; Attractiveness</li> <li>• Status</li> </ul>
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will have acquired the most effective tools to facilitate communication within a company,





	have explored how organizations can communicate with consumers, have explored an integrated communication approach within organizations, be able to effectively use impression management tools to convince others.
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Jack Nasher
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Jack Nasher
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: Written exam 60 minutes (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lectures Case studies Hands-on practice session
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Publications with a * are to be read before the respective class, publications with a † are particularly relevant for the exam.  <b>Internal Communication</b> Corrigan, C.: Open Space Technology. <a href="http://www.chriscorrigan.com/openspace/">http://www.chriscorrigan.com/openspace/</a> *DeLong, D.: Building the Knowledge-Based Organization: How Culture Drives Knowledge Behaviors; Center for Business Innovation, Ernst & Young LLP, 1997.





Edmondson, A.C., Moingeon, B., Dessain, V., Damgaard Jensen, A.:  
Global Knowledge Management at Danone (A), 2007, Harvard  
Business School Case 608-107  
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#### **Corporate Communication**

Argenti, P.A.: Corporate Communication, 5th edition, McGraw-Hill:  
New York, 2015.  
\*Argenti, P. A., Howell, R., Beck, K.: "The Strategic Communication  
Imperative," MIT Sloan Management Review, 46(3), Spring 2005.  
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Practice; 4th edition, Sage: London, 2014.  
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its Profits; in: The New York Times Magazine; September 13, 1970.

#### **Managerial Communication**

Cialdini, R. B., Richardson, Kenneth D.: Two indirect tactics of image  
management: basking and blasting; in: Journal of Personality and  
Social Psychology; 1980, 39; pp. 406-415.  
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and the Construction of Managerial Identity; in: Journal of  
Management Studies; 1998, 35 (2), pp. 137-162.







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**IB 850-8 Consolidated Financial Statements (Spring) – 3 ECTS**

Modul-Nr. / Module code	IB 850-8
Modulbezeichnung / Module name	Konzernrechnungslegung   Consolidated Financial Statements
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• Why do companies publish consolidated financial statements (CFSs)?</li> <li>• Parent-subsidiary control relationship as a precondition for CFSs</li> <li>• Technical Consolidation: the way from single financial statements to CFSs</li> <li>• Consolidating subsidiaries: Consolidation technique</li> <li>• Purchase accounting: purchase price allocation and accounting for goodwill</li> <li>• Consolidating partially owned subsidiaries: Accounting for minority interest</li> <li>• Preparing CFSs in practice: timing, process and challenges</li> <li>• Equity method</li> <li>• Further components of CFSs: Segment reporting, statement of changes in equity and statement of cash flows</li> <li>• Management report to the CFSs (§ 315 GCC)</li> </ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand what makes the difference between an individual and a consolidated financial statement,</li> <li>• understand when an enterprise has to prepare and publish a consolidated financial statement,</li> </ul>





	<ul style="list-style-type: none"> <li>• understand how the consolidation perimeter is defined,</li> <li>• understand how consolidation technique (elimination of intragroup transactions) works,</li> <li>• understand which challenges apply in practice when preparing a consolidated financial statement,</li> <li>• understand how investments in affiliates are accounted for using the so-called „equity method“,</li> <li>• understand consolidation technique and are able to prepare the necessary consolidation entries by themselves.</li> </ul>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Katja Bubmann
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Katja Bubmann
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 60 minutes (60%)</li> <li>• Course work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Lecture, supported by PPT presentation</li> <li>• Various case studies, solutions are worked out interactively (PPT presentation or whiteboard)</li> <li>• Current real life example: IFRS consolidated financial statement of a DAX30 enterprise, e.g. BMW, Volkswagen or Continental</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<b>Recommended reading:</b> <ul style="list-style-type: none"> <li>• Gallimberti, C., Marra, A., Prencipe, A. (2013) Consolidation. Preparing and understanding consolidated financial statements under IFRS; McGraw-Hillm, New York</li> </ul>





Teaching and Learning Methods	Seminar-type lectures, small group exercises, group projects, case studies
Literature	Cotter D: Advanced Financial Reporting, Prentice Hall, 2012 Horngren T/Sudem G L/Stratton W O/Burgstahler D/Schatzberg J: Introduction to Management Accounting, 15th Ed, 2011 Petersen C V/Plenborg T: Financial Statement Analysis, Prentice Hall, 2012

## IB 850-9 Management Consulting (Spring) – 3 ECTS

Modul-Nr. / Module code	IB 850-9
Modulbezeichnung / Module name	Managementberatung   Management Consulting
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• Management consulting as an industry             <ul style="list-style-type: none"> <li>○ Market overview and industry characteristics</li> <li>○ Consulting business models</li> <li>○ Engagement models</li> </ul> </li> <li>• Management consulting as a process             <ul style="list-style-type: none"> <li>○ Problem structuring                 <ul style="list-style-type: none"> <li>▪ Problem definition</li> <li>▪ Logic trees</li> </ul> </li> <li>○ Problem analysis                 <ul style="list-style-type: none"> <li>▪ Hypotheses-based problem solving</li> <li>▪ Research methods and tools</li> </ul> </li> <li>○ Report generation                 <ul style="list-style-type: none"> <li>▪ Storyline development</li> <li>▪ Slide design and presentation</li> </ul> </li> </ul> </li> </ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to analyze the basics and characteristics of the consulting market and consulting firms,</li> <li>• be able to evaluate the critical success factors in consulting arising from consulting companies' business models,</li> <li>• be able to structure and analyze business problems in a highly professional way using logging trees, hypotheses-based problem solving and frequently applied consulting methods and tools,</li> <li>• be able to build compelling story lines and craft corresponding presentations/final reports.</li> </ul>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours





	90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Markus Westner
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Markus Westner
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 60 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-type lectures</li><li>• Practice in small groups</li><li>• Presentations</li><li>• Case studies</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<ul style="list-style-type: none"><li>• Use of moodle learning management system</li><li>• Online collaboration with student peer reviews</li><li>• Guest talk(s) from industry representatives if possible</li><li>• Harvard Business School-like case discussions</li></ul>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"><li>• Andler, N. (2016). Tools for Project Management, Workshops and Consulting: A Must-Have Compendium of Essential Tools and Techniques, Publicis, Erlangen</li><li>• Wickham, L. &amp; Wilcock, J. (2016). Management Consulting: Delivering an Effective Project. Pearson: Harlow, 5th Ed.</li><li>• Minto, B. (2008). The Pyramid Principle: Logic in Writing and Thinking, Pearson, London</li><li>• Zelazny, G. (2006). The Complete Say It With Charts Toolkit, McGraw-Hill, New York</li></ul>





**IB 850-10 Independent Research Project (Spring) (3 ECTS)**

Modul-Nr. / <i>Module code</i>	IB 850-10
Modulbezeichnung / <i>Module name</i>	Unabhängiges Forschungsprojekt   <i>Independent Research Project</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	Developing a scientific paper, publication, working papers, etc. – topic in agreement with the mentor.
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	On successful completion of this module, students will <ul style="list-style-type: none"><li>• have generated knowledge by focusing on a specific topic which the student is particularly interested in,</li><li>• have gained experience in researching closely coordinated with the mentor.</li></ul>
Studiensemester / <i>Semester</i>	2
Dauer des Moduls / <i>Duration of the module</i>	One semester
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3
Gesamtworkload / <i>Total workload</i>	90 self-study hours (supervised by mentor)  90 hours total workload





Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Verwendbarkeit des Moduls / <i>Usability of the module</i>	Master International Business, Master International Marketing and Brand Management, Master Innovation and Entrepreneurship
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	Successful application with the mentor
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	N. N. (depending on the selected topic)
Lehrsprache / <i>Language of instruction</i>	German or English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Seminar Paper: <ul style="list-style-type: none"><li>• 100% Written Report</li></ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	-
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Literature / materials depending on the case / topic recommended by the mentor.





**IB 850-11 Successfactor Happiness (Spring) – 3 ECTS**

Modul-Nr. / Module code	IB 850-11
Modulbezeichnung / Module name	Erfolgsfaktor Glück   Success Factor Happiness
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• Introduction to “Happiness”</li> <li>• The psychology of Happiness</li> <li>• A brief insight into the philosophy of Happiness</li> <li>• Happiness at work: Designing Happiness as part of corporate culture and leadership</li> <li>• Happiness in marketing and branding: a business model of customer happiness</li> <li>• Transformative technologies for increasing subjective well-being</li> <li>• Happiness economics – Why “Gross National Happiness” seizes the world</li> </ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to demonstrate a deep understanding of different concepts of happiness and subjective well-being,</li> <li>• be able to explain what effects positive and negative subjective-wellbeing has in a work context and how it can be changed,</li> <li>• be able to make use of simple but effective concepts in order to generate happiness in the (work) environment in different positions (leadership, management, employee, ...),</li> <li>• be able to create small mindfulness projects in order to increase, among others, resilience at the work place,</li> <li>• be able to create customer happiness campaigns for brands,</li> <li>• be able to identify effects of technology use on happiness incl. the effects of transformative technologies,</li> <li>• understand how governments focus on happiness of the people (e.g. through GNH (Gross National Happiness) indicators, well-being budgets, etc.),</li> <li>• be able to use specific exercises to increase the subjective well-being in a short as well as a long term.</li> </ul>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective





Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<ul style="list-style-type: none"><li>• Prof. Dr. Christian Schmidkonz</li><li>• André Daiyû Steiner</li></ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	100% Course Work
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Exercises to experience the psychology of happiness</li><li>• Selected case studies: Zappos.com, Coca Cola, Patagonia and others</li><li>• Tracking happiness during the course with the help of an app</li><li>• Workshops on topics related to happiness in business</li><li>• Interactive lectures and group work</li><li>• Multiple opportunities for self-reflection</li><li>• Guest lecturers during the “Success factor happiness evening event” at MBS</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	In general, the course has a highly self-reflective component stimulated through in class as well as assigned exercises; Guest lecturers during the “Success factor happiness evening event” at MBS
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<p>A reader including scientific papers, the last “World Happiness Reports” as well as articles is uploaded to the Virtual Campus.</p> <p>Further recommended readings:</p> <ul style="list-style-type: none"><li>• Achor, S. (2010). The Happiness Advantage, New York</li><li>• Ben-Shahar, T. (2007). Happier: Learn the Secrets to Daily Joy and Lasting Fulfillment, New York</li><li>• Gelles, D. (2015). Mindful Work – How Meditation Is Changing Business from the Inside Out, New York</li><li>• Hsieh, T. (2010). Delivering Happiness: A Path to Profits, Passion, and Purpose, New York</li><li>• Layard, R. (2011). Happiness – Lessons from a new science, 2nd edition, London</li><li>• Lenoir, F. (2015). Happiness – A Philosopher’s Guide, New York</li><li>• Schmitt, B. (2012). Happy Customers Everywhere, New York</li><li>• Steiner, A. D., Hefele, C. und Schmidkonz, C. (2018). Happiness im Business – Zufriedene Mitarbeiter – glückliche Manager – erfolgreiche Unternehmen, Weinheim</li></ul>







**IB 850-14 Applied Game Theory (Spring) – 3 ECTS**

Modul-Nr. / Module code	IB 850-14
Modulbezeichnung / Module name	Angewandte Spieltheorie   Applied Game Theory
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<p>Game theory involves the mathematical analysis and evaluation of strategic decisions. Fields of application of game theory are omnipresent, as every social question in which at least two parties interact and make strategic considerations can be examined with the instruments of game theory. Particularly in economics and business administration, game theory can be used to investigate many situations such as the competitive behavior of companies, collective bargaining or economic policy.</p> <p><b>Decision Theory</b></p> <ul style="list-style-type: none"> <li>• Individual Decision-making</li> <li>• Interdepend Decision-making</li> <li>• Game Situation</li> </ul> <p><b>Simultaneous-Move Games</b></p> <ul style="list-style-type: none"> <li>• Dominance</li> <li>• Nash-Equilibrium</li> <li>• Game Analysis</li> </ul> <p><b>Sequential Games</b></p> <ul style="list-style-type: none"> <li>• Multistage Games</li> <li>• Repeated Games</li> <li>• Incomplete Information</li> </ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to translate economic problems into game theory,</li> <li>• know and be able to evaluate important solution concepts of game theory,</li> <li>• be able to acquire in-depth user knowledge using examples especially from the field of competition.</li> </ul>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	<p>30 contact hours 60 self-study hours</p> <p>90 total workload hours</p>
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective





Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Florian Bartholomae
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Florian Bartholomae
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 60 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lecture with many application and exercise examples
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"><li>• Bartholomae, F.W., Wiens, M. (2016). Spieltheorie. Ein anwendungsorientiertes Lehrbuch, Wiesbaden: Springer. (German)</li><li>• Dixit, A., Reiley, D., Skeath, S. (2009). Games of Strategy, 3. ed., New York: Norton.</li></ul>





## EXEC 752 Communication in International Business (Fall) – 6 ECTS

Modul-Nr. / Module code	EXEC 752
Modulbezeichnung / Module name	Kommunikation im internationalen Geschäft (de/en)   International Business Communication
Lehrveranstaltungen des Moduls / Courses in the module	EXEC 752-1 Business Communication   Business Communication EXEC 752-2 Wirtschaftsethik   Business Ethics EXEC 752-3 Verhandlungstechniken   Negotiation Skills
Inhalte des Moduls / Module content	<p><b>EXEC 752-1- mandatory in order to get ECTS</b></p> <p>A rounded master education in international business encompasses specific business skills as well as leadership skills. Leadership expresses itself in applied, sophisticated communication. We will try to understand what makes good, conscious business communication, both in general as well as in an intercultural business environment. Content:</p> <ul style="list-style-type: none"> <li>• 7 attitudes and behaviours of conscious business communication that a good leader should apply</li> <li>• Communication skills in an international business environment</li> <li>• Scientific concepts to understand different cultures around the world and how to apply leadership communication in these different contexts</li> <li>• Intercultural communication in different business fields (HR, marketing)</li> </ul> <p><b>EXEC 752-2- mandatory in order to get ECTS</b></p> <p>Topical and controversial business ethics issues; bases of business ethics; basic ethical considerations; philosophical sources and origins; historical socio-political processes such as labor laws, working hours, morale, performance, pay, relationship employer - employee; company structure, philosophy, leadership, political correctness, sustainability, personal responsibility, corruption; etc.</p> <ul style="list-style-type: none"> <li>• Social Contract revisited - nationally &amp; globally</li> <li>• Business ethical bases and developments</li> <li>• Corporate Ethics</li> <li>• Specific aspects (e.g.: CEO compensation, child labor, labor conditions, product quality, marketing, customer relations, intellectual property, data &amp; privacy etc.)</li> </ul> <p><b>EXEC 752-3- mandatory in order to get ECTS</b></p> <p>Social organization in the negotiation context includes topics such as understanding and influencing leverage, communicating effectively, differentiating interests from positions, using effective table tactics, and optimally closing the deal:</p> <ul style="list-style-type: none"> <li>• Leverage in Negotiations</li> <li>• Effective Communications</li> </ul>





	<ul style="list-style-type: none"><li>• Interest-based negotiations</li></ul>
	<ul style="list-style-type: none"><li>• Table Tactics</li><li>• Closing</li></ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p><b>EXEC 752-1</b></p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand requirements to effective communication in general and in an intercultural context,</li><li>• have developed competencies in conscious, intercultural communication; they are able to apply these competencies effectively in a business context, both as a leader and when working in international teams</li><li>• be able to connect the scientific concepts on intercultural communication with real-life experiences and to evaluate real-life intercultural communication situations in light of these scientific concepts,</li><li>• understand different cultures and how they affect the patterns of behavior in business and non-business situations,</li><li>• be able to reflect one's own values, attitudes and preconceptions when approaching an intercultural business situation and how they are perceived by others,</li><li>• have used the international composition of the group for a lively exchange of thoughts, perceptions and attitudes.</li></ul> <p><b>EXEC 752-2</b></p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to make contributions to the social discussion of changing values,</li><li>• be able to analyze and explain the shifting power between (national) politics and (international) corporations,</li><li>• be able to assess, decide and act from a strengthened sense of responsibility and understanding - both from a humane and a global perspective,</li><li>• be able to successfully cope with cross-cultural interactions with different regions and mentalities in the minefield of converging globalization and diverging regionalization as well as with value systems of different societies and the Corporate Social Responsibility (CSR) within multinational corporations,</li><li>• be able to evaluate and develop corporate ethics codes in theory and implement them in practice,</li><li>• be able to apply theoretical modes of analyses to specific ethical issues and cases in order to define their own ethical position, behavior and measures to be taken.</li></ul> <p><b>EXEC 752-3</b></p> <p>On successful completion of this module, students will</p>





	<ul style="list-style-type: none"> <li>understand and manage the human behavior dynamics in the negotiation process,</li> <li>be able identify and systemize our behaviors in social situations, particularly in negotiations,</li> <li>understand the dynamics individuals typically use in negotiations and to act accordingly.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzziele /	This module contributes most strongly to the following Master programs competency goals:	
<i>Alignment with “Assurance of Learning” competency goals</i>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	EXEC 752-1 EXEC 752-2 EXEC 752-3
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	EXEC 752-1 EXEC 752-3
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	EXEC 752-1 EXEC 752-3
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	EXEC 752-2
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	EXEC 752-1 EXEC 752-2
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	EXEC 752-2
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugewiesenen ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtwirkung / Total workload	<p><b>EXEC 752-1</b> 20 contact hours 40 self-study hours</p> <p><b>EXEC 752-2</b> 20 contact hours 40 self-study hours</p> <p><b>EXEC 752-3</b></p>	





	20 contact hours 40 self-study hours 180 hours of total workload
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<b>EXEC 752-1</b> <ul style="list-style-type: none"><li>• Dr. Franz Sauter</li></ul> <b>EXEC 752-2</b> <ul style="list-style-type: none"><li>• Prof. Dr. Harald Müllich</li></ul> <b>EXEC 752-3</b> <ul style="list-style-type: none"><li>• Prof. Dr. Jack Nasher</li></ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <b>EXEC 752-1 (34%)</b> <ul style="list-style-type: none"><li>• Course Work (100%)</li></ul> <b>EXEC 752-2 (33%)</b> <ul style="list-style-type: none"><li>• Oral Exam (60%)</li><li>• Course Work (40%)</li></ul> <b>EXEC 752-3 (33%)</b> <ul style="list-style-type: none"><li>• Written exam 60 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Seminar-type lectures Group discussions Presentations Pair and Group Work Simulations
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<b>EXEC 752-2</b> Individual Online Research
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<b>EXEC 752-1</b> <ul style="list-style-type: none"><li>• Dethmer, J., Chapman D., Warner Klemp, K.: The 15 Commitments of Conscious Leadership – A new paradigm for sustainable success, 2015</li></ul>





	<ul style="list-style-type: none"> <li>• Kofman, F.: <i>Conscious Business – How to build value through values</i>, Boulder, 2013</li> <li>• Rosenberg, M. B.: <i>Nonviolent Communication – A Language of Life</i>, Encinitas, 2015</li> <li>• Hofstede, G., et al.: <i>Cultures and Organizations</i>, London, 2010</li> <li>• Trompenaars, F., Hampden-Turner, C.: <i>Riding the Waves of Culture</i>, London, 2012</li> </ul> <p><b>EXEC 752-2</b></p> <ul style="list-style-type: none"> <li>• Crane &amp; Matten (2010). <i>Business Ethics</i>. Third edition (or more recent). Oxford.</li> </ul> <p><b>EXEC 752-3</b></p> <ul style="list-style-type: none"> <li>• Cialdini, R. (2001). <i>Influence: The Psychology of Persuasion</i>; New York: Harper Collins.</li> <li>• Ekman, P. (1992). <i>Telling lies: Clues to deceit in the marketplace, politics, and marriage</i>; New York.</li> <li>• Fisher, R., Ury, W. (1991). <i>Getting To Yes - Negotiating Agreement Without Giving In</i>; New York: Penguin.</li> <li>• Harvard Business Essentials (2003). <i>Negotiation. Your Mentor and Guide to Doing Business Effectively</i>, New York: McGraw-Hill.</li> <li>• Lewicki, R., Barry, B., Saunders, D. (2005). <i>Negotiation</i>; New York: McGraw-Hill/Irwin.</li> <li>• Nasher, J. (2018). <i>Convinced! How to Prove Your Competence and Win People Over</i>; Oakland: Berrett-Koehler.</li> <li>• Nasher, J. (2013). <i>Deal! Du gibst mir, was ich will</i>; Frankfurt/New York: Campus.</li> <li>• Shell, R. G. (2000). <i>Bargaining for Advantage: Negotiation Strategies for Reasonable People</i>; New York: Penguin Books.</li> </ul>
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**EXEC 852 Responsible Leadership in a Global Context (Spring) – 5 ECTS**

Modul-Nr. / Module code	EXEC 852
Modulbezeichnung / Module name	Verantwortungsvolle Führung im globalen Kontext (de/en)   Responsible Leadership in a Global World
Lehrveranstaltungen des Moduls / Courses in the module	<ul style="list-style-type: none"> <li>• EXEC 852-1 Verantwortungsvolle Führung   Responsible Leadership</li> <li>• EXEC 852-2 Wirtschaft und Gesellschaft   Business and Society</li> <li>• EXEC 852-3 Vorbereitung Master-Arbeit   Master Thesis Preparation</li> </ul>
Inhalte des Moduls / Module content	<p><b>EXEC 852-1</b></p> <ul style="list-style-type: none"> <li>• Elaborate the HRM-Lifecycle and the impact on recruiting and retaining people</li> <li>• Becoming responsible Leader and Manager and recognize the differences of the two roles</li> </ul>





	<ul style="list-style-type: none"> <li>• Distinguish and apply different leadership styles including situational Leadership</li> <li>• Learn how to motivate</li> <li>• Gather know-how how to build teams</li> <li>• Career booster by HRM Training &amp; Development and Business Coaching</li> <li>• Develop agile and communications in virtual teams</li> <li>• Learn critical review on psychological diagnostics of personality tests/Assessment centers</li> <li>• Understand change management and restructuring of organizations form an HRM perspective</li> <li>• Cope with difficult people (mediation)</li> <li>• Diagnose and cope with Burn-out/Bore-out</li> </ul> <p><b>EXEC 852-2</b></p> <ul style="list-style-type: none"> <li>• Happiness and moral philosophy</li> <li>• Moral philosophical systems in different cultures. (e.g. Platon, Kant, Utilitarianism, Confucius)</li> <li>• Philosophies of life, world views and value systems</li> <li>• Innovation and creativity</li> <li>• Technological development and political-economic systems</li> <li>• Science and social order</li> <li>• Information technologies and (current) world order (including chances and risks)</li> <li>• Education, middle-class and democracy</li> <li>• Driving forces, engines of civilizational development, role of the city and urban developments</li> <li>• Evolution, revolution, rebellion</li> </ul> <p><b>EXEC 852-3</b></p> <p>The Perspective of academic research in business administration:</p> <ul style="list-style-type: none"> <li>• Research question and research design</li> <li>• Basics of academic writing</li> <li>• Formal requirements of the master thesis (registration, time framework, supervision, editing and form)</li> </ul> <p>Preparing and Writing a seminar paper in the chosen subdiscipline</p>
<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<p><b>EXEC 852-1</b></p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand and are able how to lead and manage people (360 Degree) in business in a responsible way,</li> <li>• know how to motivate, and support people depending on situations, personality and cultures,</li> <li>• be able to transfer HRM Strategy and HRM operations into managers daily business reflecting their role and responsibility.</li> </ul>







	<p><b>EXEC 852-2</b> On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to recognize the origin and development of different ethnical codes in the context of their cultural (historical) background and their (problematic) legitimacy,</li> <li>• understand the links between value systems on the one hand and cultural core beliefs and philosophical key issue on the other,</li> <li>• be able to retrace and evaluate lines of arguments in key texts,</li> <li>• understand the cohesion of historical development, (hence resulting) innovation (waves) and consequences for the society,</li> <li>• be able to carry out a contrastive analysis of significant economic and political developments, identify common grounds and distinctive characteristics (bases, view on the world, objectives, etc.),</li> <li>• be able to explain and argue about the origin, nature and mechanism of technological developments and their impact on social order, economic and political systems and the world order, relate to the present-day situation and draw conclusions for business management in different societies (in competition with each other).</li> </ul> <p><b>EXEC 852-3</b> On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to formulate an academic research question on the basis of informed research,</li> <li>• be able to collect, evaluate, assess and present the state of the art in the academic discipline regarding a specific research question,</li> <li>• be able to complete a master thesis complying with the formal and specific professional requirements of the discipline.</li> </ul>										
<p>Beitrag zu „Assurance of Learning“ Kompetenzzielen /</p> <p><i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1"> <tr> <td colspan="2" data-bbox="619 1570 1466 1630">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td data-bbox="619 1630 1252 1800">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td data-bbox="1252 1630 1466 1800">EXEC 852-1 EXEC 852-2 EXEC 852-3</td> </tr> <tr> <td data-bbox="619 1800 1252 1888">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td data-bbox="1252 1800 1466 1888">EXEC 852-3</td> </tr> <tr> <td colspan="2" data-bbox="619 1888 1466 1944">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> <tr> <td data-bbox="619 1944 1252 2056">G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td data-bbox="1252 1944 1466 2056">EXEC 852-1 EXEC 852-2</td> </tr> </table>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	EXEC 852-1 EXEC 852-2 EXEC 852-3	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	EXEC 852-3	Goal 2: Graduates develop a global understanding and mindset.		G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	EXEC 852-1 EXEC 852-2
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	Goal 3: Graduates practice a human-centered business approach.				
	<table border="1"> <tr> <td>G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.</td> <td>EXEC 852-1 EXEC 852-2</td> </tr> <tr> <td>G3 Objective 2: Graduates appraise and apply human-centered business practices.</td> <td>EXEC 852-1</td> </tr> </table>	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	EXEC 852-1 EXEC 852-2	G3 Objective 2: Graduates appraise and apply human-centered business practices.	EXEC 852-1
G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	EXEC 852-1 EXEC 852-2				
G3 Objective 2: Graduates appraise and apply human-centered business practices.	EXEC 852-1				
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.				
	<table border="1"> <tr> <td>G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td>EXEC 852-1 EXEC 852-3</td> </tr> </table>	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	EXEC 852-1 EXEC 852-3		
G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	EXEC 852-1 EXEC 852-3				
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester				
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	5 ECTS				
Gesamtworkload / Total workload	<p><b>EXEC 852-1</b> 20 contact hours 40 self-study hours</p> <p><b>EXEC 852-2</b> 20 contact hours 40 self-study hours</p> <p><b>EXEC 852-3</b> 10 contact hours 20 self-study hours</p> <p>150 total workload hours</p>				
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core				
Voraussetzungen für die Teilnahme / Prerequisites	Successful completion of IB 752 and EXEC 752				
Modulverantwortliche(r) / Module leader	N.N.				
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<p><b>EXEC 852-1</b></p> <ul style="list-style-type: none"> <li>Prof. Dr. Arnd Albrecht</li> </ul> <p><b>EXEC 852-2</b></p> <ul style="list-style-type: none"> <li>Prof. Dr. Harald Müllich</li> </ul> <p><b>EXEC 852-3</b></p> <ul style="list-style-type: none"> <li>Prof. Dr. Gabriella Maráz</li> <li>Prof. Dr. Thomas Röhn</li> </ul>				
Lehrsprache / Language of instruction	English				
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<p>Portfolio examination:</p> <p><b>EXEC 852-1 (40%)</b></p> <ul style="list-style-type: none"> <li>Written exam 60 minutes (60%)</li> <li>Course work (40%)</li> </ul>				





	<p><b>EXEC 852-2 (40%)</b></p> <ul style="list-style-type: none"><li>• Oral exam (60%)</li><li>• Course work (40%)</li></ul> <p><b>EXEC 852-3 (20%)</b> Seminar Paper:</p> <ul style="list-style-type: none"><li>• 100% Written report</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-Style Lectures</li><li>• Class Discussion</li><li>• Case Studies</li><li>• Guest lectures</li><li>• Role Plays</li><li>• Presentations</li><li>• Pair and Group Work</li><li>• Consultation with Paper Supervisor</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<p><b>EXEC 852-1</b> Talks by industry representatives, experts from Psychiatric Hospitals, Business Coaching Senior Coaches</p> <p><b>EXEC 852-2</b> Online research, evaluation and structured presentation, discussion</p> <p><b>EXEC 852-3</b> Visit to the Bayerische Staatsbibliothek (National Library of Bavaria) with introduction to research tools and resources</p>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<p><b>EXEC 852-1</b></p> <ul style="list-style-type: none"><li>• Albrecht, A. (2016), Internationales Management, Berliner Wissenschaftsverlag</li><li>• Albrecht, E. (2018), Business Coaching, deGruyter, Berlin</li><li>• Becker, B.E. et al. (2001), The HR Scorecard, Harvard Business Press</li><li>• Covey, S. (1989), 7 Habits of highly Effective people, Simon + Schuster, London.</li><li>• Drucker, P.F. (1954/1986), The practice of Management, Harper Business, New York</li><li>• Goleman D., Boyatzis, R. and McKee, A. (2002), Primal Leadership - learning to lead with emotional intelligence, Harvard Business School Press</li><li>• Grossman, R. (2007), New Competencies for HR, HR Magazine Jun 2007</li><li>• Handy, C.: Understanding Organizations, Penguin, London</li><li>• Harvard Business Review on Leadership (1998), Harvard Business School Press</li><li>• Hofstede, G. (1991), Cultures and Organizations, Profile Books, London</li></ul>





	<ul style="list-style-type: none"> <li>• Kotter, J.P. (2001), What Leaders really do. Harvard Business Review</li> </ul> <p><b>EXEC 852-2</b></p> <ul style="list-style-type: none"> <li>• Atkinson, S. (senior editor), DK (2011). The Philosophy Book. Big Ideas Simply Explained, London, New York, Melbourne, Delhi. ISBN 978-0-7566-6861-7</li> </ul> <p><b>EXEC 852-3</b></p> <ul style="list-style-type: none"> <li>• Guidelines for the Style and Editing of Academic Papers (Version 3/2017), Munich Business School</li> </ul>
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International Focus | **Only 1 international Focus allowed**

**GEU 770 Business in Germany (Fall) – 3 ECTS**

(strongly recommended for international Students)

Modul-Nr. / Module code	GEU 770
Modulbezeichnung / Module name	Wirtschaft in Deutschland (en)   Business in Germany
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• German industry analysis</li> <li>• German company analysis</li> <li>• German management</li> <li>• Developing business contacts in Germany</li> <li>• Strengths and weaknesses of the German market</li> <li>• Political system</li> <li>• Educational system</li> <li>• Societal influence</li> <li>• Hidden Champions</li> <li>• Wirtschaftswunder</li> </ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have a better understanding the impact of German management on international business,</li> <li>• understand the business practices of German companies,</li> <li>• be able to apply analytical tools to German industries and businesses – and present the analysis to the class,</li> <li>• understand the strengths, weaknesses and development of the German market (industries and businesses),</li> <li>• understand the political, economic, societal impacts on the German economy,</li> <li>• be able to appraise the “Wirtschaftswunder”,</li> <li>• understand the future development of the German economy.</li> </ul>
Beitrag zu „Assurance of Learning“ Kompetenzzielen /	This module contributes most strongly to the following Master programs competency goals:





<b>Alignment with "Assurance of Learning" competency goals</b>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business. <span style="float: right;">GEU 770</span>
	Goal 2: Graduates develop a global understanding and mindset.
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work. <span style="float: right;">GEU 770</span>
	Goal 3: Graduates practice a human-centered business approach.
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment. <span style="float: right;">GEU 770</span>
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level. <span style="float: right;">GEU 770</span>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christopher Weilage
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Christopher Weilage
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Lectures</li> <li>• Group Exercises</li> <li>• Presentations</li> <li>• Case Studies</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	One company visit





Literatur (Pflichtlektüre/zusätzlich	Recommended literature:
empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"><li>• Begin, J. P. (1999). Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization, Berlin</li><li>• Dörrenbächer, C. (2004). Fleeing or Exporting the German Model? – the Internationalization of German Multi-nationals in the 1990s. Competition &amp; Change 8(4), 443-456.</li><li>• Porter, M.E. (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press, New York</li><li>• Porter, M.E.: The Competitive Advantage of Nations: Harvard Business Review, Mar-Apr 1990, Brighton</li><li>• Reuvid, J. and Millar, R. (Ed.) (2000). Doing Business with Germany. London: Kogan Page</li><li>• Turner, B.(Ed.) (1999). Germany Profiled. New York: Saint Martin's Press.</li><li>• Schroll-Machl, S. (2005). Doing Business with Germans: Their Perception, Our Perception. Gottingen: Vandenhoeck &amp; Ruprecht</li><li>• Simon, H. (1996). You Don't Have to be German to be a Hidden Champion. London Business School, Business Strategy Review 7(2), 1-13.</li><li>• Simon, H. (2009). Hidden Champions of the Twenty-First Century: The Success Strategies of Unknown World Market Leaders. Springer, New York</li><li>• Wever, K. S. (1995). Human resource management and organizational strategies in German- and US-owned companies. The International Journal of Human Ressource Management 6(3)</li></ul>





**GEU 870 Business in Europe (Spring) – 3 ECTS**

(strongly recommended for international Students)

Modul-Nr. / Module code	GEU 870	
Modulbezeichnung / Module name	Wirtschaft in Europa   Business in Europe	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• Economy of the European Union</li> <li>• Doing business in the European Union</li> <li>• European Labor market</li> <li>• European monetary Integration</li> <li>• European financial crisis</li> <li>• Key European policies of relevance to business</li> <li>• Competitive status of the EU</li> <li>• The European consumer</li> <li>• European HR management</li> <li>• Historical background</li> </ul>	
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have gained insight into the complexities of the European business environment from a political and legal perspective,</li> <li>• understand the influence of European Union institutions on the market,</li> <li>• be able to explain the history of most of the European countries,</li> <li>• be able to explain the various institutions of the EU               <ul style="list-style-type: none"> <li>○ Understanding the main reasons for forming the EU</li> <li>○ Gaining understanding for European regulation,</li> </ul> </li> <li>• understand the cultural differences in Europe and business attitudes,</li> <li>• be able to explain the history of the financial crisis,</li> <li>• begin to appreciate the nuances of the European customer.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	GEU 870
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	GEU 870
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	GEU 870
Goal 3: Graduates practice a human-centered business approach.		





	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	GEU 870
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	GEU 870
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective	
Voraussetzungen für die Teilnahme / Prerequisites	-	
Modulverantwortliche(r) / Module leader	Dr. Franz Sauter	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Dr. Franz Sauter	
Lehrsprache / Language of instruction	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Lectures</li> <li>• Group Exercises</li> <li>• Case studies</li> <li>• Discussion</li> <li>• Presentations</li> </ul>	
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	One company visit or guest lecture	







Literatur (Pflichtlektüre/zusätzlich  
empfohlene Literatur) /  
Recommended or required reading

- Begin, J. P. (1999). *Dynamic Human Resource Systems: Cross-National Comparisons*. DeGruyter Studies in Organization, Berlin
- El-Agraa, A. M. (2004). *The European Union; Economics and Policies*. Pearson Prentice Hall, Saddle River, NJ
- Frankland, E. G. (2005). *Europe (Global Studies)*. Dushkin.
- Harris, P. and McDonald, F. (2004). *European Business and Marketing*. Sage Publications, Thousand Oaks, CA
- Hofstede, G. (2010). *Cultural Dimensions for International Business*.
- McCormick, J. (2008). *Understanding the European Union: A Concise Introduction*. Palgrave Macmillan, Basingstoke, UK
- McDonald, F. and Dearden, S. (2005). *European Economic Integration*. Pearson Prentice Hall, Saddle River, NJ
- Pelkmans, J. (2006). *European Integration*. FT Prentice-Hall, Saddle River, NJ
- Porter, M. (2003). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. Free Press.
- Porter, M. (1990). *Competitive Advantage of Nations*. Harvard Business Review.
- Senior-Nello, S. (2005). *The European Union; Economics, Politics and History*. McGraw Hill, New York
- Suder, G. (2012). *Doing Business in Europe*. Sage Publications, Thousand Oaks, CA





**LAT 770 Business in Latin America (Fall) – 3 ECTS**

Modul-Nr. / Module code	LAT 770	
Modulbezeichnung / Module name	Wirtschaft in Lateinamerika (en)   Business in Latin America	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• Overview of Latin America</li> <li>• Historical background and development of Latin America</li> <li>• Doing business in Latin America (incl. cultural peculiarities)</li> <li>• Latin American labor market (incl. country specific differences)</li> <li>• In-depth look at Argentina</li> <li>• In-depth look at Brazil</li> <li>• In-depth look at Chile</li> <li>• In-depth look at Mexico</li> <li>• In-depth look at Colombia</li> <li>• “The remaining Latin American countries”</li> <li>• Current issues of the Latin American region</li> <li>• The Latin American consumer</li> <li>• HR management in Latin America</li> </ul>	
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand the complexities of the Latin American business environment from a cultural, economic, political and legal perspective,</li> <li>• appreciate and understand Latin American Trade Alliances on market developments and business opportunities (particularly USMCA, Mercosur, Pacific Alliance and EU-Mercosur),</li> <li>• understand the markets and business opportunities in Brazil, Argentina, Mexico Colombia and Chile,</li> <li>• be able to apply the knowledge of business climate and politics in different Latin American countries on business decisions,</li> <li>• be able to apply the knowledge about the importance of cultural differences in Latin American business attitudes to managing fruitful business relationships with Latin American suppliers and customers,</li> <li>• be able to use the different tools to evaluate countries and customer segments in an Latin American setting.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	LAT 770





	Goal 2: Graduates develop a global understanding and mindset.
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work. <span style="float: right;">LAT 770</span>
	Goal 3: Graduates practice a human-centered business approach.
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment. <span style="float: right;">LAT 770</span>
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level. <span style="float: right;">LAT 770</span>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Pamela Valdivia Zárate
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Pamela Valdivia Zárate
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Seminar-Type Lectures</li> <li>• Group Discussions</li> <li>• Case Studies</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Two guest lectures by business people from Latin America (if possible, MBS Alumni)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"> <li>• Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics), New York (Mandatory)</li> <li>• Rodriguez, F.: An Empty Revolution, The Unfulfilled Promises of Hugo Chávez, Foreign Affairs, March/April 2008</li> </ul>





	<ul style="list-style-type: none"> <li>• Crespi, G., Pluvia, Z.: Innovation and Productivity: Evidence from Six Latin American Countries, InterAmerican Development Bank Report, 2012, Washington, DC</li> <li>• Black, B.S., Gedson de Carvalho, A., Gorga, E.: An Overview of Brazilian Corporate Governance, Cornell Law Library Publication, July 2008</li> <li>• Mahon, J.: Was Latin America Too Rich to Prosper?, Journal of Development Studies, 1992</li> <li>• Gallagher, K.: China and the Latin American Commodity Boom, PERI Report, 2009, Amherst, MA</li> </ul>
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**LAT 870 Doing Business in Latin America: Case Studies and Scenarios (Spring) – 3 ECTS**

Modul-Nr. / Module code	LAT 870
Modulbezeichnung / Module name	Wirtschaft in Lateinamerika: Fallstudien und Szenarios (en)   Doing Business in Latin America: Case Studies and Scenarios
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• Overview of current important events and developments in Latin America:             <ul style="list-style-type: none"> <li>○ Political</li> <li>○ Economic</li> <li>○ Societal</li> </ul> </li> <li>• Columbia's road to political stability and economic development (Whole of Government Approach)</li> <li>• Latin American environmental opportunities and challenges</li> <li>• Entrepreneurship in Latin America (focus Mexico, Argentina and Paraguay)</li> <li>• Accountability Corruption Prevention in a Latin American environment</li> <li>• Luxury Goods Industry in Latin America (special emphasis on Brazil, Mexico and Colombia)</li> <li>• Management consulting in Latin America</li> </ul>





<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand the complexities of the Latin American business environment from a cultural, economic, political and legal perspective,</li> <li>• appreciate and understand Latin American environmental challenges and opportunities,</li> <li>• deeply understand the Latin American consumer and the business environment,</li> <li>• be able to apply the learnings of the course in order to manage business operations for an international corporation in a Latin American environment,</li> <li>• be able to apply the learnings of the course to work effectively and efficiently for a Latin American company in Latin America or abroad,</li> <li>• be able to proactively apply adapt the tools and management approaches learned in a business master's program to a Latin American environment,</li> <li>• appreciate the peculiarities of certain industries, such as management consulting, luxury goods, etc. in a number of Latin American countries and transfer the learnings regarding these countries to other Latin American nations.</li> </ul>																		
<p>Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1"> <tr> <td colspan="2" data-bbox="643 1205 1484 1265">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td data-bbox="643 1265 1252 1355">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td data-bbox="1252 1265 1484 1355">LAT 870</td> </tr> <tr> <td data-bbox="643 1355 1252 1444">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td data-bbox="1252 1355 1484 1444">LAT 870</td> </tr> <tr> <td colspan="2" data-bbox="643 1444 1484 1505">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> <tr> <td data-bbox="643 1505 1252 1617">G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td data-bbox="1252 1505 1484 1617">LAT 870</td> </tr> <tr> <td colspan="2" data-bbox="643 1617 1484 1677">Goal 3: Graduates practice a human-centered business approach.</td> </tr> <tr> <td data-bbox="643 1677 1252 1767">G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.</td> <td data-bbox="1252 1677 1484 1767">LAT 870</td> </tr> <tr> <td colspan="2" data-bbox="643 1767 1484 1827">Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</td> </tr> <tr> <td data-bbox="643 1827 1252 1937">G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td data-bbox="1252 1827 1484 1937">LAT 870</td> </tr> </table>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	LAT 870	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	LAT 870	Goal 2: Graduates develop a global understanding and mindset.		G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	LAT 870	Goal 3: Graduates practice a human-centered business approach.		G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	LAT 870	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.		G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	LAT 870
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<p>Häufigkeit des Angebots des Moduls / Semester when the module is delivered</p>	<p>Annually in spring semester</p>																		





Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self.study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Pamela Valdivia
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Pamela Valdivia
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 90 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-type, discussion-based lectures</li><li>• Group Work</li><li>• Case Studies</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<ul style="list-style-type: none"><li>• Guest lectures (Alumni, honorary consul)</li><li>• Skype Call with business contact in Latin America</li></ul>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics, London)  The course focusses heavily on current economic, political and social developments in Latin America. A multitude of readings from different internet portals will be made available to the students to ensure the currentness of reading materials.  Additionally, articles, videos and interviews will be made available to the students by the lecturers.





**APA 770 Business in China (Fall) – 3 ECTS**

Modul-Nr. / <i>Module code</i>	APA 770
Modulbezeichnung / <i>Module name</i>	Wirtschaft in China (en)   <i>Business in China</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p><b>China's road from a planned economy to a market economy</b></p> <ul style="list-style-type: none"> <li>• China's regions and its disparities</li> <li>• Underlying mega-trends in Chinese economic development</li> <li>• Current topics in China's going-out strategy</li> <li>• China's position in the global economy</li> </ul> <p><b>Greater China</b></p> <ul style="list-style-type: none"> <li>• Taiwan's political and economic relationship with China: opportunities and risks</li> <li>• Hong Kong's changing role since its hand-over</li> </ul> <p><b>1.3 billion Chinese consumers</b></p> <ul style="list-style-type: none"> <li>• Special characteristics of Chinese consumers</li> <li>• The role of the Internet in business</li> <li>• Introduction to marketing and branding in China</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to explain the main driving factor for China's economic development since the opening in 1978,</li> <li>• recognize the role of foreign companies in the development of the Chinese economy and identify turning points of dependence,</li> <li>• be able to examine the effects of China's political system on the economic development as well as on doing business in China,</li> <li>• be able to interpret strategic actions by the People's Republic of China, Taiwan as well as Hong Kong in the context of history, politics, economics and business,</li> <li>• be able to illustrate the peculiarities of the Chinese consumer goods market,</li> <li>• be able to identify a consumer target group in a Chinese context,</li> <li>• be able to generate ideas for a branding and marketing campaign for a Western product in China,</li> <li>• be able to characterize the role of the Chinese Internet in reaching consumers.</li> </ul>





Beitrag zu „Assurance of Learning“ Kompetenzziele / <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	APA 770
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	APA 770
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	APA 770
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	APA 770
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS	
Gesamtworkload / <i>Total workload</i>	30 contact hours  60 self-study hours  90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective	
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-	
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Christian Schmidkonz	
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Prof. Dr. Christian Schmidkonz	
Lehrsprache / <i>Language of instruction</i>	English	







Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 90 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Interactive seminar lecture</li><li>• Elements of immersion at home experiences</li><li>• Pecha-Kucha presentations by students</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	A guest speaker is invited to talk about her/his experience in doing business in China.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<p>Mandatory readings (usually articles and book chapters as well as studies) are shared during the course as uploads to the Virtual Campus or as print-outs.</p> <p>Recommended books:</p> <ul style="list-style-type: none"><li>• Fernandez, J. A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore</li><li>• European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels</li><li>• Gerth, K. (2010). "As China Goes, So Goes the World: How Chinese Consumers Are Transforming Everything", New York</li><li>• Kotler, P., Lane Keller, K. et al. (2009). "Marketing Management in China", Singapore</li><li>• Lee, K.-F. (2018). "AI superpowers: China, Silicon Valley, and the new world order", New York</li><li>• Lin, Y. J. (2012). "Demystifying the Chinese Economy", New York</li><li>• National Bureau of Statistics (2019). "China Statistical Yearbook", Beijing</li><li>• Schmidkonz, C., Taube M. (2009). "Meyers Atlas China: Auf dem Weg zur Weltmacht", Mannheim</li><li>• Slingerland, E. (2015). "Trying Not to Try: Ancient China, Modern Science, and the Power of Spontaneity", New York</li></ul> <p>Students who would like to learn more about Chinese classical philosophy the following MOOC is recommended: "Chinese Thought: Ancient Wisdom Meets Modern Science" (UBCx: China300x) by Prof. Edward Slingerland on edX</p>





**APA 870 Doing Business in China: Case Studies and Scenarios (Spring) – 3 ECTS**

Modul-Nr. / Module code	APA 870	
Modulbezeichnung / Module name	Wirtschaft in China: Fallstudien und Szenarios (en)   Doing Business in China: Case Studies and Scenarios	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• Intercultural management in China               <ul style="list-style-type: none"> <li>○ Preparing and holding meetings with Chinese</li> <li>○ The importance of Guanxi</li> <li>○ Negotiation tactics in a Chinese context</li> <li>○ HR management in a Chinese company</li> </ul> </li> <li>• Classic Chinese philosophies applied in daily business</li> <li>• Success factors of running a Chinese company</li> <li>• Case studies               <ul style="list-style-type: none"> <li>○ Case studies of foreign companies in China</li> <li>○ Case studies of Chinese companies abroad</li> </ul> </li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzzielen /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	APA 870
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	APA 870
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	APA 870
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	APA 870
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	APA 870
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	APA 870	
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand fundamental differences in the business culture in China from outside China,</li> <li>• be able to perform productive meetings with Chinese,</li> </ul>	





	<ul style="list-style-type: none"> <li>• fundamentalyl understand Guanxi and the special characteristics for doing business in China,</li> <li>• be able to design simple negotiation strategies in a Chinese context,</li> <li>• be able to examine actions by Chinese professionals and identify appropriate actions/responses,</li> <li>• be able to evaluate business actions by Chinese managers based on traditional Chinese philosophies,</li> <li>• be able to examine and identify success factor as well as critical factor of doing business in China in different industries,</li> <li>• understand and evaluate expansion strategies of Chinese companies,</li> <li>• be able to evaluate the main chances and risks for a foreign company of a business activity in China.</li> </ul>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<ul style="list-style-type: none"> <li>• Prof. Dr. Christian Schmidkonz</li> <li>• Eva Nell</li> </ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Seminar paper: <ul style="list-style-type: none"> <li>• Written report (60%)</li> <li>• Course Work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Interactive seminar lecture</li> <li>• LingHe computer based simulation of running a Chinese company</li> <li>• Reading and writing case studies</li> <li>• Elements of immersion at home experiences</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	A guest speaker is invited to talk about her/his experience in doing business in China. Usually one class is held in the original Asian gardens at Westpark in Munich.





<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading</p>	<p>Mandatory readings (several case studies as well as related articles) are shared during the course as uploads to the Virtual Campus or as print-outs.</p> <p>Recommended books:</p> <ul style="list-style-type: none"> <li>• Fernandez, J.A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore</li> <li>• European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels</li> <li>• Glowik, M. (2009). "Market Entry Strategies - Internationalization Theories, Network Concepts and Cases of Asian firms", München</li> <li>• Huang, W. (2016). Dedication – The Huawei Philosophy of Human Resource Management, London</li> <li>• Lee, K.-F. (2018). "AI superpowers: China, Silicon Valley, and the new world order", New York</li> <li>• National Bureau of Statistics (2019). "China Statistical Yearbook", Beijing</li> <li>• Schmidkonz, C., Taube, M. (2009). "Meyers Atlas China: Auf dem Weg zur Weltmacht", Mannheim</li> <li>• Slingerland, E. (2015). "Trying Not to Try: Ancient China, Modern Science, and the Power of Spontaneity", New York</li> </ul> <p>Students who would like to learn more about Chinese classical philosophy the following MOOC is recommended: "Chinese Thought: Ancient Wisdom Meets Modern Science" (UBCx: China300x) by Prof. Edward Slingerland on edX</p>
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**IB 851 Business in the USA and Canada (Spring) – 3 ECTS**

Modul-Nr. / Module code	IB 851
Modulbezeichnung / Module name	Wirtschaft in den USA und Kanada (en)   Business in the USA and Canada
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<p>The seminar introduces the students to business practices U.S. and Canada, offering insights into business and cultural insights:</p> <ul style="list-style-type: none"> <li>• On how business is done in both countries from the perspective of foreign entrepreneurs and companies entering those markets and establishing businesses in each</li> <li>• Allows participants to gain an understanding of the U.S. and Canadian economies, regional and national demographics, and cultural dynamics</li> <li>• Offers an insight into the frameworks of each country's legal systems</li> </ul>





<p>Beitrag zu „Assurance of Learning“ Kompetenzziele / <i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p> <table border="1" data-bbox="627 353 1461 533"> <tr> <td>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td>IB 851</td> </tr> <tr> <td>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td>IB 851</td> </tr> </table> <p>Goal 2: Graduates develop a global understanding and mindset.</p> <table border="1" data-bbox="627 589 1461 701"> <tr> <td>G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td>IB 851</td> </tr> </table> <p>Goal 3: Graduates practice a human-centered business approach.</p> <table border="1" data-bbox="627 757 1461 857"> <tr> <td>G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.</td> <td>IB 851</td> </tr> </table> <p>Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</p> <table border="1" data-bbox="627 913 1461 1014"> <tr> <td>G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td>IB 851</td> </tr> </table>	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	IB 851	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 851	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	IB 851	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 851	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	IB 851
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G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 851										
G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	IB 851										
<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to describe the economies of the U.S. and Canada,</li> <li>• understand essential economic and cross-cultural differences when doing business in both North American markets.</li> </ul>										
<p>Dauer des Moduls / Duration of the module</p>	<p>One semester</p>										
<p>Häufigkeit des Angebots des Moduls / Semester when the module is delivered</p>	<p>Annually in spring semester</p>										
<p>Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated</p>	<p>3 ECTS</p>										
<p>Gesamtworkload / Total workload</p>	<p>30 contact hours 60 self-study hours  90 total workload hours</p>										
<p>Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)</p>	<p>Elective</p>										
<p>Voraussetzungen für die Teilnahme / Prerequisites</p>	<p>-</p>										
<p>Modulverantwortliche(r) / Module leader</p>	<p>Prof. Dr. Chris Weilage</p>										
<p>Hochschullehrer der Lehrveranstaltungen / Lecturer(s)</p>	<p>Prof. Dr. Chris Weilage</p>										
<p>Lehrsprache / Language of instruction</p>	<p>English</p>										





Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Lectures</li> <li>• Relevant articles and readings provided or recommended by the lecturer</li> <li>• Class discussion of current events of relevance in both countries</li> <li>• An academic research paper supplemented by a PPT presentation outlining the key findings and conclusions of the research paper</li> <li>• Class participation</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Guest-speakers with special expertise in each of the countries
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Participants are expected to keep themselves up-to-date on major business, economic and political events taking place in the US and Canada

**IB 852 Business in Emerging Economies (Spring) – 3 ECTS**

Modul-Nr. / Module code	IB 852
Modulbezeichnung / Module name	Wirtschaft in Schwellenländern (en)   Business in Emerging Economies
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<p><b>India</b></p> <ul style="list-style-type: none"> <li>• Introducing India</li> <li>• Business culture in India (hierarchy, communication, values, ...)</li> <li>• Politics and society (incl. middleclass today)</li> <li>• Indian economy (incl. sectors)</li> <li>• Doing business in India (key success factors, do's and don'ts)</li> </ul> <p><b>Africa</b></p> <ul style="list-style-type: none"> <li>• Africa's Diversity</li> <li>• Characteristics of Markets</li> <li>• Emerging Economies' Sub-Saharan Africa</li> <li>• Business Opportunities and Challenges</li> </ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to define Emerging Markets, Frontier Markets and Developed Markets and to distinguish the differences between them,</li> <li>• be able to recognise both challenges and opportunities in Emerging Markets,</li> <li>• be able to estimate the true potential of Emerging Market,</li> </ul>





	<ul style="list-style-type: none"> <li>be able to develop strategies of doing business in Emerging Economies and particularly in Sub-Saharan Africa.</li> </ul>
Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:  Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.  G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business. IB 852  G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business. IB 852  Goal 2: Graduates develop a global understanding and mindset.  G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work. IB 852  Goal 3: Graduates practice a human-centered business approach.  G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment. IB 852  Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.  G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level. IB 852
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Offered annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Antoine Gnofame (Africa) Rashpal Singh Pabla (India)
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>Written exam 90 minutes (60%)</li> <li>Course work (40%)</li> </ul>





Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lecture combined with seminar-type elements Presentations Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Two lecturers from the two regions taught in the course
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Cappelli, Peter et al. (2010). "The India Way: How India's Top Business Leaders are revolutionizing Management", Boston, MA Maathai, Wangari (2010). "The Challenge for Africa", New York Mahajan, Vijay (2008). "Africa Rising: How 900 Million African Consumers Offer More Than You Think", New Jersey Hayton, Bill (2011). "Vietnam: Rising Dragon", New Haven Chiedu Moghalu, K. (2014). Emerging Africa: How the Global Economy's "Last Frontier" Can Prosper and Matter, Penguin Books, London Ncube, M., Leyeka Lufumpa, C. (2014). „The Emerging Middle Class in Africa“, Routledge, London Ogbor, J.O. (2009). Entrepreneurship in Sub-Saharan Africa: A Strategic Management Perspective, Author House, Bloomington, IN Bitzer, V., Hamann, R., Hall, M., Wosu Griffin, E. (2015). „The Business of Social and Environmental Innovation: New Frontiers in Africa“, Springer, Heidelberg







## GER A1.2 I German A1.2 (Fall) – **no ECTS (optional)**

\*Level available depends on the demand

Modul-Nr. / Module code	GER A1.2
Modulbezeichnung / Module name	Deutsch A1.2 I   German A1.2 I
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<p><b>Linguistic content / grammar:</b></p> <p>Personal pronouns and in-/ definite articles in Dative  Nouns in Dative Plural  Changing prepositions plus Dative and Accusative  Perfect tense: repeating structures and all verbs  Preterite: "haben" and "sein"  Personal pronouns in Accusative  Comparative structure of "to like"  The modal verb "wollen"</p> <p><b>Lexical fields:</b></p> <p>Looking for/ living in an apartment  Professional life and working places  All about shopping</p>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will be able to formulate very short texts with short and simple sentences about everyday situations, be able to use simple communication, asking and answering questions about everyday situations/ familiar topics, be able to read understand very short and simple texts, descriptions with pictures, short and simple orders, be able to listen to and understand simple texts or conversations concerning oneself or well known people and topics.</p> <p>The goal is to reach the first half of the A1.2 level of the Common European Framework of Reference for Languages (GEFR), unit 8, 9 and 10 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".</p>
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	<p>30 contact hours  60 self-study hours</p> <p><b>90 total workload hours</b></p>





Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	Successful completion of Level A1.1
Modulverantwortliche(r) / Module leader	Anna Fedorenko
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Anna Fedorenko
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: Written exam 90 minutes (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Communicative lecture Group workshop/ group exercises Role plays Private study
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 2, Berlin





**GER A2.1 | German A2.1 (Fall)**

Modul-Nr. / <i>Module code</i>	GER A2.1 I
Modulbezeichnung / <i>Module name</i>	German A2.1 I   German A2.1 I
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p><b>Linguistic content / grammar:</b></p> <ul style="list-style-type: none"> <li>• Adjective declension after the indefinite article</li> <li>• Subordinate clause connectors "dass" and "als"</li> <li>• Switching direct questions to indirect speech with the connector "ob"</li> <li>• Modal verbs in preterite</li> <li>• Reflexive pronouns/ reflexive verbs</li> <li>• Verbs with fixed prepositions, creating questions and answers</li> <li>• Prepositions plus Dative/ Accusative</li> </ul> <p><b>Lexical fields:</b></p> <ul style="list-style-type: none"> <li>• Commuting people, advantages and disadvantages</li> <li>• Vocabulary about work, profession, tasks and working time</li> <li>• Children and professional life – how does this work?</li> <li>• Talking about the first working day</li> <li>• Vocabulary about time and how it passes</li> <li>• Friday, 13<sup>th</sup> – a day like the others?</li> <li>• Long days – short days, changing the clocks</li> <li>• Looking forward to ...?, Complaining about ...?, Thinking about ...?</li> <li>• Old and young people coming together</li> <li>• An old man is telling his story</li> <li>• Childhood memories</li> <li>• What did you do when you were x years old?</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to formulate short letters/ texts on a more advanced level, including the known grammar, regarding familiar topics and everyday situations,</li> <li>• be able to communicate verbally on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics,</li> <li>• be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams,</li> </ul>





	<ul style="list-style-type: none"><li>• be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information.</li></ul> <p>The goal is to reach the first half of the A2.1 level of the Common European Framework of Reference for Languages (CEFR), unit 1, 2 and 3 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".</p>
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtworkload / <i>Total workload</i>	30 contact hours  60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) /  <i>Module leader</i>	Silke Subedi
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Silke Subedi
Lehrsprache / <i>Language of instruction</i>	German ch
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 90 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ group exercises</li><li>• Role plays</li><li>• Private study</li></ul>





Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"> <li>• Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin</li> </ul>

## GER A1.2 II German A1.2 (Spring)

Modul-Nr. / <i>Module code</i>	GER A1.2 II
Modulbezeichnung / <i>Module name</i>	Deutsch A1.2 II   <i>German A1.2 II</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p><b>Linguistic content / grammar:</b></p> <ul style="list-style-type: none"> <li>• Personal pronouns and in-/ definite articles in Dative</li> <li>• Nouns in Dative Plural</li> <li>• Changing prepositions plus Dative and Accusative</li> <li>• Perfect tense: repeating structures and all verbs</li> <li>• Preterite: "haben" and "sein"</li> <li>• Personal pronouns in Accusative</li> <li>• Comparative structure of "to like"</li> <li>• The modal verb "wollen"</li> </ul> <p><b>Lexical fields:</b></p> <ul style="list-style-type: none"> <li>• Looking for/ living in an apartment</li> <li>• Professional life and working places</li> <li>• All about shopping</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to formulate very short texts with short and simple sentences about everyday situations,</li> <li>• be able to use simple communication, asking and answering questions about everyday situations/ familiar topics,</li> <li>• be able to read understand very short and simple texts, descriptions with pictures, short and simple orders,</li> <li>• be able to listen to and understand simple texts or conversations concerning oneself or well known people and topics.</li> </ul> <p>The goal is to reach the first half of the A1.2 level of the Common European Framework of Reference for Languages (GEFR), unit 8, 9 and 10 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".</p>





Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtworkload / <i>Total workload</i>	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	Successful completion of Level A1.1
Modulverantwortliche(r) / <i>Module leader</i>	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Simone Bénard
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 90 minutes (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	N/A
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ group exercises</li><li>• Role plays</li><li>• Private study</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-





Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"> <li>Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 2, Berlin</li> </ul>
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**GER A2.1 II German A2.1 (Spring)**

Modul-Nr. / Module code	GER A2.1 II
Modulbezeichnung / Module name	Deutsch A2.1 II   German A2.1 II
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p><b>Linguistic content / grammar:</b></p> <ul style="list-style-type: none"> <li>Changing prepositions plus Dative/ Accusative plus typical verbs in this context</li> <li>Causal subordinate sentences, connector "weil"</li> <li>Adjective declension after the definite article</li> <li>Comparative sentences</li> <li>Personal pronouns in Dative</li> <li>Intransitive verbs plus Dative</li> <li>Superlative constructions of adverbs and adjectives</li> <li>Conditional subordinate sentences, connector "wenn"</li> <li>Lexical field unit 4: My home and my apartment</li> <li>Lexical field unit 5: All about money</li> <li>Lexical field unit 6: Living together</li> <li>Lexical field unit 7: Different kinds of sport</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>be able to formulate short letters/ texts on a more advanced level, including the known grammar, regarding familiar topics and everyday situations.</li> <li>be able to communicate on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics.</li> <li>be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams.</li> <li>be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information.</li> </ul>





	The goal is to reach the second half of the A2.1 level of the Common European Framework of Reference for Languages (CEFR), unit 4, 5, 6 and 7 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	Successful completion of level A2.1 I
Modulverantwortliche(r) / Module leader	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Simone Bénard
Lehrsprache / Language of instruction	English and German
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Communicative lecture</li> <li>• Group workshop/ Group exercises</li> <li>• Role plays</li> <li>• Private study</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"> <li>• Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin</li> </ul>







**Business Concentrations: Choose 2**

**International Finance**

**FIN 750 International Financial Management (Fall) – 3 ECTS**

Modul-Nr. / Module code	FIN 750	
Modulbezeichnung / Module name	Internationales Finanzmanagement (de/en)   International Financial Management	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> <li>• Basics of the international money market</li> <li>• Euribor/Libor and other reference rates</li> <li>• Day count methods</li> <li>• Major players in the capital markets (fixed income assets)</li> <li>• Interest rate curves and interest rates theories</li> <li>• Forward rate curves</li> <li>• Caps &amp; floors</li> <li>• Interest rate swaps/Cross Currency Swaps</li> <li>• Hedging strategies</li> </ul>	
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have an insight to the core issues of the International Financial Business Management with focus on hedging interest rate risks. The events are based on an academic solid framework, focusing, however, on practical discussions and examples,</li> <li>• understand the basics of financial derivatives on interest rates and are able to assess their effectiveness and values,</li> <li>• understand the connections of international financial markets and how corporate finance operates.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzzielen /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	FIN 750
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	FIN 750
Goal 2: Graduates develop a global understanding and mindset.		





	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	FIN 750
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	FIN 750
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core	
Voraussetzungen für die Teilnahme / Prerequisites	-	
Modulverantwortliche(r) / Module leader	Dr. Nadine Stephenson	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Hubert Barth (English) Dr. Ludwig Müller (English)	
Lehrsprache / Language of instruction	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Interactive lecture</li> <li>• Class discussion</li> <li>• In-class exercises</li> </ul>	
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Guest lecture by professors of partner universities planned.	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"> <li>• Hull, J. C. (2011). Options, Futures and other Derivatives, Upper Saddle River (NJ)</li> <li>• Schmidt, M. (2006). Derivative Finanzinstrumente, Stuttgart</li> <li>• Srivastava, R. (2010). Derivatives and Risk Management, New York</li> <li>• McDonald, R. L. (2008). Fundamentals of Derivatives Markets, München</li> </ul>	





**FIN 850 Corporate Finance & Portfolio Management (Spring) – 6 ECTS**

Modul-Nr. / <i>Module code</i>	FIN 850
Modulbezeichnung / <i>Module name</i>	Unternehmensfinanzierung und Portfoliomanagement (de/en)   <i>Corporate Finance and Portfolio Management</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	<ul style="list-style-type: none"> <li>• FIN 850-1 Unternehmensfinanzierung   <i>Corporate Finance</i></li> <li>• FIN 850-2 Portfoliomanagement   <i>Portfolio Management</i></li> </ul>
Inhalte des Moduls / <i>Module content</i>	<p><b>FIN 850-1</b></p> <p>At first students learn to understand how valuations are dependent on their scope and the subjectivity of valuations. Then they analyze practical application and discussion of different valuation concepts as well as their techniques, their respective information needs and strengths, weaknesses and application areas.</p> <p>Priority in the lecture “Corporate valuation” is given to applying income related attempts of overall evaluation (discounted-cash flow-process), especially to the international most common WACC-approach. Students are sensitized to characteristics of German corporate evaluation and learn how to classify them in the spectrum of possible procedures.</p> <p><b>FIN 850-2</b></p> <ul style="list-style-type: none"> <li>• The investment environment</li> <li>• The investment processes</li> <li>• Utility analysis</li> <li>• Expected returns and risks for portfolios</li> <li>• Efficient capital markets - models of equilibrium</li> <li>• The management of bonds</li> <li>• The management of stocks</li> <li>• Structured investments for risk reduction</li> <li>• Evaluating portfolio performance</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p><b>FIN 850-1</b></p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to clearly distinguish different valuation concepts concerning method and needed parameters,</li> <li>• be able to apply specific valuation approaches (especially WACC approach) in simple case studies for different valuation occasions,</li> <li>• be able to describe strengths and weaknesses of specific approaches and precisely define basic terms of valuation (e.g. market value, market price).</li> </ul>





	<p><b>FIN 850-2</b></p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to create a portfolio that meets the given investment goals of a potential client,</li> <li>• understand the subjective aspects of the portfolio management,</li> <li>• be able to perform a “risk and return” analysis of a portfolio, as well as evaluating the “bond- and equity market” and a scenario analysis with different results.</li> </ul>														
<p>Beitrag zu „Assurance of Learning” Kompetenzziele /</p> <p><i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1"> <tr> <td colspan="2">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td>FIN 850</td> </tr> <tr> <td>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td>FIN 850</td> </tr> <tr> <td colspan="2">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> <tr> <td>G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td>FIN 850</td> </tr> <tr> <td colspan="2">Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</td> </tr> <tr> <td>G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td>FIN 850</td> </tr> </table>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	FIN 850	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	FIN 850	Goal 2: Graduates develop a global understanding and mindset.		G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	FIN 850	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.		G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	FIN 850
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<p>Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i></p>	<p>Offered annually in spring semester</p>														
<p>Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i></p>	<p>6 ECTS</p>														
<p>Gesamtworkload / <i>Total workload</i></p>	<p>60 contact hours</p> <p>120 self-study hours</p> <p>180 total workload hours</p>														
<p>Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i></p>	<p>Elective</p>														
<p>Voraussetzungen für die Teilnahme / <i>Prerequisites</i></p>	<p>Successful completion of FIN 750</p>														





Modulverantwortliche(r) /	Prof. Dr. Wolfgang Zirus
Module leader	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<b>FIN 850-1</b> <ul style="list-style-type: none"><li>• Prof. Dr. Wolfgang Zirus (German)</li><li>• Hubert Barth/Dr. Ludwig Müller (English)</li></ul> <b>FIN 850-2</b> <ul style="list-style-type: none"><li>• Prof. Dr. Laurenz Czempiel</li></ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <b>FIN 850-1</b> (50%) <ul style="list-style-type: none"><li>• Written exam 90 minutes (60%)</li><li>• Course work (40%)</li></ul> <b>FIN 850-2</b> (50%) <ul style="list-style-type: none"><li>• Oral Presentatiom (80%)</li><li>• Course work (20%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-type lectures including practice in small groups</li><li>• Group workshops</li><li>• Case studies</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<ul style="list-style-type: none"><li>• One guest lecturer from the area of Asset Management</li><li>• Visiting D&amp;R to the final presentation</li></ul>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<b>FIN 850-1</b> <ul style="list-style-type: none"><li>• Achleitner, A.-K., Thoma, G. F. (Hrsg.). Handbuch Corporate Finance, Bd. 2.6; Köln.</li><li>• Ballwieser, W: Unternehmensbewertung. Prozess, Methoden, Probleme; Stuttgart, 2004.</li><li>• Born, K.: Unternehmensanalyse und Unternehmensbewertung; Stuttgart, 1995.</li><li>• Copeland, T., Koller, T., Murrin, J.: Valuation. Measuring and Managing the Value of Companies; New York u.a., 3. Auflage (2000) bzw. die aktuelle deutsche Ausgabe</li><li>• Damodaran, A.: Applied Corporate Finance, New York, 2005.</li><li>• Drukarczyk, J.: Unternehmensbewertung; München, 2003</li></ul>





	<ul style="list-style-type: none"> <li>• Ernst, D., Schneider, S., Thielen, B.: Unternehmensbewertungen erstellen und verstehen; München, 2008.</li> <li>• Mandl G., Rabel, K.: Unternehmensbewertung, Wien, 1997.</li> <li>• Peemöller, V. H.(Hrsg.). Praxishandbuch der Unternehmensbewertung, Herne/Berlin, 2001.</li> </ul> <p><b>FIN 850-2</b></p> <ul style="list-style-type: none"> <li>• Elton, E.J., Gruber, M.J., Brown, S.J. und Goetzmann, W.N.: Modern Portfolio Theory and Investment Analysis, 8. ed, Hoboken, 2011</li> <li>• Brealey, R.A., Myers, S.C., und Allen, F.: Principles of Corporate Finance, 9. ed., Boston u.a., 2008</li> <li>• Copeland, T.E., Weston, J.F, K. Sushtri: Financial Theory and Corporate Policy, 4th ed, Addison Wesley, Boston, 2001</li> <li>• Haugen, R.A.: Modern Investment Theory, 5th ed Prentice-Hall, Saddle River, NJ 2001</li> <li>• Ross, S.A., Westerfield, R.W., Jaffe, J.F.: Corporate Finance, 6th ed Irwin/McGraw-Hill, New York, 2001</li> </ul>
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**International Marketing**

**MKT 750 International Service Marketing (Fall) – 3 ECTS**

Modul-Nr. / <i>Module code</i>	MKT 750
Modulbezeichnung / <i>Module name</i>	Internationales Dienstleistungsmarketing (de/en)   <i>International Service Marketing</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> <li>• Introduction to the concept of services (vs. products) and its characteristics, the evolution of service marketing and its relevance for global business</li> <li>• Service marketing: basics and background, including definitions and the service-dominant logic theorem</li> <li>• Sales, marketing and customer relations: introduce, define and discuss customer relationship marketing/management and its relevance in service marketing</li> <li>• Creating value in services: introduce buying processes as part of consumer/business buying behaviour, discuss decision-making frameworks and its influencing variables</li> <li>• Core elements of service marketing I: introduce market research concepts and tools (quantitative vs. qualitative data collection, methods) and discuss market segmentation as a consequence of these research findings</li> </ul>





	<ul style="list-style-type: none"> <li>• Core elements of service marketing II: introduce a holistic management system and its aspects (the international trade system and the economic, political, legal, and cultural factors influencing it), discuss how to enter new markets and which strategies to use (management tools and concepts as well as the consequences for service marketing)</li> <li>• Quality of service experience: introduce the concept of service quality and its key elements/importance, discuss the link between service quality, satisfaction and value creation, and learn methods to set up and monitor service quality standards</li> <li>• Service marketing mix I: discuss the service marketing mix in detail, including its relevant 5 Ps – product, price, place, promotion and people</li> <li>• Future outlook, Q&amp;A session</li> </ul>														
<p>Lernergebnisse des Moduls / <i>Learning outcomes of the module</i></p>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand and know how to design, implement and monitor the relevant marketing and management strategies in a service context,</li> <li>• understand the relevance of service in today's business ('everything is service') and how recent and future developments (will) affect the service theorem we currently observe,</li> <li>• be knowledgeable on relevant concepts, frameworks and can explain their application via real-life business examples,</li> <li>• have a holistic understanding of the marketing aspect by knowing its links to managerial strategies as well as consumer and market insights.</li> </ul>														
<p>Beitrag zu „Assurance of Learning“ Kompetenzzielen / <i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1" data-bbox="619 1406 1460 1977"> <tr> <td colspan="2" data-bbox="619 1406 1460 1462">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td data-bbox="619 1462 1254 1552">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td data-bbox="1254 1462 1460 1552">MKT 750</td> </tr> <tr> <td data-bbox="619 1552 1254 1641">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td data-bbox="1254 1552 1460 1641">MKT 750</td> </tr> <tr> <td colspan="2" data-bbox="619 1641 1460 1697">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> <tr> <td data-bbox="619 1697 1254 1821">G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td data-bbox="1254 1697 1460 1821">MKT 750</td> </tr> <tr> <td colspan="2" data-bbox="619 1821 1460 1877">Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</td> </tr> <tr> <td data-bbox="619 1877 1254 1977">G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td data-bbox="1254 1877 1460 1977">MKT 750</td> </tr> </table>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	MKT 750	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	MKT 750	Goal 2: Graduates develop a global understanding and mindset.		G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	MKT 750	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.		G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	MKT 750
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Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtworkload / <i>Total workload</i>	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Required
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Sophie Hieke
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Prof. Dr. Sophie Hieke
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 90 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Case Studies</li><li>• Group discussions</li><li>• Lectures</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Students have to prepare a real-life case study focussing on the service aspect of a business and applying frameworks taught in class. These examples are then discussed in more detail, in plenum.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• Grönroos, C.: Service Marketing Management and Marketing Customer Management in Service Competition, 3rd. Edition, Wiley &amp; Sons, Ltd, 2007, Hoboken</li></ul>







- Stickdorn, M., Schneider, J.: *This is Service Design Thinking: Basics, Tools, Cases*, Paperback, Wiley; 1 edition, January 11, 2012, Hoboken
- Palmer, A.: *Principles of Service Marketing*, 5th. Edition, McGraw-Hill, 2008, New York
- Kotabe, M., Helsen, K. : *Global Marketing Management*, 4th. Edition, McGraw-Hill, 2008, New York

Students are furthermore encouraged to read the latest empirical findings in well-ranked and highly reputed scientific journals such as *Journal of Marketing*, *Journal of Consumer Research* and *Journal of Retailing*.





**MKT 850 Integrated Corporate Communication and Relationship Marketing (Spring) – 6 ECTS**

Modul-Nr. / <i>Module code</i>	MKT 850
Modulbezeichnung / <i>Module name</i>	Integrierte Unternehmenskommunikation und Beziehungsmarketing (de/en)   <i>Integrated Corporate Communication and Relationship Marketing</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p><b>Integrated Corporate Communication:</b></p> <ul style="list-style-type: none"> <li>• Content: Introduction to Integrated Corporate Communication, Consumer Behavior as Basis for Integrated Corporate Communication, The Integrated Corporate Communication Toolset, Communicating in the International Environment</li> <li>• Methodology: Systematic analysis of real-life integrated corporate communication campaigns; team case studies</li> </ul> <p><b>Relationship Marketing:</b></p> <ul style="list-style-type: none"> <li>• Content: Introduction to Relationship Marketing and its development over time, metrics to measure RM and CRM effectiveness, understanding the consumer mindset, customer experience management and social RM using the tools of a digital world</li> <li>• Methodology: Build theoretical foundation (theories, principles, frameworks) and apply to real-life examples, discuss on-going business developments, team case studies</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to evaluate and design all elements of integrated corporate communication campaigns (definition of USP and target audience, communication objectives, assessment of communication budget, choice of media-mix, analysis of campaign effectiveness) and adapt them according to different communication settings (e.g. in the international communication environment),</li> <li>• be experienced in presenting and defending their findings even in challenging environments,</li> <li>• be able to explain Relationship Marketing concepts and theoretical frameworks as much as they can assess real-life examples and provide feedback and suggestions for improvement,</li> </ul>





	<ul style="list-style-type: none"> <li>be able to discuss relevant topics in the field (e.g., AI and machine learning to improve customer relationship management activities) by applying their theoretical and practical knowledge and providing their own substantiated views on recent developments.</li> </ul>								
Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:  Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.  <table border="1"> <tr> <td>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td>MKT 850</td> </tr> <tr> <td>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td>MKT 850</td> </tr> </table> Goal 2: Graduates develop a global understanding and mindset.  <table border="1"> <tr> <td>G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td>MKT 850</td> </tr> </table> Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.  <table border="1"> <tr> <td>G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td>MKT 850</td> </tr> </table>	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	MKT 850	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	MKT 850	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	MKT 850	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	MKT 850
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Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in spring semester								
Zahl der zugewiesenen ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS								
Gesamtworkload / <i>Total workload</i>	60 contact hours  120 self-study hours  180 total workload hours								
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective								
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	Successful completion of MKT 750								
Modulverantwortliche(r) /  <i>Module leader</i>	Prof. Dr. Carsten Rennhak								
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"> <li>Prof. Dr. Carsten Rennhak</li> <li>Prof. Dr. Sophie Hieke</li> </ul>								





Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 120 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Lectures</li><li>• Individual and team exercises</li><li>• Case study discussions</li><li>• Student presentations (including discussion)</li><li>• Videos (e.g. real-life integrated communication examples or the latest developments in Relationship Marketing all over the world)</li><li>• Guest lectures (given by experienced practitioners)</li><li>• Self-study</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Several guest lectures (e.g., by local, national and even global companies)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<b>Integrated Corporate Communication:</b>  <i>Literature:</i> <ul style="list-style-type: none"><li>• Argenti, P. A. (2015). <i>Corporate Communication</i>, 7<sup>th</sup> ed., McGraw-Hill, New York</li><li>• Cornelisen, J.: <i>Corporate Communications</i>, 3<sup>rd</sup> ed., Sage Publications, London</li><li>• Kaul, A. and Chaudhri, V.: <i>Corporate Communication through Social Media</i>, Sage Publications, London</li><li>• Rust, R. T., Moorman, C., Bhalla, G. (2010). Rethinking Marketing, <i>Harvard Business Review</i>, 88 (1), pp. 94-101.</li><li>• Payne, A. &amp; Frow, P. (2005). A Strategic Framework for Customer Relationship Management, <i>Journal of Marketing</i>, 69, pp. 167-176.</li></ul> <i>Other:</i> <ul style="list-style-type: none"><li>• Students prepare for the course by actively consuming on- as well as offline communication content</li><li>• Students receive cases and other short articles on current developments in class, to read and discuss</li><li>• Oral grading for RM is based on two cases that are given to students a week before the grading to read and prepare (questions on the case are only handed out on the day of the grading)</li></ul>





**International Entrepreneurship**

**ENTR 750 Identifying and Generating a Business Idea (Fall) – 3 ECTS**

Modul-Nr. / <i>Module code</i>	ENTR 750									
Modulbezeichnung / <i>Module name</i>	Identifizierung und Generierung einer Geschäftsidee (en)   <i>Identifying and Generating a Business Idea</i>									
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-									
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> <li>• Distinctions between entrepreneurs and managers</li> <li>• Social entrepreneurship</li> <li>• Identifying and analyzing a problem by using design thinking</li> <li>• Creativity and applying techniques of creativity</li> <li>• Developing a business idea using different decision-making approaches (effectuation vs. causation)</li> <li>• Developing a business idea in teams</li> <li>• Starting to develop and prototype a business idea</li> <li>• Presentation / Pitch</li> </ul>									
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand who is an entrepreneurial manager,</li> <li>• understand different types of entrepreneurship,</li> <li>• understand and can implement creativity techniques for developing new business ideas,</li> <li>• Know and be able to implement ideation and prototyping methods (design thinking),</li> <li>• understand entrepreneurial decision-making approaches,</li> <li>• understand entrepreneurial team dynamics in new venture creation,</li> <li>• know methods to present essential parts of a business model (pitch).</li> </ul>									
Beitrag zu „Assurance of Learning“ Kompetenzziele / <i>Alignment with “Assurance of Learning” competency goals</i>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1"> <tr> <td colspan="2">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td>ENTR 750</td> </tr> <tr> <td>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td>ENTR 750</td> </tr> <tr> <td colspan="2">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> </table>		Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	ENTR 750	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	ENTR 750	Goal 2: Graduates develop a global understanding and mindset.	
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	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	ENTR 750
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS	
Gesamtworkload / <i>Total workload</i>	30 contact hours  60 self-study hours  90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective	
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-	
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Anne Tryba	
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"> <li>• Prof. Dr. Anne Tryba</li> </ul>	
Lehrsprache / <i>Language of instruction</i>	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>	
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"> <li>• Seminar type lectures</li> <li>• Practice in small groups</li> <li>• Group workshops (private study)</li> </ul>	
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Guest lectures by an industry expert, one alumnus lecture planned	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"> <li>• Hisrich, R.D., Peters, M.P., Shepherd, D.A., 2017. Entrepreneurship, 10th ed. McGraw-Hill, New York.</li> <li>• Rodriguez, K.: Why Social Entrepreneurs Are Taking The Lead. <a href="https://execed.economist.com/career-advice/industry-trends/why-social-entrepreneurs-are-taking-lead">https://execed.economist.com/career-advice/industry-trends/why-social-entrepreneurs-are-taking-lead</a></li> </ul>	





- Roger L. M. & Osberg, S. (2007). Social Entrepreneurship: The Case for Definition. Stanford Social Innovation Review, Spring 2007.
- Read, S., Sarasvathy, S., Dew, N., Wiltbank, R., Ohlsson, A.-V., 2011. Effectual entrepreneurship. Routledge, New York.
- Drucker, P.F.: Innovation and Entrepreneurship, 2007
- Brown, T., 2008. "Design Thinking." Harvard Business Review. June, pp. 84-92
- McFarland, Keith R.: The Breakthrough Company; New York, Crown Business, 2008

Links:

- [www.entrepreneurship.de](http://www.entrepreneurship.de)
- Bundesministerium für Wirtschaft und Technologie: [www.existenzgruender.de](http://www.existenzgruender.de)
- The Economist: [www.economist.com/node/13216037](http://www.economist.com/node/13216037)
- MIT: [www.enterpriseforum.mit.edu](http://www.enterpriseforum.mit.edu)





Modul-Nr. / <i>Module code</i>	ENTR 850	
Modulbezeichnung / <i>Module name</i>	Aufbau eines Start-Ups und Tests der Geschäftsidee (en)   <i>Establishing a Startup and Testing the Business Idea</i>	
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-	
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> <li>• Developing and refining ideas and prototypes by using the lean startup approach and the business model canvas</li> <li>• Testing the idea and underlying assumptions/hypotheses</li> <li>• Developing a business model and understanding the market</li> <li>• Pitch training, convincing investors</li> <li>• Practical input on starting a venture, such as             <ul style="list-style-type: none"> <li>○ Business plan – structure, content, factors for success: critically analyzing business plans</li> <li>○ Law – corporate forms for founders: from “GmbH” to Ltd.</li> <li>○ Financing – from bootstrapping to IPO</li> </ul> </li> <li>• Marketing – marketing new ideas</li> </ul>	
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to demonstrate their business idea with a prototype,</li> <li>• be able to verify a business idea-market fit,</li> <li>• be able to set up an enterprise based on the business idea and the business model canvas and plan designed in the lecture,</li> <li>• be able to have made first experience working together in a founding team in an international, intercultural context,</li> <li>• be able to ideally establish an enterprise implementing the business idea.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	ENTR 850
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	ENTR 850
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	ENTR 850
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in spring semester	







Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS
Gesamtworkload / <i>Total workload</i>	60 contact hours  120 self-study hours  180 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	Successful completion of ENTR 750
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Anne Tryba
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"><li>• Prof. Dr. Anne Tryba</li><li>• N.N.</li></ul>
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 120 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Interactive seminar-type lectures</li><li>• Practice in small groups</li><li>• Presentations and discussion rounds</li><li>• Case studies and short assignments</li><li>• Short videos</li><li>• Online tools</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Industry expert /alumni guest lecture(s)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• Hisrich, R.D., Peters, M.P., Shepherd, D.A., 2017. Entrepreneurship, 10th ed. McGraw-Hill, New York</li><li>• Sellars, D. (2009). Business plan project: A step-by-step guide to writing a business plan. Business Expert Press, New York.</li></ul>





	<ul style="list-style-type: none"> <li>• Keever, M. (2017). <i>How to Write a Business Plan</i> (13th Edition). Nolo, Berkeley, CA.</li> <li>• Brinckmann, J., Grichnik, D., &amp; Kapsa, D. (2010). Should entrepreneurs plan or just storm the castle? A meta-analysis on contextual factors impacting the business planning–performance relationship in small firms. <i>Journal of Business Venturing</i>, 25(1), 24-40.</li> <li>• Greene, F. J., &amp; Hopp, C. (2017). Research: Writing a business plan makes your startup more likely to succeed. <i>Harvard Business Review Digital Articles</i>, 2–4.</li> <li>• Greene, F. J., &amp; Hopp, C. (2018). When should entrepreneurs write their business plans? <i>Harvard Business Review Digital Articles</i>, 2–4</li> <li>• Required readings and further literature recommendations will be shared during the course</li> </ul>
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## Corporate Strategy and Innovation

### INNO 750 Corporate Strategy, Innovation & Change (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	INNO 750
Modulbezeichnung / <i>Module name</i>	Unternehmensstrategie, Innovation und Wandel (en)   <i>Corporate Strategy, Innovation and Change</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p>The INNO 750 module teaches the skills needed to be an innovation manager. It imparts the knowhow to apply those skills in business administration in various business settings. The students learn how to build smart solutions at the interface of management and technology and how to work as part of an international or interdisciplinary team.</p> <ul style="list-style-type: none"> <li>• Foundations of Corporate Strategy and the implications on Innovation Management in big companies</li> <li>• Foundations of Innovation Management, Innovation Process, Creativity Techniques, Typology of Innovations</li> <li>• Foundations of Change Management, the need for change through innovations</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to combine knowledge from different disciplines – business administration, innovation, entrepreneurship – and apply it in key business activities,</li> </ul>





	<ul style="list-style-type: none"> <li>• be able to recognize the potential of innovations and technological trends within organizations and implement them in new business processes,</li> <li>• be able to act with an entrepreneurial mindset to define strategies and achieve financial targets,</li> <li>• be able to analyze strategic decisions and apply the tools of modern strategic management for successful decision-making,</li> <li>• be able to present and communicate innovations successfully.</li> </ul>
Beitrag zu „Assurance of Learning” Kompetenzziele /	This module contributes most strongly to the following Master programs competency goals:
<i>Alignment with “Assurance of Learning” competency goals</i>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business. INNO 750
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business. INNO 750
	Goal 2: Graduates develop a global understanding and mindset.
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work. INNO 750
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level. INNO 750
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtworkload / <i>Total workload</i>	30 contact hours  60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) /	Prof. Dr. Heiko Seif





<i>Module leader</i>	
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"> <li>• Prof. Dr. Heiko Seif</li> <li>• Björn Götzfried</li> </ul>
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	<p>Portfolio examination:</p> <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"> <li>• Lectures and discussions in seminars</li> <li>• Case Studies and exercises</li> <li>• Group works and elaboration of individual white papers</li> <li>• Application of lessons learnt in business projects</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Guest lectures of managers from Fraunhofer Institute
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"> <li>• Pearce, J. A., Robinson, R. B., &amp; Subramanian, R. (2000). Strategic management: Formulation, implementation, and control. Columbus, OH: Irwin/McGraw-Hill.</li> <li>• Christensen, C. M., Raynor, M. E. (2013). The Innovator's Solution: Creating and Sustaining Successful Growth, Harvard Business Review Press, Boston</li> <li>• Christensen, C. M., (2011). The Innovator's Dilemma: The Revolutionary Book That Will Change the Way You Do Business, HarperBusiness, Boston</li> <li>• Davial, T., Epstein, M., Shelton, R. (2012). Making Innovation Work: How to Manage It, Measure It, and Profit from It. Pearson FT Press.</li> <li>• Gassmann, O., Frankenberger, K., Csik M. (2014). The Business Model Navigator: 55 Models That Will Revolutionise Your Business, Pearson Education Limited.</li> <li>• Osterwalder, A; Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Wiley, Hoboken</li> <li>• Osterwalder, A; Pigneur, Y., et al (2014). Value Proposition Design: How to Create Products and Services Customers Want (Strategyzer). Wiley, Hoboken</li> <li>• Stickdorn, M., Hormess, M. (2017). This is Service Design Doing: Using Research and Customer Journey Maps to Create Successful Services. O'Reilly UK Ltd., Farnham</li> <li>• Hayes, J. (2018). The Theory and Practice of Change Management, 5<sup>th</sup> Edition, London</li> <li>• Kotter, J. P. (2012). Leading change. Harvard business press, Boston</li> </ul>





**INNO 850 Corporate Entrepreneurship, Global Alliances and Investments in Growth (Spring) – 6 ECTS**

Modul-Nr. / <i>Module code</i>	INNO 850									
Modulbezeichnung / <i>Module name</i>	Corporate Entrepreneurship, Globale Allianzen und Investitionen in Wachstum (en)   <i>Corporate Entrepreneurship, Global Alliances and Investments in Growth</i>									
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-									
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> <li>• Advanced Corporate Entrepreneurship and the implications on Innovation Management in big companies</li> <li>• Advanced Finance of Corporate Ventures</li> <li>• Foundations of Building Global Alliances in the field of Entrepreneurship &amp; Innovation</li> </ul>									
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to apply ideation methodologies for the creation of disruptive business ideas in trans-disciplinary teams,</li> <li>• be able to foster innovation culture in an existing organization,</li> <li>• be able to discover business approaches with high probability for success by the application of idea selection criteria,</li> <li>• be able to make decisions on an entrepreneurial basis,</li> <li>• be able to distinguish between managers of corporations and entrepreneurs,</li> <li>• be able to run a corporate startup accelerator program from the incubation phase to the market launch,</li> <li>• be able to finance new ventures within a corporation considering the challenges of corporate decision making processes,</li> <li>• be able to forge global alliances for international corporate entrepreneurship initiatives,</li> <li>• be able to present and communicate new business ideas and solutions in dedicated venture pitches.</li> </ul>									
Beitrag zu „Assurance of Learning“ Kompetenzzielen /  <i>Alignment with “Assurance of Learning” competency goals</i>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1"> <tr> <td colspan="2">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td>INNO 850</td> </tr> <tr> <td>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td>INNO 850</td> </tr> <tr> <td colspan="2">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> </table>		Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	INNO 850	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	INNO 850	Goal 2: Graduates develop a global understanding and mindset.	
Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.										
G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	INNO 850									
G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	INNO 850									
Goal 2: Graduates develop a global understanding and mindset.										





	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	INNO 850
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	INNO 850
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	60 contact hours 120 self-study hours  180 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective	
Voraussetzungen für die Teilnahme / Prerequisites	Successful completion of INNO 750	
Modulverantwortliche(r) / Module leader	Prof. Dr. Heiko Seif	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<ul style="list-style-type: none"> <li>• Prof. Dr. Heiko Seif</li> <li>• Björn Götzfried, MBA</li> <li>• Jörg Rieker</li> </ul>	
Lehrsprache / Language of instruction	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 120 minutes (60%)</li> <li>• Course work (40%)</li> </ul>	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Lectures and discussions in seminars</li> <li>• Case Studies and exercises based on real cases</li> <li>• Group works, elaboration and presentation of pitch decks</li> <li>• Application of learnt methodologies in business projects</li> </ul>	
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Guest lecturers from Fraunhofer Venture and Venture Capital Companies; Development of Digital Business Models as part of the curriculum	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"> <li>• Romans, A. (2016). <i>Masters of Corporate Venture Capital: Collective Wisdom from 50 VCs Best Practices for Corporate Venturing How to Access Startup Innovation &amp; How to Get</i></li> </ul>	





	<p><i>Funded</i>. Createspace Independent Publishing Platform, North Charleston, SC</p> <ul style="list-style-type: none"> <li>• Ramsinghani, M. (2014). <i>The Business of Venture Capital: Insights from Leading Practitioners on the Art of Raising a Fund, Deal Structuring, Value Creation, and Exit Strategies</i>. John Wiley &amp; Sons, Hoboken, NJ</li> <li>• Burns, P. (2012). <i>Corporate entrepreneurship: innovation and strategy in large organizations</i>. Palgrave Macmillan, Hampshire.</li> <li>• Culpan, R. (2002). <i>Global business alliances: Theory and practice</i>. Greenwood Publishing Group, Westport, CT</li> <li>• Gatignon, H., Kimberly, J. R., Kimberly, J. R., &amp; Gunther, R. E. (Eds.). (2004). <i>The INSEAD-Wharton Alliance on Globalizing: Strategies for building successful global businesses</i>. Cambridge University Press.</li> <li>• Child, J., Faulkner, D., Tallman, S. (2005). <i>Cooperative Strategy: Managing Alliances, Networks, and Joint Ventures</i>, Oxford University Press.</li> </ul>
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**International Family Firms**

**FAM 751 Understanding and Managing Family Businesses (Fall) – 3 ECTS**

Modul-Nr. / <i>Module code</i>	FAM 751
Modulbezeichnung / <i>Module name</i>	Familienunternehmen verstehen und managen (en)   <i>Understanding and Managing Family Businesses</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> <li>• Family Business Principles I &amp; II</li> <li>• Developing from family business to business family</li> <li>• Understanding succession and alternative paths of succession</li> <li>• Managing communication &amp; conflicts (I - basics)</li> <li>• Developing family togetherness &amp; teamwork</li> <li>• Empowering the Next Generations and the Spirit of Entrepreneurship</li> <li>• Understanding and mediating Family &amp; Business tensions</li> <li>• Planning for future prosperity: detailed succession strategies and roadmaps</li> <li>• Preparing the next gen: The Power Formula &amp; BEARER Framework</li> <li>• Applied communication &amp; solving long-standing conflicts (II - advanced)</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have a better understanding of the phenomenon Family Firms,</li> </ul>





	<ul style="list-style-type: none"> <li>• be able to recognize the importance of the family dimensions, with its particular motivations and the business dimensions with its logics,</li> <li>• understand the key concepts and key tools for balancing family and business aspects over time,</li> <li>• be able to critically think through cases, apply the concepts and design an approach for implementation.</li> </ul>
Beitrag zu „Assurance of Learning“ Kompetenzziele /	This module contributes most strongly to the following Master programs competency goals:
<i>Alignment with “Assurance of Learning” competency goals</i>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business. <span style="float: right;">FAM 750</span>
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business. <span style="float: right;">FAM 750</span>
	Goal 2: Graduates develop a global understanding and mindset.
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work. <span style="float: right;">FAM 750</span>
	Goal 3: Graduates practice a human-centered business approach.
	G3 Objective 2: Graduates appraise and apply human-centered business practices. <span style="float: right;">FAM 750</span>
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtworkload / <i>Total workload</i>	30 contact hours  60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) /  <i>Module leader</i>	Prof. Dr. Marc-Michael Bergfeld







Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"> <li>• Prof. Dr. Marc-Michael Bergfeld</li> <li>• Johannes Ritz, M.A., MIB</li> </ul>
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"> <li>• Lectures</li> <li>• Discussions</li> <li>• Running Case Study (Throughout the semester – analyze and solve a real life family and business case in a team of 5)</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Expert Speakers, Company Visits
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"> <li>• Sharma, P. (2016). <i>Entrepreneurs in Every Generation: How Successful Family Businesses Develop Their Next Leaders</i>, Oakland, CA (MANDATORY)</li> <li>• Ward, J. (2004). <i>Perpetuating the Family Business</i>, Palgrave, Basingstoke, UK</li> <li>• Miller, D. (2005). <i>Managing for the long run</i>, Harvard Business School Press, Pages 129-130 and 185-186, Boston</li> <li>• Simon, F. B., Wimmer, R., Groth, T. (2005). <i>Mehr-Generationen-Familienunternehmen</i>, Heidelberg, Carl-Auer</li> <li>• Hoy, F. and Sharma, P. (2010). <i>Entrepreneurial Family Firms</i>, Prentice Hall, Upper Saddle River, NJ</li> <li>• Hennerkes, B.-H. (2005). <i>Die Familie und ihr Unternehmen</i>, Campus Verlag, Frankfurt</li> </ul>

## FAM 851 Building, Protecting and Investing Family Wealth (Spring) – 6 ECTS

Modul-Nr. / <i>Module code</i>	FAM 851
Modulbezeichnung / <i>Module name</i>	Aufbau, Erhalt und Investment des Familienvermögens (en)   <i>Building, Protecting and Investing Family Wealth</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> <li>• Understanding Wealth Creation and Wealth Management</li> <li>• Developing Business Family Portfolios across different investment classes</li> <li>• Ensuring Future Prosperity: Venturing into Innovation &amp; Entrepreneurship</li> </ul>





	<ul style="list-style-type: none"> <li>• Setting Up Effective Family and Business Governance</li> <li>• Dealing with Uncertainty: Foreseeing Market Trends &amp; Dealing with Disruptions</li> <li>• Building Sustainable Businesses &amp; Patient Capital Management</li> <li>• Achieving Excellence: High Performance Teams &amp; Leadership between Family and Business</li> <li>• Embedding Excellence: Assuring Operational Productivity &amp; Efficiency as Owner</li> <li>• Investing with Impact: Strategies and first Steps into Philanthropy</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand better the dynamics between ownership-family-firm and the importance of balancing the system.</li> <li>• be able to recognize the various topics involved and the details of each of them.</li> <li>• know the key concepts and key tools for the execution of ownership, investment and core activities in the heart of the system (ownership-family-company).</li> <li>• be able to critically think through cases, apply the concepts and design an approach for implementation in the own family firms</li> </ul>
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS
Gesamtworkload / <i>Total workload</i>	<p>60 contact hours</p> <p>120 self-study hours</p> <p>180 total workload hours</p>
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	Successful completion of FAM 751
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Marc-Michael Bergfeld
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"> <li>• Prof. Dr. Marc-Michael Bergfeld</li> <li>• Johannes Ritz, MA, MIB</li> </ul>
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	<p>Portfolio examination:</p> <ul style="list-style-type: none"> <li>• Written exam 120 minutes (60%)</li> <li>• Course work (40%)</li> </ul>





<p>Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i></p>	<p>Throughout the semester – analyze and solve a real life family and business case in a team of 5</p>										
<p>Beitrag zu „Assurance of Learning“ Kompetenzzielen /  <i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p> <table border="1" data-bbox="627 510 1465 685"> <tr> <td data-bbox="627 510 1257 595">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td data-bbox="1265 510 1465 595">FAM 851</td> </tr> <tr> <td data-bbox="627 600 1257 685">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td data-bbox="1265 600 1465 685">FAM 851</td> </tr> </table> <p>Goal 2: Graduates develop a global understanding and mindset.</p> <table border="1" data-bbox="627 741 1465 860"> <tr> <td data-bbox="627 741 1257 860">G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td data-bbox="1265 741 1465 860">FAM 851</td> </tr> </table> <p>Goal 3: Graduates practice a human-centered business approach.</p> <table border="1" data-bbox="627 920 1465 1005"> <tr> <td data-bbox="627 920 1257 1005">G3 Objective 2: Graduates appraise and apply human-centered business practices.</td> <td data-bbox="1265 920 1465 1005">FAM 851</td> </tr> </table> <p>Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</p> <table border="1" data-bbox="627 1066 1465 1178"> <tr> <td data-bbox="627 1066 1257 1178">G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td data-bbox="1265 1066 1465 1178">FAM 851</td> </tr> </table>	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	FAM 851	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	FAM 851	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	FAM 851	G3 Objective 2: Graduates appraise and apply human-centered business practices.	FAM 851	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	FAM 851
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G3 Objective 2: Graduates appraise and apply human-centered business practices.	FAM 851										
G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	FAM 851										
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i></p>	<p>Expert speakers; Company visits</p>										
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i></p>	<ul style="list-style-type: none"> <li>• Sharma, P. (2016). <i>Entrepreneurs in Every Generation: How Successful Family Businesses Develop Their Next Leaders</i>, Oakland, CA (MANDATORY)</li> <li>• Ward, J. (2004). <i>Perpetuating the Family Business</i>, Palgrave, Basingstoke, UK</li> <li>• Miller, D. (2005). <i>Managing for the long run</i>, Harvard Business School Press, Pages 129-130 and 185-186, Boston</li> <li>• Simon, F. B., Wimmer, R., Groth, T. (2005). <i>Mehr-Generationen-Familienunternehmen</i>, Heidelberg, Carl-Auer</li> <li>• Hoy, F. and Sharma, P. (2010). <i>Entrepreneurial Family Firms</i>, Prentice Hall, Upper Saddle River, NJ</li> <li>• Hennerkes, B.-H. (2005). <i>Die Familie und ihr Unternehmen</i>, Campus Verlag, Frankfurt</li> </ul>										

**Luxury Management**





Modul-Nr. / <i>Module code</i>	LUX 750	
Modulbezeichnung / <i>Module name</i>	Luxusmärkte und -strategien (en)   <i>Luxury Markets and Strategies</i>	
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-	
Inhalte des Moduls / <i>Module content</i>	<p><b>Luxury Fundamentals</b></p> <ul style="list-style-type: none"> <li>• Luxury Concepts</li> <li>• Luxury &amp; Design</li> </ul> <p><b>The Strategic Triangle in the Luxury Market</b></p> <ul style="list-style-type: none"> <li>• Luxury Consumers</li> <li>• Luxury Conglomerates</li> <li>• Luxury in different cultures</li> </ul> <p><b>Strategic Management Decisions in the luxury environment – overview</b></p> <ul style="list-style-type: none"> <li>• Market Segmentation and Positioning</li> <li>• Digital Era</li> </ul> <p><b>Strategic Marketing Mix Decisions in the luxury environment – overview</b></p> <ul style="list-style-type: none"> <li>• Product and Brand Management</li> <li>• Distribution</li> <li>• Pricing</li> <li>• Communication</li> <li>• People</li> </ul>	
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have a thorough understanding of luxury codes, key players, markets and consumers, plus the most relevant strategic (marketing) decisions in the luxury industry,</li> <li>• have generated experiences, how to address challenges, thus manage and market luxury brands,</li> <li>• have built a network to managers within the luxury industry,</li> <li>• have further improved their analytical skills, teambuilding and presentations skills.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzzielen /  <i>Alignment with “Assurance of Learning” competency goals</i>	<p>This module contributes most strongly to the following Master programs competency goals:</p>	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	LUX 750





	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	LUX 750
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	LUX 750
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	LUX 750
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS	
Gesamtworkload / <i>Total workload</i>	30 contact hours  60 self-study hours  90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective	
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-	
Modulverantwortliche(r) / <i>Module leader</i>	Julia Riedmeier	
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"> <li>• Julia Riedmeier</li> <li>• Petra-Anna Herhoffer</li> </ul>	
Lehrsprache / <i>Language of instruction</i>	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>	
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"> <li>• Seminar-type lectures; incl. case studies</li> <li>• Individual presentations and group project work</li> <li>• Guest lectures from the industry</li> <li>• On-site visits</li> </ul>	





<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i></p>	<ul style="list-style-type: none"><li>• MBS Luxury Dialogue with industry experts / guest lectures</li><li>• On-site visit of luxury company, e.g. retail</li></ul>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i></p>	<ul style="list-style-type: none"><li>• Bain &amp; Company; Fondazione Altgamma. Worldwide Luxury Markets Monitor – published every year.</li><li>• Berthon, P., Pitt, L., Parent, M., &amp; Berthon, J. P. (2009). Aesthetics and ephemerality: observing and preserving the luxury brand. <i>California management review</i>, 52(1), 45-66.</li><li>• Chevalier, M., Mazzalovo, G. (2012). <i>Luxury Brand Management. A World of Privilege</i>, 2nd edition, Singapore: John Wiley &amp; Sons.</li><li>• Cristini, H., Kauppinen-Räsänen, H., Barthod-Prothade, M., &amp; Woodside, A. (2017). Toward a general theory of luxury: Advancing from workbench definitions and theoretical transformations. <i>Journal of Business Research</i>, 70, 101-107.</li><li>• Deloitte (2018). <i>Global Powers of Luxury Goods 2018: Shaping the future of the luxury industry</i>.</li><li>• Dubois, B., Laurent, G., Czellar, S. (2001). <i>Consumer Rapport to Luxury: Analyzing Complex and Ambivalent Attitudes</i>, Working Paper Nr. 736, Paris: Les Cahiers de Recherche Groupe HEC.</li><li>• Heine, K. (2012). <i>The Concept of Luxury Brands</i>, 2nd edition, Berlin: Technische Universität.</li><li>• Kapferer, J. N. (2014). The future of luxury: Challenges and opportunities. <i>Journal of Brand Management</i>, 21(9), 716-726.</li><li>• Kapferer, J. N., &amp; Laurent, G. (2016). Where do consumers think luxury begins? A study of perceived minimum price for 21 luxury goods in 7 countries. <i>Journal of Business Research</i>, 69(1), 332-340.</li><li>• Kapferer, J. N., Bastien, V. (2012). <i>The Luxury Strategy: Breaking the rules of marketing to build luxury brands</i>, 2nd edition, London: Kogan Page.</li><li>• LBR Luxury Business Report – published every year.</li><li>• The Future Laboratory (2011). <i>Luxury Leisure; Design Hotels 2011</i>, 10 June 2011, retrieved from <a href="http://shop.thefuturelaboratory.com/products/">http://shop.thefuturelaboratory.com/products/</a></li><li>• Veblen, T. (1899). <i>The theory of the leisure class: An economic study of institutions</i>. New York, NY: Random House.</li></ul> <p>Further readings will be shared during the course.</p>





**LUX 850 Luxury Marketing und Luxury Brand Management (Spring) – 6 ECTS**

Modul-Nr. / <i>Module code</i>	LUX 850	
Modulbezeichnung / <i>Module name</i>	Luxusmarketing und Luxusmarkenmanagement (en)   <i>Luxury Marketing and Luxury Brand Management</i>	
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-	
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> <li>• Luxury Branding               <ul style="list-style-type: none"> <li>○ Building and growing a luxury brand</li> <li>○ Implementing the luxury experience</li> <li>○ Managing a luxury brand in the digital age</li> </ul> </li> <li>• Communication of / about Luxury Brands               <ul style="list-style-type: none"> <li>○ Managing different communication channels</li> <li>○ Using the power of storytelling</li> </ul> </li> <li>• Distribution of Luxury Brands               <ul style="list-style-type: none"> <li>○ Managing different distribution channels</li> <li>○ Creating brand ambassadors</li> </ul> </li> <li>• Innovations in the Luxury Industry</li> <li>• Future of Luxury</li> </ul>	
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have generated experiences, how to manage and market luxury brands, especially in the digital age,</li> <li>• have a thorough understanding how to communicate in the luxury sphere and how to use the power of storytelling,</li> <li>• have an overview of distributing luxury products and services in a changing environment, plus leverage the potential of brand ambassadors,</li> <li>• understand how to be innovative in the luxury industry and how to leverage their creativity,</li> <li>• Understand what trends are shaping the future of luxury and what it means for luxury business models, brands and products,</li> <li>• have built a network with managers within the luxury industry,</li> <li>• have further improved their analytical skills, teambuilding and presentation skills.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	LUX 850





	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	LUX 850
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	LUX 850
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	LUX 850
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	LUX 850
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Offered annually in spring semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	60 contact hours 120 self-study hours 180 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective	
Voraussetzungen für die Teilnahme / Prerequisites	Successful completion of LUX 750	
Modulverantwortliche(r) / Module leader	Julia Riedmeier	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<ul style="list-style-type: none"> <li>Julia Riedmeier</li> <li>Petra-Anna Herhoffer</li> </ul>	
Lehrsprache / Language of instruction	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <ul style="list-style-type: none"> <li>Written exam 120 minutes (60%)</li> <li>Course work (40%)</li> </ul>	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>Seminar-type lectures</li> <li>Mini-projects</li> <li>Presentations</li> <li>Guest lecturers from the industry</li> </ul>	







	<ul style="list-style-type: none"> <li>• On-site visits</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	MBS Luxury Dialogue with industry experts/guest lectures; On-site visit of luxury company
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"> <li>• Arrigo, E. (2015). The role of the flagship store location in luxury branding. An international exploratory study. <i>International Journal of Retail &amp; Distribution Management</i>.</li> <li>• Arrigo, E. (2018). Social media marketing in luxury brands. <i>Management Research Review</i>.</li> <li>• Bain &amp; Company; Fondazione Altgamma. <i>Worldwide Luxury Markets Monitor</i> – published every year.</li> <li>• Chevalier, M., Gutsatz, M. (2012). <i>Luxury Retail Management. How the World's Top Brands Provide Quality Product and Service Support</i>, 2nd edition, Singapore: John Wiley &amp; Sons.</li> <li>• Dion, D. and Borraz, S. (2015). Managing heritage brands: A study of the sacralization of heritage stores in the luxury industry. <i>Journal of Retailing and Consumer Services</i>.</li> <li>• Hughes, M., Bondoni, W., Pehlivan, E. (2016). Storygiving as a co-creation tool for luxury brands in the age of the internet: a love story by Tiffany and thousands of lovers. <i>The Journal of Product and Brand Management</i>.</li> <li>• Kapferer, J. N., Bastien, V. (2012). <i>The Luxury Strategy: Breaking the rules of marketing to build luxury brands</i>, 2nd edition, London: Kogan Page.</li> </ul>

## Digital Business Management

### DB 750 Digital Business Models (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	DB 750
Modulbezeichnung / <i>Module name</i>	Digitale Geschäftsmodelle (en)   <i>Digital Business Models</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p>Students will learn based on this module how digital business models drive value:</p> <ul style="list-style-type: none"> <li>• Technological megatrends as driver for business success</li> <li>• Digital disruption and other innovation models – including deep dive into digital technologies (e.g. web-based technologies, big data, predictive analytics)</li> <li>• Analyzing digital business models and ecosystems</li> <li>• Develop a digital business model, smart product or smart service innovation with smart performance modules.</li> </ul>





	<ul style="list-style-type: none"> <li>• Digital business model cases based on lean startup approaches in different industries</li> <li>• Define customer needs based on design thinking tool box</li> <li>• Develop digital customer interaction points (e.g. landing page, application, ...) and measure success of the business model</li> <li>• Develop a pitch deck for an investor presentation</li> </ul>														
<p>Lernergebnisse des Moduls / <i>Learning outcomes of the module</i></p>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• Have acquired competence in core areas like digital strategy, digital technology application and digital business model definition,</li> <li>• have added value to their CV by leveraging digital literacy and the ability to develop a minimal viable product for digital applications (e.g. landing page, smart micro-service) as well as capabilities to develop a digital business model for a startup or an incumbent,</li> <li>• understand the basic technology for managing a web-based company in these sectors or influenced by them,</li> <li>• be able to identify the key management skills for the success of a digital model vs. a traditional company wanting to be competitive in the digital world,</li> <li>• be able to develop digital business management tools and to apply them in changing and rapidly evolving environments,</li> <li>• be able to design a digital business plan, carry out forecasts, as well as online and offline sales and marketing plans.</li> </ul>														
<p>Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1" data-bbox="619 1330 1468 1912"> <tr> <td colspan="2">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td>DB 750</td> </tr> <tr> <td>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td>DB 750</td> </tr> <tr> <td colspan="2">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> <tr> <td>G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td>DB 750</td> </tr> <tr> <td colspan="2">Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</td> </tr> <tr> <td>G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td>DB 750</td> </tr> </table>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	DB 750	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	DB 750	Goal 2: Graduates develop a global understanding and mindset.		G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	DB 750	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.		G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	DB 750
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G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	DB 750														
Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.															
G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	DB 750														
<p>Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i></p>	<p>Annually in fall semester</p>														





Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtworkload / <i>Total workload</i>	30 contact hours  60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Hans Jung
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"> <li>• Prof. Dr. Hans Jung</li> <li>• Dr.-Ing. Alexander Suhm</li> <li>• Dr. Franz M. Pfister</li> </ul>
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"> <li>• Written exam 90 minutes (60%)</li> <li>• Course work (40%)</li> </ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"> <li>• Interactive lecture, group work and case studies</li> <li>• Case development in teams with coaches</li> <li>• Agile methodology with digital tools</li> <li>• Digital lab to experience agile working environment, design sprints, customer testing, etc.</li> </ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	<p>The MBS Connected Vehicle Lab is a research and learning institution. The lab is driven by a core team of academia and industry participants. The lab follows the principle of 'Open Innovation'; didactically, the principle of 'Action Learning' and 'Case Based Research' shall be applied. Our ultimate goal is to provide you with up-to-date management knowledge in a practical form. The content and course of the module Digital Business Models will be adapted as far as possible to the specific requirements of the participants in order to facilitate the implementation of the concepts and methods.</p> <p>We will provide industry practice presentations that get you in touch with technologies identified as key drivers for digital business models: artificial intelligence, nanotechnology, robotization, Internet of Things, augmented reality, digitalization; as well as the main</p>





	digital learning contexts like mobile technologies, tablets, and smartphone applications - which are becoming more and more popular in the industry.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"> <li>• Corallo, A.: The Digital Business Ecosystem, Cheltenham [u.a.], Elgar, 2007</li> <li>• Ries, E.: The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Penguin Group, London 2011</li> <li>• Brown, A., Thompson, M., Fishenden, J.: Digitizing Government: Understanding and Implementing New Digital Business Models (Business in the Digital Economy), Basingstoke [u.a.]; Macmillan, 2014</li> <li>• Gassmann, O., Frankenberger, K., Csik M.: The Business Model Navigator: 55 Models That Will Revolutionise Your Business, Harlow [u.a.], Pearson Education Limited, 2014</li> <li>• Kagermann, H., Osterle, H., Jordan, J.M. IT-Driven Business Models: Global Case Studies in Transformation, Hoboken, N.J., John Wiley &amp; Sons; 2010.</li> <li>• Blank, S., Dorf, B.: The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, Pescadero, CA, K &amp; S Ranch, Inc., 2012.</li> <li>• Gausemeier, J., Klocke, F.: Industrie 4.0 – Internationaler Benchmark, Zukunftsoptionen und Handlungsempfehlungen für die Produktionsforschung. Heinz Nixdorf Institut (Universität Paderborn), WZL (RWTH Aachen), acatech, Paderborn, Aachen, München, 2016</li> <li>• Jung, H.H., Kraft, P. (Hrsg.). Digital Vernetzt. Transformation der Wertschöpfung. München, Hanser Verlag 2017</li> <li>• Ries, E.: The Startup Way: How Entrepreneurial Management Transforms Culture and Drives Growth, Currency, New York, 2017</li> <li>• Allen, J.P.: Digital Entrepreneurship. New York, Routledge, Taylor &amp; Francis Group, 2019</li> </ul>

**DB 850 Digital Business Transformations (Spring) – 6 ECTS**

Modul-Nr. / <i>Module code</i>	DB 850
Modulbezeichnung / <i>Module name</i>	Digitale Unternehmenstransformation (en)   <i>Digital Business Transformation</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	This module provides an advanced understanding of digital drivers their relevance to transform the business world.





	<ul style="list-style-type: none"> <li>• Digital frameworks: ecosystem, power of modularity, open business platform</li> <li>• Learn fundamentals of digital transformation for selected industries: Agriculture, city, energy, food, finance, health, manufacturing, mobility</li> <li>• Understand technologies, methods, success strategies, disruption &amp; game changer</li> <li>• Develop skills in implementing change processes for digital transformation management</li> <li>• Data management (information, knowledge, optimization, prediction)</li> <li>• Digital leadership models and organizational transformation</li> </ul>														
<p>Lernergebnisse des Moduls / <i>Learning outcomes of the module</i></p>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have acquired competence in core areas like digital transformation for startups and incumbents, digital technology application and digital business model definition,</li> <li>• have added value to their CV by leveraging digital literacy and the ability to drive digital transformation programs (e.g. agile project management, change management, technology hype cycle),</li> <li>• understand the digital attacker approaches in various industries and strategies to defend,</li> <li>• have developed digital business management tools like value chain analysis, business model navigator, digital asset map,</li> <li>• be able to identify the key management skills for the success of a digital transformation (Master plan of action, stakeholder map, plan for change management program).</li> </ul>														
<p>Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1" data-bbox="625 1384 1453 1951"> <tr> <td colspan="2" data-bbox="625 1384 1453 1440">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td data-bbox="625 1440 1254 1529">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td data-bbox="1254 1440 1453 1529">DB 850</td> </tr> <tr> <td data-bbox="625 1529 1254 1619">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td data-bbox="1254 1529 1453 1619">DB 850</td> </tr> <tr> <td colspan="2" data-bbox="625 1619 1453 1675">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> <tr> <td data-bbox="625 1675 1254 1794">G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td data-bbox="1254 1675 1453 1794">DB 850</td> </tr> <tr> <td colspan="2" data-bbox="625 1794 1453 1850">Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</td> </tr> <tr> <td data-bbox="625 1850 1254 1951">G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td data-bbox="1254 1850 1453 1951">DB 850</td> </tr> </table>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	DB 850	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	DB 850	Goal 2: Graduates develop a global understanding and mindset.		G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	DB 850	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.		G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	DB 850
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Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS
Gesamtworkload / <i>Total workload</i>	60 contact hours  120 self-study hours  180 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	Successful completion of DB 750
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Hans Jung
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"><li>• Prof. Dr. Hans Jung</li><li>• Dr.-Ing. Alexander Suhm</li><li>• Dr. Franz M. Pfister</li></ul>
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio examination: <ul style="list-style-type: none"><li>• Written exam 120 minutes (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Interactive lecture</li><li>• Group work</li><li>• Case studies</li><li>• Case development in teams with coaches</li><li>• Agile methodology with digital tools</li><li>• Digital lab to experience agile working environment, design sprints, customer testing, etc.</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	The MBS Connected Vehicle Lab is a research and learning institution. The lab is driven by a core team of academia and industry participants. The Lab follows the principle of 'Open Innovation'; didactically, the principle of 'Action Learning' and 'Case Based Research' shall be applied. Our ultimate goal is to provide you with up-to-date management knowledge in a practical form. The content and course of the module Digital Business Models will be adapted as far as





	<p>possible to the specific requirements of the participants in order to facilitate the implementation of the concepts and methods.</p> <p>We will provide industry practice presentations that get you in touch with technologies identified as key drivers for digital business models: artificial intelligence, nanotechnology, robotization, internet of things, augmented reality, digitalization; as well as the main digital learning contexts like mobile technologies, tablets, and smartphone applications - which are becoming more and more popular in the industry.</p>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i></p>	<ul style="list-style-type: none"><li>• Jung, H., Kraft, P.: Digital Vernetzt - Transformation der Wertschöpfung. Grundlagen, Geschäftsmodelle und Fallbeispiele in ausgewählten Branchen, Hanser, München, 2016.</li><li>• Uhl, A. (eds.). Digital enterprise transformation- a business-driven approach to leveraging Innovative IT, Farnham [u.a.], Gower, 2014.</li><li>• Sharma, C.: Business Process Transformation: The Process Tangram Framework (Management for Professionals), 2. Aufl., Springer, Heidelberg, 2015.</li><li>• Owen, T.: Disruptive Power – The crisis of the state in the digital age (Oxford Studies in Digital Politics), New York, Oxford University Press Inc, 2015.</li><li>• Gassmann, O., Sutter, P.: Digitale Transformation im Unternehmen gestalten. Geschäftsmodelle, Erfolgsfaktoren, Handlungsanweisungen, Fallstudien, Hanser, München 2016.</li><li>• Blank, S., Dorf, B.: The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, Pescadero, CA, K &amp; S Ranch, Inc., 2012.</li><li>• Schuh, G., Anderl, R., Gausemeier, J., ten Hompel, M., Wahlster, W. (Eds.). Industrie 4.0 Maturity Index - Managing the Digital Transformation of Companies, acatech 2017.</li><li>• Rauser, A.: Digital Strategy - A Guide to Digital Business Transformation, CreateSpace Independent Publishing Platform 2016.</li><li>• Herbert, L.: Digital Transformation: Lessons and insights from the business frontline, Bloomsbury Academic, London 2017.</li><li>• Brett, J.: Evolving Digital Leadership: How to Be a Digital Leader in Tomorrow's Disruptive World, Apress, New York, 2018.</li><li>• Kane, G., Philips, A.: Technology Fallacy: How People Are the Real Key to Digital Transformation, The MIT Press, Cambridge, 2019.</li></ul>

