

INTERNATIONAL PROGRAMS

Module descriptions

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Courses for International Students

GUEST STUDENTS (B.A.)

21st Century Management & Leadership Essentials

Form of module	Frequency of module offer	Semester
Elective	Annually	Semester 3 & 4
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	<ul style="list-style-type: none"> - Comparative International Management (100 % CW) - Next Generation Leadership (100 % CW) 	6/30
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Julia Daufenbach MSc	Julia Daufenbach MSc

Prerequisites	None
Applicability of module for other modules and study programmes	a) The courses in the module are interdisciplinary and can thus be used in all BA programmes where their content is appropriate
Courses of the module	<ul style="list-style-type: none"> - Comparative International Management - Next Generation Leadership
Aim of module (expected learning outcomes and competencies to be acquired)	<p>COMPARATIVE INTERNATIONAL MANAGEMENT</p> <p>More than any other time in history, managers in the 21st century are having to operate in an increasingly competitive, complex, inter-dependent and dynamic global environment, Using a cultural-institutional approach, this course explores the management process and by making comparisons between nations, organisations and their stakeholders helps students appreciate the necessity for effective management in international and globalising business economies.</p> <p>By the end of the course successful students will:</p> <ul style="list-style-type: none"> - Broadly understand the management process - Have considered the context in which today's international organisations operate - Understand the complexities that international managers face - Have compared and contrasted different cultures – national, organizational, gender, sectoral etc. and consider how they influence the management process - Have explored and be able to link the conceptual understanding of the International Management process to current organizational practice, through the use of case studies - Have researched emerging management themes and the potential influence they have on international companies and those working for them <p>NEXT GENERATION LEADERSHIP</p> <p>Strong leaders have been present in our societies throughout history, including in a business context. However, due to the increasing complexity of today's business environment, added importance is currently being placed on effective leadership; in particular leadership that suits the current work-force and organisational challenges. But what will the leaders of the next generation look like, what challenges are on the horizon in our turbulent times? The aim of this course is to explore the concept of leadership and membership, in the current environment, through the exploration of a variety of approaches and having understood the fundamentals of leadership, explore what styles and approaches</p>

	<p>may be required to lead the way for the next generation.</p> <p>By the end of the course successful students will:</p> <ul style="list-style-type: none"> – Understand the difference between management and leadership – Understand what leadership is and why effective leadership is seen as increasingly important in the current business climate – Have knowledge of traditional leadership theories, models & approaches – Have knowledge of more contemporary approaches to leadership – Understand how the current business influences impact on the style and approach of leadership required – Have knowledge of the characteristics of different generations in current workforces – Have a practical understanding of how to engage and motivate others – Have a practical understanding of reflective practice – Explore future factors that may influence tomorrow's workforce and therefore leadership approaches required
Contents of the module	<p>COMPARATIVE INTERNATIONAL MANAGEMENT</p> <p>The course content will include but is not limited to:</p> <ul style="list-style-type: none"> – The context for management – National & organisational culture – Theory of managerial functions, tasks and roles – Basics of strategy development – Organisation & control of resources – Motivation and leadership across cultures – The influence of current trends on management <p>NEXT GENERATION LEADERSHIP</p> <p>The course content will include but is not limited to:</p> <ul style="list-style-type: none"> – Macro & micro environmental influences on current business practice – Leadership & (team) membership – Generational diversity workplace trends – Traditional leadership theories and approaches i.e. 'great man'/heroic, transactional, transformational, charismatic – Contemporary leadership approaches: post-heroic, servant, authentic, values based and distributed – Emerging themes for leaders: complexity, superdiversity, creativity and innovation, flexibility, constant change, values based practice – Leadership impact: self, team and organisation – Reflective practice – Next generation leadership
Teaching and learning methods	<p>A variety of learning methods are utilised, ranging from: lectures to experiential exercises. In addition, the courses of the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
Special features	<p>This module is intended for guest students and students who appreciate experiential learning methods.</p>
Literature	<p>COMPARATIVE INTERNATIONAL MANAGEMENT</p> <p>RECOMMENDED TEXTBOOK:</p> <p>Browaeys M & Price R (2008) Understanding Cross-Cultural management (2nd ed.). Harlow: Prentice Hall.</p> <p>Additional Literature:</p> <p>Deresky, H (2008) International Management. Managing Across Borders and Cultures (6th ed.) New Jersey: Pearson.</p> <p>Ghosal, S., & Bartlett, Ch. A. (1998). Managing Across Borders. The Transnational Solution. London: Random House.</p> <p>Robins, S & DeCenzo, D (2008) Fundamentals of Management: Essential Concepts and Applications (6th ed.). New Jersey: Pearson Prentice Hall.</p> <p>Hellriegel, D et.al. (2008) Managing - A Competency-Based Approach. Ohio: Thomson South Western.</p> <p>Hodgetts, R. M., & Luthans, F. (2000). International Management: Culture, Strategy, and Behavior (4th ed.). Boston: Irwin McGraw-Hill</p> <p>Hofstede, G (1995) Cultures and Organisations: Software of the Mind: Intercultural Cooperation and its importance for survival. New York. McGraw- Hill.</p> <p>Inglehart, R. and W. Baker (2000) Modernization, Cultural Change and the Persistence of Traditional Values, American Sociological Review 65(1): 19-51.</p> <p>Peterson, B. (2004) Cultural Intelligence: A Guide to Working with People from Other Cultures. Maine. Intercultural Press.</p> <p>Schneider, S & Barsoux, J (2003) Managing Across Cultures (2nd ed.). Harlow: Prentice Hall.</p>

Trompenaars, A & Hampden-Turner, C (2003) *Riding the Waves of Culture: Understanding Diversity in Global Business*. London. Nicholas Brealey Publishing.

PERIODICALS:

- International Journal of Management
- Journal of International Management
- Harvard Business Review
- Wall Street Journal Europe

NEXT GENERATION LEADERSHIP

RECOMMENDED TEXTBOOK:

Robbins, S.P.; Judge, T. (latest edition) *Organizational Behavior*. Upper Saddle River: Prentice Hall.

ADDITIONAL LITERATURE:

Ancelotti, C. (2017) *Quiet Leadership: Winning Hearts, Minds and Matches*. Penguin

Buelens, M. Sinding, K. & Waldstrom, C. (latest edition) *Organizational Behavior*. Maidenhead: McGraw-Hill.

Goldstein S (1999) *Cross-Cultural Explorations: Activities in Culture and Psychology*. Allyn & Bacon

Greene, R., & Elffers, J. (1999) *Power: The 48 Laws*. London: Profile.

Knights, D.; Willmott, H. (latest edition) *Introducing Organizational Behaviour & Management*. London: Thomson.

Logan, D (2011) *Tribal Leadership: Leveraging Natural Groups to Build a Thriving Organization*. HarperBusiness.

Schein, E. H. (1992) *Organizational Culture and Leadership* (2nd ed.). San Francisco: Jossey-Bass.

PERIODICALS:

- Journal of Leadership & Organizational Studies
- Academy of Management Learning and Education

Consulting for Profitability and Efficiency

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 4
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	-60 min written exam (50%) -Term paper/ Presentation (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Dr. Malgorzata Zmuda	Winfried Heinrichson Prof. Dr. Carsten Deckert

Prerequisites	BA IB 6 Strategy and Supply Management; BA IB 15 MC Management Consulting Basics; BA IB 16 MC Management Consulting Techniques
Applicability of module for other modules and study programmes	a) This module is the basis for the following specialization module: BA IB 18: Organizational and Entrepreneurial Consulting b) The module can only be used in the BA IB Specialization "Management Consulting"
If necessary courses of the module	- Financial Analysis - Operations Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module introduces students to the quantitative areas of management consultancy. Students learn the methods for analyzing the business profitability as well as acquire expertise needed to evaluate and improve the efficiency of business operations.</p> <p>The Financial Analysis lectures give students the knowledge and skills to read, analyze and interpret the information contained in financial statements prepared under International Financial Accounting Standards (IFRS). It will also assist students in developing a perspective on the potential systematic impact of financial accounting, considering the role that accounting standards play in typical business situations. Within the course operations management students uncover contemporary imperatives of operations management. Main focus is laid on consulting for operations design and sustainable operations management. Students are also introduced to the basic business analytics for operations management.</p> <p>After completing the module students will be able to:</p> <ul style="list-style-type: none"> - Discuss and appraise the utility and limitation of financial statement analysis. - Describe the key components of a set of financial statements. - Understand the economics and politics behind accounting standards setting and the accounting policy choice made by companies. - Analyse the performance, position and future prospects of a company using ratioanalysis, common sized statements analysis and other methods. - Apply practical techniques to analyse and interpret financial statements using contextual information. - Explain the determination of the company cost of capital and its relationship with the capital struc-

	<p>ture of the firm.</p> <ul style="list-style-type: none"> – Apply different methodologies and theoretical approaches to valuing investment projects and companies, incorporating forecasting cash flows at a project specific level and at a corporate level, and analysing risk and return. – Understand the concepts of operations management, operations performance and operations strategy and their impact on business productivity. – Distinguish basic principles as well as scientific techniques and methods in operations management. – Design business operations with respect to sustainable supply chain, quality control, efficient processes, as well as optimal location, layout and resource allocation. – Plan operations processes with regard to conflicting targets (e.g. capacity utilization, capital commitment, lead time, adherence to delivery dates). – Recognize and determine operations management methods and strategies – Apply different business analytic tools and models
Contents of the module	<p>FINANCIAL ANALYSIS</p> <ul style="list-style-type: none"> – Key components of a set of financial statements – Techniques of financial analysis (Ratio Analysis, Accounting Analysis, Cash Flow Analysis) – Estimating Weighted Average Cost of Capital – Computing Free Cash Flows and Interpreting Earnings – Valuation <p>OPERATIONS MANAGEMENT</p> <ul style="list-style-type: none"> – Costs and Targets of Production – Operations Strategy – Location Decisions and Layout Planning – Production Organisation and Process Design – Design of Products and Services – Materials Management and Capacity Planning – Product Variability and Its Impact on Process Performance – Lean Production and Toyota Production System – Total Quality Management and Statistical Process Control – Logistics and Supply Chain Management – Sustainable Operations
Teaching and learning methods	<p>A variety of learning methods are utilized:</p> <p><u>Top down approach – lectures on:</u></p> <ul style="list-style-type: none"> – Theories and concepts <p><u>Bottom up – case studies</u></p> <ul style="list-style-type: none"> – Applying theories and concepts to analyse concrete business situations in order to learn how to support a client with professional advice <p><u>Examples and Q&As</u></p> <ul style="list-style-type: none"> – Discussing best practice examples of successful companies and consulting projects – Conducting basic analyses and valuations <p><u>Role-plays</u></p> <ul style="list-style-type: none"> – Developing interaction and exercising relationship-building skills through project simulations (lecturer and student = client and consultant)
Special features	<p>The lectures will be enhanced by including guest speakers and video cases.</p>
Literature	<p>FINANCIAL ANALYSIS</p> <p>KEY LITERATURE:</p> <p>Penman, S., Financial Statement Analysis and Security Valuation, (latest edition), McGraw Hill.</p> <p>FURTHER RECOMMENDED LITERATURE</p> <p>Block, S., Hirt, G., Foundations of Financial Management, (latest edition), McGraw-Hill.</p> <p>Helfert E. A., Financial Analysis Tools and Techniques: Guide for Managers (latest edition), McGraw-Hill.</p> <p>Ross, S. A., Westerfield R. W., Jaffe J., Modern financial management. (latest edition), McGraw- Hill.</p> <p>Damodaran, Aswath: see material on http://people.stern.nyu.edu/adamodar/</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> – Financial Analysts Journal – International Review of Financial Analysis – Journal of Financial and Quantitative Analysis – Journal of Finance and Investment Analysis <p>OPERATIONS MANAGEMENT</p> <p>KEY LITERATURE:</p>

Literature

Cachon, C., Terwiesch, C. (2012). Matching Supply with Demand: An Introduction to Operations Management (3rd ed.). Boston: McGraw-Hill.

FURTHER RECOMMENDED LITERATURE

Chase, R.B., Jacobs, F.R., Aquilano, N.J. (2008). Operations & Supply Management (12th ed.). Boston: McGraw-Hill.

Heizer, J.H., Render, B. (2014). Operations Management (9th ed.). Harlow: Pearson Education Ltd.

Slack, N., Chambers, S., Johnston, R. (2010). Operations Management (6th ed.). Harlow: Pearson Education Ltd.

PERIODICALS:

- International Journal of Operations & Production Management
- Journal of Operations Management
- Journal of Supply Chain Management
- Manufacturing and Service Operations Management
- Production and Operations Management
- Supply Chain Management: An International Journal

Destination Services

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 6
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- 60 min written exam (50%) - Presentation/ Term Paper (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Patrick S. Merten	Hanno Martens

Prerequisites	Tourism Management and Geography (BA ITM 4) Tourism Service Providers (BA ITM I I)
Applicability of module for other modules and study programmes	a) This module finalizes Tourism Management b) The module can only be used in the BA Tourism Management
If necessary courses of the module	- Destination Management and Marketing - Surface Transportation Management
Aim of module (expected learning outcomes and competencies to be acquired)	By the end of the module successful students will be able to: Identify major marketing and management principles for tourism destinations. Acquire knowledge on the different forms of surface transportation and their specifics in tourism. Discuss the challenges and differences of marketing and managing public and private destinations. Differentiate types of destinations and destination management organisations. Develop strategies and measures in the different stages of a destination and for the different stages of the customer journey. Apply general tourism developments to surface transportation in tourism. Identify the importance and impact of destination marketing and management organisations in different settings, with different legitimacies and responsibilities. Explain interdependencies of surface transportation with intermediaries and specify new developments in the various branches of surface transportation and destination management. Explain sustainable management practices for destinations and surface transportation modes. Assess the various techniques and methods available to planners and tourism consultants. Critically reflect on destination management and marketing decisions as well as tourism surface transportation developments.
Contents of the module	DESTINATION MANAGEMENT AND MARKETING - Destination – definition, origin and structures - Introduction to destination management and planning - Business cases: Mature vs. developing destinations - Public and private destination management– Destination marketing and strategy - Destination market research - Destination target marketing and affinity group marketing

	<ul style="list-style-type: none"> – Sustainable destination management tools – Destination financing and controlling – Analysis of destinations – International destinations – New trends and future perspectives of destination management – Destination Management or Destination Marketing Organisations – DMO 3.0 <p>SURFACE TRANSPORTATION MANAGEMENT</p> <ul style="list-style-type: none"> – Demand analysis for tourism transportation – Forecasting domestic and international demand of transportation – Supply Analysis for tourism transportation – The human and environmental impact of tourist transportation – Sustainable considerations in the choice of tourism transportation – The Future of tourism transportation – Cruises, Railways, Coach Tours – Individual Cars, Car Rental Services – Tourism and Oil
Teaching and learning methods	A variety of learning methods are utilised, ranging from: lectures to experiential exercises. In addition, the courses of the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.
Special features	-
Literature	<p>DESTINATION MANAGEMENT AND MARKETING</p> <p>Morrison, A. (2013). Marketing and Managing Tourism Destinations. London: Routledge.</p> <p>Pike, S. (2008). Destination Marketing: An Integrated Marketing Communication Approach. London: Routledge.</p> <p>Ritchie, J. R. B. & Crouch, G. I. (2005). The Competitive Destination: A sustainable Tourism Perspective. Oxfordshire: CABI.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> – Annals of Tourism Research – Journal of Destination Marketing & Management – Journal of Sustainable Tourism – Journal of Vacation Marketing <p>SURFACE TRANSPORTATION MANAGEMENT</p> <p>Gross, S. & Klemmer, L. (2014). Introduction to Tourism Transportation. Oxfordshire: CABI.</p> <p>Page, S. J. (2009). Transport and Tourism: Global Perspectives (3rd ED). Prentice-Hall.</p> <p>Schulz, A. (2009). Verkehrsträger im Tourismus: Luftverkehr, Bahnverkehr, Straßenverkehr, Schiffsverkehr. Oldenbourg Wissenschaftsverlag.</p>

Financial Management

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- 60 min written exam (50%) - Term Paper (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Laxmi Remer	Prof. Dr. Laxmi Remer

Prerequisites	Knowledge of the module 'Capital Markets' recommended
Applicability of module for other modules and study programmes	a) This module is the basis for the following specialization modules: BA IB FM I8: Strategic Finance b) The module can only be used in the BA Tourism Management
If necessary courses of the module	- Concepts of Value and Risk - Applied Financial Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The module contains the courses 'Concepts of Value and Risk' and 'Applied Financial Management'. Both courses aim at providing the students with a solid understanding of the actual nitty-gritties of Financial Management, of its basic ideas, concepts and its relevance for the practice of corporate finance. Applied finance allows one to put into practice the equations and formulae required for diversification and investment analysis, amongst others.</p> <p>After successful completion of the module students will be able to:</p> <ul style="list-style-type: none"> - Understand the fundamental ideas of Corporate Finance - Calculate the present and future value of money - Calculate present and future values of a series of cash payments - Understand financial decision making and law of one price - Estimate the opportunity cost of capital for an "average risk" project - Calculate returns and standard deviation of returns for stocks or stock portfolios - Understand interest rates and their impacts - Distinguish between unique risk and market risk - Understand the ideas of Corporate Restructuring - Appreciate the need for sustainability and ethics in Finance - Understand risk and return relations - Understand the challenges of estimating risks - Comprehend investment analysis - Understand investment returns - Appreciate the trade-offs in capital structure <p>Concepts of Value and Risk</p> <ul style="list-style-type: none"> - Introduction: Financial decision making and law of one price - Interest rates and quotes - Investment decision rules - Fundamentals of capital budgeting

Contents of the module	<ul style="list-style-type: none"> - Capital markets and the risk of pricing - Optimal portfolio choice and CAPM - Estimating the cost of capital - Capital structure in perfect capital markets - Financial Distress and restructuring <p>APPLIED FINANCIAL MANAGEMENT</p> <ul style="list-style-type: none"> - Objectives of financial decision making - Investment principle – risk and return - Estimation challenges - Capital structure trade-offs - Finding the right financing mix - Timing and financing choices - Sustainability and ethics in finance
Teaching and learning methods	<p>A variety of learning methods are utilised, ranging from: lectures to experiential exercises. In addition, the courses of the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
Special features	-
Literature	<p>CONCEPTS OF VALUE AND RISK</p> <p>Berk J. & DeMarzo P. (2013). Corporate Finance (3rd ed.). Pearson.</p> <p>Brealy / Myers / Marcus (2009). Fundamentals of Corporate Finance, 6th ed. Boston: McGraw-Hill.</p> <p>APPLIED FINANCIAL MANAGEMENT</p> <p>Damodaran A., (2010), Applied Corporate Finance, 4th Ed., Wiley</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - The Financial Times - The Economist

Global Management

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 4
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- 60 min written exam (50%) - Term Paper (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Dr. Malgorzata Zmuda	Dr. Malgorzata Zmuda Dr. Carsten Deckert

Prerequisites	Knowledge of previous modules 'International Trade Theory, Policy, and Practice' and 'International Trade Law and Management'
Applicability of module for other modules and study programmes	a) This module is the basis for the following specialization modules: BA IB ITR 18: Technology and Finance in International Trade b) The module can only be used in the BA International Business
If necessary courses of the module	- Strategies of Multinational Enterprises - Global Supply Chain Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module focuses on challenges associated with developing strategies and managing the operations of companies whose activities stretch across national borders. The purpose is to provide a conceptual framework of the interplay between the multinational corporation, the countries in which it does business, and the competitive environment in which it operates. The efficient management of goods and information across borders is one of the key means of gaining competitive advantage in the global economy. This module incorporates case analysis to illustrate various strategies pursued by multinational companies to gain higher productivity and competitiveness beyond national borders. Furthermore, the course module provides students with necessary skills to design supply chain management strategies. This module deals with strategies of optimal management of the flow of information and goods in a global environment and covers practical issues of inventory management, warehousing and transportation, as well as the issues of conceptualization and design of global supply chains such as dealing with the bullwhip effect.</p> <p>By the end of the module, students should be able to:</p> <ul style="list-style-type: none"> - Assess risks of international operations. - Apply various strategies to optimize trade outcomes in an international context, including entry modes, offshoring, and outsourcing. - Use and apply management instruments to optimize cross-border engagement. - Discuss the topics of innovation management and modes of collaboration with international partners. - Get acquainted with the rapidly evolving field of logistics and supply chain management.- Explain the importance of SCM as well as the role of logistics and SCM in a global environment along with the key influences impacting global logistics, operational and system effectiveness. - Identify trends in SCM and logistics.

	<ul style="list-style-type: none"> – Analyse and identify improvement opportunities in a basic supply chain management process. – Develop the knowledge required for the design of various transportation and logistics global networks. – Understand issues of designing and implementing efficient and/or responsive supply chains, according to customer requirements to achieve supply chain excellence.
Contents of the module	<p>STRATEGIES OF MULTINATIONAL ENTERPRISES</p> <ul style="list-style-type: none"> – Destination – definition, origin and structures – Introduction to destination management and planning – Business cases: Mature vs. developing destinations – Public and private destination management <p>GLOBAL SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> – Fundamentals of international logistics – Inventory management – Warehouse management – Packaging and transportation – Procurement logistics – Production logistics – Distribution logistics – Disposal logistics – Basics of Supply Chain Management – Supply Chain Strategy & Design – Supply Chain Planning & Synchronization – Trends in supply chain management
Teaching and learning methods	A variety of learning methods are utilised, ranging from: lectures to experiential exercises. In addition, the courses of the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.
Special features	-
Literature	<p>STRATEGIES OF MULTINATIONAL ENTERPRISES</p> <p>Bartlett, Ch. A., Sumantra, G., Beamish P.W. (2010). Transnational Management: Text, Cases and Readings in Cross-border Management. Boston: McGraw-Hill Higher Education.</p> <p>Daniels, J., Radebough L., Sullivan, D. (2009). International Business: Environments and Operations. 12th ed. Harlow: Pearson Education Ltd.</p> <p>Hill, C. W. (2012): International Business. 9th ed. Boston: McGraw-Hill Higher Education.</p> <p>Rugman, A., Collinson, S. (2012). International Business. 6th ed. Harlow: Pearson Education Ltd.</p> <p>Shenkar, O., Luo, Y. (2008). International Business, 2nd ed. Thousand Oaks: Sage Publications.</p> <p>Sitkin, A., Bowen, N. (2010). International Business: Challenges and Choices. Oxford: Oxford University Press.</p> <p>Stonehouse, G., Hamill, J., Campbell, D., Purdie T. (2004). Global and Transnational Business: Strategy and Management. 2nd ed. Chichester: Wiley</p> <p>GLOBAL SUPPLY CHAIN MANAGEMENT</p> <p>Cachon, G. & Terwiesch, C. (2012). Matching Supply with Demand, Boston: McGraw-Hill.</p> <p>Chopra, S. & Meindl, P. (2013). Supply Chain Management: Strategy, Planning, and Operation. Upper Saddle River: Pearson.</p> <p>Christopher, M. (2010). Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service. London: Prentice Hall.</p> <p>Grant, D.B. (2012). Logistics Management, Upper Saddle River: Pearson</p> <p>Jacoby, D. (2009). Guide to Supply Chain Management: How getting it right boosts corporate performance. New York : Bloomberg Press.</p> <p>Simchi-Levi, D., Kaminsky, P. & Simchi-Levi E. (2008). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Boston: McGraw-Hill.</p>

Innovative International Trade

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 6
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- 120 min written exam (100%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Lisa Fröhlich	N.N.

Prerequisites	Knowledge of the module 'Transnational Management and International Trade and Finance' recommended
Applicability of module for other modules and study programmes	a) This module is the basis for the following specialization modules: BA IB FM I8: Strategic Finance b) The module can only be used in the BA Tourism Management
If necessary courses of the module	- E-Commerce - New Trends in International Trade
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module contains the courses 'E-Commerce' and 'New Trends in International Trade' and deals with actual topics in the field of International Trade. E-Commerce provides students with a solid foundation in all aspects of conducting business in the networked economy. The lecture focuses on what a manager needs to know about e-commerce in order to make effective business decisions. ECommerce in this context represents rather a managerial concept than a technological one. The lecture 'New Trends in International Trade' prepares students for a future career in International Business and they will learn how to manage new trends and how they may influence the manager's decision making process.</p> <p>E-Commerce: By the end of the module students should be able to:</p> <ul style="list-style-type: none"> – Clarify basic terms and concepts of e-business. – Discuss the major trends in the e-environment – Develop and implement e-business strategies. – Work with the most important buy-side ecommerce strategies (e-procurement) – Work with the most important sell-side ecommerce strategies (e-marketing) – Use e-commerce concepts in terms of acquiring and maintaining customers and suppliers (Relationship Management). – Manage organisational, human and technological changes (Change Management). <p>NEW TRENDS IN INTERNATIONAL TRADE By the end of the module students should be able to:</p> <ul style="list-style-type: none"> – Understand, analyse and apply latest developments in International Trade. – Apply management techniques and models to respond properly to changing market conditions. – Successfully analyse environmental changes and how they may influence managing the import-export process. – Analyse and apply new trends to successfully manage international organisations and enterprises.

Contents of the module	E-COMMERCE <ul style="list-style-type: none"> – Defining e-business and e-commerce – E-business opportunities and risks – Businessmodels of e-commerce (e.g. marketplace, auctions, e-shops) – Analysing the e-environment – Defining and implementing e-business strategies: How can they create business value? – Analysing and implementing eprocurement (drivers, risks, costs) – Analysing and implementing e-marketing (e-marketing planning process) – Implementing relationship management by using e-business models (e.g. online buying behaviour, retention management)
Teaching and learning methods	A variety of learning methods are utilised, ranging from: lectures to experiential exercises. In addition, the courses of the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.
Special features	In New Trends in International Trade students will work on innovative topics. Guest Lectures will support this process.
Literature	E-COMMERCE Ghaffey, D. (2009). E-Business and ECommerce Management: Strategy, Implementation and Practice (4th ed.). Harlow: Financial Times / Prentice Hall. Ghaffey, D. & Smith, PR (2008). eMarketing eXcellence. Planning and Optimising Your Digital Marketing (3rd ed.). Amsterdam: Butterworth Heinemann. Schneider, G. (2009). Electronic Commerce (8th ed.). London: Gengage Learning Tassabehji, R. (2003). Applying E-Commerce in Business. New Dehli: SAGE Publications. Kollmann, T. (2009). E-Business. Grundlagen elektronischer Geschäftsprozesse in der Net Economy (3. Aufl.). Wiesbaden: GWV Fachverlage. PERIODICALS International Journal of Electronic Gommerce International Journal of Cases on Electronic Commerce NEW TRENDS IN INTERNATIONAL TRADE: Actual sources will be used according to the chosen topics. e.g. Busch, A. (2009). Wirtschaftsmacht Brasilien: der grüne Riese erwacht. München: Carl Hanser Verlag. PERIODICALS Journal of International Trade & Economic Development Journal of International Trade Law and Politics Journal of Global Trade

Introduction to Media Management and Advanced Online and Social Media Management

Form of module	Frequency of module offer	Semester
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
	– Coursework: 30% Oral Presentation/ 70% Term Paper	
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
Language of instruction	Person responsible for module	Name of lecturer
English		Prof. Dr. Julia Maintz

Prerequisites	
Applicability of module for other modules and study programmes	
If necessary courses of the module	
Topics	<ul style="list-style-type: none"> – Definition of the media industry and media management – Characteristics of media products – Media economics – Media convergence – The economics of advertising – The German media industry – Key actors of the Cologne media industry – Transmedia and dynamic storytelling – Theories of online social networks and communities (e.g., Online Communities of Practice) – Theories on learning and innovation in online environments (Strengths of weak ties; structural holes, etc.) – Collaborative product development – Open innovation – Internet actors as intermediaries in between firms and Internet users/consumers (e.g., YouTubers) – Characteristics of electronic markets – Internet Start-ups. The course is designed to introduce the media industry and major concepts and approaches in media management. <p>By the end of the module successful students will be able to:</p> <ul style="list-style-type: none"> – Debate business and societal opportunities and challenges of information, communication, and computing technologies. – Analyze business models and firm performances in the media industry. – Recognize practical media management activity areas. – Discover the impact of digital media trends on the media industry and its value chains.

Contents of the module	– Compare, contrast, and integrate theories on social networks, social communities, and innovation online for different application contexts.
Teaching and learning methods	
Special features	
Key Readings:	<p>KEY LITERATURE Doyle, G. (Latest ed.). Understanding media economics. London: Sage.</p> <p>FURTHER LITERATURE: Küng, L. (Latest ed.). Strategic management in the media: Theory to practice. London: Sage.</p>

Advanced Online and Social Media Management

Form of module	Frequency of module offer	Semester
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
	– Coursework: Group project /70% of final grade) and Presentation (30% of final grade)	
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
Language of instruction	Person responsible for module	Name of lecturer
English		Prof. Dr. Julia Maintz

Prerequisites	
Applicability of module for other modules and study programmes	
If necessary courses of the module	
Topics	<ul style="list-style-type: none"> – Internet trends – Big/ smart data – Cloud Computing – Semantic Web/ Semantic search – Internet of Things and Services – Social networks – Social capital – Social CRM – Social media monitoring – Content marketing – Facebook marketing – Twitter marketing – Instagram marketing – Snapchat marketing – Tracking content marketing performance using Web analytics tools – Data-driven business models – Development of telecommunication markets – Mobile commerce – Location-based marketing – Data privacy – Internet security – Qualitative analyses of social media communications: Interaction environments and methods.

Contents of the module	<p>The course familiarizes the students with recent Internet trends and related advanced online and social management approaches, techniques, and tools. By the end of the module successful students will be able to:</p> <ul style="list-style-type: none">– Understand and discuss recent Internet trends– Discuss big data and the importance of digital analytics.– Apply qualitative methods for the study of online environments and construct empirical research scenarios across physical and online interaction environments.– Assess challenges and threats for companies resulting from the progressive development of the Internet and online criminal activity.– Compare, contrast, and integrate theories on social networks, social communities, and innovation online for different application contexts.
Teaching and learning methods	
Special features	
Key Readings:	<p>The students will be invited to read recent academic articles suggested on a reading list which will be distributed at the beginning of the class.</p>

Marketing and the Value Chain

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 4
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	<ul style="list-style-type: none"> - 60 min written exam (50%) - Term Paper (50%) 	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Torsten Weber	Prof. Dr. Elisabeth Fröhlich Prof. Dr. Carsten Deckert

Prerequisites	Completion of the modules BA IB MM 15 and 16.
Applicability of module for other modules and study programmes	a) This module is the basis for the following specialization modules: BA IB MM 18 "Marketing Implementation" b) The module can only be used in the BA IB Specialization "Marketing Management"
If necessary courses of the module	<ul style="list-style-type: none"> - Supplier Relationship Management (SRM) - Cost Management along the Value Chain
Aim of module (expected learning outcomes and competencies to be acquired)	At the end of the module the students are expected to: <ul style="list-style-type: none"> - Define Supplier Relationship Management - Learn to adapt the idea of relationship management to the 2B2 market and how to support those processes by implementing social media strategies and concepts - Understand the most important theories in this field - Contrast the most important types of supplier collaborations - Design and implement a relationship management process model - Creating a sustainable relationship - Understand the importance of IT support in collaborative supplier relations - Learn about the importance of new trends like Sustainability - Discuss the importance of Social Media to support communication processes in the supply chain - Understand the meaning of the reduction of product costs along the value-added chain - Learn to think cost-oriented, to analyze systematically product costs, and to question their efficiency. Learn Key terms, main issues, and tasks associated with product cost management - Define Product cost drivers within a company - Factors that influence manufacturing costs - Know how to use methods and tools of operational and strategic cost management - Discuss Methods and tools to identify and to manage product costs - Evaluate the approaches for Organisation of Product Cost Management
Contents of the module	SUPPLIER RELATIONSHIP MANAGEMENT <ul style="list-style-type: none"> - Definition: Stages of development of SRM - Why SRM? Importance of a sustainable approach - Supplier assessment: Find cooperation-worthy suppliers

<p>Contents of the module</p>	<ul style="list-style-type: none"> – Strategies and tools to implement a supplier-buyer-relationship – IT tools to manage a supplier relation (e-procurement (Buy-side, Sell-side and Marketplace-Systems)) – Sustainable Supplier Relations. – Implementation of Social Media Marketing in the B2B Business: Corporate Blogs, Supplier Communities, Wikis, etc. – Best Practice Examples in Supplier Relationship Management <p>COST MANAGEMENT ALONG THE VALUE CHAIN</p> <ul style="list-style-type: none"> – Introduction: definition of costs, cost terms, cost distribution within a company, operational and Strategic Cost Management – Cost Accounting (Basics): Cost Type Accounting, Cost Center Accounting, Cost Unit Accounting/ Product Cost Accounting, Cost Calculation procedures – Influencing Costs: Cost Level Management, Cost Trend Management, Cost Structure Management – Product Cost Management along the Value Chain (internal/ external): Product Cost Management within the company, Product Cost Management of Purchased Products – Challenges in Product Cost Management: Management/ Leadership, Cost transparency/ Information Availability, Applying Methods and Tools – Factors Influencing Product Costs and Measures for Cost Reduction: Task Statement, Product Concept, Shape, Production Quantity, etc – Management of Product Variants: Causes and Consequences, Advantages and Disadvantages of variant variety, Analyzing the variant situation, Decreasing product and part variety (Standardization, Forming Design, Modular Design etc.) – Methods and Tools: Target Costing, Product Life Cycle Costing, Process Cost Analysis/ Value Stream Analysis, Cost Benchmarking (Product Cost Analysis, Regression Analysis etc.) – Organisation Product Cost Management
<p>Teaching and learning methods</p>	<p>Above all, different research methods are practiced to prepare postgraduate students for independent scientific working. Additionally, a variety of learning methods are utilized ranging from lectures and case studies to experiential exercises. The module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
<p>Special features</p>	<p>In addition to written sources students are provided with a list of online materials that cover different aspects of the module contents in greater depth.</p>
<p>Literature</p>	<p>SUPPLIER RELATIONSHIP MANAGEMENT MAIN LITERATURE: Appelfeller, W., Buchholz, W. (2011): Supplier Relationship Management (2nd ed.). Wiesbaden: Gabler. Egan, J. (2008): Relationship Marketing (3rd ed.). Harlow: Pearson. Gordon, S. (2008): Supplier Evaluation and Performance Excellence. Fort Lauderdale: J. Ross. ADDITIONAL LITERATURE: Felde, J. (2004): Supplier Collaboration: An Empirical Analysis of Swiss OEM-Supplier Relations. Diss. Bamberg & St. Gallen: Difo-Druck-Verlag. Fricker, D. (2008): Aktuelle Probleme des Supplier Relationship Management. Duisburg: WiKu-Verlag. Mettler, T., Rohner, P. (2009): "Supplier Relationship Management: A Case Study in the Context of Health Care". Journal of Theoretical and Applied Electronic Commerce Research. Vol. 4. Issue 3. p 58-71 PERIODICALS: – Best in Procurement (BIP) – Efficient Purchasing – European Journal of Purchasing and Supply Management – International Journal of Physical Distribution & Logistics Management – Industrial Marketing Management – Journal of Business Logistics – Purchasing – The Journal of Supply Chain Management</p> <p>COST MANAGEMENT ALONG THE VALUE CHAIN MAIN LITERATURE: Drury, C. (2011). Cost and Management Accounting. 7th revised edition. London: Cengage Learning EMEA Ehrlenspiel, K. & Kiewert, A., & Lindemann, U. (2009) Cost-Efficient Design. Berlin: Springer. ADDITIONAL LITERATURE: Kremin-Buch, B. (2007). Strategisches Kostenmanagement: Grundlagen und moderne Instrumente. 4. Auflage, Wiesbaden: Gabler.</p>

Media and Consumer Psychology

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 4
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- Written Test (Exposé) (50%) - 60 min written exam (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Irene López	Angela Field Nick Karry

Prerequisites	Knowledge of the module "Psychology and the Workplace" recommended
Applicability of module for other modules and study programmes	a) This module is a consolidation of the module "Introduction to Business Psychology" b) The module can only be used in the BA Business Psychology
If necessary courses of the module	- Consumer Psychology - Media Psychology
Aim of module (expected learning outcomes and competencies to be acquired)	This module is separated into two courses: "Consumer Behaviour" and "Media Psychology". In these courses students consider the main models and concepts in media and consumer psychology. Students critically reflect and debate the underlying psychological principles that influence consumer behaviour. The aim of this course is to enable students to present key theories and concepts of consumer psychology and to critically discuss their validity and application in the market place. Furthermore, students learn about the psychology of advertising and create, by the effective use of psychological principles, ideas in designing ads. Opportunities and challenges of applying consumer psychology will be discussed. In the lecture Media Psychology students consider an overview of the media landscape, media usage and effects and their underlying psychological principles. Students compare critically different motives in the use of different types of media and mass media. Furthermore, they will be able to debate different forms of media and their influence on different social groups (e.g. children, youth). The course will end by explaining how to design media contents and how to optimize user interfaces.
Contents of the module	CONSUMER BEHAVIOR <ul style="list-style-type: none"> - Introduction to consumer behaviour - Advertisement and buying behaviour - Principles of buying decisions (decision models, types of buying situations) - Initiation of buying behaviour (perception, attention, learning and memory in market settings) - Activating processes in human behaviour (motivation and emotion) - Automatic information processing - Associations and context effects - Consistency and reactance - Evaluation and satisfaction

Contents of the module	<ul style="list-style-type: none"> – Attitudes and lasting change of attitudes – Advertisement Design – Measurement and Limitations of market research – Opportunities and challenges of consumer psychology <p>MEDIA PSYCHOLOGY</p> <ul style="list-style-type: none"> – Different types of media – Election and utilization of media – Forms of communication – Media & society – Historical overview and economic issues – Psychological aspects of mass media – Different genres of media and their underlying psychology – Psychological implications for politics – Stereotypes and prejudices caused by media – Media socialisation and media competency – Prosocial and antisocial effects of media (e.g. violence, sex, education) – Utilization of media by and effect on children – Media & adolescence – Design of media – Usability: optimization of user interfaces – Application of media
Teaching and learning methods	<p>A variety of learning methods are utilized ranging from lectures and case studies to experiential exercises. In addition, the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
Special features	<p>–</p>
Literature	<p>CONSUMER BEHAVIOUR</p> <p>Fennis, B.M. / Stroebe, W. (2010). The Psychology of Advertising. Hove: Psychology Press.</p> <p>Haugvedt, C.P. / Herr, P.M. / Kardes, F.R. (eds.) (2008). Handbook of Consumer Psychology. Marketing and Consumer Psychology Series. Hove: Psychology Press.</p> <p>Schiffmann, L. / Kanuk, L. (2009). Consumer Behavior. (10th ed). London and New York: Prentice Hall.</p> <p>Solomon, M.R. (2008). Consumer Behavior. Buying, Having and Being. (8th ed.). London and New York, Prentice Hall.</p> <p>MEDIA PSYCHOLOGY</p> <p>Bryant, J. / Oliver, M.B. (2009). Media Effects. Advances in Theory & Research. New York, N.Y., U.S.: Taylor & Francis.</p> <p>Giles, D. (2008). Media Psychology. Mahwah, New Jersey, U.S.: Lawrence Erlbaum Associates.</p> <p>Harris, R. J. (2004). A Cognitive Psychology of Mass Communication. (4th ed.) Mahwah, NJ, U.S.: Lawrence Erlbaum Associates Inc..</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> – Journal of Consumer Behaviour – Journal of Consumer Psychology – Journal of Media Psychology

Organisational and Institutional Environment of HRM

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 4
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- Written Test (Exposé) (50%) - 60 min written exam (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Anja Karlshaus	Prof. Dr. Alessandro Monti Prof. Dr. Frank Tapalla / N.N.

Prerequisites	Students should have a basic foundation and affinity towards Management, Strategy and basic organisational concepts. Prior or concurrent study of international law, although not a prerequisite, will be an advantage.
Applicability of module for other modules and study programmes	a) This module is the basis for the following business module BA IB HRM 17 "HRM and Leadership in Modern Organizations" b) The module can only be used in the BA IB Specialization "HRM & Leadership".
If necessary courses of the module	- Management and Organizations - Labour Law and Industrial Relations
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The aim of this module is to provide a basic grounding in issues regarding management and organizations covering disciplines relating to control, strategy, labour law and management science.</p> <p>The course "Management and Organizations" will cover origins and disciplinary boundaries of the modern organization, its foundations in the social science disciplines, along with the presentation of core concepts, practical applications and current state of play and debate. Students will be provided with an overview of the disciplines of management and organizations with the aim to acquire a fundamental working knowledge of each. The course "Labour Law and Industrial Relations" is designed to explore and evaluate the most important recent legal developments in the field of (international) Labour Law, to engage with academic and policy debates, and to highlight the main areas of research within the Law School. A central aim is to explore the role of labour resp. industrial relations.</p> <p>At the end of the module, students will be able to:</p> <ul style="list-style-type: none"> - Critically appraise concepts such as management strategies, organizational structures in the context of international management ideas and processes, - Memorize the international political, economic, social and legal structures and environments within which the activity of management of organizations takes place, - Recognize a compelling insight into the grounding principles and basic historical developments of management - Illustrate and evaluate the distinctive capabilities of firms, organisational design, organisational routines,

	<ul style="list-style-type: none"> – Analyse patterns of decision making in firms, including the multifaceted implications of managerial leadership and the role of ethics. – Memorize the main features of German and European labour law, – Apply the basic judicial concepts of labor law correctly, – Outline the relations to civil and social law – Recognize the tension between different interests and objects of legal protection that have to be balanced, – Develop awareness of judicial problems and to assess when a legal problem needs to be handled by a jurist / lawyer, – Discuss the implications of labour law on entrepreneurial decisions
Contents of the module	<p>MANAGEMENT AND ORGANIZATIONS</p> <ul style="list-style-type: none"> – Introduction and the Origins of Management – Management and Firm – Historical overview of organisational research – The Origins of Modern Strategy – Understanding Organisational Structures – Analysis of Organisations – Contemporary Strategic Management – Strategy and Decision Making – Strategy in Global Context – Organization Foundations – International Management Challenges <p>LABOR LAW AND INDUSTRIAL RELATIONS</p> <ul style="list-style-type: none"> – Basic principles of German labour law – European labour law – Parties in the labour condition – Establishment of the labour relation – Content of the labour relation – Disruptions of the labour relation – Termination of the labour relation – Selected employee protection legislation – Employee data protection – Transfer of business labour court proceeding
Teaching and learning methods	Utilized learning methods include lectures and case studies regarding historical and modern business examples. The module may also include group activities, revision questions/quizzes, and presentations.
Special features	In addition to written sources students are provided with a list of online documentaries that cover different aspects of the module contents in greater depth.
Literature	<p>MANAGEMENT AND ORGANIZATIONS</p> <p>MAIN LITERATURE:</p> <p>Archer, C.: International Organizations, 3d edition, London: Routledge (latest edition).</p> <p>Knights, D., Willmott, H.: Introducing Organizational Behaviour & Management. London: Thomson (latest edition).</p> <p>ADDITIONAL LITERATURE:</p> <p>Ghemawat, P.: Strategy and The Business Landscape. Pearson, New York (latest edition).</p> <p>Hill, C.: International Business: Competing in The Global Marketplace. McGraw Hill, New York (latest edition).</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> – Journal of Economic Behavior & Organization – Journal of Leadership and Organizational Studies – Journal of Management Studies – Academy of Management Journal – Academy of Management Review – Organization Studies– Organizational Behavior – Organizational Dynamics <p>LABOR LAW AND INDUSTRIAL RELATIONS</p> <p>MAIN LITERATURE:</p> <p>Lingemann, St., v. Steinau-Steinrück, R.: Employment & Labor Law in Germany, München: C.H.Beck (latest edition)</p>

Nielsen, R.: EU Labour Law, Copenhagen: Djof Publishers (latest edition)

ADDITIONAL LITERATURE:

Blanpain, R.; Bamber, G., Baker, B.: Comparative Labour Law and Industrial Relations in Industrialized Market Economies, Kluwer Law International (latest edition).

Davies, A.: Employment Law, Longman Law Series, Pearson (latest edition).

PERIODICALS:

– Hendrickx, F.: The European Labour Law Journal

Advanced Study Skills

Frequency of module offer		
Annually		
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
2 semesters	- 60 min exam (50 %) - Coursework (50 %)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Anke Scherer	English Language Department

Prerequisites	Marketing, Marketing Research and Supply Management
Applicability of module for other modules and study programmes	BA International Business BA International Culture and Management
Courses of the module	- Presentation Skills - Academic Writing
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The module contains the courses ‚Presentation Skills‘ and ‚Academic Writing‘. These courses train students both in reading, writing, and presentation skills. The students will learn the necessary techniques to elaborate scientific papers and to persuasively present a topic.</p> <p>PRESENTATION SKILLS This course offers a practical , accessible guide to doing presentations effectively and trains question techniques. During the course students will learn to realize manipulations in dialogues and statistics and questions about self confidence and personal ity will be clarified. Additionally, the course discusses speaking effectively in seminars, tutorials, and formal presentations, and , unusually, in leisure activities, such a s standing for office , and speaking at or chairing a committee or society meeting. Finally, it helps with career research, including a practical, step-by-step guide to a successful job interview. Successful students will build up their own personality and increase a self-confident presentation of themselves. Furthermore, they will be able to prepare and present presentations of various topics including offhand presentations.</p> <p>ACADEMIC WRITING This course provides students with the necessary skills to conceptualize research and to complete term papers as well as bachelor theses. The course leads students through the different steps from the definition of a research topic to the compilation of an analytical paper.</p>
Contents of the module	<p>PRESENTATION SKILLS</p> <ul style="list-style-type: none"> - Preface - Personal Development: Speaking to an Audience - Delivery and Non-verbal Communication - Choosing and Using Visual Aids - Speaking as Part of Your Course - Speaking as Part of a Group - Speaking as a Student Representative

	<ul style="list-style-type: none"> - Speaking at Elections and Meetings - Job Searches and Job Interview <p>ACADEMIC WRITING</p> <ul style="list-style-type: none"> - Research Question - Acquisition of Information - Layout of Scientific Studies - Structural Aspects of Scientific Papers - Quotation Format and Referencing - Analytical Argumentation
Teaching and learning methods	A variety of learning methods are utilized ranging from lectures and Best-practice & praxis case studies to experiential exercises. The module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.
Special features	-
Literature	<p>PRESENTATION SKILLS</p> <p>Hanisch, H. (2007) Rhetoric: Mastering the Art of Persuasion (1 st English ed.). Norderstedt: Books on Demand.</p> <p>Hargreaves, J. (2008). Strictly Business: Body Language: Using Non verbal Communication for Power and Success (2nd ed.). Dubuque, Iowa: Kendall Hunt.</p> <p>Van Emden, J, & Becker, L. M. (2010). Presentation skill/s for students. 2nd ed. Basingstoke: Palgrave Macmillan.</p> <p>ACADEMIC WRITING</p> <p>Andersen, J. and Poole, M. (2002) Assignment and Thesis Writing. (4th ed.). Hoboken/NJ: Wiley.</p> <p>Oliver, P. (2008) Writing Your Thesis (Sage Study Skills). Thousand Oaks/CA: Sage.</p> <p>Winter, W. (2005) Wissenschaftliche Arbeiten schreiben. Frankfurt: Redline Wirtschaft.</p> <p>Online resource for APA style at http://www.apastyle.org</p>

European Politics and Economy

Form of module	Frequency of module offer	Semester
Obligatory	Fall + Spring semesters	Semester 5 + 6
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- Coursework - Exam	
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English		tbc

Prerequisites	Basic knowledge of the European Union
Aim of module (expected learning outcomes and competencies to be acquired)	<p>Part 1: The European Business Environment The overall aim of this module is to enable students to build a detailed knowledge about the multifaceted explanations for economic processes. They will understand the key agents (such as firms, labour and state) and key drivers (such as innovation, institutions, entrepreneurship and accessibility) for economic growth and prosperity as well as crisis and decline. Focus is on disparities among different regions within the European Union at different scales (local, regional, national). After the successful completion of this module students will show significant knowledge about the developments in the different economic sectors in Europe.</p> <p>Part 2: International Politics and Institutions The aim of this course is to help students to develop an understanding for the working of international politics, i.e. for the events, trends, and patterns in interactions among actors within the global political system. Successful students will be able to critically evaluate the role of international organizations such as the UN, the struggle for power and wealth among states as well as the efforts of states to promote democratic development. They will also have a better understanding of the international political economy, especially of topics like globalization, international trade and finance, sustainable development, and the environmental impacts of economic growth.</p>

The European Political Framework

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Second year, semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- 60 min written exam (50 %) - Coursework (50 %)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Markus Raueiser	Dr. Anke Steinhoff Prof. Dr. Brigitta Herman

Prerequisites	Knowledge of the module 'Introduction to European Business' recommended
Applicability of module for other modules and study programmes	BA International Business (European Management)
Courses of the module	<ul style="list-style-type: none"> - EU Law and Institutions - EU Policies
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to provide students with an introduction to the institutions of the EU, the sources and key issues in EU law as well as with a profound knowledge of the EU policies.</p> <p>EU LAW AND INSTITUTIONS The overall aim of the course is to enable students to gain a good understanding of how the European Union works, who makes decisions and how European laws and policy making interacts with our everyday life. By the end of the course students should have developed a profound knowledge of the EU Institutions and EU law.</p> <p>EU POLICIES The aims of this course is to enable students to gain a profound knowledge of EU policies and to analyse and evaluate different policies of the EU. Successful students will know the distribution of competences in the EU, depending on different issue areas. They will understand how the most important EU policies developed. Successful students will be able to analyse EU policies employing different criteria and to evaluate the impact of EU policy-making on business. Furthermore they will be able to discuss and critically address EU policy-making.</p>
Contents of the module	<p>EU LAW AND INSTITUTIONS</p> <p>EU Institutions</p> <ul style="list-style-type: none"> - The European Council - The Council of Ministers - The European Commission (Focus) - The European Parliament - The European Court of Justice <p>EU LAW AND INSTITUTIONS</p> <p>EU Law</p> <ul style="list-style-type: none"> - The four freedoms - Laws and law-making in the Community - National or supranational law? The Supremacy of EU law

	<ul style="list-style-type: none"> - Direct applicability and direct effects - EU Competition law - The jurisdiction of the European Courts <p>EU POLICIES</p> <ul style="list-style-type: none"> - Distribution of competencies in the EU <p>Most important issue areas:</p> <ul style="list-style-type: none"> - Agriculture - Money and currency - Competition - Single market - Social policy - Environment - Trade issues - Enlargement - Impact on business - Problems of effectiveness and assessment of criteria
Teaching and learning methods	A variety of learning methods are utilized ranging from lectures and Best-practice & praxis case studies to experiential exercises. The module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.
Literature	<p>EU LAW AND INSTITUTIONS</p> <p>Borchardt, K.-D. (2010) The ABC of the European Union law, Luxembourg : Publications Office of the European Union .</p> <p>Craig, P. , & De Burca, G . (2007). EU Law: Text, Cases and Materials (4th ed .). Oxford : Oxford University Press.</p> <p>Steiner, J . , Woods, L . , & Twigg-Flesner, C . (2006). EU Law (9th ed .) . Oxford : Oxford University Press.</p> <p>Weatherill, S . (2010) Cases & Materials on EU Law, Oxford : Oxford University Press</p> <p>EU POLICIES</p> <p>De Grauwe, P. (2003). Economics of Monetary Union. Oxford : Oxford Univ. Press.</p> <p>Hantrais, L. (2007) . Social Policy in the EU (3rd ed .) . New York: Palgrave Macmillan.</p> <p>Johnson , D ./Turner, C. (2006): European Business. London : Routledge.</p> <p>Krugman, P ./Obstfeld , M ./Melitz, M. (2012): International Economics. Boston et al . : Pearson</p> <p>Senior Nello, S. (2009): The European Union. Economics, Policies and History. London et al . : McGraw Hill.</p> <p>Wyplosz, C . ; Baldwin , R . (2009): The Economics of European Integration, Boston et al.: McGraw Hill.</p> <p>PERIODICALS</p> <ul style="list-style-type: none"> - Journal of European Public Policy - European Integration Online Papers - European Economic Review

International Marketing and HRM

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Second year, semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	- 60 min written exam (50 %) - Coursework (50 %)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Elisabeth Fröhlich Prof. Dr. Karlshaus	Prof. Dr. Elisabeth Fröhlich Prof. Dr. Anja Kalrshaus

Prerequisites	Knowledge of the module 'Management Basics' recommended
Applicability of module for other modules and study programmes	BA International Business
Courses of the module	<ul style="list-style-type: none"> - International Marketing - International Human Resource Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module is the continuation of the first year module in 'Management Basics'. It comprises the international aspects of marketing and human management.</p> <p>INTERNATIONAL MARKETING</p> <p>This course aims at exploring the role of marketing in a modern organisation that acts in a globalised world. Students will learn to analyse the company's macro and micro environment, formulate business missions, targets and strategies – on an international level and in times of Social Media. Selecting and analyzing an appropriate target group will be one of the major tasks of the students to be able to develop an effective marketing mix.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Understand the importance of international relationship marketing in a globalised world - Apply those marketing techniques and models acquired in the course 'Marketing' to the marketing planning process in international environments - Identify relevant international market segments - Conduct detailed marketing analyses, both internally and in terms of the marketing macro environment, especially cultural differences - Undertake comprehensive analyses of markets, customers and competitors (micro environment) - Determine objectives and strategies on an international level - Decide on market entry strategies - Design appropriate marketing mixes for particular segments and target groups worldwide - Integrate Social Media Marketing into all Marketing Activities. <p>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</p> <p>This course introduces the key concepts of International Human Resource Management (IHRM). It teaches students the policies and practices of IHRM as utilised by today's multinational enterprises (MNE), as reflected in current research. The course develops understanding of IHRM policy and practice through extensive description of practical examples from around the world. It enhances knowledge and awareness of the importance of national differences in the conduct of IHRM in MNEs and the use of that knowledge and awareness in the planning and development of IHRM policies and practices.</p>

	<p>At the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Explain the distinctive nature of the management of human resources in multinational companies - Discuss the complexities of managing human resources in international business organisations - Define and illustrate the key components of international human resource management; - Explain the role national differences make in the practice of IHRM - Describe and give examples of how effective IHRM policies and practices lead to international business success - Compare and contrast different approaches to IHRM policies and practices
Contents of the module	<p>INTERNATIONAL MARKETING</p> <ul style="list-style-type: none"> - Nature and Definition of International Marketing - Analysing the International Marketing Environment (Micro + Macro) in times of Globalization and Social Media/Web2.0 - Social and Cultural Considerations in International Marketing - Cross Cultural Analysis and Transnational Segmentation - The Process of Potential Market Assessment - Defining the Global Strategie Position - The Market Entry Strategy - International Product Management - International Communication, Branding and PR in The Web 2.0 age - Pricing and Distribution in International Markets - Analyzing the Future Environment - Megatrends <p>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</p> <ul style="list-style-type: none"> - Introduction to International HRM - The IHRM Manager - The organisational context - The context of cross-border alliances and SMEs - Staffing international operations - Recruiting and selecting staff for international assignment - International training and development - International compensation - Re-entry and career issues - IHRM in the host-country - International industrial relations - Performance management - IHRM trends
Teaching and learning methods	<p>A variety of learning methods are utilized ranging from lectures and Best-practice & praxis case studies to experiential exercises. The module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
Literature	<p>Bruns, J. (2003). Internationales Marketing (3rd ed.). Ludwigshafen: Kiehl.</p> <p>Doole, J., Lowe, R. (2008). International Marketing Strategy (5th ed.). London: Cengage Learning.</p> <p>Hollensen, S. (2007). Global Marketing: A Decision-Oriented Approach (4th ed.). Upper Saddle River, N. J.: Prentice Hall.</p> <p>Hooley, G. J., Saunders, J. A., & Piercy, N. (2008). Marketing strategy and competitive positioning (4th ed.). Harlow: Financial Times Prentice Hall.</p> <p>Mühlbacher, H., Dahringer, L., Leih, H. (2006). International Marketing: A Global Perspective (3rd ed.). New York: Thomson Learning.</p> <p>Usunier, J., Lee, J. (2009). Marketing Across Cultures (5th ed.). Harlow: Prentice Hall.</p> <p>PERIODICALS</p> <ul style="list-style-type: none"> - Journal of Marketing - Journal of Marketing Theory and Practice - The Marketing Management Journal - Marketing Science - Journal of the Academy of Marketing Science - International Journal of Research in Marketing - Marketing Zeitschrift für Forschung und Praxis - Absatzwirtschaft <p>INTERNATIONAL HUMAN RESOURCE MANAGEMENT</p> <p>Briscoe, D. R., & Schuler, R. (2004). International Human Resource Management (2nd ed.). London: Routledge.</p> <p>Dowling, P. J., Festing, M., & Engle, A. D. (2008). International Human Resource Management (5th ed.). Cincinnati: Cengage Learning Services.</p> <p>Harris, H., Brewster, C., & Sparrow, P. (2003). International Human Resource Management. London: CIPD.</p>

Harzing, A.-W. K. , & Ruysseveldt, J . V. (2004). International Human Resource Management (2nd ed.). London: Sage .

Sparrow, P., Brewster, C . , & Harris, H . (2004). Globalizing Human Resource Management: Tracking the Business Role of International HR Specialists. London: Routledge.

PERIODICALS:

- Academy of Management Journal
- Academy of Management Review
- Administrative Science Quarterly
- British Journal of Industrial Relations
- Employee Relations
- European Journal of Industrial Relations Human Relations
- Human Resource Management Journal
- Human Resource Management Review
- Industrial and Labor Relations Review
- Industrial Relations
- Industrial Relations Journal
- International Journal of Human Resource Management
- Journal of Human Resources
- Journal of Management Studies
- Personnel Journal
- Personnel Psychology
- Personnel Review

German as a Foreign Language

Level: Beginner - A1

Course Book: Netzwerk - Deutsch als Fremdsprache - Kurs und Arbeitsbuch A1.1 - ISBN: 978-3-12-606131-5

TUITION PERIOD	LESSON	CONTENTS	
Week 1	Lesson 1 Topic: How are you? („Guten Tag!“)	Learning Objective: - Introducing yourself and others - Greetings and saying goodbye - Spelling names	Grammar: - Question words („W-Fragen“) - Position of the verb (affirmative and question clause)
Week 2	Lesson 1 Topic: How are you? („Guten Tag!“)	Learning Objective: - Numbers until 20 - Telephone numbers and email addresses - Reading comprehension of simple texts - Talking about countries and languages	Grammar: - Personal pronouns - Conjugation of regular verbs
Week 3	Lesson 2 Topic: Friends, Colleagues and me („Freunde, Kollegen und ich“)	Learning Objective: - Talking about leisure time activities - Days of the week, months - Making private appointments - Comprehension of short dialogues	Grammar: - Definite articles (der, die, das) - Conjugating irregular verbs - The verbs „to have“ and „to be“ („haben“, „sein“)
Week 4	Lesson 2 Topic: Friends, Colleagues and me („Freunde, Kollegen und ich“)	Learning Objective: - Numbers over 20 - Talking about professions, work and working times - The seasons of the year	Grammar: - Direct questions - Plural of nouns
Week 5	Lesson 3 Topic: In the city („In der Stadt“)	Learning Objective: - Reading comprehension of short texts about Hamburg - Replying to text related questions - Hearing comprehension of spoken information about directions - Replying to hearing and comprehension related questions	Grammar: - Definite and indefinite articles
Week 6	Lesson 3 Topic: In the city („In der Stadt“)	Learning Objective: - Talking about means of transport - Replying to text related questions - Hearing comprehension of spoken information about directions - Replying to hearing comprehension related questions	Grammar: - Negations - Polite imperative

TUITION PERIOD	LESSON	CONTENTS	
Week 7	Lesson 4 Topic: Enjoy your meal! („Guten Appetit!“)	Learning Objective: - Talking about snacks and drinks - Asking questions and giving information about preferences related to food and drinks	Grammar: - Nominative and accusative case: Definite and indefinite articles, negative article
Week 8	Lesson 4 Topic: Enjoy your meal! („Guten Appetit!“)	Learning Objective: - Short dialogues (going shopping) - Talking about groceries - Units of measurement - Different types of packaging	Grammar: - Verbs with Accusative case - Word order in a sentence
Week 9	Lesson 5 Topic: Daily Routine („Tag für Tag“)	Learning Objective: - Clock times - Talking about relatives	Grammar: - Applying prepositions with times and dates - Possessive Pronouns
Week 10	Lesson 5 Topic: Daily Routine („Tag für Tag“)	Learning Objective: - Giving information about daily routines - Making appointments on the phone	Grammar: - Modal Verbs
Week 11	Lesson 6 Topic: Spending time with friends („Zeit mit Freunden“)	Learning Objective: - Making plans with other people - Talking about birthday celebration - Understanding and writing an invitation	Grammar: - Separable Verbs
Week 12	Lesson 6 Topic: Spending time with friends („Zeit mit Freunden“)	Learning Objective: - How to order and to pay in a restaurant - Finding specific information in a text - Talking about events	Grammar: - Preposition „für“ with accusative case - Personal pronouns in accusative case - Imperfect tense of the verbs „to have“ and „to be“ („haben“, „sein“)
Week 13		Learning Objective: - Repeating crucial topics taught during the term - Preparing for Oral and Written Exam	
Week 14	Oral Exam		

GRADING

Written Exam (60 minutes) - 50 %

Course Work (Participation, Homework, Oral Exam) - 50 %

German as a Foreign Language

Level: Beginner - A1+

Course Book: Netzwerk - Deutsch als Fremdsprache - Kurs und Arbeitsbuch A1.2 - ISBN: 978-3-12-606132-2

TUITION PERIOD	LESSON	CONTENTS	
Week 1	Lesson 7 Topic: Getting in touch („Kontakte“)	Learning Objective: - Finding information in a letter - Making appointments - Understanding simple instructions	Grammar: - Preposition with dative case - Articles in dative case
Week 2	Lesson 7 Topic: Getting in touch („Kontakte“)	Learning Objective: - Understanding and answering letters - Finding specific information in a text - Talking about social networking	Grammar: - Possessive pronouns in accusative case
Week 3	Lesson 8 Topic: Where I live („Meine Wohnung“)	Learning Objective: - Understanding classifieds when looking for an apartment - Describing an apartment	Grammar: - Adjectives
Week 4	Lesson 8 Topic: Where I live („Meine Wohnung“)	Learning Objective: - Describing furniture - Planning the furnishing of an apartment - Expressing like and dislike - Writing a text about an apartment	Grammar: - Preposition „in“ with accusative case - Prepositions with dative case
Week 5	Lesson 9 Topic: The job („Alles Arbeit“)	Learning Objective: - Describing daily routine - Talking about activities in the past	Grammar: - Past perfect tense with regular verbs - Using conjunctions between main sentences
Week 6	Lesson 9 Topic: The job („Alles Arbeit“)	Learning Objective: - Understanding a job advertisement - Expressing opinion about jobs - Preparing and making phone calls - Talking about work	Grammar: - Past perfect tense with irregular verbs
Week 7	Lesson 10 Topic: Fashion („Kleidung und Mode“)	Learning Objective: - Talking about clothes - Conversations while buying clothes - Finding your way in a department store	Grammar: - Declination of the question word „welch...?“ - Demonstrative articles

TUITION PERIOD	LESSON	CONTENTS	
Week 8	Lesson 10 Topic: Fashion („Kleidung und Mode“)	Learning Objective: - Talking about activities in the past - Understanding and collecting information about Berlin	Grammar: - Past perfect tense with separable and inseparable verbs - Personal pronouns in dative case
Week 9	Lesson 11 Topic: Staying fit („Gesund und munter“)	Learning Objective: - Parts of the body - Understanding and explaining body exercises - Explaining requests	Grammar: - Imperative and imperative sentences - Modal verbs
Week 10	Lesson 11 Topic: Staying fit („Gesund und munter“)	Learning Objective: - Having a conversation at the doctor's office - Understanding and giving instructions	Grammar: - Modal verbs
Week 11	Lesson 12 Topic: Going on holiday („Ab in den Urlaub!“)	Learning Objective: - Understanding suggestions about a city tour - Giving directions - Writing a postal card	Grammar: - Personal pronoun „man“ - Question words: „wer?“, „wen?“, „wem?“, „was?“
Week 12	Lesson 12 Topic: Going on holiday („Ab in den Urlaub!“)	Learning Objective: - Describing the weather - Understanding and giving travel information	Grammar: - Temporal verbs
Week 13	Lesson 12 Topic: Going on holiday („Ab in den Urlaub!“)	Learning Objective: - Talking about problems in a hotel - Complaining in a hotel - Talking about travels plans	
Week 14		Learning Objective: - Repeating crucial topics taught during the term - Preparing for Written Exam	

GRADING

Written Exam (60 minutes) - 50 %

Course Work (Participation, Homework, Oral Exam) - 50 %

German as a Foreign Language

Level: Intermediate - A2

Course Book: Netzwerk - Deutsch als Fremdsprache - Kurs und Arbeitsbuch A2.1 - ISBN: 978-3-12-606142-1

TUITION PERIOD	LESSON	CONTENTS	
Week 1	Lesson 1 Topic: Kitchen and Cooking („Rund ums Essen“)	Learning Objective: - Understanding information about other people - Introducing yourself and others - Talking about food	Grammar: - Possessive pronouns in dative case - Using „doch“ after direct questions
Week 2	Lesson 1 Topic: Kitchen and Cooking („Rund ums Essen“)	Learning Objective: - Understanding and explaining picture stories - Expressing emotions - Making assumptions	Grammar: - Reflexive verbs
Week 3	Lesson 1 Topic: Kitchen and Cooking („Rund ums Essen“)	Learning Objective: - Explaining motives - Answering text related questions - Presenting in a restaurant	Grammar: - Subordinate clause with conjunction „weil“
Week 4	Lesson 2 Topic: After school („Nach der Schulzeit“)	Learning Objective: - Talking about school years - Locating objects	Grammar: - Modal verbs in simple past - Verbs for describing location
Week 5	Lesson 2 Topic: After school („Nach der Schulzeit“)	Learning Objective: - Changing location of objects - Understanding and giving tips about going out in town	Grammar: - Accusative / dative prepositions
Week 6	Lesson 3 Topic: Media („Medien im Alltag“)	Learning Objective: - Talking about advantages and disadvantages - Making comparisons - Expressing preferences	Grammar: - Comparative - Using particles „als“ and „wie“ for making comparisons - Superlative
Week 7	Lesson 3 Topic: Media („Medien im Alltag“)	Learning Objective: - Expressing opinions - Understanding and making commentaries about movies	Grammar: - Subordinate clause with conjunction „dass“

TUITION PERIOD	LESSON	CONTENTS	
Week 8	Lesson 4 Topic: Emotions („Kleine und große Gefühle“)	Learning Objective: - Thanking and congratulating - Expressing emotions	Grammar: - Subordinate clause with conjunction „wenn“
Week 9	Lesson 4 Topic: Emotions („Kleine und große Gefühle“)	Learning Objective: - Understanding information and talking about festivals - Talking about being an expat	Grammar: - Adjective declination after definite articles
Week 10	Lesson 5 Topic: On the Job („Was machen Sie beruflich?“)	Learning Objective: - Buying train tickets - Talking about after work activities	Grammar: - Adjective declination after indefinite articles
Week 11	Lesson 5 Topic: On the Job („Was machen Sie beruflich?“)	Learning Objective: - Talking about job preferences - Understanding a text about the world of work	Grammar: - Prepositions „ohne“ with accusative case and „mit“ with dative case - Using the verb „werden“
Week 12	Lesson 6 Topic: On the Move („Ganz schön mobil“)	Learning Objective: - Making inquiries - Expressing uncertainty - Expressing opinions	Grammar: - Indirect question clauses
Week 13	Lesson 6 Topic: On the Move („Ganz schön mobil“)	Learning Objective: - Showing the way - Explaining how to get to work - Talking about travelling	Grammar: - Prepositions: „an...vorbei“ and „durch“
Week 14		Learning Objective: - Repeating crucial topics taught during the term - Preparing for Written Exam	

GRADING

Written Exam (60 minutes) - 50 %

Course Work (Participation, Homework, Oral Exam) - 50 %

German as a Foreign Language

Level: Intermediate - A2+

Course Book: Netzwerk - Deutsch als Fremdsprache - Kurs und Arbeitsbuch A2.1 - ISBN: 978-3-12-606143-8

TUITION PERIOD	LESSON	CONTENTS	
Week 1	Lesson 7 Topic: Learning by doing („Gelernt ist gelernt!“)	Learning Objective: - Talking about difficulties with learning - Understanding and making suggestions	Grammar: - Using the subjunctive: „sollte“
Week 2	Lesson 7 Topic: Learning by doing („Gelernt ist gelernt!“)	Learning Objective: - Giving reasons - Talking about job routine	Grammar: - Using the conjunctions „denn“ and „weil“ - Genitive case: Name + „-s“
Week 3	Lesson 7 Topic: Learning by doing („Gelernt ist gelernt!“)	Learning Objective: - Understanding a radio feature - Understanding and giving a mini-presentation	Grammar: - Temporal prepositions: „bis“ / „über“ / „ab“
Week 4	Lesson 8 Topic: Getting sporty („Sportlich, sportlich!“)	Learning Objective: - Expressing enthusiasm, hope, disappointment - Talking about consequences	Grammar: - Conjunctions „deshalb“ and „trotzdem“ - Verbs for describing location
Week 5	Lesson 8 Topic: Getting sporty („Sportlich, sportlich!“)	Learning Objective: - Understanding a text about a day trip - Understanding difficult texts - Presenting a tourist attraction	Grammar: - Verbs with accusative and dative case
Week 6	Lesson 9 Topic: Living together („Zusammen leben“)	Learning Objective: - Complaining, apologizing, giving in - Making comparisons - Expressing preferences	Grammar: - Using the subjunctive „könnte“ - Superlative
Week 7	Lesson 9 Topic: Living together („Zusammen leben“)	Learning Objective: - Talking about experiences in the past	Grammar: Subordinate clause with conjunctions „als“ and „wenn“

TUITION PERIOD	LESSON	CONTENTS	
Week 8	Lesson 10 Topic: Being Entertained („Gute Unterhaltung!“)	Learning Objective: - Talking about different music styles - Buying concert tickets - Presenting a music band	Grammar: - Question clause: „Was für ein(e)?“ - Pronouns: „man/jemand/niemand“ and „alles/etwas/nichts“
Week 9	Lesson 10 Topic: Being Entertained („Gute Unterhaltung!“)	Learning Objective: - Giving detailed information about other people - Reading comprehension: Text about painting - Understanding and giving a description of a painting	Grammar: - Relative clause with nominative case
Week 10	Lesson 11 Topic: How Time Flies! („Wie die Zeit vergeht!“)	Learning Objective: - Talking about hypothetical wishes - Giving advice	Grammar: - Subjunctive („Konjunktiv II“)
Week 11	Lesson 11 Topic: How Time Flies! („Wie die Zeit vergeht!“)	Learning Objective: - Making plans	Grammar: - Verbs with prepositions - Question clauses with prepositions „Auf wen?“ / „Worauf?“
Week 12	Lesson 12 Topic: Typical, isn't it? („Typisch, oder?“)	Learning Objective: - Understanding information about different cultures - Talking about behaviour - Expressing intentions	Grammar: - Subordinate clauses with „damit“ and „um...zu“
Week 13	Lesson 12 Topic: Typical, isn't it? („Typisch, oder?“)	Learning Objective: - Addressing other people correctly - Talking about stereotypes	Grammar: - Relative with accusative case
Week 14		Learning Objective: - Repeating crucial topics taught during the term - Preparing for Written Exam	

GRADING

Written Exam (60 minutes) - 50 %

Course Work (Participation, Homework, Oral Exam) - 50 %

German as a Foreign Language

Level: Intermediate - B1

Course Book: Netzwerk - Deutsch als Fremdsprache - Kurs und Arbeitsbuch B1.1 - ISBN: 978-3-12-605014-2

TUITION PERIOD	LESSON	CONTENTS	
Week 1	Lesson 1 Topic: Enjoy Your Trip! („Gute Reise!“)	Learning Objective: - Talking about likes and dislikes - Understanding hotel descriptions	Grammar: - Using infinitive with „zu“
Week 2	Lesson 1 Topic: Enjoy Your Trip! („Gute Reise!“)	Learning Objective: - Making comments about hotels	Grammar: - Using the verb „lassen“
Week 3	Lesson 1 Topic: Enjoy Your Trip! („Gute Reise!“)	Learning Objective: - Understanding announcements in railway stations and airports - Understanding blog comments about travel experiences	
Week 4	Lesson 2 Topic: Modern technology („Alles neu!“)	Learning Objective: - Explaining reasons for buying - Expressing supporting and counter-arguments	Grammar: - Subordinate clause with the conjunction: „obwohl“
Week 5	Lesson 2 Topic: Modern technology („Alles neu!“)	Learning Objective: - Reading comprehension: Modern technology - Comparing advertisements - Expressing opinion about advertising	Grammar: - Genitive case - Prepositions with genitive case: „wegen“ and „trotz“
Week 6	Lesson 3 Topic: Changes in Life („Wendepunkte“)	Learning Objective: - Reading comprehension: Changes in life - Reporting about events in the past	Grammar: - Simple past („Präteritum“) - Temporal prepositions „vor“, „nach“, „während“
Week 7	Lesson 3 Topic: Changes in Life („Wendepunkte“)	Learning Objective: - Talking about consequences - Reading comprehension: The fall of the Berlin Wall	Grammar: - Conjunctions: „deshalb“, „darum“, „deswegen“, „so...dass“, „sodass“

TUITION PERIOD	LESSON	CONTENTS	
Week 8	Lesson 4 Topic: About the World of Work („Arbeitswelt“)	Learning Objective: - Conversation topics at work - Expressing hypothetical conditions - Presenting a music band	Grammar: - Subjunctive use of modal verbs - Hypthetical conditional clauses using the subjunctive verb mode („Konjunktiv II“)
Week 9	Lesson 4 Topic: About the World of Work („Arbeitswelt“)	Learning Objective: - Apologizing and responing to apologies - Talking about how to apply for a job - Making inquiries at the telephone	Grammar: - Pronominal adverbs: „dafür“, „darauf“, ... - Verbs with preposition and subordinate clause
Week 10	Lesson 5 Topic: Environmentally friendly? („Umweltfreundlich?“)	Learning Objective: - Making comparisons and explaining reasons - Discussing about environmental protection	Grammar: - Subordinate clause with the conjunction „da“ - Using comparative and superlative as adjectives
Week 11	Lesson 5 Topic: Environmentally friendly? („Umweltfreundlich?“)	Learning Objective: - Extracting information from a long text - Talking about the weather - Reading comprehension: Being committed to environmental protection	Grammar: - N-Declination - Preposition „aus“ + material
Week 12	Lesson 6 Topic: Looking into the Future („Blick nach vorn“)	Learning Objective: - Talking about plans for the future - Giving detailed information about a person - Expressing intentions	Grammar: - Future tense („Futur I“) - Relative clause in dative case
Week 13	Lesson 6 Topic: Looking into the Future („Blick nach vorn“)	Learning Objective: - Reading comprehension: newspaper article - Giving detailed information about home town	
Week 14		Learning Objective: - Repeating crucial topic taught during the term - Preparing for Written Exam	

GRADING

Written Exam (60 minutes) - 50 %

Course Work (Participation, Homework, Oral Exam) - 50 %

Courses: Year 1 - Specialization Modules

INTERNATIONAL BUSINESS (B.A.)

Macro Economics

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	120 min written exam (100%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Dr. Rahel Schomaker	Dr. Rahel Schomaker Dr. Bierbrauer

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module is the basis for the following economics modules b) The module can be used in the BA International Business, BA Intercultural Management, BA International Tourism Management, BA Digital Media Management, BA Global Business Management and BA Business Psychology
Courses of the module	- Macro Economics I - Macro Economics II
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The module is a concise introduction into the field of macroeconomics. By the end of the course students should have developed a basic knowledge of macroeconomic principles and theories. They should be able to explain the models verbally, graphically, and mathematically and to apply these theories to real world problems (demand, supply and market equilibria in the AS-AD, IS-LM and RBC models as well as the objectives and tools of monetary and fiscal policy).</p> <p>Students should be familiar with aggregated indicators such as GDP, inflation, unemployment rates, and price. Students should know the major determinants of private and public investment as well as their impact on aggregate demand. They are able to use these indicators for the analysis and identification business cycles and the evaluation of current real world policy decisions and to analyze the development of an economy over time. The module is also designed to provide students with a broad understanding of different models used in macro- and international economics to make them capable of analyzing effects of macroeconomic development on international trade. Furthermore, they can apply macroeconomic models to assist in the development and evaluation of economic policy and business strategy, and can evaluate policy decisions based on these indicators.</p>
Contents of the module	<ul style="list-style-type: none"> - Indicators: Gross Domestic Product and its major components, Inflation - Labour Markets and unemployment - The classical AS-AD model - Keynes' IS-LM Model - The basic RBC model - Monetary Policy - Fiscal Policy - Impact of International Trade and Foreign Direct Investment on Macro-economic wellbeing of countries

Teaching and learning methods	A variety of learning methods will be used ranging from lectures to case studies. The module is supported by exercises, discussions, and case studies drawn from recent economic problems.
Special features	Guest lecturers might be invited to give first-hand practical insights.
Literature	<p>TEXTBOOKS:</p> <p>Acemoglu, Daron; Laibson, David and List, John A.: Economics (2015). Pearson Education Limited.</p> <p>Baumol, W.; Blinder, A. (2012). Economics Principles and Policy, (12th ed.). Hampshire: South-Western.</p> <p>Mankiw, N.; Taylor, M. (2014). Economics, (3rd ed.). Hampshire: South-Western.</p> <p>McCandless, George: The ABC s of RBCs: An Introduction to. Dynamic Macroeconomic Models. Cambridge and London: Harvard. University. Press, 2008.</p> <p>Samuelson, Paul A. and Nordhaus, W illiam D. (2010): Economics (19th ed.). McGraw-Hill.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> – American Economic Review – European Economic Review – Economic Policy German – Economic Review

Management across Borders and Cultures

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	120min written exam (100%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Julia Maintz	Julia Daufenbach MSc Prof. Dr. Julia Maintz

Prerequisites	Accomplished module: Business Basics BAIB1
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules and an important building block for the Business Project and Business Simulation Game. b) The module can only be used in the BA International Business and BA Global Business Management
Courses of the module	- Intercultural Management - International Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module contains the courses “Intercultural Management” and “International Management”. The course International Management aims to give students a solid understanding of the concept of culture in the international market, its facets, the different levels at which it operates and the impact it has on managerial & professional activities. Alongside this, it also explains how culture influences communication within organisations. The course in International Management studies the strategies of multinational corporations in their international context, including among others make or buy, organization, and location choices. It studies current developments in the global economy with a focus on the key decisions that multinationals make in their global strategy. This course furthermore analyses the emergence of firms which operate on a global scale and their current and likely future interactions with developed and emerging markets.</p> <p>By the end of the module, successful students will:</p> <ul style="list-style-type: none"> - Gain insight into the link between culture and management - Understand the effect of culture on the management of business organisations - Have knowledge of a variety of models and methods for analyzing cross-cultural contexts - Have experience of developing effective teamwork in diverse teams - Understand the influence of culture on all aspects of the organization; its structure, its leadership; cross-border strategy and marketing - Have insight and developed the skills necessary for dealing competently with cultural diversity when operating in international business - Be able to analyse how culture affects firm's internationalization process and communication in international setting - Understand how intercultural communication can be affected by the cultural differences between those involved - Have gained insight into how intercultural communication can be made more effective during internationalization process - Appraise concepts such as globalization, regionalization, national competitiveness, transnationality of firms in the context of international management structures and processes. - Understand how the institutional characteristics of developed and emerging markets affect the choices and behaviour of multinational firms, now and into the future.

	<ul style="list-style-type: none"> - Assess the determinants of international managerial strategies and investment decisions, including the effects of e.g. FDI on the host economy. - Discuss theories and current research on the creation and development of multinational organizations as well as conceptual models and analytical tools for devising international management strategies. - Define and analyze important issues such as bargaining power, price competition and entry and exit mode choices, based on measures of institutional and cultural distance. - Analyze important aspects of managerial behavior, such as the characteristics of international leadership, the dynamics of global industries, networks and innovation, and business model design. - Determine the organizational scope of the multinational corporation, the appropriateness of out-sourcing decisions, and the role of corporate/regional headquarters in adding value and capturing synergies.
Contents of the module	<p>INTERCULTURAL MANAGEMENT</p> <ul style="list-style-type: none"> - Determinants & dimensions of culture in business - Culture & styles of management - Culture & corporate structures - Culture & leadership - Culture & corporate strategy - Cultural change in organisations - Cultural effects on internationalization process - Culture and international marketing management - Cultural diversity in organisations - Business communication across culture & barriers to intercultural communication - Working with international teams - Conflicts & cultural differences - Developing intercultural communicative competence <p>INTERNATIONAL MANAGEMENT</p> <ul style="list-style-type: none"> - Global competition and the transnational corporation in the global economy - Emerging markets - Institutions governing competition - Formal and informal institutions - Organizational designs for multinational companies - Location-based aspects: Competitive advantages of countries - Organization, local adaptation and the need for standardization - New approaches in International Management (Born Global, QRC, ...) - Networks and innovation - Managing people in multinational enterprises - Managing expatriates - Leadership and management behavior in multinational companies
Teaching and learning methods	<p>A variety of learning methods are utilized:</p> <p>Top down approach – lectures on:</p> <ul style="list-style-type: none"> - Key concepts, approaches, theories and frameworks of strategic management and international management - Business strategy theoretical approaches <p>Bottom up - case studies</p> <ul style="list-style-type: none"> - Applying concepts, theories and approaches of strategic management and international management to analyse concrete business situations in order to <p>Examples and Q&As</p> <ul style="list-style-type: none"> - Discussing best practice examples of successful companies.
Special features	The lectures may be enhanced by including guest speakers
Literature	<p>INTERCULTURAL MANAGEMENT</p> <p>KEY LITERATURE</p> <p>Browaeys, M. & Price, R. (2015) Understanding Cross-Cultural management (3rd ed.). Harlow: Prentice Hall.</p> <p>FURTHER RECOMMENDED READING</p> <p>De Bono, S. Van Der Heijden, B. & Jones, S. (2008). Managing Cultural Diversity. (MSM Series in Intercultural and Global Management) Maidenhead: Meyer & Meyer UK Ltd.</p> <p>Deresky, H. (2013) International Management. Managing Across Borders and Cultures (8th ed.) New Jersey: Pearson.</p> <p>Neuliep, J (2012) Intercultural Communication. A Contextual Approach. London: Sage</p> <p>Hofstede, G. &</p>

Hofstede, J. G. (2010). *Cultures and Organizations. Software of the Mind* (3rd ed.). New York: McGraw-Hill.

Hogan, M. (2007) *Four Skills of Cultural Diversity Competence. A Process for Understanding and Practice*. (3rd ed.) New York. Thompson Brooks/Cole

Schneider, S, Barsoux, J & Stahl, G (2014) *Managing Across Cultures* (3rd ed.). Pearson Trompenaars,

F. Hampden-Turner, C. (1993) *Riding the waves of culture. Understanding cultural diversity in business*. (3rd ed.). N. Brealey Publishing

PERIODICALS

- Asia Pacific Journal of Arts and Cultural Management
- Cross Cultural Management: An International Journal
- International Journal of Cross Cultural Management
- Journal of Cross-Cultural Competence and Management
- The International Journal of Knowledge, Culture and Change Management

INTERNATIONAL MANAGEMENT

KEY LITERATURE

Peng, Mike W., Meyer, Klaus E. (Latest Edition). *International Business*. London, Cengage.

FURTHER RECOMMENDED READING

Parboteeah, K.P., Cullen, J.B. (Latest Edition). *Strategic International Management: International Edition*. London, Cengage.

PERIODICALS

- Strategic Management Journal
- Strategic Management Review
- International Journal of Strategic Management
- Journal of Strategy and Management
- Academy of Strategic Management Journal
- International Strategic Management Review
- Harvard Business Review

Financial Analysis

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60min written exam (50%) Presentation / Case Study (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Laxmi Remer	Dipl. –Kfm Winfried Heinrichson (Financial Analysis)

Prerequisites	“Financial Accounting” (BA IB 3) and “Introduction to Finance” (BA IB 8)
Applicability of module for other modules and study programmes	a) This module is the basis for the following specialization modules b) The module can only be used in the BA International Business
Courses of the module	- Financial Analysis - Integrated Case Study
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module aims to give students the knowledge and skills to read, analyze and interpret the information contained in financial statements prepared under International Financial Accounting Standards (IFRS). It will also assist students in developing a perspective on the potential systematic impact of financial accounting considering the role that accounting standards play typical business situations. Since businesses are not limited by borders in this globalized world, the course of Financial Analysis also crosses borders by setting the context of finance both on domestic and foreign terms. After completing the course the student will be able to:</p> <ul style="list-style-type: none"> - Discuss and appraise the utility and limitation of financial statement analysis both at home and abroad. - Describe the key components of a set of financial statements – and how these are represented in the international context. - Understand the world and local economics and politics behind the different international accounting standards setting and the accounting policy choice made by companies. - Analyze the performance, position and future prospects of a company using ratio analysis, common sized statements analysis and other methods. - Apply practical techniques to analyze and interpret financial statements using contextual information in local and foreign terms. - Explain the determination of the company cost of capital and its relationship with the capital structure of the firm and how this is affected by choosing international possibilities. - Evaluate different local and foreign methodologies and theoretical approaches to valuing investment projects and companies, incorporating forecasting cash flows at a project specific level and at a corporate level, and analyzing risk and return. <p>The overall aim of the case study is to enable students to analyse complex business situations, which could be local or international, with a multi-functional complexity. Case discussions shall develop student's capability to understand various management challenges of complex business situations. An engaging and dynamic case discussion shall provide students with a way to apply conceptual material to “real-world” business situations and vice versa. Furthermore students shall be enabled</p>

	<p>to build a better understanding of multifaceted and cross border explanations for business judgment. By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Gain a profound knowledge and understanding of how to approach a case study analysis (situation and issues) and how to write a proper case study analysis report - Combine theoretical concepts and frameworks of strategic management with practical and analytical tools to solve complex business problems on a local and foreign level. - Based on marketing management concepts and frameworks to develop a strategy adding value to a business applying e.g. the marketing mix (e.g. market entry strategy and how this changes with geography) - Conduct ratio and financial analysis to evaluate the financial wealth of the business - Be able to deal with the complexity of different business functions (e.g. marketing, finance) in a business context. - Get valuable practice in identifying strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action - Enhance the sense of business judgment, as opposed to uncritically accepting the authoritative crutch of the professor or "back-of-the-book" answers - Gain in-depth exposure to different industries and companies in different countries, thereby acquiring something close to actual business experience.
Contents of the module	<p>FINANCIAL ANALYSIS</p> <ul style="list-style-type: none"> - Key components of a set of domestic and foreign financial statements - Techniques of financial analysis (Ratio Analysis, Accounting Analysis, Cash Flow Analysis) - Estimating Weighted Average Cost of Capital - Computing Free Cash Flows and Interpreting Earnings - Valuation <p>INTEGRATIVE CASE STUDY</p> <ul style="list-style-type: none"> - Guide and Strategic Plan to Case study analysis - Writing a proper case study analysis report - In-depth Case Study Analysis with focus on Financial Management
Teaching and learning methods	A variety of learning methods are utilized ranging from lectures to case studies. In addition, the module may include group activities, case study analysis, and revision questions/quizzes.
Special features	-
Literature	<p>FINANCIAL ANALYSIS Penman: Financial Statement Analysis</p> <p>ADDITIONAL READINGS</p> <ul style="list-style-type: none"> - Block/ Hirt: Foundations of Financial Management, McGraw-Hill. - Grinblatt/Titman: Corporate Strategy and the Financial Markets. - Helfert: Financial Analysis - Ross, Stephen A.: Modern financial management. - Damodaran, Aswath: see material on http://people.stern.nyu.edu/adamodar/ <p>INTEGRATIVE CASE STUDY Ellet, W.: The Case Study Handbook: How to Read, Discuss, and Write Persuasively about Cases. Harvard Business Press Books (latest Edition) Selected Case Studies with a multifunctional focus. (Publishers: e.g. Harvard Business School, Ivey School of Business) (Latest editions)</p>

Strategic and International Management

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	120min written exam (100 %)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Julia Maintz	Dr. Malgorzata Zmuda Prof. Dr. Julia Maintz

Prerequisites	Successful completion of module DMM1 Business Basics recommended.
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules. Furthermore it is an important building block for the Business Project and Business Simulation Game b) This module can be also used in the BA Digital Media Management, BA Intercultural Management, BA International Tourism Management and BA Business Psychology
Courses of the module	- Strategic Management - International Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to provide the students with extensive knowledge of the strategic management approaches with particular emphasis on internationalization strategies and international management. By the end of the module successful students will be able to:</p> <ul style="list-style-type: none"> - Understand key terms, concepts and frameworks in the area of strategic management. - Identify opportunities and threats the external environment offers, based on the analysis of markets and industries in the static and dynamic perspective. - Identify business's strengths and weaknesses, based on understanding of the concepts of resources, capabilities and core competencies. - Define key business-level and corporate-level strategies. - Understand the advantages and disadvantages of the available strategic choices. - Assess available strategic options under various environmental conditions, imperfect knowledge and select most appropriate strategy for the short-, mid- and long term. - Debate the ethical dilemmas with respect to strategic goal setting, strategy making process and strategy implementation. - Highlight the emerging trends in the field of strategic management. - Appraise concepts such as globalization, regionalization, national competitiveness, transnationality of firms in the context of international management structures and processes. - Understand how the institutional characteristics of developed and emerging markets affect the choices and behaviour of multinational firms, now and into the future. - Assess the determinants of international managerial strategies and investment decisions, including the effects of e.g. FDI on the host economy. - Discuss theories and current research on the creation and development of multinational organizations as well as conceptual models and analytical tools for devising international management strategies. - Define and analyze important issues such as bargaining power, price competition and entry and exit mode choices, based on measures of institutional and cultural distance. - Analyze important aspects of managerial behavior, such as the characteristics of international leadership, the dynamics of global industries, networks and innovation, and business model design.

	<ul style="list-style-type: none"> - Determine the organizational scope of the multinational corporation, the appropriateness of out-sourcing decisions, and the role of corporate/regional headquarters in adding value and capturing synergies.
Contents of the module	<p>STRATEGIC MANAGEMENT</p> <ul style="list-style-type: none"> - Introduction to Strategy and Strategic Management - External Analysis: understanding opportunities and threats the environment offers - Internal Analysis: uncovering strengths and weaknesses of the organization - Generic business-level strategies for competitive advantage - Basic corporate-level strategic choices for long-term profitability - Diversification strategy - International market entry modes - Mergers, acquisitions and alliances - Strategic entrepreneurship and innovation - Strategic leadership - Organizational structure and controls - Social Responsibility and Ethics of Strategic Management - Basics of Corporate Governance <p>INTERNATIONAL MANAGEMENT</p> <ul style="list-style-type: none"> - Global competition and the transnational corporation in the global economy - Emerging markets - Institutions governing competition - Formal and informal institutions - Organizational designs for multinational companies - Location-based aspects: Competitive advantages of countries - Organization, local adaptation and the need for standardization - New approaches in International Management (Born Global, QRC, ...) - Networks and innovation - Managing people in multinational enterprises - Managing expatriates - Leadership and management behavior in multinational companies - Organizational culture - Subsidiary culture
Teaching and learning methods	<p>A variety of learning methods are utilized:</p> <p>Top down approach – lectures on:</p> <ul style="list-style-type: none"> - Key concepts, approaches, theories and frameworks of strategic management and international management - Business strategy theoretical approaches <p>Bottom up - case studies</p> <ul style="list-style-type: none"> - Applying concepts, theories and approaches of strategic management and international management to analyse concrete business situations in order to <p>Examples and Q&As</p> <ul style="list-style-type: none"> - Discussing best practice examples of successful companies.
Special features	The lectures will be enhanced by including guest speakers, video cases, and company visits.
Literature	<p>STRATEGIC MANAGEMENT</p> <p>KEY LITERATURE:</p> <p>Volberda, H., Morgan, R., Reinmoeller P., Hitt M., & Ireland D. (Latest ed.) Strategic Management. Competitiveness and Globalization. Concepts and Cases. London: Cengage.</p> <p>FURTHER RECOMMENDED LITERATURE:</p> <p>Johnson, H., Whittington, R., Scholes, K. (Latest ed.) Exploring Strategy. Upper Saddle River, NJ: Prentice Hall.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Strategic Management Journal - Strategic Management Review - International Journal of Strategic Management - Journal of Strategy and Management - Academy of Strategic Management Journal - International Strategic Management Review - Harvard Business Review

INTERNATIONAL MANAGEMENT**KEY LITERATURE:**

Peng, Mike W., Meyer, Klaus E. (Latest ed.). International Business. London, Cengage.

FURTHER LITERATURE:

Parboteeah, K.P., Cullen, J.B. (Latest ed.). Strategic International Management: International Edition. London, Cengage.

PERIODICALS:

- Strategic Management Journal
- Strategic Management Review
- International Journal of Strategic Management
- Journal of Strategy and Management
- Academy of Strategic Management Journal
- International Strategic Management Review
- Harvard Business Review

Capital Markets

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	Term Paper (50%) 60min written exam (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Laxmi Remer Prof. Dr. Roberto Anero	Prof. Dr. Roberto Anero

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module is the basis for the following business subjects like „Concepts of Value and Risk“ or „Financial Analysis“ b) The module can only be used in the BA International Business
Courses of the module	- Financial Markets and Institutions - Financial Instruments
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The module contains the courses „Financial Markets and Institutions“ and „Financial Instruments“. Both courses deliver an introduction to the basic ideas of Financial Management, to the market participants and to the relevant financial techniques and instruments. The markets are not restricted to a particular country but span the globe. As such students are exposed to both local and foreign markets through out the module. The objective of the course „Financial Markets and Institutions“ is to prepare students for today's dynamic international financial environment. The scope comprises the latest developments and issues from the financial arena - domestic as well as international. The emphasis of the course is, and accordingly reflected in the course assessment, on the theoretical understanding of key concepts, an appreciation of the role of local and global financial institutions and organizations within these markets, and practical relevance. The descriptive elements will be covered primarily by the prescribed readings and at the tutorials. The overall aim of the course „Financial Instruments“ is to provide students with a comprehensive overview from the perspective of an investor of valuation techniques for bonds and derivative instruments, especially options. The module takes existing options and bonds strategies and organised international markets as its starting point and aims to develop not only a scholarly knowledge of contracts but also a critical ability to judge the appropriate use of each instrument type within a portfolio context. An important aim is to understand the intuition and the logic behind many of the models and to compare and contrast alternative risk management strategies which may vary given regulations in different countries.</p>
Contents of the module	FINANCIAL MARKETS AND INSTITUTIONS <ul style="list-style-type: none"> - Role of Underwriters - Understanding Money Markets local and foreign - Introduction to Foreign Exchange - Introduction to Bond Markets - local and foreign - Introduction to Equity Markets - local and foreign - Central Banks and Regulatory Authorities across developed markets - Outlook to the further development of International Financial Markets

	FINANCIAL INSTRUMENTS <ul style="list-style-type: none"> - Overview of various types of fixed income securities, valuation of fixed income securities, understanding bond ratings, securitisation and asset backed securities, risks associated with investing in bonds, understanding yield spreads, interpreting the yield curve, Spot rates and Forward rates, measurement of interest rate risk, bond portfolio management strategies in the international context. - Derivatives instruments; Futures and forwards, option payoffs and options strategies, option valuation techniques
Teaching and learning methods	Lectures will be used to introduce the technical and theoretical aspects of the module to the students and students will be given appropriate time to study and learn the relevant material independently before holding the workshops during which students will apply the technical and theoretical knowledge to the problems at hand
Special features	-
Literature	FINANCIAL MARKETS AND INSTITUTIONS Block, Hirt and Danielsen (2010). Foundations of Financial Management. 14th ed, Boston: Mc Graw Hill. Fabozzi, Modigliani and Ferri (2007). Foundations of Financial Markets and Institutions. 4th ed. Upper Saddle River: Pearson Education. Kohn, M. (2003). Financial Institutions and Markets. 2nd ed. Oxford: Oxford University Press. Moffett, Stonehill, Eiteman (2009). Fundamentals of Multinational Finance. 3rd ed. Upper Saddle River: Pearson Education. FINANCIAL INSTRUMENTS Reilly, Brown (2008). Investment Analysis and Portfolio Management. 9th ed. Cincinnati: South Western Education Publishing. Ryan, S. G. (2007). Financial Instruments and Institutions: Accounting and Disclosure Rules. 2nd ed. Hoboken: John Wiley & Sons.

International Trade Basics

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60min written exam (50%) Presentation and Case Study (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Markus Raueiser	Dr. Irina Ervits Prof. Dr. Luisa Sabine Heß

Prerequisites	None
Applicability of module for other modules and study programmes	a) This is a foundational module for the courses in International Trade specialization b) The module can only be used in the BA International Business
Courses of the module	- International Trade Theory and Policy - Integrative Case Study
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module contains the courses 'International Trade Theory and Policy' and 'Integrative Case Study in International Trade'. It introduces the basics of international trade theory in combination with an opportunity to apply this knowledge to a specific business case. International trade is one of the dimensions of the 'Integrative Case Study' crossdisciplinary business case discussion, which helps student synthesize their knowledge and apply to real-life challenges faced by companies in the global market. The rapidly changing international trade environment driven by the process of globalization will serve as the general background for this module. Thus, modern and classical theories of international trade will be discussed in the context of current developments in the international trade arena. The combination of practical skills and theoretical grounding in national and international legal frameworks, including such organizations as the WTO or the EU, allows students to deepen their knowledge in the field and, upon graduation, pursue global career opportunities in business, as well as international governmental and non-governmental organizations. International Trade Theory and Policy is an introductory course of the specialization ushering students into the economic theory of trade and policy analysis. This is an interdisciplinary course that combines two theoretical perspectives on international trade: economics and politics.</p> <p>At the end of this course, should be able to:</p> <ul style="list-style-type: none"> - Gain an overview of the major theoretical approaches to explain the flow of goods, people, and capital across borders. - Understand major concepts in international trade, for instance, national competitiveness, national system of innovation, comparative advantage, etc. - Understand political implications of cross-border exchanges. - Acquire an overview of regional and international trade regimes (NAFTA, WTO, EU, etc.). - Understand the structure and workings of international trade organizations. - Apply theoretical knowledge to the discussion of actual trade cases. - Review major trends and developments in international trade, including technological and economic aspects of globalization. The overall aim of the case study is to enable students to analyse complex business situations with a multi-functional complexity of an internationally-oriented enterprise. Case discussions develop student's ability to understand various management challenges of complex business situations. The international aspect of trade operations adds another layer of

	<p>complexity and will be covered during this practical exercise as well. An engaging and dynamic case discussion shall provide students with a way to apply conceptual material to “real-world” business situations and vice versa. Furthermore students shall be enabled to build a better understanding of multi-faceted explanations for business judgment in the multicultural context. Thus, this course is evaluated by a case presentation, which allows for more conceptual application, creativity and interactivity than a written examination.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Gain a profound knowledge and understanding of how to approach a case study analysis (situation and issues) and how to write a proper case study analysis report. - Combine theoretical concepts and frameworks of strategic management with practical and analytical tools to solve complex business problems. - Based on marketing management concepts and frameworks to develop a strategy adding value to a business applying e.g. the marketing mix (e.g. market entry strategy). - Conduct ratio and financial analysis to evaluate the financial wealth of the business. - Be able to deal with the complexity of different business functions (e.g. marketing, finance) in the international business context. - Get valuable practice in identifying strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action. - Enhance the sense of business judgment, as opposed to uncritically accepting the authoritative crutch of the professor or “back-of-the-book” answers. - Gain in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.
Contents of the module	<p>INTERNATIONAL TRADE THEORY AND POLICY</p> <ul style="list-style-type: none"> - Comparative advantage - Resource-based Heckscher-Olin model - Modern trade theories - Mobility of the factors of production - Trade policy and protectionism - International monetary and financial systems - Multinational corporation and “product cycle” - Global and regional trade regimes and organizations - Economic integration and the European Union - WTO - National efforts to boost innovation and competitiveness - International trade and globalization <p>INTEGRATIVE CASE STUDY</p> <ul style="list-style-type: none"> - Guide and Strategic Plan to Case study analysis - Writing a proper case study analysis report - In-depth Case Study Analysis with focus on International Trade
Teaching and learning methods	A variety of learning methods are utilized ranging from lectures and case studies to experiential exercises. In addition, the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.
Special features	-
Literature	<p>INTERNATIONAL TRADE THEORY AND POLICY</p> <p>Krugman, P., Obstfeld, M., and Melitz M. (2014). International Economics: Theory and Policy, Pearson.</p> <p>Gilpin, R. (2001). Global Political Economy: Understanding the International Economic Order, Princeton University Press.</p> <p>Bhagwati, J. N., Panagariya, A. and Srinivasan T. N. (1998). Lectures on International Trade, MIT Press.</p> <p>Feenstra, R. C. (2003). Advanced International Trade: Theory and Evidence, Princeton University Press</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - International Trade Journal - Journal of International Trade & Economic Development - Journal of International Trade Law and Politics - Journal of International Trade Law and Policy - Journal of Global Trade - Journal of Political Economy

- Journal of International Economics
- Journal of Economic Geography

INTEGRATIVE CASE STUDY

Ellet, W.: The Case Study Handbook: How to Read, Discuss, and Write Persuasively about Cases. Harvard Business Press Books (latest Edition)
Selected Case Studies with a multifunctional focus. (Publishers: e.g. Harvard Business School, Ivey School of Business) (Latest editions)

International Trade Law and Management

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60min written exam (50%) Term Paper (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Markus Raueiser	Dr. Heinz Willand Dr. Michael Adenau Prof. Dr. Ralf Höcker

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module is the basis for the following specialization modules: BA IB ITR 17: Global Management BA IB ITR 18: Technology and Finance in International Trade b) The module can only be used in the BA International Business
Courses of the module	- International Trade Management - International Trade Law
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module contains the courses 'International Trade Management' and 'International Trade Law' and introduces students to the main functions of managing an internationally-oriented enterprise and the legal framework that governs international business transactions. This module provides an overview of the entire international trade management process and the complex, ever-changing world of international rules, laws, regulations, and customs. The module encourages an integrated understanding of successfully managing enterprises and organisations across borders. At the end, the students' command of the key concepts discussed in class is evaluated through a 60-minute exam in the course "International Trade Law." An examination is more structurally conducive to cover main legal concepts and terms to build a better foundation for further courses in the specialization. A term paper as the final assignment for the course "International Trade Management" allows students to focus on a specific aspect of international trade management and develop it into an area of expertise in accordance with their interests and professional aspirations.</p> <p>By the end of the module, students will be able to:</p> <ul style="list-style-type: none"> - Understand how international trade (import and export) businesses operate, including payment terms, shipment terms, international supply chain management, cross-border financial transactions, customs, insurance, and risk management. - Work with the most common documents required in an import or export transaction. - Explain purpose and application of these documents. - Develop the ability to assess and apply customs regulations to concrete trade cases. - Distinguish between national and international trade laws. - Understand the structure and workings of relevant trade institutions (WTO, EU; GATT, GATS). - Identify applicable laws and regulations in different geographical areas, including import and export requirements. - Understand dispute settlement procedures. - Know common laws on cross-border trade.

Contents of the module	<p>INTERNATIONAL TRADE MANAGEMENT</p> <ul style="list-style-type: none"> - The organisation of import and export operations - Planning and preparations for export marketing strategy - International logistics and channels of distribution - Payment terms and procedures - Export sales contracts - Documentation, risk and insurance - Countertrade - Trade finance (L/C) - Import / Export regulations - Product selection and suppliers - The entry modes in international trade <p>INTERNATIONAL TRADE LAW</p> <p>Based on the rules and regulations under the WTO, UN, EU and certain national laws the following contents will be covered:</p> <ul style="list-style-type: none"> - Restrictions on trade in goods - Restrictions on trade in services - Minimum quality requirements - Intellectual property rights
Teaching and learning methods	<p>A variety of learning methods are utilized ranging from lectures and case studies to experiential exercises. In addition, the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
Special features	<p>-</p>
Literature	<p>INTERNATIONAL TRADE MANAGEMENT</p> <p>Johnson, T. E. (2002). Export/Import: Procedures & Documentation. 4th ed. New York: AMACOM.</p> <p>Malhotra, S. (2008). Export and Import Management. New Delhi: Adhayayan Publ.</p> <p>Nelson, C. A. (2009). Import/Export: How to Get Started in International Trade. 4th ed. Boston: McGraw Hill.</p> <p>Seyoum, B. (2009). Export-Import Theory, Practices, and Procedures. 2nd ed. New York: International Business Press.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Journal of International Trade & Economic Development - Journal of International Trade Law and Politics - Journal of Global Trade <p>INTERNATIONAL TRADE LAW</p> <p>Indira Carr I., Stone P. (2014) International Trade (5th ed.), Routledge.</p> <p>Treaty of Lisbon; GATT, GATS</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - American Journal of International Law - European Journal of International Law - Journal of International Law - Journal of International Trade Law and Politics - Journal of International Trade Law and Policy - Leiden Journal of International Law

Management Consulting Basics

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60min written exam (50%) Presentation and Case Study (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Dr. Malgorzata Zmuda	Prof. Dr. Markus Raueiser Dr. Malgorzata Zmuda

Prerequisites	Supply and Strategic Management (BA IB 6)
Applicability of module for other modules and study programmes	<p>a) This module is the basis for the following specialization modules: BA IB MC 16: Management consulting techniques BA IB MC 17: Consulting for Profitability and Efficiency</p> <p>Furthermore, this module supports the preparation for the Business Simulation Game</p> <p>b) The module can only be used in the BA IB Specialization „Management Consulting“</p>
Courses of the module	<p>- Introduction to Management Consulting</p> <p>- Integrative Case Study</p>
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The main goal of this consulting specialization introductory module is to enable students to understand the characteristics and complexity of management consulting as a profession. In the course „Introduction to Consulting“ the emphasis is put on highlighting the specifics of diverse areas of consulting engagements. Students are introduced to typical consulting projects with their main characteristics, key steps within the consulting process and the challenges of making an impact on a client. Emphasis of the lectures is placed on the impact of globalization on the contemporary consulting projects, resulting in the increased exposure of the client-business to the international competition. Thus the topics are discussed in the international context and exemplified by the strategic challenges faced by both local SMEs and internationally-acting companies.</p> <p>By the end of the course students should be able to:</p> <ul style="list-style-type: none"> - Understand the complexity of the management consulting profession and outline its main challenges in the domestic and international context. - Differentiate consulting assignments according to content, client and environment. - Detect the added value added the consultant can offer to the client business by supporting diverse management areas. - Recognize the importance of planning, organizing, leading and controlling for the success of a domestic and international consulting project. - Illustrate the nature of client-consultant relationship and categorize its types. - Understand the history and prospective developments of the consulting as a profession and as an industry, shaped by the development of the global economy and international division of labor. - Distinguish the stages of the consulting process and the consulting project selling process. - Discuss skills needed in consulting. - Understand the interconnections between diverse business disciplines, draw conclusions and use theoretical concepts and analytical methods to support formulation of advice. - Apply theoretical concepts acquired within the courses of the first semester of their Bachelor studies to solve integrative (cross-disciplinary) business cases.

	<p>The main goal of the course „Integrative Case Study“ is to enable students to apply the theoretical knowledge, acquired within the first two semesters of their Bachelor studies to solve cross-disciplinary international business cases. This is how students gain understanding of the interconnections between the disciplines and their joined importance for the company's success.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Gain a profound knowledge and understanding of how to approach a case study analysis (situation and issues) and how to write a proper case study analysis report - Combine theoretical concepts and frameworks of international strategic management with practical and analytical tools to solve complex business problems - Based on marketing management concepts and frameworks to develop a strategy adding value to a business applying e.g. the marketing mix (e.g. market entry strategy) - Conduct ratio and financial analysis to evaluate the financial wealth of the business - Be able to deal with the complexity of different business functions (e.g. marketing, finance) in the domestic and international context. - Get valuable practice in identifying strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action - Enhance the sense of business judgment, as opposed to uncritically accepting the authoritative crutch of the professor or „back-of-the-book“ answers - Gain in-depth exposure to different industries, companies and international contexts - thereby acquiring something close to actual business experience.
Contents of the module	<p>INTRODUCTION TO MANAGEMENT CONSULTING</p> <ul style="list-style-type: none"> - Management Consulting: what it is and how it adds value - Consulting skills <p>Management consulting along managerial functions:</p> <ul style="list-style-type: none"> - Basics of planning - Basics of organizing - Basics of leading - Basics of controlling <ul style="list-style-type: none"> - Consultant-client relationships - Benefits and criticism of the consulting industry - History and development of the management consulting as a profession - Types of consulting projects: characteristics and value-added - Internal vs. External consultants - International Consulting Issues - Consulting career - Ethics and Social Environment of Management Consulting <p>INTEGRATIVE CASE STUDY</p> <ul style="list-style-type: none"> - Guide and Strategic Plan to Case study analysis - Writing a proper case study analysis report - In-depth Case Study Analysis with focus on Strategic Management
Teaching and learning methods	<p>A variety of learning methods are utilized:</p> <p>Top down approach lectures on:</p> <ul style="list-style-type: none"> - Theory and practice of management consulting - Shaping of consulting career <p>Bottom up - case studies</p> <ul style="list-style-type: none"> - Applying discussed concepts on short illustrative cases, reflecting the challenges the consultants face in the national and international contexts. <p>Examples and Q&As</p> <ul style="list-style-type: none"> - Discussing best practice examples of successful international companies and consulting projects <p>Role-plays</p> <ul style="list-style-type: none"> - Developing interaction and exercising relationship-building skills through project simulations (lecturer and student = client and consultant).
Special features	<p>The lectures will be enhanced by including guest speakers and video cases.</p>

Literature**INTRODUCTION TO MANAGEMENT CONSULTING****KEY LITERATURE**

Griffin, R. W., Fundamentals of Management, (latest edition) South Western Cengage Learning
Wickham, L., Wilcock, J., Management Consulting: Delivering an Effective Project, (latest edition, Pearson

FURTHER RECOMMENDED LITERATURE

Biggs, D., Management Consulting. A Guide For Students. (latest edition) Hampshire et al.: Cengage
PERIODICALS

- Journal of Management Consulting
- McKinsey Quarterly
- Academy of Management Review

INTEGRATIVE CASE STUDY

Ellet, W.: The Case Study Handbook: How to Read, Discuss, and Write Persuasively about Cases.
Harvard Business Press Books (latest Edition)

Selected Case Studies with a multifunctional focus. (Publishers: e.g. Harvard Business School, Ivey School of Business) (Latest editions)

Management Consulting Techniques

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	Term Paper/ Presentation (50%) 60 min written exam (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Dr. Malgorzata Zmuda	Dr. Malgorzata Zmuda

Prerequisites	BA IB MC 15: Management Consulting Basics
Applicability of module for other modules and study programmes	<p>a) This module is the basis for the following specialization modules: BA IB MC 17: Consulting for Profitability and Efficiency BA IB MC 18: Organizational and Entrepreneurial Consulting</p> <p>Furthermore, this module supports the preparation for the Business Simulation Game</p> <p>b) The module can only be used in the BA IB Specialization „Management Consulting“</p>
Courses of the module	<ul style="list-style-type: none"> - Consulting Tools and Techniques - Project Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to familiarize students with key tools, techniques and methods, commonly used by consultants to support clients during ever-day project challenges: with reference to both small domestic companies as well as multinational enterprises. The lectures are designed in the way that enables students to apply the above mentioned „toolkit“ during the case-based discussions, thus developing and exercising main skills needed in their prospective consulting career. These skills include: research and analysis skills to support formulation of evidence-based advice as well as project management skills to plan and manage projects in diverse areas of consultancy in domestic and international contexts. By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Gather and evaluate data, needed in the process of developing information base; work with international databases. - Identify relationship between available data to support value-added advice. - Apply diverse analytical approaches to support formulation of strategic recommendations for SMEs and MNEs. - Build professional consulting presentations. - Communicate ideas through verbal, visual and written media to influence decision makers, based on logical argumentation. - Work effectively as a part of international consulting team. - Understand key terms and main challenges of successful project management; be able to cope with the challenges of international and intercultural project settings. - Differentiate project management methods and their applicability in diverse types of projects and situations. - Distinguish main project steps and evaluate prospective inhibitors in each phase of the project progression. - Design a project structure including key tasks, milestones, costs, people and their responsibilities. - Apply methods of project progression evaluation. - Differentiate determinants of project success.

Contents of the module	<p>CONSULTING TOOLS AND TECHNIQUES</p> <ul style="list-style-type: none"> - Secondary research and information gathering techniques - Interviewing techniques - Working hypothesis development techniques - Market definition and market analysis tools - Industry attractiveness analysis tools - Competitive landscape analysis tools - Tools for identifying international opportunities and threats - Data evaluating techniques - Stakeholder analysis tools - Creativity techniques - Consulting report writing techniques - Presentation techniques <p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> - Introduction to Project Management and its increased complexity in the contemporary global landscapes - Project life cycle - Organizing the project and estimating its risks - Tendering and contracting - Defining project scope and requirements - Project planning: people, resources and schedules - Building and leading the project team - Managing and controlling project progress and cost - Managing quality and change - Project management across borders and cultures - Closing the project - Improving project performance
Teaching and learning methods	<p>A variety of learning methods are utilized:</p> <p>Top down approach - lectures on:</p> <ul style="list-style-type: none"> - Tools and methods commonly used by professional consultants - Bottom up - case studies - Applying „consultant’s toolkit“ to analyse concrete business situations in order to learn how to support a client with professional advice in the national and international contexts. <p>Examples and Q&As</p> <ul style="list-style-type: none"> - Discussing best practice examples of successful domestic and international companies and consulting projects <p>Role-plays</p> <ul style="list-style-type: none"> - Developing interaction and exercising relationship-building skills through project simulations (lecturer and student = client and consultant).
Special features	<p>The lecturers will be enhanced by including guest speakers and video cases.</p>
Literature	<p>CONSULTING TOOLS</p> <p>KEY LITERATURE:</p> <p>Biggs, D., Management Consulting. A Guide For Students. (latest edition) Hampshire et al.: Cengage</p> <p>FURTHER RECOMMENDED LITERATURE:</p> <p>Andler, N., Tools for Project Management, Workshops and Consulting: A must-have compendium of essential tools and techniques. (latest edition) Erlangen: Publicis Publishing</p> <p>Minto, B., The Pyramid Principle: Logic in Writing and Thinking (latest edition). Edinburgh: Pearson</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Journal of Management Consulting - McKinsey Quarterly - Academy of Management Review - Harvard Business Review <p>PROJECT MANAGEMENT</p> <p>KEY LITERATURE:</p> <p>Field M., Keller L., Project Management (latest edition), The Open University</p> <p>FURTHER RECOMMENDED LITERATURE:</p> <p>Maylor, H., Project Management (latest edition), Prentice Hall</p> <p>Richman, L., Improving Your Project Management Skills, (latest edition), American Management Association</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Project Management Journal - International Journal of Project Management - The Journal of Modern Project Management

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- International Journal of Managing Projects in Business
 - International Journal of Project Organization and Management

Comprehension of Consumer

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60 min written exam (50 %) Presentation / Case Study (50 %)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Torsten Weber	Prof. Dr. Torsten Weber Prof. Dr. Luisa Sabine Heß

Prerequisites	Completion of the module BA IB 4 (Course "Marketing").
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules: BA IB MM 16 "Interaction in Marketing", BA IB MM 17 "Marketing and the Value Chain", BA IB MM 18 "Marketing Implementation" b) The module can only be used in the BA IB Specialization "MarketingManagement"
Courses of the module	<ul style="list-style-type: none"> - Consumer Behaviour - Integrative Case Study
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module aims at providing the students with the knowledge of both theoretical and practice-oriented foundations of the global fields of Consumer Behaviour, especially the fields of social psychology based behaviour of the consumer. The relevant topics are discussed in the international context and exemplified by the strategic challenges faced by both local SMEs and internationally-acting companies. Especially the differences of consumer in various countries are analysed in detail.</p> <p>At the end of the module the students are expected to:</p> <ul style="list-style-type: none"> - Recognize the meaning of consumer in front of corporate decisions and realize the challenges in the special domestic and international context. - Define the basics of Marketing and Consumer Behaviour. - Distinguish the different approaches to Consumer Behaviour. - Understand the different types of consumer and their social and psychological background with focus on special culture based behaviour. - Memorize how companies identify target groups and typical consumer and be able collect information about different target groups. - Discuss the impact of the different marketing tools and methods on consumer behaviour and understand the various national and international approaches companies have - Generalize problems and to identify relevant literature and to apply theories, models and strategies to solve practical problems which arise from the cases. <p>The main goal of the course "Integrative Case Study" is to enable students to apply the theoretical knowledge, acquired within the first two semesters of their Bachelor studies to solve cross-disciplinary international business cases. This is how students gain understanding of the interconnections between the disciplines and their joined importance for the company's success. By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Gain a profound knowledge and understanding of how to approach a case study analysis (situation and issues) and how to write a proper case study analysis report - Combine theoretical concepts and frameworks of international strategic management with

	<p>practical and analytical tools to solve complex business problems</p> <ul style="list-style-type: none"> - Based on marketing management concepts and frameworks to develop a strategy adding value to a business applying e.g. the marketing mix (e.g. market entry strategy) - Conduct ratio and financial analysis to evaluate the financial wealth of the business - Be able to deal with the complexity of different business functions (e.g. marketing, finance) in the domestic and international context. - Get valuable practice in identifying strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action - Enhance the sense of business judgment, as opposed to uncritically accepting the authoritative crutch of the professor or "back-of-the-book" answers - Gain in-depth exposure to different industries, companies and international contexts - thereby acquiring something close to actual business experience.
Contents of the module	<p>CONSUMER BEHAVIOUR</p> <ul style="list-style-type: none"> - Basics of Behavioural Science in a global context - Consumer Behaviour in general - Relevant models of Consumer Behaviour - Psychology of how consumers think, feel, reason, and select between different alternatives and Differences in cultures (international approach) - Psychology of how the consumer is influenced by his or her environment (e.g., culture, family, signs, media) - Limitations in consumer knowledge or information processing abilities influence decisions and marketing outcome - How consumer motivation and decision strategies differ between products that differ in their level of importance or interest that they entail for the consumer - How marketers can adapt and improve their marketing campaigns and marketing strategies to more effectively reach the consumer domestic and all over the world. - New global trends in marketing (e.g. Guerilla Marketing, Sustainability Marketing). <p>INTEGRATIVE CASE STUDY</p> <ul style="list-style-type: none"> - Guide and Strategic Plan to Case study analysis - Writing a proper case study analysis report - In-depth Case Study Analysis with focus on Marketing Management
Teaching and learning methods	<p>The courses of the module are taught in the form of face-to-face lectures combined with discussions, international case studies and practical examples. Current date of preference studies for examples can be used to analyse the problems companies have in relation to consumer behaviour. The integrative case-study module follows the problem-based learning approach with its seven steps.</p>
Special features	<p>In addition to written sources students are provided with guest lectures that cover different aspects of the module contents in greater depth to tighten their basic knowledge on the one hand and their ability to analyze current marketing campaigns.</p>
Literature	<p>CONSUMER BEHAVIOUR</p> <p>MAIN LITERATURE</p> <p>Evans, M./Foxal, G. (2009): Consumer Behaviour & Peter, J.P./Olson, J. (2004): Consumer Behaviour and Marketing Strategy, International edition</p> <p>ADDITIONAL LITERATURE:</p> <p>Kotler, P./Armstrong, G. (2015): Principles of Marketing</p> <p>Kotler, P. /Keller, K.L. (2015): Marketing-Management</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Advances in Consumer Research - European Journal of Marketing - International Journal of Research in Marketing - Journal of Marketing - Journal of Consumer Research - Journal of Brand Management - Journal of Marketing Research - Marketing Science - Marketing ZFP - Journal of Research and Management - Psychology and Marketing <p>INTEGRATIVE CASE STUDY</p> <p>Ellet, W.: The Case Study Handbook: How to Read, Discuss, and Write Persuasively about Cases. Harvard Business Press Books (latest Edition)</p> <p>Selected Case Studies with a multifunctional focus. (Publishers: e.g. Harvard Business School, Ivey School of Business) (Latest editions)</p>

Interaction in Marketing

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60 min written exam (50 %) Term Paper (50 %)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Torsten Weber Prof. Dr. Mike Schallehn	Prof. Dr. Mike Schallehn Prof. Dr. Torsten Weber

Prerequisites	Completion of the module BA IB 4 (Course "Marketing").
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules: BA IB MM 17 and BA IB MM 18 b) The module can only be used in the BA IB Specialization "Marketing Management"
Courses of the module	<ul style="list-style-type: none"> - Customer Relationship Management - Corporate Communication
Aim of module (expected learning outcomes and competencies to be acquired)	<p>At the end of the module the students are expected to:</p> <ul style="list-style-type: none"> - Recognize the contemporary challenges for marketing that derive from today's saturated and mature domestic and global markets. In this regard, students will learn about the importance of a relationship-oriented marketing approach that creates value for the company and the consumer. - Define a relationship-oriented marketing strategy that starts with an analysis of different customer segments and finishes with the design of a marketing strategy that orientates at the concept of the customer lifetime value. - Distinguish between profitable and less profitable customers to increase profits. - Critically analyze the efficiency and effectiveness of relationship-oriented marketing tools. - Define the different Communication strategies companies have with reference to both small domestic companies as well as multinational enterprises. - Distinguish the target groups and describe the segmentation approaches as basis for communication strategies. - Memorize how companies act in market when it comes to interaction and communication and how they will be able to collect information about different target groups. - Discuss the impact of the different Communication tools like Sponsoring, Advertising, and Events etc. - Integrate important social cultural trends like sustainability into the corporate communication and show the meaning of a global approach in this field. - Generalize problems and to identify relevant literature and to apply theories, models and strategies to solve practical problems which arise from the cases.
Contents of the module	<p>CUSTOMER RELATIONSHIP MANAGEMENT</p> <ul style="list-style-type: none"> - Introduction to CRM - Relationship Marketing vs. Transactional Marketing in front of increased complexity in the contemporary global landscapes - Concept of the Customer Lifetime Value

Contents of the module	<ul style="list-style-type: none"> - Market Segmentation and the Customer Lifetime Value - Marketing Strategies in the field of CRM - Efficiency and effectiveness of loyalty programs - Privacy concerns and CRM - Future Trends in CRM <p>CORPORATE COMMUNICATION</p> <ul style="list-style-type: none"> - Introduction to Communication Policy/Instruments - Models of Interaction - Theories of Communication - Market Segmentation and Target groups of Communication campaigns - Communication strategies across borders and cultures - Communication tools - New approaches like sustainability reports etc. - Measurement of Communication - Control
Teaching and learning methods	The courses of the module are taught in the form of face-to-face lectures combined with discussions, case studies and practical examples.
Special features	In addition to written sources students are provided with guest lectures that cover different aspects of the module contents in greater depth to tighten their basic knowledge on the one hand and their ability to analyze current marketing campaigns.
Literature	<p>CUSTOMER RELATIONSHIP MANAGEMENT</p> <p>MAIN LITERATURE: Kumar, V./Reinartz, W.: Customer Relationship Management - Concept, Strategy, and Tools. Heidelberg: Springer-Gabler, (latest edition).</p> <p>ADDITIONAL LITERATURE: Peelen, E.: Customer Relationship Management, Essex: Pearson, (latest edition) Egan, J.: Relationship Marketing – Exploring relational strategies in marketing, Essex: Pearson, (latest edition)</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Journal of Marketing - International Journal of Research in Marketing - Journal of Consumer Marketing - The International Review of Retail, Distribution and Consumer Research - International Journal of Customer Relationship Marketing and Management <p>CORPORATE COMMUNICATION</p> <p>MAIN LITERATURE: Cornelissen, J. (2014): Corporate Communication Argenti, P. (2015): Corporate Communication</p> <p>ADDITIONAL LITERATURE: Kotler, P./Armstrong, G. (2015): Principles of Marketing</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Journal of Marketing - Journal of Advertising - International Journal of Research in Marketing - Journal of Consumer Marketing

Talent Management I: Acquiring Talents

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60 min written exam (50 %) Presentation / Case Study (50 %)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Luisa Sabine Heß	Prof. Dr. Anja Karlshaus Prof. Dr. Luisa Sabine Heß

Prerequisites	Completion of the module BA IB 4 (Course "Human Resource Management").
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules: BA IB HRM 12 "Talent Management II", BA IB M15 "Business Project", BA IB HRM 16 "Organizational and Institutional Environment of HRM" and BA IB HRM 17 "HRM and Leadership in Modern Organizations" b) The module can only be used in the BA IB Specialization "HRM & Leadership"
Courses of the module	<ul style="list-style-type: none"> - Talent Acquisition - Integrative Case Study
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module aims at providing the students with the knowledge of both theoretical and practice-oriented foundations of the fields of talent management, especially the fields of talent acquisition with respect to national and international specifics. The knowledge and gained competencies of the students are evaluated in a 60 minutes exam at the end of the semester, where the students are expected to:</p> <ul style="list-style-type: none"> - Recognize the need to actively search for talents. - Define the different steps of the talent acquisition process. - Distinguish different selection biases and develop strategies to avoid them. - Memorize how preferences for professions and employers arise. - Be able collect information about different target groups and develop active searching strategies. - Discuss the impact of ethical aspects on employer brands. - Generalize problems and to identify relevant literature and to apply theories, models and strategies to solve practical problems which arise from the cases. <p>The overall aim of the case study is to enable students to analyse complex business situations in a national and international context with a multi-functional complexity. Case discussions shall develop student's capability to understand various management challenges of complex business situations. An engaging and dynamic case discussion shall provide students with a way to apply conceptual material to "real-world" business situations and vice versa. Furthermore students shall be enabled to build a better understanding of multifaceted explanations for business judgment. Following the concept of the constructive alignment the learning outcomes will be evaluated continuously through the whole semester through student presentations and/or student reports. The problem-based learning approach of the integrative case study module increases the in-depth-learning of the students and aims to develop the meta-competency problem solving. Students are supposed to:</p> <ul style="list-style-type: none"> - Gain a profound knowledge and understanding of how to approach a case study analysis (situation and issues) and how to write a proper case study analysis report - Combine theoretical concepts and frameworks of strategic management with practical and analytical tools to solve complex business problems

	<ul style="list-style-type: none"> - Based on marketing management concepts and frameworks to develop a strategy adding value to a business applying e.g. the marketing mix (e.g. market entry strategy) - Conduct ratio and financial analysis to evaluate the financial wealth of the business - Be able to deal with the complexity of different business functions (e.g. marketing, finance) in a business context. - Get valuable practice in identifying strategic issues that need to be addressed, evaluating strategic alternatives, and formulating workable plans of action - Enhance the sense of business judgment, as opposed to uncritically accepting the authoritative crutch of the professor or “back-of-the-book” answers - Gain in-depth exposure to different industries and companies, thereby acquiring something close to actual business experience.
Contents of the module	<p>TALENT ACQUISITION</p> <ul style="list-style-type: none"> - Demographic Changes, Globalization and war for talents - Steps in the talent acquisition process - Active vs. passive sourcing - Review of job advertises in the past and today - Communication channels, digitalisation of employer communication - Formation of preferences for professions and employers - Identifying and addressing target groups - Employer value proposition and employer brand - Selection methods - Selection biases - Managing the candidates recruiting experience - Employer Awards - Relevance of sustainability and ethical values for employees <p>INTEGRATIVE CASE STUDY</p> <ul style="list-style-type: none"> - Guide and Strategic Plan to Case study analysis - Writing a proper case study analysis report - In-depth Case Study Analysis with focus on Human Resource Management in an international business environment
Teaching and learning methods	<p>The courses of the module are taught in the form of face-to-face lectures combined with discussions, case studies and practical examples. Current date of preference studies for examples can be used to analyse and critically reflect current employer branding campaigns. The integrative case-study module follows the problem-based-learning approach with its seven steps.</p>
Special features	<p>In addition to written sources students are provided with international guest lectures that cover different aspects of the module contents in greater depth to tighten their basic knowledge on the one hand and their ability to analyze current campaigns and talent acquisition strategies on the other hand.</p>
Literature	<p>TALENT ACQUISITION</p> <p>MAIN LITERATURE</p> <p>Barrow, S./Mosley, R.: The Employer Brand: Bringing the Best of Brand Management to People at Work, John Wiley & Sons, Ltd., West Sussex.</p> <p>Raymond, N./ Hollenbeck, J./ Gerhart, B./ Wright, P.: Gaining a competitive advantage. Chicago, IL.: Irwin (the latest edition)</p> <p>ADDITIONAL LITERATURE</p> <p>Backhaus, K./ Tikoo, S. (2004): Conceptualizing and researching employer branding. Career development international, 9(5), 501-517.</p> <p>Edwards, M. R. (2009): An integrative review of employer branding and OB theory. Personnel review, 39(1), 5-23.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Academy of Management Journal - Human Resource Development International - Human Resource Management Journal - International Journal of Human Resource Management - Journal of Brand Management <p>INTEGRATIVE CASE STUDY</p> <p>Ellet, W.: The Case Study Handbook: How to Read, Discuss, and Write Persuasively about Cases. Harvard Business Press Books (latest Edition)</p> <p>Selected Case Studies with a multifunctional focus. (Publishers: e.g. Harvard Business School, Ivey School of Business) (Latest editions)</p>

Talent Management II: Developing and Rewarding Talent

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60 min written exam (50 %) Term Paper (50 %)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Dr. Ihar Sahakiants	Dr. Ihar Sahakiants

Prerequisites	Completion of the module BA IB 4 (Course "Human Resource Management").
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules: BA IB M15 "Business Project", BA IB HRM 16 "Organizational and Institutional Environment of HRM" and BA IB HRM 17 "HRM and Leadership in Modern Organizations" b) The module can only be used in the BA IB Specialization "HRM & Leadership"
Courses of the module	<ul style="list-style-type: none"> - Reward Management - Training and Development
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module aims at providing the students with the knowledge of both theoretical and practice-oriented foundations of the fields of reward management and human resource training and development by focusing on worldwide challenges and international best practices in the respective areas. At the end of the module the students are expected to:</p> <ul style="list-style-type: none"> - Define the current challenges faced by human resource professionals and managers with respect to compensating, training and developing employees in various international, country-specific environments - Describe the major functions and applications related to reward management and the field of training and development - Recognize the main roles and competencies of compensation and benefits as well as training and development professionals, including the international aspects of their work - Memorize the main motivational theories and the positive impact of talent management practices on individual and organizational performance, under consideration of the intercultural factors related to motivation and work organization - Be able to apply human resource management tools to design efficient compensation as well as training and development practices, including the application of the international best practices to specific business cases - Perform an analysis of talent management systems under consideration of individual, organizational and, especially, contextual factors such as country specific industrial relations, political, taxation, and legal systems.
Contents of the module	REWARD MANAGEMENT <ul style="list-style-type: none"> - Introduction to Incentive Systems: Total Rewards - The Organizational Structure and Pay - Pay as a Source of Motivation - Legislation and Pay - Job Evaluation - Setting Pay Levels

	<ul style="list-style-type: none"> - Performance Management and Pay - Individual Incentive Schemes - Group Incentive Schemes - Benefits and Perquisites - Incentives for Special Employee Groups - Corporate Governance and Executive Pay - Managing Reward Systems <p>TRAINING AND DEVELOPMENT</p> <ul style="list-style-type: none"> - Introduction to Human Resource Development - Learning and Human Resource Training and Development - Training and Development Needs Assessment - Designing Effective Training and Development Programs - Evaluating Training and Development Programs - Employee Skills and Technical Training - Socialization and Orientation of Employees - Employee Counselling - Effective Coaching - Career Development - Management Development - The Role of Trade Unions in Training and Development - Ethics in Training and Development
Teaching and learning methods	The courses of the module are taught in the form of face-to-face lectures combined with discussions, exercises, case studies and presentations. The students are expected to complete reading assignments.
Special features	In addition to written sources students are provided with a list of online documentaries and/or guest lectures that cover different aspects of the module contents in greater depth to improve their familiarity with developing and rewarding talents.
Literature	<p>REWARD MANAGEMENT</p> <p>MAIN LITERATURE:</p> <p>Armstrong, M.: Armstrong's Handbook of Reward Management Practice: Improving Performance through Reward, Kogan Page Limited, London et al. (the latest edition).</p> <p>Milkovich, G. T./Newman, G. M./Gerhart, B.: Compensation, New York, McGraw-Hill (the latest edition).</p> <p>ADDITIONAL LITERATURE:</p> <p>Aguinis, H.: Performance Management, Pearson, Boston et al. (the latest edition).</p> <p>Henderson, R.: Compensation Management in a Knowledge-Based World, Pearson Education, Upper Saddle River (the latest edition).</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Academy of Management Journal - Compensation & Benefits Review - Harvard Business Review - Human Resource Management - Industrial Relations - Journal of Business Ethics - Journal of Human Resources <p>TRAINING AND DEVELOPMENT</p> <p>MAIN LITERATURE:</p> <p>DeSimone, R. L./Werner, J. M.: Human Resource Development, South-Western, Cengage Learning, Mason OH (the latest edition).</p> <p>ADDITIONAL LITERATURE:</p> <p>Noe, R.: Employee Training and Development, McGraw-Hill, New York (the latest edition).</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Academy of Management Journal, Human Resource Development International - Human Resource Management Journal, Journal of Vocational Education and Training - International Journal of Human Resource Management - International Journal of Training and Development - Journal of European Industrial Training

INTERCULTURAL MANAGEMENT (B.A.)

Social Science Basics

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	120min written exam (100%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Ingvill C. Mochmann	Prof. Dr. Ingvill C. Mochmann

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module prepares students for the completion of their bachelor's thesis b) The module can be also used in the BA Intercultural Management, BA International Tourism Management, BA Digital Media Management and BA Business Psychology
Courses of the module	<ul style="list-style-type: none"> - Introduction to Social Science - Empirical Social Research
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module contains the courses 'Introduction to Social Sciences' and 'Empirical Social Research'. These courses introduce students to the fundamentals of social sciences as well as the tool and methods of research in this field. The aim of the course 'Introduction to Social Sciences' is to provide students with an overview of the principal social science disciplines and their relationships. Students will uncover the main topics of sociology, anthropology, political science, psychology, etc. and will acquire information about the different approaches of these disciplines to the topics. Successful students will be better prepared to examine systematically such things as human society, the interaction of groups, social change, and social behaviour. In their analysis of problems in human interaction they will be able to take a variety of perspectives into consideration. The course 'Empirical Social Research' is an introduction into the concepts and research methods used in the social sciences. Successful students will be able to apply the qualitative and quantitative research strategies, research design, methods of data collection, sampling, generalisation, coding, analysis and interpretation of results, including basic knowledge about statistics and the utilisation of software like SPSS. By the end of the module the students should be able to</p> <ul style="list-style-type: none"> - Identify and memorize fundamental approaches of social science and research methods. - Restate basic principles of multiple social science disciplines and recognize their interconnection and influence in the way humans interact with each other. - Select and employ research strategies and methods of data collection that are used in social sciences. - Outline own research results and data pools in order to draw autonomous conclusions. - Modify or deduce social science theories by integrating chosen methods of analysis, as well as own research results into the concepts. - Compare and interpret research outcomes and verify the results by testing the applicability of chosen research strategies.
Contents of the module	INTRODUCTION TO SOCIAL SCIENCES <ul style="list-style-type: none"> - Social sciences and its methods - Individual and society - Human behaviour and organisation - Development of civilisations

Contents of the module	<ul style="list-style-type: none"> - Culture and the individual - Values and values change - Decision making and power - Politics and society - Social and political institutions - Economics and society - Global issues <p>EMPIRICAL SOCIAL RESEARCH</p> <ul style="list-style-type: none"> - Theory and hypotheses - Qualitative method - Quantitative method - Research designs - Data collection methods - Correlation and Causality - Sampling - Data collection - Coding - Ethics
Teaching and learning methods	<p>A variety of learning methods are utilized ranging from lectures and case studies to experiential exercises. In addition, the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
Special features	<p>-</p>
Literature	<p>INTRODUCTION TO SOCIAL SCIENCES</p> <p>KEY LITERATURE:</p> <p>Hunt, E.F. & Colander, D.C. (2015). <i>Social Science: An Introduction to the Study of Society</i>. 15th ed. Routledge.</p> <p>Huntington S.P. (1993). "The Clash of Civilizations?" <i>Foreign Affairs</i> 1993. 72 (3), pp. 22-49.</p> <p>Inglehart, R.F. (2008). "Changing Values among Western Publics from 1970 to 2006". <i>West European Politics</i> 2008. 31 (1-2), pp. 130 – 146.</p> <p>FURTHER READINGS:</p> <p>Bishop, R. (2007). <i>The Philosophy of the Social Sciences: An Introduction</i>. London and New York: Continuum.</p> <p>Giddens, A., Duneier, M. & Appelbaum, R. P. (2007). <i>Introduction to Sociology</i>. New York: W. W. Norton & Co.</p> <p>EMPIRICAL SOCIAL RESEARCH</p> <p>KEY LITERATURE:</p> <p>Bryman, A. (2012). <i>Social Research Methods</i>. 4th ed. New York: Oxford University Press.</p> <p>FURTHER READINGS:</p> <p>Creswell, J.W. (2009). <i>Research Design. Qualitative, Quantitative, and Mixed Methods Approach</i>. 3rd ed. London: Sage Publications.</p> <p>Harkness, J. A., Fons J.R., Van de Vijver & Mohler, P. (eds.) (2003). <i>Cross-Cultural Survey Methods</i>. Hoboken, N.Y.: John Wiley & Sons.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - American Political Science Review - British Journal of Sociology - Electoral Studies - European Journal of Political Research - Forum: Qualitative Social Research - Graduate Journal of Social Science - International Social Science Journal - Journal of Alternative Perspectives in the Social Sciences - Kölner Zeitschrift für Soziologie und Sozialpsychologie - Politische Vierteljahrszeitschrift - Public Opinion Quarterly, Quality and Quantity - Schmollers Jahrbuch: Journal of Applied Social Science Studies - Social Science Quarterly, Social Science Research The Social Science Journal

East Asia Management

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60min written exam (50%) Term paper (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Anke Scherer	Prof. Dr. Anke Scherer

Prerequisites	Completion of the modules BA ICM 1 (Business Basics), BA ICM 4 (Introduction to Intercultural Management), BA ICM 5 (Micro Economics), BA ICM 6 (Marketing & HRM), BA ICM 23 (Scientific Working and Academic Writing)
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules: BA ICM 13 (Business Project), BA ICM 14 (Business Electives), BA ICM 15 (Anthropology and Politics) b) The module can only be used in the BA Intercultural Management
Courses of the module	<ul style="list-style-type: none"> - Economic Development in East Asia - Doing Business in East Asia
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module is designed to provide students with a solid understanding of the economic development in East Asia as well as traditions and concepts that are relevant in social and business interactions in the region. The courses will integrate the students' knowledge of the region's development into business and economic theories, in order to gain a deeper understanding of the basic dynamics at work in East Asia. In so doing, the module will require students to apply their knowledge of economic structures to the East Asian context and develop the ability to approach business related issues from a variety of viewpoints, both disciplinary and culturally. Successful students will be able to:</p> <ul style="list-style-type: none"> - Outline the important steps and periods of the post-war economic development in China, Japan and South Korea - Recognize the main cultural values that inform interaction in business in the region - Compare the developments to identify and explain similarities and differences in the development of the respective economies - Describe the education systems, recruitment methods and the business practices in East Asian cultures - Apply their knowledge of the framework in which business in East Asia takes place to understand current economic problems in these countries - Practice relevant strategies for intercultural communication in East Asia - Generalize East Asia as an example for an economic development outside the Western world - Deduce the rationale behind the cultural codes and value systems that are at the basis of successful global business interaction at the example of China, Japan and Korea
Contents of the module	ECONOMIC DEVELOPMENT IN EAST ASIA <ul style="list-style-type: none"> - Post-war recovery and industrial policy in Japan - High growth and its institutional background in Japan - Bubble economy and recession in Japan - Deregulation and international trade in Japan - Recovery, restructuring and reform in Japan

	<ul style="list-style-type: none"> - The Japanese labour market - The Socialist legacy in China - Rural economy of China - Market transition and reform in China - Labour and human capital in China - Corporate governance in China - International trade and foreign investment in China - Economic development of South Korea - Economic sustainability in East Asia <p>DOING BUSINESS IN EAST ASIA</p> <ul style="list-style-type: none"> - Influence of culture and society on business - Traditions and values in East Asia I: Confucianism, Legalism, Daoism - Traditions and values in East Asia II: Buddhism and Shinto(ism) - The personal space in East Asia: Family, group and individual - Networking Chinese style: Guanxi and corruption - Negotiation Chinese style: Ethics of doing business in China - The political environment in China: The role of nationalism and the CCP - Socialisation and Education in China: The role of school, university and learning - Socialisation and Education in Japan: The role of school, university and learning - The Japanese workplace: Recruitment and office life - Doing business Japanese style: Japanese management styles - Korean Society: Family and society - Workplace and corporate culture in Korea - Business ethics in East Asia
Teaching and learning methods	<p>The course “Economic Development in East Asia” is designed as an interactive lecture that provides students with a chronological overview of the post-war economic developments in China, Japan and Korea. Students prepare relevant passages from the textbooks supported by key questions, which are then addressed in the class discussion and revised in regular short quizzes.</p> <p>The course “Doing Business in East Asia” is a cross-over of lecture and seminar, in which students use the input given by the lecturer to discuss small case studies connected to the topics. Videos and newspaper articles are analysed in class for their relevance in understanding business and management practice in East Asian countries.</p> <p>Throughout the semester each student prepares an individual term paper topic related to the module contents. The different stages of the paper compilation (defining a research focus and research question, developing a research method and paper outline, finding and including relevant sources for the topic, drawing and supporting a meaningful conclusion) are addressed regularly in class, and students’ progress is monitored by the lecturer’s feedback on milestones in the compilation process.</p> <p>The overall knowledge about economic development in the region as well as the basic concepts of East Asian management are tested in an exam at the end of the semester.</p>
Special features	<p>In addition to written sources students are provided with an extensive list of online documentaries that cover different aspects of the module contents in greater depth to improve their familiarity with the history and culture of the region.</p>
Literature	<p>KEY LITERATURE:</p> <p>Flath, D. (2014). The Japanese Economy. Oxford: Oxford University Press.</p> <p>Naughton, B. (2006). The Chinese Economy. London and Cambridge/Mass.: The MIT Press.</p> <p>FURTHER READING:</p> <p>Armstrong, C. K. (ed.) (2006). Korean society. London & New York: Routledge.</p> <p>Coase, R. & Wang, N. (2013). How China became capitalist. Houndmills: Palgrave MacMillan.</p> <p>DeMente, L. B. (2013). The Chinese way in business. The secrets of successful business dealings in China. Tokyo, Rutland, Singapore: Tuttle Publishing.</p> <p>DeMente, L. B. (2011). Etiquette guide to Japan: Know the rules that make the difference! Tokyo, Rutland, Singapore: Tuttle Publishing.</p> <p>DeMente, L. B. (2014). The Korean Way in Business: Understanding and Deadling with the South Koreans in Business. Tokyo, Rutland, Singapore: Tuttle Publishing.</p> <p>Hasegawa, H. & Noronha, C. (eds.) (2014). Asian Business and Management. Houndmills: Palgrave MacMillan.</p> <p>Hendry, J. (2012). Understanding Japanese society. New York: RoutledgeCurzon.</p> <p>Kingston, J. (2013). Contemporary Japan. Malden & Oxford: John Wiley & Sons.</p> <p>Perry, E. J. (ed.) (2010). Chinese Society. London & New York: Routledge.</p>

Sugimoto, Y. (2014). An introduction to Japanese society. Cambridge: Cambridge University Press.
PERIODICALS:

- Asian Business and Management
- Asian Economic Journal
- China Business Review
- Journal of Asia Business Studies
- Journal of Chinese Economic and Business Studies

Tourism Service Providers

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	60min written exam (50%) Presentation / Term paper (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 108 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Patrick S. Merten	Prof. Dr. Patrick S. Merten Henriette Stieger

Prerequisites	The knowledge gained in the course Introduction to Business Operations (module BA ITM 1) as well as the Introduction to Tourism Management (module BA ITM 4) build the fundamental for this module.
Applicability of module for other modules and study programmes	a) This module is the basis for the following tourism management modules b) The module can only be used in the BA Tourism Management
Courses of the module	<ul style="list-style-type: none"> - Aviation Management - Hotel Business Operations
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The course aviation management will provide students with an understanding of the role of airlines, airports and aviation service providers within the travel and tourism industry. In hotel business operations students will gain in-depth insight into the management of hotels and other service providers of the hospitality industry. By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Identify, apply and develop concepts related to aviation management. - Explain structures, segments and strategies of airlines within the worldwide market. - Analyze the growth of the aviation market and evaluate the various influences on planning and development within the aviation industry. - Distinguish the major aircrafts manufacturers and their market approach. - Understand the types and structures of airports. - Appraise the ongoing changes in the passenger process due to technological innovations. - Understand the management of airport ground handling as well as technical issues concerning the production of aviation services. - Classify different hotel categories and business types - Identify service characteristics and quality issues - Conceptualize the interdependencies of hotels and other tourism stakeholders. - Differentiate various business and ownership models. - Analyze typical hotel business processes, including yield management, accounting and human resource management. - Evaluate the impact of the latest trends.
Contents of the module	AVIATION MANAGEMENT <ul style="list-style-type: none"> - Major aspects of Aviation industry - Airline Strategies & Business models - Business Relations: Mergers, Acquisitions and Strategic Alliances - Airlines and their interaction with their environments

Contents of the module	<ul style="list-style-type: none"> - Aircraft Manufacturers: Market Position and Operations - Airport Business Models - Aviation & Non-Aviation Service Providers and their role and importance - Passenger Process and its evolution due to technological innovations - New trends and future perspectives <p>HOTEL BUSINESS OPERATIONS</p> <ul style="list-style-type: none"> - Introduction to the hospitality industry - Hotel categories and business types - Classification and service quality issues - Investors, owner-operators, franchise, and hotel chains - Food & beverage operations - Rooms division and yield management - Accounting, budgeting and controlling - Banquet and conference sales - Human resources management - Traditional vs. design hotels - Current trend
Teaching and learning methods	<p>A variety of learning methods are utilized ranging from lectures and case studies to experiential exercises. In addition, the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
Special features	<p>Field trips with hotel and airport visits will be conducted; subject to access and availability</p>
Literature	<p>AVIATION MANAGEMENT</p> <p>Doganis, R. (2009): Flying Off Course: The Economics of International Airlines (4th ED) London: Routledge.</p> <p>Doganis, R. (2006): The Airline Business in the 21st Century (2nd ED) London: Routledge.</p> <p>Shaw, Stephen (2004): Airline Marketing and Management (5th ED) Burlington: Ashgate.</p> <p>Merten, Patrick (2009): The Future of Air Travel: Scenarios for the Evolution of the Passenger Process induced by Technological Innovations, iimt University Press int. institute of management technology.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - International Journal of Aviation Management - Journal of Air Transport Management <p>HOTEL BUSINESS OPERATIONS</p> <p>O'Fallon, M. J. & Rutherford, D. G. (2010) Hotel Management and Operations. (5th ED). Chichester: John Wiley and Sons</p> <p>Timothy, D. & Teye, V. (2009) Tourism and the Lodging Sector. Amsterdam: Butterworth-Heinemann</p> <p>Vallen, G. K. & Vallen, J. J. (2008) Check-in; Check Out: Managing Hotel Operations (8th int. ED). Boston et al.: Pearson</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - International Journal of Hospitality Management - International Journal of Culture, Tourism and Hospitality Research - International Journal of Contemporary Hospitality Management

Psychology and the Workplace

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 3
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	Term paper and Presentation (50%) 60min written exam (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (42 contact hours and 105 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Irene López	Angela Field Prof. Dr. Irene López

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module is a consolidation of the module 'Introduction to Business Psychology'. b) The module can only be used in the BA Business Psychology.
Courses of the module	- Social Psychology and the Workplace - Organisational Psychology
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module is built of two courses 'Organisational Psychology' and 'Social Psychology and the Workplace'. After studying the module successful students will be able to identify and apply the main concepts in organisational and industrial psychology.</p> <p>Social psychology flourished in the context of two quite separate disciplines (sociology and psychology). The aim of this course is to introduce students to the study of social psychology because its findings had a great influence on the development of business psychology (groups, social interactions, etc.). Students will develop a critical understanding of the discipline as a whole and will learn to explain the main models and concepts as well as their application in the workplace.</p> <p>This course "Organisational Psychology" examines the different approaches used by theorists and practitioners in the study of organisational behaviour. Successful students will be able to identify the main models and concepts and will be able to apply these to describe and solve organisational problems. Students will assess and critically discuss the role played by organisational psychology in the analysis and solution of organisational problems.</p>
Contents of the module	SOCIAL PSYCHOLOGY AND THE WORKPLACE <ul style="list-style-type: none"> - Introduction to social psychology - History of social psychology - Individualistic and social theories of the self - Social identity - Social influence - Effect of attitudes on social behaviour (pro- and antisocial behaviour) - Social perception and resulting causal attribution - Groups - Group norms and behaviour - Conformity and "Groupthink" - Interaction and conflict - Symbols and categorization - Ideology and power

Contents of the module	<ul style="list-style-type: none"> - Examples of applied social psychology in the workplace <p>ORGANISATIONAL PSYCHOLOGY</p> <ul style="list-style-type: none"> - History of organisational psychology - Individual decision making - Communication - Conflict management - Attitudes, values, job satisfaction and commitment - Motivation theories and organisational applications - Effective teams - Leadership and management style - Power and politics - Health and work - Organisational structure and design - Organisational culture - Organisational change and development - Human resource practices - Discussion about the role of business psychology in today's businesses
Teaching and learning methods	<p>A variety of learning methods are utilized ranging from lectures and case studies to experiential exercises. In addition, the module may include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.</p>
Special features	<p>-</p>
Literature	<p>SOCIAL PSYCHOLOGY</p> <p>Aronson, E. / Wilson, T.D. / Akert, R.M. (2009): Social Psychology. 7th ed. London: Prentice Hall.</p> <p>Gilbert, D.T./Fiske, S.T./Gardner, L. (eds.) (2008). The Handbook of Social Psychology. 4th ed. Boston, N.Y. San Fransisco: McGraw-Hill.</p> <p>Hewstone, M. / Brewer, M.B. (2004). Applied Social Psychology. Carlton, Victoria, Australia: Blackwell Publishing.</p> <p>Hewstone, M. / Brewer, M.B. (2004). Self and Social Identity. Carlton, Victoria, Australia: Blackwell Publishing.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - European Journal of Social Psychology - Journal of the Theory of Social Behaviour <p>ORGANISATIONAL PSYCHOLOGY</p> <p>Aamodt, M.G. (2010) Industrial/Organizational Psychology. (6th ed.) Belmont, CA, USA: Wadsworth.</p> <p>Jex, S.M. / Britt, T.W. (2008). Organisational Psychology. A Scientist-Practitioner Approach. Hoboken, New Jersey, U.S.: Wiley & Son.</p> <p>Schein, E. (2010). Organizational Culture and Leadership. (4th ed.) San Francisco, C.A., U.S.: Jossey-Bass.</p> <p>Spector, P.E. (2008). Industrial and Organizational Psychology. Research and Practice. Hoboken, New Jersey, U.S.: Wiley & Sons.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - European Journal of Work & Organizational Psychology - Journal of Applied Psychology - Journal of Neuroscience, Psychology, and Economic - Journal of Organizational Behavior Management

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