

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 workforce 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 may be required to lead the way for the next generation. 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: Browaeys M & Price R (2008) Understanding Cross-Cultural management (2nd ed.). Harlow: Prentice Hall.</p>

Additional Literature:

Deresky, H (2008) International Management. Managing Across Borders and Cultures (6th ed.) New Jersey: Pearson.

Ghosal, S., & Bartlett, Ch. A. (1998). Managing Across Borders. The Transnational Solution. London: Random House.

Robins, S & DeCenzo, D (2008) Fundamentals of Management: Essential Concepts and Applications (6th ed.). New Jersey: Pearson Prentice Hall.

Hellriegel, D et.al. (2008) Managing - A Competency-Based Approach. Ohio: Thomson South Western.

Hodgetts, R. M., & Luthans, F. (2000). International Management: Culture, Strategy, and Behavior (4th ed.). Boston: Irwin McGraw-Hill

Hofstede, G (1995) Cultures and Organisations: Software of the Mind: Intercultural Cooperation and its importance for survival. New York. McGraw- Hill.

Inglehart, R. and W. Baker (2000) Modernization, Cultural Change and the Persistence of Traditional Values, American Sociological Review 65(1): 19-51.

Peterson, B. (2004) Cultural Intelligence: A Guide to Working with People from Other Cultures. Maine. Intercultural Press.

Schneider, S & Barsoux, J (2003) Managing Across Cultures (2nd ed.). Harlow: Prentice Hall.

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

	ACADEMIC WRITING <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	PRESENTATION SKILLS <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> ACADEMIC WRITING <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>

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 (Scientific Working and Academic Writing)

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 as 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 - Speaking at Elections and Meetings

	<p>- Job Searches and Job Interview</p> <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 Economic History and Geography

Form of module	Frequency of module offer	Semester
Obligatory	Annually	First year. semester 2
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	Prof. Dr. Markus Raueiser Prof. Dr. Brigitta Herrmann

Prerequisites	None
Applicability of module for other modules and study programmes	a) BA International Business (European Management)
If necessary courses of the module	- Economic Geography of Europe - European Economic History
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to provide profound knowledge of the socio-economic geography of Europe as well as a thematic history of European economic integration.</p> <p>ECONOMIC GEOGRAPHY OF EUROPE This course provides an introduction to the geographical determinants of Europe. The focus lays on economic developments, allocation of resources and geopolitical developments in Europe. Successful students will gain a general geographical knowledge of Europe; be able to identify major problems for economic development based on resources, climate, infrastructure, human resources etc.; know about the economic policy of the European Union, aiming at underdeveloped regions/ countries; identify regions underlying structural changes and discuss how to solve their problems and understand the main economic relations between the different nations in Europe. Geographical principles of economic development will be studied at a number of locations (case studies).</p> <p>EUROPEAN ECONOMIC HISTORY This course provides an introduction into the historic development of EU business and policies. Based on an evolutionary approach on culture, institutions, thoughts and attitudes it helps to understand the impact on current business and political conflicts in Europe. Successful students will be able to understand basic economic analytical concepts; to identify factors of long-term business changes. They will be able to assess contemporary EU and business conflicts, in the light of historical conflicts and back-trace contemporary business trends.</p>
Contents of the module	<p>ECONOMIC GEOGRAPHY OF EUROPE</p> <ul style="list-style-type: none"> - Introduction - Natural resources and development - Allocation and development theories - European Union's regional policies - Structural changes in European 'rust belts'

Contents of the module	<ul style="list-style-type: none"> – Transformation Areas – The traditional European rim – The new European rim – Growing regions – Tourism and transition – Metropolitan regions – Industrial clusters and creative milieus ECONOMIC ECONOMIC HISTORY <ul style="list-style-type: none"> – Introduction – The Development of Economic Theories in Europe and Corresponding Political Developments – Reasons for Cooperation in Europe – European Economic Integration – Development of important Structural changes and spatial adjustment – The role of the EU in global trade and finance and the impacts on business
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>
Special features	<p>-</p>
Literature	ECONOMIC GEOGRAPHY OF EUROPE Aoyama, Y., Murphy, T.J., Hanson, S. (2010): Key Concepts in Economic Geography. Thousand Oaks: Sage Publications. Bathelt, H., Glückler, J. (2012): Wirtschaftsgeographie. 3rd Ed., Stuttgart: Ulmer. Bradshaw, M., White, G. W., Daymond, J. P., Chacko, E. (2012): Contemporary World Regional Geography. 4th Ed., New York: McGraw Hill. Clark, G. L., Gertler, M. S., & Feldman, M. (Eds.) (2000). The Oxford handbook of economic geography. New York: Oxford University Press, 2000. Coe, N. M., Kelly, P. F. Yeung H. W.-Ch. (2007) Economic Geography: A contemporary introduction. Oxford: Blackwell. Daniels, P. et al. (eds.) (2012). An Introduction to Human Geography: Issues for the 21st Century (4rd ed.). Harlow et al.: Pearson Education. Dicken, P. (2010). Global Shift. 6th Ed. London: Thousand Oaks: Sage Publications. Diercke, C., Michael, T., & Gehring, W. (2010). Diercke-Weltatlas. Braunschweig: Westermann. Haggett, P. (2001). Geography: a global synthesis (4th ed.). Harlow: Prentice Hall. MacKinnon, D. & Cumbers, A. (2011). An Introduction to Economic Geography: Globalization, Uneven Development and Place. 2nd Ed. Harlow: Prentice Hall. Ostergren, R., & Rice, J. G. (2004). The Europeans: a geography of people, culture, and environment. New York: Guilford Press. PERIODICALS <ul style="list-style-type: none"> – Economic Geography – European Planning Studies – Geographische Rundschau – Journal of Economic Geography– Regional Studies – Tijdschrift voor economische en sociale geografie (TESG) – Urban Studies – Zeitschrift für Wirtschaftsgeographie EUROPEAN ECONOMIC HISTORY Baldwin, R.; Wyplosz, C. (2012): The economics of European integration, 3rd ed. Boston: McGraw Hill. Damsgaard Hansen, E. (2001): European Economic History. Copenhagen: Copenhagen Business School. Krugman, P./Obstfeld, M./Melitz, M. (2012): International Economics. Boston et al.: Pearson. Oser, J. / Blanchfield, W. (1975): The Evolution of Economic Thought. New York: Abe Books. Senior Nello, S. (2009): The European Union. Economics, Policies and History. Boston: McGraw Hill. PERIODICALS <ul style="list-style-type: none"> – European Review of Economic History – European Yearbook of Business History – Journal of Economic History – Journal of European Economic History – Journal of Industrial History – The Economic History Review

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>

BA ICM 8

Intercultural Management

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Second year, semester 3-4
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	– Coursework (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	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	N.N.

Prerequisites	Knowledge of the modules 'Management Basics and' 'Social Sciences Basics' recommended
Applicability of module for other modules and study programmes	a) BA International Culture Management
If necessary courses of the module	–
Aim of module (expected learning outcomes and competencies to be acquired)	This course starts with basics concepts that are usually employed to explore intercultural and cross-cultural exchange. Cultural foundations of management and business related behaviour will be explored in order to enable students to develop intercultural competencies in a globalised working environment.
Contents of the module	<ul style="list-style-type: none"> – Culture and Management – Impact of culture on organisations – Communicating across cultures – Cultural diversity – Multicultural teams – Global leadership – Multinational decision making – Intercultural negotiation – Living and working globally
Literature	<p>Adler, N. J.; Gundersen, A. (2008). International Dimensions of Organizational Behavior (5th edition). Mason/Ohio:Thomson/South Western.</p> <p>De Bono, S.; Van Der Heijden, B.; Jones, S. (2008). Managing Cultural Diversity. (Maastricht School of Management Series in Intercultural and Global Management) Maidenhead: Meyer & Meyer UK Ltd.</p>

Gibson, R. (2000). Intercultural Business Communication. Berlin: Cornelsen & Oxford.

Hofstede, G.; Hofstede, J. G. (2005). Cultures and Organizations. Software of the Mind (Revised and expanded 2nd edition). New York et al.: MacGraw-Hill.

Trompenaars, F. (1993) Riding the waves of culture. Understanding cultural diversity in business. London: Economist Books

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

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

Digital Media Management (B.A.)

Internal and External Corporate Communications

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 2
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	Project Work (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. Julia Maintz	Prof. Dr. Julia Maintz

Prerequisites	Successful completion of module DMM4 recommended.
Applicability of module for other modules and study programmes	a) This module is the basis for the following media modules b) The module can only be used in the BA Digital Media Management
Courses of the module	- Corporate Communications - Social Media Marketing
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The module is designed to introduce major concepts, theories, approaches, and tools of internal and external corporate communication with a strong focus on social media marketing.</p> <p>By the end of the module successful students will be able to:</p> <ul style="list-style-type: none"> - Define internal and external communication of the company and differentiate key practices - Investigate the processes of creating corporate identity, and brand and reputation management - Recognize sustainable communication - Experiment Media relations management - Plan Public Relations approaches - Discuss Crisis Communication. - Understand, analyze, and apply latest developments and approaches in Social Media Marketing - Apply marketing techniques in the collaborative environments of social media - Conduct detailed analyses, both internally and in terms of the social media environment - Examine marketing mixes for particular segments and target groups - Compare and contrast Social Media Marketing to traditional marketing approaches.
Contents of the module	CORPORATE COMMUNICATIONS <ul style="list-style-type: none"> - Internal and external communications of the company: Definitions, actors, approaches, tools - PR Management - Corporate communication with employees and shareholders - Corporate communication with suppliers - Corporate communication with the Media, governments, customers, society at large, and non-governmental organizations - Social Media Communication of the firm - Sustainable Communication

Contents of the module	<ul style="list-style-type: none"> - Corporate Social Responsibility - Crisis communication. <p>SOCIAL MEDIA MARKETING</p> <ul style="list-style-type: none"> - Markets are conversations - Listen and learn - Shift from one-to-many to many-to-many communication - Social Media: Concepts and theories - Social Media in advertising and marketing - Viral marketing - Branding - Awareness and user engagement - Social Media strategic planning - Social Media measures - Social Media marketing case studies - Social Media marketing techniques and tools - Social Media ethics - Trust and transparency - Social media literacy
Teaching and learning methods	<p>Lectures are combined with case study discussions, experiential exercises, individual presentations, and group activities (development of social media marketing approaches).</p>
Special features	<p>The lectures will be enhanced by the inclusion of guest speakers and study trips, including company visits.</p>
Literature	<p>CORPORATE COMMUNICATIONS KEY LITERATURE Allen, M. (Latest ed.) Strategic communication for sustainable organizations: Theory and Practice. Cham: Springer. FURTHER LITERATURE: Tench, R., Jones, B., Sun, W. (Latest ed.). Communicating Corporate Social Responsibility: Perspectives and practice. Bingley, UK: Emerald. PERIODICALS: <ul style="list-style-type: none"> - Academy of Management Review - Journal of Computer-Mediated Communication - Journal of Communication - Organization Studies - Social Networks </p> <p>SOCIAL MEDIA MARKETING KEY LITERATURE Lipschultz, J.H. (Latest ed.). Social media communication: Concepts, practices, data, law and ethics. NY: Routledge. FURTHER LITERATURE: Shimp, T.A., Andrews, J.C. (Latest ed.). Advertising, promotion, and other aspects of integrated marketing communications. London: Cengage. PERIODICALS <ul style="list-style-type: none"> - Journal of Consumer Research - Journal of Interactive Marketing - Journal of Marketing - Journal of Marketing Research - Social Network </p>

Introduction to Finance

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 2
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. Laxmi Remer	Prof. Dr. Laxmi Remer

Prerequisites	Ability to read and understand company financial statements
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules b) The module can be used in the BA International Business and BA Global Business Management
Courses of the module	- Introduction to Finance I - Introduction to Finance II
Aim of module (expected learning outcomes and competencies to be acquired)	The overall aim of this module is to provide extensive knowledge of the fundamentals of finance. Students will deal with the following topics to further their understanding of Finance, viz., - The analysis of financial statements using ratio and trend analysis. - The national and international financial environment, including equity and debt markets, financial institutions, and interest rates. - Bonds and their valuation incl. coupon rates, coupon payments, yields, risk, bond ratings, price discounts, and premiums. - The time value of money incl. present value and future value analyses of annuities and uneven cash-flows over time. - Capital budgeting for evaluating long-term fixed asset investments including both independent and mutually exclusive decisions.
Contents of the module	INTRODUCTION TO FINANCE - Finance: Goals, Functions and Environment - Financial analysis and Financial Forecasting - Managing Working Capital - Sources of Short-Term Financing - Capital Markets and Investment Banking - External financing resources: Debt capital - External financing resources: Equity capital - Capital Budgeting: The Time Value of Money - Capital structure and the Cost of Capital
Teaching and learning methods	Lecture with integrated exercises and discussion opportunities and a separate tutorial featuring exercises to reinforce and provide practice on the lecture contents.
Special features	Guest Lectures

Literature**TEXTBOOKS**

Block, S.B. & Hirt, G.A. & Danielsen, B.R. (2009). Foundations of Financial Management(13th ed.). Boston et al.: McGraw-Hill Irwin.

Brealey, R.A., Myers, S.C. & Allen, F. (2009). Principles of Corporate Finance. Boston et al.: McGraw-Hill Irwin.

Hillier, D., Grinblatt, M. & Titman, S. (2008). Financial Markets and Corporate Strategy. London et al.: McGraw-Hill

PERIODICALS:

- The Financial Times
- The Economist

Research and Accounting

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 2
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. Torsten Weber	Prof. Dr. Dietmar Janetzko Volker Rundshagen MBA MA

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module is the basis for the following business 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	- Market Research - Cost Accounting
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to provide fundamentals of market research and cost accounting. Furthermore, basic analytical skills shall be developed in order to generate and basically interpret information supporting managerial decision-making.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> – Define Market Research – Define cost-related key terms – Describe major differences between financial and cost accounting – Understand the meaning of market research and the difference between quantitative and qualitative research – Differentiate cost objects such as products, departments, customers – Compare methods of cost allocation and the methods of market research – Know how to design a questionnaire – Calculate product costs based on different cost allocation approaches – Interpret the different outcomes of cost calculations following different overhead allocation approaches – Critically assess methods of overhead allocation – Identify conflicts of interest in cost accounting issues – Evaluate the results of market research
Contents of the module	MARKET RESEARCH <ul style="list-style-type: none"> – Introduction to Market Research – Defining the marketing research problem and developing an approach – Research design – Secondary Data – Qualitative research – Quantitative research – Scaling and sampling – Fieldwork and Data preparation

Contents of the module	<ul style="list-style-type: none"> – Basic data analysis (how to use it) – Report preparation and presentation <p>COST ACCOUNTING</p> <p>Rationales of cost accounting</p> <ul style="list-style-type: none"> – Simplistic methods of overhead allocation – Job costing – Process costing – Activity-based costing – Overcapacity costing – Joint product costing – Overhead analysis sheet – Concepts of relevant cost and revenue – Budgeting
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>MARKET RESEARCH</p> <p>MAIN LITERATURE</p> <p>Hair, J., Bush, R. & Ortinau, D. (2009). Mar-keting Research (4th ed.). Boston: McGraw-Hill Higher Education.</p> <p>Malhotra, N.K. (2009). Marketing Research. An Applied Orientation (6th ed.). Harlow: Prentice Hall.</p> <p>ADDITIONAL LITERATURE:</p> <p>Berekoven, L./Eckert, W./Ellenrieder, P. (2009). Marktforschung: theoretische Grundlagen und praktische Anwendung. Wiesbaden: Gabler.</p> <p>Wilson, A. (2011). Marketing Research: an integrated approach (3rd ed.). Harlow: Prentice Hall / Financial Times.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> – International Journal of Research in Marketing – Journal of Marketing Theory and Practice – Journal of the Academy of Marketing Science – Marketing Science – Marketing Zeitschrift für Forschung und Praxis <p>COST ACCOUNTING</p> <p>TEXTBOOK:</p> <p>Rundshagen, V. (2016) Cost Accounting [subtitle tba.]. Berlin: ebpubli.</p> <p>ADDITIONAL READINGS:</p> <p>Articles addressing current topics with relevance to financial accounting issues, e.g. from:</p> <ul style="list-style-type: none"> – Harvard Business Review – Time Magazine

Marketing and Human Resource Management

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 1
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. Mike Schallehn	Prof. Dr. Mike Schallehn Prof. Dr. Torsten Weber Dr. Ihar Sahakiant Prof. Dr. Anja Karlshaus

Prerequisites	None
Applicability of module for other modules and study programmes	<p>a) This module is a basic course for IB-BA students and a pre-requisite for all those students with the specialization "HRM and Leadership"</p> <p>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</p>
Courses of the module	<p>- Introduction to Marketing</p> <p>- Human Resource Management</p>
Aim of module (expected learning outcomes and competencies to be acquired)	<p>'Management must think of itself not as producing products, but as providing customer-creating value satisfactions. It must push this idea (and everything it means and requires) into every nook and cranny of its organization. It has to do this continuously and with the kind of flair that excites and stimulates the people in it.' (Theodor Levitt).</p> <p>Based on this marketing oriented management view this module will support students in thinking systematically and strategically about aspects of managing organization's human assets and what need to be done to implement related policies and to achieve competitive advantage through people. Coming back to the content of Human Resource Management students will be able to explore the role of marketing in a modern organization. They learn how to implement the different steps of a strategic Marketing Management process within the company. This module aims at providing the students with the knowledge of both theoretical and practice-oriented foundations of the fields of Marketing and HRM.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Identify the contemporary challenges for marketing that derive from our informationoverloaded world. In particular students will describe a customer-centric marketing approach that creates value for the company and the consumer. - Recognize how to develop an integrated marketing strategy that starts with an analysis of the marketplace and finishes with the design of a comprehensive marketing mix (product, price, place promotion). - Develop a market-oriented Marketing mix that creates profitable long-term customer relationships. - Critically analyse the success rate of a marketing mix based on the insights of up-to-date marketing theories and models. - Memorize the key terms of HRM - Identify main challenges for HRM today

Aim of module (expected learning outcomes and competencies to be acquired)	<ul style="list-style-type: none"> - Illustrate the main tasks of HRM - Discuss the new role of the HRM function against the background of changes in employee expectations - Apply basic HR concepts and HR management instruments in cases - Critically analyze selected HR-responsibilities (e.g. selection against the background of selection biases)
Contents of the module	<p>INTRODUCTION TO MARKETING</p> <ul style="list-style-type: none"> - Marketing Definition and Process - Marketing in Context of Corporate Strategies - Internal Analysis and Marketing Environment (Micro) - Marketing Environment (Macro) - Consumer Buying Behaviour - Market Segmentation - Strategic Brand Management - Marketing Instruments (Product, Price Place, Promotion) - Marketing and Sustainability <p>HUMAN RESOURCE MANAGEMENT</p> <ul style="list-style-type: none"> - Introduction (Relevance of HRM and future challenges of HRM) - Recruitment and Attraction - Selection - HR Planning, Controlling & Instruments (e.g. Analysis and Design of Work) - Training and Employee Development - Motivation and Leadership - Compensation and Benefits - Performance Appraisal and Management - Certificate of employment - HR Ethics - Trends in HRM (e.g. Work-Life-Balance, Employability, Diversity, ...)
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>Guest lecturers might be invited to give first-hand practical insights.</p>
Literature	<p>INTRODUCTION TO MARKETING</p> <p>MAIN LITERATURE</p> <p>Boxall, O., & Purcell, J.: Strategy and Human Resource Management, Houndmills: Palgrave (latest edition).</p> <p>Dessler, G.: Human Resource Management. Upper Saddle River: Prentice Hall – Pearson International Edition (the latest edition)</p> <p>ADDITIONAL LITERATURE:</p> <p>Boxall, O., Purcell, J., & Wright, P.: The Oxford Handbook of Human Resource Management. Oxford: Oxford University Press (latest edition).</p> <p>Noe, R.A., Hollenbeck, J.R., Gerhart, B., & Wright, P.M.: Human Resource Management - Gaining A Competitive Advantage, New York: McGraw-Hill/Irwin (latest edition).</p> <p>Proce, A.: Fundamentals of Human Resource Management. Cengage Learning Services EMEA (latest edition).</p> <p>Price, A.: Fundamentals of Human Resource Management. Cengage Learning Services EMEA (latest edition).</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Human Resource Management Journal - Harvard Business Manager - Harvard Business Review - Management Journal of Human Resources - Personnel Psychology - Personnel Review <p>INTRODUCTION TO MARKETING</p> <p>MAIN LITERATURE:</p> <p>Armstrong, G./Kotler, P.: Marketing – An Introduction. Essex: Pearson Higher Education, (latest edition).</p> <p>ADDITIONAL LITERATURE:</p> <p>Hooley, G./Piercy, N./Nicolaud, N.: Marketing Strategy and Competitive Positioning. Upper Saddle River: Prentice Hall, (latest edition).</p> <p>Jobber, D./Ellis-Chadwick, F.: Principles and Practices of Marketing. New York: McGraw-Hill, (latest edition).</p>

Literature

edition).

Kotler, P./Keller, K.: Marketing Management. Essex: Pearson Higher Education, (latest edition).

Meffert, H./Burmman, C./Kirchgeorg, M.: Marketing - Grundlagen marktorientierter Unternehmensführung. Wiesbaden: Gabler, (latest edition).

McDaniel, C., Lamb, C.; Hair, J.: Introduction to Marketing. Mason: Thompson South-Western, (latest edition).

Perreault, W./McCarthy, J./Cannon, J.: Basic Marketing. New York: McGraw-Hill, (latest edition).

PERIODICALS:

- Journal of Marketing
- Journal of Product and Brand Management
- The Marketing Management Journal
- Marketing Science
- Journal of the Academy of Marketing Science
- International Journal of Research in Marketing

Micro Economics

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 2
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. 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	- Micro Economics I - Micro Economics II
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The module is a concise introduction into the field of microeconomics. By the end of the course students should have developed a basic knowledge of microeconomic principles and theories, will be able to explain the models verbally, graphically, and mathematically, and can apply these theories to real world problems (demand, supply, elasticities, market equilibria). Students will be aware of the main problems of market failure and policy measures to prevent it and have a sound understanding of the relevance of competition. They should be able to apply those concepts to current problems in real markets and be able to apply it to formulating rational managerial decision as well as to evaluating policy decisions regarding competition and industrial policy. Furthermore, they will be able to apply microeconomic models to assist in the development and evaluation of economic policy and business strategy and be able to evaluate policy decisions based on theoretical approaches.</p>
Contents of the module	<ul style="list-style-type: none"> - Introduction into microeconomic models - Consumer theory - The theory of the firm - Competitive markets - Market failure: - Market power and monopoly - Oligopoly and monopolistic competition - Externalities - Asymmetric information - Introduction to game theory
Teaching and learning methods	A variety of learning methods will be used ranging from lectures to case studies. The module is supported by exercises in the form of a tutorial, discussions, and case studies drawn from recent economic problems.

Special features	Guest lecturers might be invited to give first-hand practical insights.
Literature	<p>KEY LITERATURE:</p> <p>Acemoglu, Daron; Laibson, David and List, John A. (2015): Economics. 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>Samuelson, Paul A. and Nordhaus, William D. (2010): Economics (19th ed.). McGraw-Hill.</p> <p>Varian, Hal R. (2014): Intermediate. Microeconomics. A Modern Approach. Ninth Edition. W. W. Norton & Company.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none">– American Economic Review– European Economic Review– German Economic Review– Economic Policy

Personality Psychology and Management

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 2
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 (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

Prerequisites	Knowledge of the module "Introduction to Business Psychology" 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.
Courses of the module	- Personality Psychology - Communication and Management Competence
Aim of module (expected learning outcomes and competencies to be acquired)	<p>PERSONALITY PSYCHOLOGY</p> <p>This course provides students with an overview of theories and approaches that originate from the field of Personality Psychology. During the course the students will get an overview of empirical diagnostic and theoretical perspective of personality psychology. Thereby they will understand the phenomenon of the differential thinking and behaviour of individuals. Further topics are the measurement of personality types, students; individual differences in motivation and emotion regulation; individual differences in prejudice-related processes; theories of intelligence and IQ assessment. Students will develop understanding of the most important issues in personality and ability research, with a particular emphasis on heritability and the environment, and biological underpinnings (e.g. neurogenetics, brain structure and function). Students will also understand how the different theories of personality are interpreted (human-, behaviour-, psychoanalytic-, cognitive- and evolution theory of personality).</p> <p>COMMUNICATION AND MANAGEMENT COMPETENCE</p> <p>The course of Communications and Management Competence will cover two areas: internal and external communication of the company. First of all, students will understand and identify concepts of professionalism and 'relationship' in social work and the role of self-monitoring and reflection. They will learn about, discuss and practice a range of communication and interpersonal skills. Students analyze and reflect how to manage relationships with employees and with shareholders. The zone of external communications is wider: it includes the media, governments, customers, society at large, investors, suppliers, and non-governmental organizations. In this regard, students combine communication, management and the processes of creating corporate identity, brand and reputation management, media relations management, and public relations. Furthermore students learn how to use crisis communication.</p>
Contents of the module	<p>PERSONALITY PSYCHOLOGY</p> <ul style="list-style-type: none"> - Historical overview of personal psychology (important Scientist: Binet, McKeen- Cattell, Galton and Stern) - Different scientific schools (Maslow, Lewin, Freud, Adler) - Theories of personality (modern vs. classic) - Humanistic Theories

Contents of the module	<ul style="list-style-type: none"> - Psychodynamic Theories - Social-Cognitive Theories - Similarities and differences between personal theories - Measurement of Personality <p>COMMUNICATION AND MANAGEMENT COMPETENCE</p> <ul style="list-style-type: none"> - Self-Monitoring and Reflection - Role of non-verbal communication - Role of Empathy - Effective use of questions - Paraphrasing and Summarising - Models of Personal and Professional Communication - Managing Conflicts - Interaction with individuals with special communication needs - Brand and Reputation Management - Media Relation Management - Public Relations - Constructive use of Crisis Communication
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>PERSONALITY PSYCHOLOGY</p> <p>Matthews, G., Deary, I.J., Whiteman, M.C. (2004). Personality Traits. Cambridge: Cambridge University Press</p> <p>Monte, C.F., Sollod, R.N. (2003). Beneath the Mask: An introduction to theories of Personality. New York: Wiley.</p> <p>Murphy, A.K., Davidshofer, C.O. (2005). Psychological Testing: Principles and Applications. New York: Pearson Education</p> <p>COMMUNICATION AND MANAGEMENT COMPETENCE</p> <p>Bell, A., Smith, D.M. (2010). Management Communication. New York: John Wiley & Sons.</p> <p>Griffin, A. (2014). Crisis, Issues and Reputation Management: A Handbook for PR and Communications Professionals. London: Kogan Page</p> <p>Van Reel, C., C. J. Fombrun (2006). Essentials of Corporate Communication: Implementing practices for effective reputation management. Oxford: Taylor and Francis Ltd.</p>

Supply and Strategy Management

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 2
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. Malgorzata Zmuda	Prof. Dr. Elisabeth Fröhlich Dr. Malgorzata Zmuda

Prerequisites	Accomplished module: Business Basics BAIB1
Applicability of module for other modules and study programmes	<p>a) This module is the basis for the following business modules:</p> <ul style="list-style-type: none"> - BA IB 10: Management across borders and cultures - All modules within the Management Consulting Specialization <p>Furthermore, this module constitutes an important building block for the Business Project and Business Simulation Game</p> <p>b) The module can be used in the BA International Business and BA Global Business Management</p>
Courses of the module	<ul style="list-style-type: none"> - Supply Management - Strategic Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to provide students with extensive knowledge of how contemporary supply management practices and strategic management approaches enable companies to achieve and sustain above- average returns. The Supply Management course enables students to understand how companies identify, acquire and manage resources and related capabilities they need to achieve their strategic objectives. Key theories and practices are discussed to establish a strategic procurement marketing process. In the Strategic Management lectures students focus on key concepts and strategies, aimed at achieving sustainable competitive advantage within a strategic business unit and assuring long-term corporate profitability.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Identify key theories in buying behavior and understand the concepts of strategic supply management. - Demonstrate their attainment in the rapidly evolving field of supply management. - Consider opportunities of improving the procurement marketing process. - Describe the situational approach of supply management and discover the main components of a 'purchasing situation'. - Detect the island position of defining demands to foster the companies' ability to survive in the market. - Explain the relevance of supplier performance for the companies' success – demonstrate how to identify, segment, select and negotiate with suppliers. - Assess the possibilities of supply management to build a sustainable supply chain by considering the most important ecological and social consequences in the value chain without negating economic needs. - Understand key terms, concepts and frameworks in the area of strategic management. - Identify opportunities and threats in the external environment, based on understanding of the industrial-organization model. - Identify business's strengths and weaknesses, based on understanding of the resourcebased view

Aim of module (expected learning outcomes and competencies to be acquired)	<p>model.</p> <ul style="list-style-type: none"> – Define key business-level strategies for achieving and sustaining competitive advantage at the strategic business unit level and discuss their advantages and disadvantages. – Assess corporate 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, strategy implementation and strategic control.
Contents of the module	<p>SUPPLY MANAGEMENT</p> <ul style="list-style-type: none"> – Industrial Buying Behaviour – New perception of supply management – The procurement marketing process – Situation Analysis: Defining critical supply problems, potentials, targets and strategies – Need Analysis: Defining the demand – Evaluating and Selecting Supply Markets – Supplier Evaluation: Find the 'right supplier' – Supplier Relationship Management: Importance of supplier collaborations – Supplier Negotiation Process: Strategies and tools – Green procurement: Describing a sustainable procurement model – Creating a basis for sustainable procurement and integrating sustainable measures into procurement processes – Sustainable supplier management: Key theories and practices <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 – Internationalization – Mergers and acquisitions – Strategic entrepreneurship – Strategic leadership – Social Responsibility and Ethics of Strategic Management – Basics of Corporate Governance
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 – Business strategy theoretical approaches <p>BOTTOM UP - CASE STUDIES</p> <ul style="list-style-type: none"> – Applying concepts, theories and approaches of strategic management to analyse concrete business situations <p>EXAMPLES AND Q&AS</p> <ul style="list-style-type: none"> – Discussing best practice examples of successful companies
Special features	<p>The lectures will be enhanced by including guest speakers and video cases.</p>
Literature	<p>STRATEGIC MANAGEMENT</p> <p>KEY LITERATURE:</p> <p>Volberda, H., Morgan, R., Reinmoeller P., Hitt M., & Ireland D., Strategic Management. Competitiveness and Globalization. Concepts and Cases (Latest Edition). South-Western Cengage Learning</p> <p>FURTHER RECOMMENDED READINGS:</p> <p>Harrison J. S., St. John C. H., Foundations of Strategic Management (Latest Edition), Cengage</p> <p>Johnson, H., Whittington, R., Scholes, K., Exploring Strategy (Latest Edition). Prentice Hall</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> – Academy of Strategic Management Journal – Harvard Business Review – International Journal of Strategic Management – International Strategic Management Review – Journal of Strategy and Management – Strategic Management Journal – Strategic Management Review

Literature**SUPPLY MANAGEMENT****KEY LITERATURE:**

Farrington, B., Lysons, K. (2012). Purchasing and Supply Chain Management (8th ed.) Harlow: Pearson.

Handfield, R. et al. (2011). Sourcing and Supply Chain Management (5th ed.) Florence: Cengage Learning.

Hutt, M., Speh, T. (2014). Business Marketing B2B Management. London: Cengage Learning

Van Weele, A. J. (2010). Purchasing & Supply Chain Management (6th ed.) London: Cengage Learning.

PERIODICALS:

- Best in Procurement
- Efficient Purchasing
- Industrial Marketing Management

Tourism Law and Tour Operations

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 2
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. Patrick S. Merten	Dr. Anke Steinhoff Prof. Dr. Patrick S. Merten

Prerequisites	The knowledge gained through the successful completion of the course Business Law (module BA ITM 1) and the module BA ITM 4 (Tourism Management and Geography) is essential as a basis 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"> - Tourism Law - Tour Operations
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to provide profound knowledge of the fundamentals of tourism law and tour operations.</p> <p>The course tourism law familiarizes students with legal frameworks governing the field of travel and tourism. In tour operations students will gain knowledge about market structures, organizations and processes of national and international tourism intermediaries.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Identify the different levels of international agreements such as the Warsaw Convention, supranational frameworks such as EU directives and national law. - Classify the major applicable frameworks as well as contractual partners and legal relations among stakeholders of the tourism industry. - Identify potential risks for tourism businesses that are not aware of sensitive legal areas. - Define EU directives governing package holidays, passenger rights and major rights and obligations of service providers as well as tourists. - Explain different business models in the field of international tourism intermediaries. - Determine interdependencies among tourism service providers and intermediaries. - Distinguish strategic options and decision-making processes of tour operators and travel agencies. - Applying the process of designing tour operator packages and calculating cost an the packages prices and their components. - Conceptualize and discuss typical challenges as well as the latest technological, social, economic and political trends tour operators are facing.
Contents of the module	<p>TOURISM LAW</p> <ul style="list-style-type: none"> - The relevance of WTO and GATT, GATS, TRIPS for the tourism industry - The Warsaw convention - The Montreal convention - Visa and vaccination requirements - EU legislation: freedom of services

Contents of the module	<ul style="list-style-type: none"> - EU legislation: Schengen agreement - EU legislation: package holiday directive - EU legislation: passenger rights - German law: the legal status distinction between tour operators and travel agents - German law: the details of BGB § 651 - German law: Frankfurt table of price reductions for travel package deficiencies - German law: the role of travel alerts issued by the Federal Foreign Office <p>TOUR OPERATIONS</p> <ul style="list-style-type: none"> - Introduction to travel intermediaries - The package tour value chain - Market structure of tour operators - Business models and strategies in tour operating - Purchasing of accommodation and transportation capacities - Packaged tour assembly and budgeting - Travel agencies and their market structure: chains, franchise, co-operation models - Tour operators vs. travel agencies: commission structures, fee models, legal status - Global players in tour operating and travel distribution - Specialized tour operators and niche markets - New distribution channels, online travel agencies, and virtual tour operating - Global distribution systems and technology providers
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>TOURISM LAW Grant, D. & Mason, S. (2011) Holiday Law: The Law Relating to Travel and Tourism. London: Sweet & Maxwell. PERIODICALS:</p> <ul style="list-style-type: none"> - Annals of Tourism Research - Tourism Management - International Journal of Leisure and Tourism Marketing - The Journal of Travel & Tourism Marketing <p>TOUR OPERATIONS Buhalis, D., & Laws, E. (2004) Tourism distribution channels: practices, issues and transformations. New York: Continuum Cook, R. A.; Yale, L. J. & Marqua, J. (2009) The Business of Travel (4th ED). London: Pearson Holloway, J. C. (2016). The business of tourism. Harlow: FT Prentice Hall. Krumova, M. (2014) Online Marketing for Tour Operators and Travel Agents. Lap Lambert Academic Publishing PERIODICALS:</p> <ul style="list-style-type: none"> - Annals of Tourism Research - Tourism Management - International Journal of Leisure and Tourism Marketing - The Journal of Travel & Tourism Marketing

Courses: Year 2 - Business and Specialization Modules

Intercultural Management (B.A.)

Anthropology and Politics

Form of module	Frequency of module offer	Semester
Obligatory	Annually	Semester 2
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	20 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. Ingwill C. Mochmann	Prof. Dr. Ingwill C. Mochmann

Prerequisites	Knowledge of the module „Social Sciences Basics“ recommended
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 only be used in the BA Intercultural Management
Courses of the module	- Cultural anthropology - International Politics and Institutions
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The aim of this course is to help students to acquire relevant knowledge of cultural basics which form our societies and interactions and how worldwide developments or social and political events occurring in our global system influence international relations.</p> <p>The module will enable students to define acts of humanity and its effects and influences in international political business cycles. Students contrast the global struggle for power and wealth, and thereby develop an understanding for the construction of today's existing forms of government. On a weekly basis social and political concerns will be discussed, which will provide the students with key terms and various viewpoints concerning the international political economy and its impact on humankind.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Understand key terms and the main issues associated with globalization in the context of international relations - Debate inter- and intrastate conflicts and its consequences for international relations - Understand different political theories and how they influence political actions - Understand how culture forms societies and influence actions of populations - Discuss how globalization impacts cultural diffusion and hybridisations. - Draw conclusions from anthropology to basic phenomena of world politics, international law, organizations and trade <p>The students...</p> <ul style="list-style-type: none"> - ...acquire knowledge about fundamentals of cultural anthropology and international politics - ...restate current events relating to the social and political interconnectedness of nowadays' society - ...examine the history of humanity as well as political studies in order to construct an overall picture of interaction between those - ...debate about decisions relating to world politics and international relations

	<ul style="list-style-type: none"> - ...design their own concept of society while integrating former indicated political and social theories - ...interpret and judge social and political ideologies and are able to relate them to events occurring in our today's globalized, interconnected world
Contents of the module	<p>INTERNATIONAL POLITICS AND INSTITUTIONS</p> <ul style="list-style-type: none"> - History of world politics - International relations - Political theories - Comparative politics - International law and organizations - Democracy - Interstate conflicts - Globalization - International political economy - Terrorism - War and peace <p>CULTURAL ANTHROPOLOGY</p> <ul style="list-style-type: none"> - Human evolution - Human development and reproduction - Cultural basis for human behaviour - Cultural factors in cognitive development - Social stratification and leadership - Economic systems and exchange - Anthropology of consumption - Anthropology of technological development - Belief systems - Symbolism, ritual and magic - Ethnicity - Power relations - War and conflict
Teaching and learning methods	A variety of research methods are practiced ranging from lectures and case studies to experiential exercises. The module may also include group activities, case study analysis, revision questions/quizzes, and skill-building exercises.
Special features	-
Literature	<p>INTERNATIONAL POLITICS AND INSTITUTIONS</p> <p>MAIN LITERATURE: Goldstein, J. S. & Pevehouse, J. C. (2014). International Relations. Tenth Edition. Essex: Pearson Education Ltd.</p> <p>FUTHER LITERATURE: Bátora, J. & Mokre, M. (eds.) (2011). Culture and External Relations. Europe and Beyond, Farnham: Ashgate. Reynolds, A. (2011). Designing Democracy in a Dangerous World. Oxford et al.: Oxford University Press. Carles Boix & Susan C. Stokes (2009) The Oxford Handbook of Comparative Politics, Oxford University Press.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Comparative Political Studies - Ethics & Global Politics - European Journal of International Relations - Foreign Affairs - Human Rights Quarterly - International Politics - International Studies Quarterly - Journal of Peace Research - Review of International Studies - Zeitschrift für internationale Beziehungen <p>CULTURAL ANTHROPOLOGY</p> <p>MAIN LITERATURE: Ember, C.; Ember, M. (2007). Cultural Anthropology (12th edition). Upper Saddle River/NJ: Pearson Prentice Hall.</p> <p>FUTHER LITERATURE: Kottak, C. P. (2003). Mirror for Humanity: A Concise Introduction to Cultural Anthropology (3rd</p>

Literature

edition). Boston et al.: McGraw-Hill.

Miller, B. (2009). Cultural Anthropology (5th edition). Upper Saddle River/NJ: Pearson Prentice Hall.

Ortner, S. B. (2006). Anthropology and Social Theory: Culture, Power, and the Acting Subject.

Durham: Duke University Press.

Pink, S. (2006). Applications of Anthropology: Professional Anthropology in the Twenty-first century. New York: Berghahn.

Podolefsky, A.; Brown, P. J. (2002). Applying Cultural Anthropology: An Introductory Reader (6th edition). Boston et al.: McGraw-Hill.

PERIODICALS:

- Cultural Anthropology
- Current Anthropology
- Anthropological Theory
- Annual Review of Anthropology
- Social Networks
- Ethnic and racial Studies

Business and Society

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	Presentation (100%)	2/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
2	2	50 (29 hours Self-Study and 21 hours in class)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. René Schmidpeter	Prof. Dr. René Schmidpeter

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module is a basic module for Sustainability, CSR, Corporate Citizenship, Stakeholder Management and Ethical Management 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	- Business and Society
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The module provides an overview on the role of companies in society in a national and international context. Basic concepts like Sustainability, CSR, Corporate Citizenship, Stakeholder Management and Ethical Management etc. are explained. Basic social ethical issues of sustainable entrepreneurship and social innovation are raised and discussed. Moreover, corporate responsibility in the context of different stakeholder relations are considered and illustrated by exemplary situations (group work). The module fosters ethical literacy and personal development.</p> <p>By the end of the lecture successful students should be able to:</p> <ul style="list-style-type: none"> – Develop a critical awareness of the ethical foundations of business. – Explain the role of business in society and its application in management. – Define different approaches, which are used to implement social, environmental and ethical dimensions in an organization.
Contents of the module	<ul style="list-style-type: none"> – Introduction to Business and Society – Cornerstones of Ethical Management – Translating Ethical Thinking into Management: <ul style="list-style-type: none"> • Business Ethics and Strategy • Practical approaches of business ethics (stakeholder theory, triplebottom line, business resilience...) – Overview of international standards: <ul style="list-style-type: none"> • Global Compact • ISO 26000 • ILO labour standards • Global reporting initiative • CSR and Financial Performance – Best and worst practices of business in the field of ethics and sustainability

Teaching and learning methods	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.
Special features	-
Literature	Osburg, Th., Schmidpeter, R. (2013) Social Innovation. Springer.

Business Electives

Form of module	Frequency of module offer	Semester
Elective	Annually	Semester 4
Duration of the module	Methods and duration of examination	Emphasis of the grade for the final grade
1 semester	Dependent on the chosen courses	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	Varying

Prerequisites	None
Applicability of module for other modules and study programmes	a) Due to its nature as an elective module, courses cannot serve as prerequisites for further courses b) 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	- Business Elective 1 - Business Elective 2 Examples of courses offered are: <ul style="list-style-type: none"> - International Marketing - International Human Resource Management - Organisational Behaviour - Global Supply Chain Management - Entrepreneurship - Diversity in Business - Corporate Social Responsibility - International Accounting - Advanced Statistics - Design Thinking - Quantitative Social Media Research - Sustainable & Eco- and Nature-based - Tourism Planning & Development
Aim of module (expected learning outcomes and competencies to be acquired)	INTERNATIONAL MARKETING The course 'International Marketing' 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. By the end of the module students should be able to: <ul style="list-style-type: none"> - Define the term "International Marketing" - 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 environ-

**Aim of module
(expected learning
outcomes and
competencies to be
acquired)**

- ment, 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.

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

The course 'International Human Resource Management' covers the key concepts and the major subfields of International Human Resource Management (IHRM). It familiarizes the students with the current research on IHRM as well as with the policies and practices implemented by today's multinational enterprises (MNE) from around the world.

By the end of the module students should be able to:

- Know the specifics of managing human resources in multinational companies and across different international locations
- Recognize the challenges related to human resource management faced by managers and human resource professionals in international settings
- Define and illustrate the key components and practices of international human resource management;
- Explain the impact of cultural and institutional contexts on human resource management practices and strategies in multinational enterprises
- Demonstrate the link between IHRM policies and overall company performance
- Compare and contrast different approaches to IHRM with respect to their alignment both with the corporate strategy and the local contexts

ORGANISATIONAL BEHAVIOUR

The course "Organisational Behaviour" introduces students to a field of study aimed at understanding, explaining, predicting, and changing human behaviour in organisations. Organisational Behaviour (OB) grew out of the fields of psychology, sociology, economics, political science, and other social sciences. It focuses on observable behaviours, as well as internal actions such as thinking, perceiving, and deciding. It studies the behaviour of people as individuals and as members of groups and organisations, and it analyses the "behaviour" of these larger social units.

Successful students will be able to:

- Explain motivations for human behaviour in organisational contexts
- Describe and understand processes in teams
- Interpret differences in perception
- Analyse decision making processes
- Investigate organisational structures and their implications on the performance of the organisation
- Evaluate processes of organisational change and redesign

GLOBAL SUPPLY CHAIN MANAGEMENT

The course "Global Supply Chain Management" 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.

By the end of the course, students should be able to:

- 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.
- 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.

ENTREPRENEURSHIP

Within the "Entrepreneurship" course students are introduced to contemporary approaches and methods of planning, starting and running a new business venture. At first successful students will gain a general knowledge of relevant topics, models and theories concerning entrepreneurship. Furthermore, students will gain knowledge about differences and similarities in entrepreneurship across Europe. The course shall enable students to apply their knowledge by developing and evaluating their own business idea. Furthermore students have to show how they would implement their product/service in the European market. By the end of the course students are expected to:

- Understand the importance of entrepreneurial activity for social welfare.
- Recognize the main challenges faced by entrepreneurs while starting a new venture.
- Know the main theories and management tools to develop a business idea.

**Aim of module
(expected learning
outcomes and
competencies to be
acquired)**

- Assess the feasibility of a business idea by using strategic entrepreneurial tools
- Critically discuss the success factors of a new business.

CORPORATE SOCIAL RESPONSIBILITY

The course discusses the management of ethical and social dimensions in a national and international context. Basic concepts like Sustainability, CSR, Corporate Citizenship, Stakeholder Management and Ethical Management etc. are elaborated. Ethical issues of sustainable entrepreneurship and social innovation are raised and discussed. Moreover, corporate responsibility in the context of different stakeholder relations are considered and illustrated by exemplary situations (group work). Value Creation Strategies and Inclusive Business models are analysed in order to develop a better understanding how sustainability and profitability can be achieved simultaneously.

By the end of the lecture successful students should be able to:

- Sound knowledge about the socio-economic foundations of business.
- Analyse models of ethical management and its applications in management.
- Develop different approaches to implement social, environmental and ethical dimensions in an organization.

INTERNATIONAL ACCOUNTING

The course provides students with a sound background for the continuation of advanced study in accounting. It is designed to give the student a basic understanding of financial accounting theory and practice as well as to develop the analytical skills necessary for careers in corporate or public accounting, mainly oriented towards the world of IAS/IFRS and German HGB. It also covers aspects of US-GAAP, wherever it helps to understand differences or movements of convergence between the different standards of financial reporting.

Successful students will be able to:

- Present and evaluate the theory and application of accounting principles and standards.
- Focus attention on the use of accounting information as a basis for decisions by investors, creditors, and others.
- Follow the current developments in accounting, financial reporting, compliance and auditing regulations.
- Use the most important basic IAS/IFRS standards for practical financial reporting purposes;
- Analyze and compare aspects of different accounting standards;
- Present the pros and cons of different standard systems.

ADVANCED STATISTICS

The objective of this course is to raise students' data literacy. On the one hand, this involves a reflective approach to the essential parts of the canon of statistical methods used to test models set up to describe, explain and predict real-world phenomena in business. A particular emphasis is placed on time series analysis that dominate many areas of the reality of business (e.g., development of stock, currencies, unemployment etc). Data literacy implies on the other hand, that students learn to access and critically evaluate and analyse data that can be sourced online.

By the end of the module students should be able to:

- Obtain an appreciation for statistics and identify its scope and limitations.
- Understand important core concepts (e.g. probability distributions, Neyman-Pearson Statistics) and a selection of advanced concepts (e.g. power analysis, time series analysis).
- Develop analytical skills to relate real problems to appropriate statistical models.
- Apply statistical software tools (e.g., R) to address problems of descriptive and inference statistics.
- Access, evaluate and use data from online sources for statistical analysis
- Communicate effectively the results of a statistical analysis.

DIVERSITY IN BUSINESS

The course "Diversity in Business" is an expansion of the topic of cultural diversity. It addresses diversity management in general, which is the recognition and valorization of individual differences. The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique and recognizing individual differences along the dimensions of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

Successful students will be able to:

- identify diversity issues in a business environment
- differentiate between multiple group identities
- develop tools and models for understanding organizational diversity
- evaluate an organization's diversity programme and progress

DESIGN THINKING

By the end of the course students should be able to:

- Describe phases of design thinking.
- Explain design thinking metrics.
- Define design thinking challenges.

**Aim of module
(expected learning
outcomes and
competencies to be
acquired)**

- Construct design thinking solutions.

QUANTITATIVE SOCIAL MEDIA RESEARCH

By the end of the course students should be able to:

- Describe techniques and tools for accessing, harvesting, and processing social media contents.
- Explain opportunities of harvesting and analyzing social media contents with respect to marketing, customer relationship management and market research.
- Recognize that quantitative social media research should always be guided by a clear research question, in order to be carried out in an efficient way.
- Construct quantitative social media research approaches for particular research scenarios.

SUSTAINABLE & ECO- AND NATURE-BASED TOURISM

By the end of the module students should be able to:

- Understand and differentiate the concepts of eco-tourism, nature-based tourism and sustainable tourism.
- Understand how worldwide growth in tourism numbers changes the way tourism is developed and planned.
- Outline the evolvement of tourism alongside socio-political developments from being driven by boosterism, over an economic and industry-driven approach, a physical/spatial approach and a community-oriented approach to a sustainable approach.
- Apply and reflect on the general concept of sustainable development as defined by the Brundtland Report, written for the United Nations in 1987, to the concept of sustainable tourism.
- Evaluate the impacts that the tourism industry can have on the ecological, economic and social/cultural aspects of a destination or a local community, analyse the political contexts in which those impacts are inevitably set and the role of indicators in monitoring and managing those impacts.
- Critically assess eco-tourism or other forms of nature-based tourism with respect to for example neo-colonialism.

TOURISM PLANNING & DEVELOPMENT

By the end of the module students should be able to:

- Examine destination planning concepts.
- Explain key trends in European tourism planning and organization as well as the essential role and influences of tourism development in different types of destinations.
- Apply the principles of sustainable tourism to the tourism industry at both the enterprise and destination level.
- Identify environmental and social issues in tourism. Apply these issues to tourism destinations and planning of tourism processes.
- Understand the role of governmental policies and planning for tourism.
- Identify risks and challenges for tourism destinations and choose appropriate responses to crises in a destination.
- Recommend and discuss destination branding approaches and link them to destination planning.

Contents of the module

INTERNATIONAL MARKETING

- Nature and Definition of International Marketing
- Analysing the International Marketing Environment (Micro + Macro)
- Challenges 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 Strategic 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

INTERNATIONAL HUMAN RESOURCE MANAGEMENT

- Introduction to international HRM
- The organizational context
- IHRM in cross-border mergers and acquisitions, international alliances and SMEs
- Staffing international operations
- Recruiting and selecting staff for international assignments
- International training and development
- Re-entry and career issues
- International performance management
- International compensation I: Expatriate rewards
- International compensation II: Pay and reward from a comparative perspective
- International industrial relations and institutional contexts

Contents of the module

- International business ethics, CSR and HRM
- IHRM trends and future challenges

ORGANISATIONAL BEHAVIOUR

- Organisational Behaviour, Management, and Managers
- Research Methods for Organisational Behaviour
- Managing Diversity and Individual Differences
- Perceptions and Decision Making
- Work Motivation and Performance
- Job Satisfaction and Commitment
- Efficiency, Motivation, and Quality in Work Design
- Interdependence and Role Relationships
- Group Dynamics and Team Effectiveness
- Leadership in Groups and Organisations
- Power, Politics, and Conflict
- Organisational Structure
- Organisational Design
- Culture, Change, and Organisational Development

GLOBAL SUPPLY CHAIN MANAGEMENT

- Fundamentals of international logistics
- Inventory management
- Warehouse management
- Packaging and transportation
- Procurement logistics
- Production logistics
- Distribution logistics
- Disposal logistics
- Supply Chain Strategy & Design
- Supply Chain Planning & Synchronization
- Trends in supply chain management

ENTREPRENEURSHIP

- The concept of Entrepreneurship
- Success factors of Entrepreneurship
- Specific entrepreneurial issues in specific country settings
- Entrepreneurial activity in the world
- Identifying and evaluating opportunities
- Developing business ideas from opportunities
- Feasibility analysis of a business idea
- Writing a Business Plan: Roadmap to business success
- Developing entrepreneurial strategies and marketing mix
- Social Entrepreneurship

CORPORATE SOCIAL RESPONSIBILITY

- Business and Society
- Business Ethics and Strategy
- Business Ethics Management
- Creating shared value: social and business perspective
- Different European CSR cultures
- True Value Method
- Social Innovation
- Share Economy
- Sustainable Entrepreneurship
- Bottom of the Pyramid
- Inclusive Business

INTERNATIONAL ACCOUNTING

- Accounting Cultures and their relevance for national accounting differences
- Global Harmonization of Financial Reporting
- Discontinued Operations
- Intangibles and asset conception
- Revenue Recognition and Construction Contracts
- Inventories
- Property, plant and equipment; borrowing costs; investment property
- Financial Assets
- Lease Classification
- Impairment

Contents of the module

- Provisions & contingencies, Income taxes, Share-based payment, Employee benefits, Financial liabilities, Events after the balance sheet date
- Business combinations, consolidation, investment in associates, joint ventures.

ADVANCED STATISTICS

- Difference and Relationship Hypothesis and appropriate procedures
- Sampling and sampling distributions
- Discrete and continuous probability distributions
- Introduction to time series analysis
- Data cleansing and preprocessing
- ARIMA models
- Cointegration testing
- Granger Causality analysis

DIVERSITY IN BUSINESS

- Individual perspectives on diversity
- Increasing Multicultural Understanding
- Emotional Connection of Distinguishing Difference and Conflict
- The Social Identity Perspective on Diversity
- Cultural Transmission
- Privilege and power in the workplace
- Social Class Diversity
- Integration vs. Assimilation
- Religion, Culture and Management
- Gender Issues in the Workplace
- Diversity in an ageing society
- Appearance and Weight Inclusion Issues
- The Ethics of Workplace Diversity
- Conducting a Diversity Audit

DESIGN THINKING

- Design thinking process and phases
- Design thinking mindset
- Design thinking tools
- Corporate innovation culture
- Design thinking and intrapreneurship
- Collaborative creativity
- Innovation in creative environments (approaches to room design and time for creativity)
- Design thinking terminology
- Defining challenges to be solved in the design thinking process
- Dynamic diagrams
- Design thinking metrics
- Mapping the customer experience
- Designing digital customer experiences
- Designing products using the design thinking approach
- Industrial design thinking cases

QUANTITATIVE SOCIAL MEDIA RESEARCH:

- Introduction into languages, e.g., R, to build tools for quantitative social media research
- API for social media
- Social Media Metrics
- Using data from social media for business applications
- Web scraper
- Efficient data storage
- Big data

SUSTAINABLE & ECO- AND NATURE-BASED TOURISM

- Introduction to Sustainable Tourism Management
- Historical approach
- Impacts on ecological, economic and social/cultural aspects
- Mass tourism and its possibilities of a sustainable evolution
- Sustainable Tourism Measurement: Labels and Certificates
- Fair Tourism
- Destination Planning for Ecotourism

TOURISM PLANNING & DEVELOPMENT

- Tourism policies and planning methods
- Destination planning and development concepts

	<ul style="list-style-type: none"> - Destination branding - The role of tourism for international development - Risk and crisis management in tourism
Teaching and learning methods	A variety of learning methods are utilized ranging from lectures and case studies 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 accordance with the topic of the elective courses, guest speaker, field trips, and other activities (e.g. panel discussions about current related topics in business) will be scheduled.
Literature	<p>INTERNATIONAL MARKETING</p> <p>MAIN LITERATURE:</p> <p>Doole, I./Lowe, R.: International Marketing Strategy, Cengage Learning, London: (the latest edition). Hollensen, S.: Global Marketing: A Decision-Oriented Approach, Prentice Hall, Upper Saddle River, N.J. (the latest edition).</p> <p>ADDITIONAL LITERATURE:</p> <p>Hooley, G. J./Saunders, J. A./Piercy, N.: Marketing strategy and competitive positioning, Financial Times Prentice Hall, Harlow. (the latest edition). Mühlbacher, H./Dahringer, L./Leih, H.: International Marketing: A Global Perspective, Thomson Learning, New York (the latest edition). Usunier, J./Lee, J.: Marketing Across Cultures, Prentice Hall, Harlow (the latest edition).</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>MAIN LITERATURE:</p> <p>Dowling, P. J./Festing, M./Engle, A.: International Human Resource Management, Cengage, London et al. (the latest edition). Harzing, A.-W./Pinnington, A. (eds): International Human Resource Management, SAGE Publications, Los Angeles et al. (the latest edition).</p> <p>ADDITIONAL LITERATURE:</p> <p>Brewster, C./Sparrow, P./Vernon, G./Houldsworth, E.: International Human Resource Management, CIPD, London (the latest edition). Briscoe, D./Schuler, R./Tarique, I.: International Human Resource Management: Policies and Practices for Multinational Enterprises, Routledge, New York and London (the latest edition). Edwards, T./Rees, C.: International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education Limited, Harlow et al. (the latest edition).</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Academy of Management Journal - Academy of Management Review - European Management Journal - Human Relations - Human Resource Management - Human Resource Management Review - International Journal of Human Resource Management - Journal of International Business Studies - Journal of World Business - Management International Review <p>ORGANISATIONAL BEHAVIOUR</p> <p>TEXTBOOK</p> <p>Robbins, S.P.; Judge, T. (latest edition). Organizational Behavior. Upper Saddle River: Prentice Hall.</p> <p>ADDITIONAL READING</p> <p>Buelens, M. Sinding, K. & Waldstrom, C. (latest edition). Organizational Behavior. Maidenhead: McGraw-Hill.</p> <p>Knights, D.; Willmott, H. (latest edition). Introducing Organizational Behaviour & Management. London: Thomson.</p> <p>Kreitner, R.; Kinicki, A. (latest edition). Organizational Behavior. New York: McGraw-Hill.</p> <p>Wagner, J.A.; Hollenbeck, J.R. (latest edition). Organizational Behavior: Securing Competitive</p>

Advantage. Cincinnati: Thomson South Western.

GLOBAL SUPPLY CHAIN MANAGEMENT

Cachon, G. & Terwiesch, C. (2012). Matching Supply with Demand, Boston: McGraw-Hill.
 Chopra, S. & Meindl, P. (2013). Supply Chain Management: Strategy, Planning, and Operation. Upper Saddle River: Pearson.
 Christopher, M. (2010). Logistics and Supply Chain Management: Strategies for Reducing Cost and Improving Service. London: Prentice Hall.
 Grant, D.B. (2012). Logistics Management, Upper Saddle River: Pearson
 Jacoby, D. (2009). Guide to Supply Chain Management: How getting it right boosts corporate performance. New York : Bloomberg Press.
 Simchi-Levi, D., Kaminsky, P. & Simchi-Levi E. (2008). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies. Boston: McGraw-Hill.

ENTREPRENEURSHIP

MAIN LITERATURE:

Barringer, B. R./Ireland, D.: Entrepreneurship: Successfully Launching New Ventures, Essex: Pearson Education (the latest edition).

ADDITIONAL LITERATURE:

Dowling, M./Schmude, J.: Empirical Entrepreneurship in Europe: New Perspectives. London: Edward Elgar (the latest edition).
 Kaplan, J. M./Warren, A. C.: Patterns of Entrepreneurship Management, Hoboken: John Wiley & Sons (the latest edition).
 Osterwalder, A./Pigneur, Y.: Business Model Generation: A handbook for visionaries, Hoboken: John Wiley & Sons (the latest edition).
 Mariotti, S./Glackin, C.: Entrepreneurship: Starting and Operating a Small Business, Harlow: Prentice Hall (the latest edition).
 Volkmann, C.K./Tokarski, K. O./Grünhagen, M.: Entrepreneurship in a European Perspective, Wiesbaden: Gabler (the latest edition).
 Westhead, P./McElwee, G./Wright, M.: Entrepreneurship: Perspectives and Cases, Harlow: FT Press (the latest edition).

PERIODICALS:

- Entrepreneurship: Theory and Practice
- International Journal of Entrepreneurial Behaviour and Research
- Journal of Entrepreneurship
- Journal of Small Business and Entrepreneurship
- Journal of Small Business and Enterprise Development
- Journal of Small Business Management and Entrepreneurship
- Strategic Entrepreneurship Journal

CORPORATE SOCIAL RESPONSIBILITY

Crane, A.; Matten, D. (2010). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization (3rd ed.). Oxford: Oxford University Press.
 Osburg, Th., Schmidpeter, R. (2013) Social Innovation. Springer.
 Smith, N. C, Lenssen G. (2011) Mainstreaming Corporate Responsibility
 Laszlo, C. and Zhexembayeva, N. (2011) Embedded Sustainability: The Next Big Competitive Advantage
 Michael E. Porter, Mark R. Kramer (2011) Creating Shared Value, Harvard Business Review. JAN 2011.
 KPMG International (2014) A new vision of Value. Connecting corporate and societal value creation.
 Weidinger, Ch., Fischler, F., Schmidpeter, R. (2014) Sustainable Entrepreneurship. Springer.

PERIODICALS

International Journal of CSR (Springer)

- Journal of Business Ethics
- Business Ethics Quarterly

INTERNATIONAL ACCOUNTING

Elliot, B., Elliot, J. (2012) Financial Accounting and Reporting, 15th ed. Harlow: FinancialTimes Prentice Hall.
 Kothari, J. & Barone, E. (2009). Advanced Financial Accounting: An International Approach. Harlow: Financial Times Prentice Hall.
 Deloitte IFRS website www.iasplus.com;
 Ernst & Young IFRS website www.ey.com/ifrs;
 PWC IFRS publications at <http://www.pwc.com/gx/en/ifrs-reporting/ifrs-publications.jhtml>
 Further info on IAS/IFRS: <http://www.iasb.org>

ADVANCED STATISTICS

Cowpertwait, P. S., & Metcalfe, A. V. (2009). *Introductory time series with R*. Springer Science & Business Media.

Field, A., Miles, J., & Field, Z. *Discovering Statistics Using R*. 2012. London: Sage.

Lütkepohl, H. (2005). *New introduction to multiple time series analysis*. Springer Science & Business Media.

DIVERSITY IN BUSINESS**TEXTBOOK**

Harvey, C. P.; Allard, J. M. (latest edition). *Understanding and Managing Diversity. Readings, Cases, and Exercises*. Upper Saddle River/NJ: Pearson Prentice Hall.

ADDITIONAL READING

Bell, M. P. (2011). *Diversity in Organizations*. Mason/OH: Thomson-South-Western.

Brown-Glaude, W. (ed.) (2009). *Doing Diversity in Higher Education: Faculty Leaders Share Challenges and Strategies*. New Brunswick, New Jersey and London: Rutgers University Press.

Cox, T., Quinn, R. E., O'Neil, P. H. (2001). *Creating the Multicultural Organization. A Strategy for Capturing the Power of Diversity*. San Francisco: Jossey-Bass.

Mor Barak, M. E. (latest edition). *Managing Diversity. Towards a Globally Inclusive Workplace*. Los Angeles et al.: Sage.

DESIGN THINKING**KEY LITERATURE**

Brenner, W., Uebernickel, F. (eds.) (Latest ed.). *Design thinking for innovation: Research and practice*. Cham: Springer.

FURTHER RECOMMENDED LITERATURE

Ingle, B.R. (Latest ed.). *Design thinking for entrepreneurs and small businesses: Putting the power of design to work*. New York: Apress.

QUANTITATIVE SOCIAL MEDIA RESEARCH**KEY LITERATURE**

Mayer-Schonberger, V., Kenneth Cukier, K. (Latest ed.). *Big Data: A Revolution That Will Transform How We Live, Work, and Think*. Paisley: Hodder and Stoughton Ltd.

FURTHER RECOMMENDED LITERATURE

Matlof, N. (Latest ed). *The Art of R Programming*. San Francisco, CA: No Starch Press.

SUSTAINABLE & ECO- AND NATURE-BASED TOURISM

Bryman, A. (2008). *Social Research Methods*. (3rd ED). Oxford: Oxford University Press.

Edgell, D. L. (2006). *Managing sustainable tourism: A legacy for the future*. Binghamton: Harworth Press.

Gössling, S. & Hall, C. M. (Eds.) (2006). *Tourism & global environmental change: Ecological, social, economic and political interrelationships*. Axon: Routledge.

Harris, R.; Griffin, T. & Williams, P. (2002). *Sustainable tourism: A global perspective*. Oxford: Butterworth-Heinemann.

Holden, A. (2008). *Environment and tourism* (2nd ED). Routledge: Abingdon.

Holloway, C. J. (2009). *The Business of Tourism*. (8th ed.). Harlow: Pearson.

McCool, S. F. & Moisey, R. N. (2009). *Tourism, recreation and sustainability. Linking culture and the environment* (2nd ED). Wallingford: CABI.

Mowforth, M. & Munt, I. (2009). *Tourism and sustainability: Development and new tourism in the Third World* (3rd ED). London: Routledge.

Lovelock, B. (2013). *The Ethics of Tourism*. London: Routledge.

TOURISM PLANNING & DEVELOPMENT

Costa, C., Panyik, E. & Buhalis, D. (2013). *Trends in European Tourism Planning and Organisation*. Channel View Publications.

Hall, C. M. (2007). *Tourism Planning: Policies, Processes & Relationships* (2nd ED). Prentice Hall.

Williams, S. & Lew, A. (2014). *Tourism Geography: Critical Understandings of Place, Space and Experience* (6rd ED). New York: Routledge.

PERIODICALS

– *Annals of Tourism Research*

– *Journal of Destination Marketing & Management*

– *Journal of Sustainable Tourism*

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"
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.</p> <p>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. 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 ratio analysis, 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 structure of the firm. – 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.

Aim of module (expected learning outcomes and competencies to be acquired)	<ul style="list-style-type: none"> – 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>TOP DOWN APPROACH – LECTURES ON:</p> <ul style="list-style-type: none"> – Theories and concepts <p>BOTTOM UP - CASE STUDIES</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>EXAMPLES AND Q&AS</p> <ul style="list-style-type: none"> – Discussing best practice examples of successful companies and consulting projects – Conducting basic analyses and valuations <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>Special features 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> <p>Cachon, C., Terwiesch, C. (2012). Matching Supply with Demand: An Introduction to Operations Management (3rd ed.). Boston: McGraw-Hill.</p> <p>FURTHER RECOMMENDED LITERATURE</p> <p>Chase, R.B., Jacobs, F.R., Aquilano, N.J. (2008). Operations & Supply Management (12th ed.). Boston: McGraw-Hill.</p>

Literature

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

Corporate Tax and Management Information Systems

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	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. Dr Dietmar Janetzko	Prof. Dr. Dr Dietmar Janetzko

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules. b) The module can be used in the BA International Business and BA Global Business Management.
Courses of the module	<ul style="list-style-type: none"> - Corporate Tax - Management Information Systems
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is twofold: (I) to introduce students to the basic concepts of corporate taxation, especially the different types of taxes, transparent and intransparent entities, the value added tax, and (II) to foster students' understanding of the role of IT and MIS as enablers of successful business models in today's fast paced global economy. In the introductory part of each of the two courses of this module students focus on key terms, use cases and examples that pave the way to a more principled understanding of new developments in the areas addressed.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Understand key terms and the main issues associated with tax and information systems. - Explain and interpret the business functions of corporate tax and management information system. - Apply the most recent theories and insight to real life situations associated with tax and management information systems. - Identify and categorize topical challenges in business life that can be traced down to the areas of taxation and/or management information systems - Determine schools of thoughts in taxation and business information system and discuss their effects in everyday business. - Debate ethical dilemmas in corporate tax and management information systems.
Contents of the module	<p>CORPORATE TAX Taxation of corporations/ enterprises in Germany</p> <p>TYPE OF TAXES:</p> <ul style="list-style-type: none"> - income tax, wage tax, capital income tax - corporate income tax / cit - trade tax - surcharge - VAT - real estate transfer tax / RETT - insurance tax

Contents of the module	<ul style="list-style-type: none"> – customs – consumption tax, e.g. energy tax – beer tax, coffee tax, tobacco tax – property tax <p>TAX TRANSPARENT AND INTRANSPARENT ENTITIES:</p> <ul style="list-style-type: none"> – Partnerships as transparent entities (Taxable income is attributed to partners directly, exemption: trade tax, this is taxed on partnership level) – Corporations as intransparent entities (Corporations are separate taxpayers for CIT and trade tax purposes; in Germany no check-the-box system) <p>CORPORATE INCOME TAX / TRADE TAX:</p> <ul style="list-style-type: none"> – tax base – tax treatment of dividends <p>Withholding taxes like wage tax and capital income tax (Enterprise may be liable in case of too low withholding tax. Major topics: travel expenses, bonus schemes, self-employment, minimal wage)</p> <p>Transfer pricing (TP-documentation, tax treaties, country by country reporting, MAP, APA)</p> <p>VAT</p> <p>TAX SPECIALITIES:</p> <ul style="list-style-type: none"> – RETT (especially for M&A-transactions relevant, if an entity involved in the transaction holds real estate) – voluntary disclosures (Selbstanzeigen): new regulations since January 1, 2015 – inheritance tax and gift tax: exemptions for business property (under review due to decision of Federal Constitutional Court) <p>MANAGEMENT INFORMATION SYSTEMS</p> <ul style="list-style-type: none"> – IT and MIS as enablers of strategic decision making – E-business, networks, and mobile technology – Infrastructure, hardware and software – Databases and data warehouses – Business Intelligence – Networks and communications – Operations management and supply chain management – Enterprise resource planning – Limitations and risks of IT systems and applications – MIS market trends, major providers and IT solutions. – The role of social media in business – Industry 4.0 and the Internet of Things
Teaching and learning methods	A variety of learning methods will be used ranging from lectures to case studies.
Special features	Guest lecturers might be invited to give first-hand practical insights.
Literature	<p>CORPORATE TAX</p> <p>MAIN LITERATURE:</p> <p>Jochum, H. / Thiele, P. J.: Introduction to German Tax Law, Boorberg, Stuttgart, 91 p. (October 2013)</p> <p>FURTHER LITERATURE:</p> <p>Haase, F. / Steierberg, D.: Tax Law in Germany (German Law Accessible), C.H. Beck, Munich 288 p. (December 2015)</p> <p>MANAGEMENT INFORMATION SYSTEMS</p> <p>Butel, L. et al. (2007). Business Functions. An Active Learning Approach (9th ed.). Oxford: Blackwell Publishing.</p> <p>Hall, Bocij, P., Greasley, A., Hickie, S. (2008): Business Information Systems (4th ed.), London: Prentice Hall.</p> <p>Laudon, K. C. & Laudon, J. P. (2016). Essentials of MIS. London: Prentice Hall.</p> <p>Laudon, K. C. & Laudon, J. P. (2011). Management Information Systems – Managing the Digital Firm. (11th ed.), London: Prentice Hall.</p> <p>Management Information Systems: Curtis, G., Cobham, D. (2008): Business Information Systems: Analysis, Design and Practice (6th ed.), London: Prentice Hall.</p> <p>Smith, H. & Fingar, P. (2003). IT Doesn't Matter - Business Processes Do: A Critical Analysis of Nicholas Carr's I.T. Article in the Harvard Business Review. Tampa: Meghan-Kiffer Press.</p> <p>Taleb, N. N. (2008). The Black Swan: The Impact of the Highly Improbable. New York: Penguin.</p>

Literature**PERIODICALS:**

- Journal of Information Systems and Technology Management
- Journal of Management Information Systems: JMIS
- MIS Quarterly

Digital Marketing and Conceptions

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	Term paper (50%) Project Work (50%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (45 contact hours and 105 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Michael Schwertel	Prof. Michael Schwertel

Prerequisites	Successful completion of the modules DMM4, DMM8, and DMM12 recommended.
Applicability of module for other modules and study programmes	a) This module provides students with important knowledge they can build on in DMM17 b) The module can only be used in the BA Digital Media Management
Courses of the module	<ul style="list-style-type: none"> - Digital Marketing - Game and App Conception
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to familiarize students with digital marketing as well as game and app conception.</p> <p>By the of the module successful students will be able to:</p> <ul style="list-style-type: none"> - Outline online customer behaviour. - Compare and contrast digital marketing channels and their characteristics. - Formulate and implement digital marketing strategies and campaigns considering target-group relevant channels. - Monitor and measure digital marketing performance. - Recognize the history of gaming and major game genres. - Discuss recent developments of the gaming industry and their impact on game development. - Debate organizational patterns of the gaming industry. - Apply game and app conception, develop game and app contents (also including the use of tools such as "App Inventor"), include artwork in games, and plan sound design and composition.
Contents of the module	<p>DIGITAL MARKETING</p> <ul style="list-style-type: none"> - Digital Marketing basics - Differentiation of the most important Digital Marketing channels - Search Marketing techniques and tools - Repetition of Social Media Marketing techniques and tools - E-Mail Marketing techniques and tools - Mobile Marketing techniques and tools - Affiliate Marketing techniques and tools - Cross-media and Transmedia Marketing techniques and tools - Combination of Digital Marketing channels. <p>GAME CONCEPTION AND DESIGN</p> <ul style="list-style-type: none"> - History of game development - Genres: adventure games, role and strategy games, ego shooter, serious games, multiplayer

Contents of the module	<ul style="list-style-type: none"> (online) games, browser games - Connection of online games to online social networks - The gaming industry: professional roles, the development team, project based management practices - Media/ game and app conception: conception process; drafting methods - Media conception for games: design requirements, game conception for different target groups; youth protection - Copyright - Game conception: development of stories, characters, environment, level designs - Content development for games and apps - Tools for game and app development (e.g., "App Inventor") - Linear and non-linear storytelling; audiovisual storytelling - Visual aesthetics - Graphics - Artwork in games: 2 and 3D Art - Sound design and composition
Teaching and learning methods	<p>The seminars will include the discussion of case studies and group activities/ media projects.</p>
Special features	<p>The seminars will be enhanced by the inclusion of guest speakers and study trips, including company visits.</p>
Literature	<p>DIGITAL MARKETING KEY LITERATURE: Chaffey, D., Ellis-Chadwick, F. (Latest ed.). Digital Marketing: Strategy, implementation and practice. Harlow, UK: Pearson. FURTHER RECOMMENDED LITERATURE: Flores, L. (Latest ed.). How to measure digital marketing: Metrics for assessing impact and designing success. Basingstoke: Palgrave Macmillan. PERIODICALS: - Journal of Consumer Research - Journal of Interactive Marketing - Journal of Marketing - Journal of Marketing Research - Social Networks</p> <p>GAME AND APP CONCEPTION KEY LITERATURE: Hight, J., Novak, J. (Latest ed.). Game development essentials: Game project management. Cheriton House: Delmar Cengage Learning. FURTHER LITERATURE: Hingham, MA: Infinity Science Press. Maxwell Chandler, H., Sloper, T. (Latest ed.). The game production handbook. Novak, J. (Latest ed.). Game development essentials: An introduction. Cheriton House: Delmar Cengage Learning.</p>

eTourism

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	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

Prerequisites	In order to successfully complete this module, students should have gained the knowledge transmitted in the courses Marketing (module BA ITM 6) and Tourism Marketing and Behaviour (module BA ITM 15).
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"> - Social Media Marketing - New Technologies in Tourism
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to develop an understanding of current trends and approaches regarding social, mobile and cross-media marketing as well as the latest technological development in the field of tourism organizations.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> - Review best practice cases of social media marketing campaigns. - Develop and implement social, mobile and cross-media marketing strategies. - Understand how both the demand side (e.g. through online communities) and the supply side (e.g. with dynamic packaging) create and react to dynamic changes to traditional value chains. - Establish a link between Social Media, Web 2.0 / user generated content and Tourism 2.0 as well as its challenges. - Understand the interdependencies of new business travel technologies and traditional tourism business functions. - Discuss limitations as well as controversial issues of ICT in tourism-related contexts (incl. their providers). - Transfer eBusiness concepts to the eTourism environment. - Understand Mobile technology and applications as well as developing own market solutions. - Evaluation the potential of future Augmented and Virtual Reality applications for the Tourism industry. - Analyze ICT solutions for tourist destinations, service providers, tour operators, distribution and sales - Measure the technology acceptance of new solutions
Contents of the module	<p>SOCIAL MEDIA MARKETING</p> <p>Every year, state-of-the-art topics in Social Media Marketing will be presented, analyzed, and developed. The topics will be changed in the respective semester, responding to current trends. Examples and best practices for the contents of Social Media Marketing are:</p> <ul style="list-style-type: none"> - Crowdsourcing

Contents of the module	<ul style="list-style-type: none"> - Personality Branding - Social Media Customer Service Center - Social Media for B2B communication. <p>NEW TECHNOLOGIES IN TOURISM</p> <p>Every year, state-of-the-art topics in eTourism will be presented, analyzed, and developed. The topics will be changed in the respective semester, responding to current trends.</p> <ul style="list-style-type: none"> - eTourism and eBusiness - Web 2.0 and user generated content (link to Social Media Marketing) - Mobile technology and applications - Augmented and Virtual Reality applications for the Tourism industry - Platforms and tools - Business travel technology - ICT solutions for tourist destinations, service providers, tour operators, distribution and sales - Overview of major providers of ICT solutions for the tourism industry - Technology acceptance and backlashes
Teaching and learning methods	<p>A variety of learning methods are utilized ranging from lectures and case studies to experiential exercises. The course New Technologies in Tourism is designed as a seminar and therefore includes group activities, case study analysis and skillbuilding exercises.</p>
Special features	<p>Guest-speakers, simulations and/or online tools, real-life projects (subject to availability)</p>
Literature	<p>APPLIED SOCIAL MEDIA MARKETING</p> <p>Greiff, M. (2011). Social approval as an incentive: The voluntary provision of public goods in social production communities. FFM: Lang.</p> <p>Hardy, J. (2010). Cross media promotion. NY: Lang.</p> <p>Olbrich, R., Holsing, C. (2011). Consumer product search and purchasing behaviour in social shopping communities. Hagen: FU Hagen.</p> <p>Turan, E. (2012). Electronic commerce 2012: a managerial and social network perspective. Boston: MA, Pearson.</p> <p>Varnali, K. (2011). Mobile marketing: Fundamentals and strategy. NY: McGraw-Hill.</p> <p>NEW TECHNOLOGIES IN TOURISM</p> <p>Egger, R., 2010. Theorizing Web 2.0 Phenomena in Tourism: A Sociological Signpost. Journal of Information Technology & Tourism, 12 (2), pp.125-137.</p> <p>Egger, R. and Buhalis, D., 2008. Mobile Systems. In R. Egger and D. Buhalis, eds. 2008. eTourism Casestudies. London: Butterworth Heinemann. pp.417-425.</p> <p>Gretzel, U.; Law, R. & Fuchs, M. (2010). Information and Communication Technologies in Tourism 2010: Proceedings of the International Conference in Lugano, Switzerland, February 10-12. Wien: Springer.</p> <p>Maurer, C. and Lutz, V., 2012. Strategic Implications for Overcoming Communication Gaps in Tourism Caused by Digital Divide. Journal of Information Technology & Tourism, 13, pp.205-214.</p> <p>Maurer, C. and Lutz, V., 2011. The Impact of Digital Divide on Global Tourism: Strategic Implications of Overcoming Communication Gaps Caused by Digital Inequalities. In: R. Law, M. Fuchs and F. Ricci, eds. 2011. Information and Communication Technologies in Tourism 2011. Wien: Springer. pp.265-277.</p> <p>Maurer, C. and Wiegmann, R., 2011. Effectiveness of Advertising on Social Network Sites: A Case Study on Facebook. In R. Law, M. Fuchs and F. Ricci, eds. 2011. Information and Communication Technologies in Tourism 2011. Wien: Springer. pp.485-498.</p> <p>Pease, W. R.; Rowe, M. & Cooper, M. (2007). Information and Communication Technologies in Support of the Tourism Industry. Hershey: IGI Global</p>

Financial 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	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 18: Strategic Finance b) It can be only used in the BA International Business
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
Contents of the module	CONCEPTS OF VALUE AND RISK <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 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>CONCEPTS OF VALUE AND RISK Berk J. & DeMarzo P. (2013). Corporate Finance (3rd ed.). Pearson. Brealy / Myers / Marcus (2009). Fundamentals of Corporate Finance, 6th ed. Boston: McGraw-Hill.</p> <p>APPLIED FINANCIAL MANAGEMENT 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	Prof. Dr. Markus Raueiser	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
Courses of the module	<ul style="list-style-type: none"> - 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. - 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.

	<ul style="list-style-type: none"> – 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"> – The strategic imperatives – Expanding abroad: motivations, means, and mentalities – Understanding the international context: responding to conflicting environmental forces – Developing transnational strategies: building layers of competitive advantage – The organizational challenge – Developing a transnational organization: managing integration, responsiveness, and flexibility – Creating worldwide innovation and learning: exploiting cross border knowledge management – Engaging in cross border collaboration: managing across corporate boundaries – The managerial implications – Implementing the strategy: building multidimensional capabilities – The future of the transnational: an evolving global role <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 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>LITERATURE 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>

International Management

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	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	Dr. Ihar Sahakiant Prof. Dr. Torsten Weber	Dr. Ihar Sahakiant Prof. Dr. Torsten Weber

Prerequisites	The courses 'Introduction to Business Operations' and 'Human Resource Management'
Applicability of module for other modules and study programmes	a) This module is a consolidation of the module 'Marketing and Human Resource Management'. b) The module can only be used in the BA Business Psychology.
Courses of the module	- International Marketing - International Human Resource Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module is dedicated to the international aspects of marketing and human resource management. The course 'International Marketing' aims to explore 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 – at 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. The course 'International Human Resource Management' covers the key concepts and the major subfields of International Human Resource Management (IHRM). It familiarizes the students with the current research on IHRM as well as with the policies and practices implemented by today's multinational enterprises (MNE) from around the world.</p> <p>By the end of the module students should be able to:</p> <ul style="list-style-type: none"> – Define the term "International Marketing" – 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. – know the specifics of managing human resources in multinational companies and across different international locations – recognize the challenges related to human resource management faced by managers and human

Aim of module (expected learning outcomes and competencies to be acquired)	<p>resource professionals in international settings</p> <ul style="list-style-type: none"> – define and illustrate the key components and practices of international human resource management; – explain the impact of cultural and institutional contexts on human resource management practices and strategies in multinational enterprises – demonstrate the link between IHRM policies and overall company performance – compare and contrast different approaches to IHRM with respect to their alignment both with the corporate strategy and the local contexts
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) – Challenges 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 Strategic 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 organizational context – IHRM in cross-border mergers and acquisitions, international alliances and SMEs – Staffing international operations – Recruiting and selecting staff for international assignments – International training and development – Re-entry and career issues – International performance management – International compensation I: Expatriate rewards – International compensation II: Pay and reward from a comparative perspective – International industrial relations and institutional contexts – International business ethics, CSR and HRM – IHRM trends and future challenges
Teaching and learning methods	<p>A variety of teaching methods including lectures, case studies and exercises.</p>
Special features	<p>Percentage of online-work, practice, guest speaker, etc.</p>
Literature	<p>INTERNATIONAL MARKETING</p> <p>MAIN LITERATURE:</p> <p>Doole, I./Lowe, R.: International Marketing Strategy, Cengage Learning, London: (the latest edition). Hollensen, S.: Global Marketing: A Decision-Oriented Approach, Prentice Hall, Upper Saddle River, N.J. (the latest edition).</p> <p>ADDITIONAL LITERATURE:</p> <p>Hooley, G. J./Saunders, J. A./Piercy, N.: Marketing strategy and competitive positioning, Financial Times Prentice Hall, Harlow: (the latest edition). Mühlbacher, H./Dahringer, L./Leih, H.: International Marketing: A Global Perspective, Thomson Learning, New York (the latest edition). Usunier, J./Lee, J.: Marketing Across Cultures, Prentice Hall, Harlow (the latest edition).</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>MAIN LITERATURE:</p>

Literature

Dowling, P. J./Festing, M./Engle, A.: International Human Resource Management, Cengage, London et al. (the latest edition).

Harzing, A.-W./Pinnington, A. (eds): International Human Resource Management, SAGE Publications, Los Angeles et al. (the latest edition).

ADDITIONAL LITERATURE:

Brewster, C./Sparrow, P./Vernon, G./Houldsworth, E.: International Human Resource Management, CIPD, London (the latest edition).

Briscoe, D./Schuler, R./Tarique, I.: International Human Resource Management: Policies and Practices for Multinational Enterprises, Routledge, New York and London (the latest edition).

Edwards, T./Rees, C.: International Human Resource Management: Globalization, National Systems and Multinational Companies, Pearson Education Limited, Harlow et al. (the latest edition).

PERIODICALS:

- Academy of Management Journal
- Academy of Management Review
- European Management Journal
- Human Relations
- Human Resource Management
- Human Resource Management Review
- International Journal of Human Resource Management
- Journal of International Business Studies
- Journal of World Business
- Management International Review

Latin America Management

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	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. Julia Maintz	Prof. Dr. Julia Maintz

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 and Human Resource Management), BA ICM 9 (Macro Economics), BA ICM 10 (Strategic and International Management), BA ICM 23 (Scientific Working and Study Skills)
Applicability of module for other modules and study programmes	a) This module is the basis for the following business modules: BA ICM 17 (Southeast Asia and the Near East), BA ICM 18 (Business Game Simulation), BA ICM 15 (Business and Society) 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 Latin America - Doing Business in Latin America
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 Latin America as well as cultural characteristics 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 Latin America. In so doing, the module will require students to apply their knowledge of economic structures to the Latin American 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 important phases of economic development in Latin America - Compare the developments to identify and explain similarities and differences in the development of the respective economies - Recognise the main cultural values that inform interaction in business in the region - Describe business practices in the Latin American region - Apply their knowledge of the framework in which business in Latin America takes place to understand current economic problems in these countries - Practice relevant strategies for intercultural communication in Latin America.
Contents of the module	<p>ECONOMIC DEVELOPMENT IN LATIN AMERICA</p> <ul style="list-style-type: none"> - Emerging Latin American markets - Formal institutions in Latin America: Economic, political, and legal systems - Hyperinflation and debt crises - Washington Consensus - Latin American trade agreements - Institutions governing competition in Latin America - The legacy of Latin American dictatorships - Latest economic developments in Brazil, Mexico, and Argentina

Contents of the module	<ul style="list-style-type: none"> - Leftist Latin American regimes and associated economic developments - Privatisation in Latin America - Infrastructure and technological development in Latin American countries - Informal institutions in Latin America - Gang activity in Central America - The Catholic Church in Latin America <p>DOING BUSINESS IN LATIN AMERICA</p> <ul style="list-style-type: none"> - Latin American family businesses - Global Latinas - Organisational culture and subsidiary culture - Corporate social responsibility initiatives and socially inclusive business of Latin American firms - Latin American leadership and management styles - Market entry modes: Equity and non-equity investments - Firm resources: Competitiveness and growth - Competitive advantages of the global firm - Organisational designs for multinational companies - Managing people in multinational enterprises - Human Resource Management in the local context: Knowing when and how to adapt in the Latin American context - Latin American Media - Telecommunication infrastructure and (mobile) Internet usage in Latin America - Natural resources in the Latin American region
Teaching and learning methods	<p>The course “Economic Development in Latin America” is designed as an interactive lecture that provides students with a profound understanding of the region’s economic history, and latest economic developments and challenges.</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(s), 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 course “Doing Business in Latin America” is a cross-over of lecture and seminar, in which each student uses the input given by the lecturer and insights gained from own research to develop and present an oral presentation on one of the course topics. Small case studies and newspaper articles are moreover analysed in class for their relevance in understanding business and management practices in Latin American countries.</p>
Special features	<p>The module integrates study trips to relevant organizations and the invitation of guest speakers.</p>
Literature	<p>TEXTBOOK:</p> <p>Crane, R., Rizowy, C. (eds.) (Latest ed.) Latin American business cultures. NY: Palgrave Macmillan.</p> <p>Peng, M. W., Meyer, K. E. (Latest ed.) International Business. London: Cengage.</p> <p>FURTHER READING:</p> <p>Ameringer, C. D. (Latest ed.). The socialist impulse: Latin America in the Twentieth Century. Gainesville: University Press of Florida.</p> <p>Casanova, L. (Latest ed.). Global Latinas. Latin America’s emerging multinationals. Houndsmill and New York: Palgrave Macmillan.</p> <p>Nordqvist, M., Marzano, G., Brenes, E. R., Jiménez, G., Fonseca-Paredes, M. (eds.) (Latest ed.) Understanding entrepreneurial family businesses in uncertain environments: Opportunities and resources in Latin America. Cheltenham, UK: Edward Elgar.</p> <p>Parboteeah, K.P., Cullen, J.B. (Latest ed.). Strategic International Management: International Edition. London: Cengage.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Development and Cooperation - Global Economy Journal - Harvard Review of Latin America - Journal of Development Economics - Latin American Policy & Society - Latin America Monitor - Latin American Business Review - Latin American Perspectives

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%) 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. 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
Courses of the module	- Consumer Psychology - Media Psychology
Aim of module (expected learning outcomes and competencies to be acquired)	<p>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.</p>
Contents of the module	CONSUMER BEHAVIOUR <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 – Attitudes and lasting change of attitudes – Advertisement Design – Measurement and Limitations of market research – Opportunities and challenges of consumer psychology

Contents of the module	<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 – Impression management and psychology in Public Relations – 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. 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 FOR BOTH UNITS:</p> <ul style="list-style-type: none"> – Journal of Consumer Behaviour – Journal of Consumer Psychology – Journal of Media Psychology

Media Law and Finance

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	120 written exam (100%)	6/170
ECTS-Credits	Contact hours (per week in semester)	Workload and its composition
6 (3+3)	4 (2+2)	150 (45 contact hours and 105 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Michael Schwertel	Prof. Dr. Ralf Höcker Prof. Michael Schwertel

Prerequisites	Successful completion of the module DMM4 recommended.
Applicability of module for other modules and study programmes	a) This module prepares students for the media module DMM17 b) The module can only be used in the BA Digital Media Management
Courses of the module	<ul style="list-style-type: none"> - Media Law - Media Calculation and Finance
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to teach the students the fundamentals of media law as well as media calculation and finance.</p> <p>By the end of the module successful students will be able to:</p> <ul style="list-style-type: none"> - Outline the influence of civil, public, and criminal law on media businesses. - Indicate those legal areas that are of particular importance to the media business, i.e. in particular copyright, trademark, unfair competition, licensing, and press law. - Discuss typical legal problems in the music business, film/ television business, advertising business, management / PR business. - Uncover the limitations of the legal framework in the field of media businesses. - Understand the basics of regulations of media calculation and finance. - Describe media budgetary control systems and the peculiarities to raise cash. - Apply concepts for calculating and financing media products and discuss the variety of possibilities in this respect. - Memorize elements of a calculation scheme of a film and video project and differentiate influencing factors with respect to the costs. - Point out different finance forms in diverse media areas.
Contents of the module	<p>MEDIA LAW</p> <ul style="list-style-type: none"> - Basic legal aspects of Media Law - Introduction + Copyright Law I - Copyright Law II - Trademark Law - Unfair Competition - Press Law - Licensing Law - Media Law in business practice: Music business, film/ television business, advertising business, management/PR business

Contents of the module	MEDIA CALCULATION & FINANCE <ul style="list-style-type: none"> - Types and sources of media finance - Print media finance, TV finance, film finance - Business models - Business finance planning - Start-up finance - Paid advertising as a revenue model for media - Value creation through paid and social media - Case study: The investment dilemma in the digital media world - Case study SuperRTL: From TV to multi-channel merchandising - Looking behind the scenes of TV programming and newspapers (E.g., how much does an on-air minute cost, why do newspapers award trial subscriptions)?
Teaching and learning methods	Lectures are combined with case study discussions and exercises.
Special features	-
Literature	MEDIA LAW KEY LITERATURE: Carey, P. (Latest ed.). Media law. London: Sweet & Maxwell. FURTHER LITERATURE: Packard, A. (Latest ed.). Digital media law. Hoboken, NJ: Wiley-Blackwell. MEDIA CALCULATION AND FINANCE KEY LITERATURE: Katz, H. (Latest ed.). The media handbook: A complete guide to advertising, media selection, planning, research and buying. Mahwah: Lawrence Erlbaum Associates. FURTHER LITERATURE: Ozanich, G. W. (Latest ed.). Media Finance and evaluation. In Albarran, A. et al. (ed.) Handbook of Media Management and Economics (pp. 601-621). Mahwah: Lawrence Erlbaum Associates.

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	60min 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. 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".
Courses of the module	<ul style="list-style-type: none"> - 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. 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.</p> <p>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, - 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

Aim of module (expected learning outcomes and competencies to be acquired)	<ul style="list-style-type: none"> – 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>LABOUR 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 – Looking behind the scenes of TV programming and newspapers (E.g., how much does an on-air minute cost, why do newspapers award trial subscriptions)?
Teaching and learning methods	<p>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.</p>
Special features	<p>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.</p>
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>LABOUR 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> <p>Nielsen, R.: EU Labour Law, Copenhagen: Djof Publishers (latest edition)</p> <p>ADDITIONAL LITERATURE</p> <p>Blanpain, R.; Bamper, G., Baker, B.: Comparative Labour Law and Industrial Relations in Industrialized Market Economies, Kluwer Law International (latest edition).</p> <p>Davies, A.: Employment Law, Longman Law Series, Pearson (latest edition).</p>

Literature

PERIODICALS
– Hendrickx, F.: The European Labour Law Journal

Tourism Marketing and Event Management

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	Presentation / Term Paper (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. Patrick S. Merten	Henriette Stieger Andrea Ahlbrecht

Prerequisites	Tourism Management and Geography Module (BA ITM 4)
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"> - Tourism Marketing and Behaviour - Event and Congress Management
Aim of module (expected learning outcomes and competencies to be acquired)	<p>By the end of the module successful students will be able to:</p> <ul style="list-style-type: none"> - Identify major marketing principles for tourism. Distinguish different types of tourists and acquire introductory knowledge to event management. - Discuss the challenges of designing an appropriate and powerful marketing mix in a multi-component industry characterised by low margins and tough competition. Differentiate different event types and demonstrate the ability to implement any kind of event. - Apply general marketing models as well as service industry marketing principles to the various providers of tourism services. - Identify the importance and impact of tourism in an economic and cultural context and categorize different kinds of tourist motivations. Successful students will gain practical skills in creating, presenting and organizing events and in post-event accounting and evaluation. - Explain the complex interrelations of the individual tourists, along with their travelling patterns and a social environment encompassing collective values and lifestyle trends. Prepare marketing and communication strategies for conventions, events and general tourism service providers. - Assess the requirements for planning, the feasibility and cost benefit of conventions / events and business travel.

Contents of the module	<p>TOURISM MARKETING AND BEHAVIOUR</p> <ul style="list-style-type: none"> - Service characteristics - The 7 P's of service marketing - The marketing environment for hospitality and tourism - Consumer markets and the context of tourist buying behaviour - Market segmentation and positioning - Marketing communication - Branding tourist services - Destination marketing specifics - Tourism service provider marketing - Hotel and restaurant marketing - Major distribution channels - Web 2.0: opportunities and risks of user-generated content - Service quality and internal marketing - Motivation theory - Consumer behaviour: individual, social, and group aspects - Models of tourist behaviour - Shifting societal values and trends - Tourist roles and identities - Perceiving and choosing destinations - The tourists' on-site experience - Tourists' reflections on experience - The tourist of today and tomorrow <p>EVENT AND CONGRESS MANAGEMENT</p> <ul style="list-style-type: none"> - Legal aspects of event management - Communication, information and office management, software applications - Event marketing and branding - The event/service industry - Event operations management - Event production and mise-en-scene - Invitation management - Event management strategy and planning - Meetings, conventions, trade fair and exhibition management - Logistics and supply chain management - Time management - Marketing & media interaction - Event consultancy - Quality management
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>TOURISM MARKETING AND BEHAVIOUR</p> <p>Bowen, D. & Clarke, J. (2009). Contemporary Tourist Behaviour: Yourself and Others as Tourists. Wallingford: Cabi.</p> <p>Hudson, S. (2008) Tourism and Hospitality Marketing: A Global Perspective. London: Sage.</p> <p>Kotler, P.; Bowen, J. T. & Makens, J. C. (2009) Marketing for Hospitality and Tourism. Harlow: Pearson Prentice Hall.</p> <p>Pearce, P. L. (2005). Tourist Behaviour: Themes and Conceptual Schemes. Bristol: Channel View Publications. Contemporary Tourist Behaviour: Yourself and Others as Tourists. Wallingford: Cabi.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Annals of Tourism Research - Tourism Management - International Journal of Leisure and Tourism Marketing - The Journal of Travel & Tourism Marketing <p>EVENT AND CONGRESS MANAGEMENT</p> <p>Bowdin, G. (2010) Events Management (3rd ED). Oxford: Butterworth-Heinemann.</p> <p>Bowdin, G. & Getz, D. (2010) Events Management Casebook. Oxford: Butterworth-Heinemann.</p> <p>Forest: Pearson Hospitality Press.</p> <p>Van der Wagen, L. (2007) Event Management (3rd ED). Frenchs</p>

Courses: Year 3 - Business and Specialization Modules

Business Psychology (B.A.)

Advanced Business Psychology

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	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. Irene López	Prof. Dr. Irene López

Prerequisites	Knowledge of the modules "Introduction to Psychology and "Psychology and the Workplace" recommended
Applicability of module for other modules and study programmes	a) This module is a consolidation of the modules "Introduction to Business Psychology" and "Psychology and the Workplace" b) The module can only be used in the BA Business Psychology
Courses of the module	- New Trends in Business Psychology - Applied Business Psychology
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The module contains the courses 'New Trends in Business Psychology' and 'Applied Business Psychology'. This module is intended for business students with prior knowledge of psychology ('Introduction to Business Psychology' and 'Psychology and the Workplace') In this course 'New Trends in Business Psychology' students discuss current trends in business psychology. The successful student will be able to identify new developments in society and the economy as well as their opportunities and threats. Students will learn about new fields in business psychology which emerged as a response to these developments. The course will enable students to critically discuss and question the academic landscape of business psychology.</p> <p>This course 'Applied Business Psychology' will enable students to investigate empirical stakes of business psychology. It will provide students with an overview of jobs using business psychology. Furthermore, students will learn to apply their gained psychology knowledge to solve difficult business conflicts, and to enhance or develop effective business behaviour. The aim of this course is to enable students to identify frequent or extraordinary psychological problems in today's businesses and to work independently on case studies of a variety of organisations.</p>
Contents of the module	<p>Due to the workshop nature of this course, plus the fact that it deals with current trends, the contents of the course might change, in relation to the new trends and developments in business psychology.</p> <p>NEW TRENDS IN BUSINESS PSYCHOLOGY</p> <ul style="list-style-type: none"> - Introduction to new trends - Economic, social and technological developments - Opportunities and challenges of the new developments - New fields of psychology: - Health psychology

Contents of the module	<ul style="list-style-type: none"> - Career guidance - Counselling and coaching Psychology - Occupational and Organisational Psychology - Educational psychology - New trends in gender studies - New trends in research (in particular the Internet) - Critical review of the academic literature <p>APPLIED PSYCHOLOGY</p> <ul style="list-style-type: none"> - Introduction to applied psychology - Overview of jobs in business psychology - Specific current problem areas where psychology is applied: - Job Involvement and Burnout - Gender study: psychological well-being of working men and working women - Work-Life-Balance - Addiction in the workplace - Aptitude Testing and selection process - Appraisal and reward - Training and measurement of training - Contemporary HR Models - Intercultural Management - Advertising - Optimizing human potential in government organizations - Specific problems in family 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>NEW TRENDS IN BUSINESS PSYCHOLOGY Coburn, W.J. / Van der Heide, N.P. (2009). Self and System. Exploring Trends in Contemporary Self Psychology. Annals of the New York Academy of Sciences. Wiley- Blackwell. Collin, L.M. / Sayer, D. (2010): New Methods for the Analysis of Change. London: Eurospan APA Press. Das, M. / Ester, P. / Kaczmirek, L. (2010) Social and Behavioral Research and the Internet. Hove: Psychology Press</p> <p>APPLIED PSYCHOLOGY Bayne, R. / Horton, I. (2003). Applied Psychology. Current Issues and New Directions. Sage Publications. Bersoff, D.N. (2008) Ethical Conflicts in Psychology (4th ed.). New York: APA Press. Sharma, N.R. / Yadava, A. (2010). Business Psychology. Delhi, India: Global Vision Publishing House.</p> <p>PERIODICALS FOR BOTH UNITS:</p> <ul style="list-style-type: none"> - European Journal of Work & Organizational Psychology - European Journal of Work & Organizational Psychology - International Journal of Psychology - Journal of Applied Psychology - Journal of Neuroscience, Psychology, and Economics - Journal of Organizational Behavior Management - Journal of Organizational Behavior Management - The Journal of General Psychology

Destination Services

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	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	Hanno Martens

Prerequisites	Tourism Management and Geography (BA ITM 4) Tourism Service Providers (BA ITM 11)
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
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	<p>DESTINATION MANAGEMENT AND MARKETING</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 - Destination marketing and strategy - Destination market research - Destination target marketing and affinity group marketing - 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	<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>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>

Digital Strategy Development

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 (45 contact hours and 105 private study hours)
Language of instruction	Person responsible for module	Name of lecturer
English	Prof. Dr. Julia Maintz	Prof. Dr. Julia Maintz Prof. Michael Schwertel

Prerequisites	Successful completion of the modules DMM4, DMM8, DMM12, DMM15, and DMM16 recommended.
Applicability of module for other modules and study programmes	a) This module finalizes Media Management b) The module can only be used in the BA Digital Media Management
Courses of the module	<ul style="list-style-type: none"> - Digital Management - Media Trends
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The overall aim of this module is to provide students with advanced knowledge of digital strategy development and digital management based on recent media trends.</p> <p>By the end of the module successful students will be able to:</p> <ul style="list-style-type: none"> - Understand the impact of the digital transformation on businesses. - Define digital management activity areas and the associated professional roles. - Draw conclusions of the big/ smart data revolution on management approaches and their legal implications. - Develop digital business models. - Discuss recent developments of the media industry. - Recognise and understand the interaction between media and societal change. - Realize trends and occasions for entrepreneurial activity and integrate them in strategy development. - Suggest upcoming media trends.
Contents of the module	<p>DIGITAL MANAGEMENT</p> <ul style="list-style-type: none"> - The digital transformation and its impact on businesses and professional roles - Digital strategy development - Big/ smart data - Industry 4.0 - Mobile markets - Open innovation - The digital workplace - Digital operations management - Digital rights management - Sustainable digital management

Contents of the module	MEDIA TRENDS <ul style="list-style-type: none"> - History of media trends - Media studies - Virtual reality - Augmented Reality - Devices - Trends in media contents - Trends in the media value chains - Marketing and advertising trends - Trends in branding management - Trends in entertainment industries - Internet socio-economics - Trends in e-commerce - Social commerce - Upcoming media markets
Teaching and learning methods	<p>The seminars will include the discussion of case studies.</p>
Special features	<p>The seminars will be enhanced by the inclusion of guest speakers and study trips, including company visits.</p>
Literature	DIGITAL MANAGEMENT KEY LITERATURE: Bounfour, A. (Latest ed.). Digital futures, digital transformation. Cham: Springer. FURTHER LITERATURE: Uhl, A., Gollenia, L.A. (Eds.) (Latest ed.). Digital enterprise: A business-driven approach to leveraging innovative IT. Farnham, UK: Gower Publishing. PERIODICALS: - Harvard Business Review - Organization Studies MEDIA PRODUCTION KEY LITERATURE: McLuhan, M. (Latest ed.). Understanding Media. Lausanne: Routledge Classics. FURTHER LITERATURE: Aris, A., Bughin, J. (Latest ed.). Managing Media Companies: Harnessing Creative Value. Chichester: Wiley.

HRM and Leadership in Modern Organizations

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	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. Anja Karlshaus	Prof. Dr. Luisa Sabine Heß Prof. Dr. Anja Karlshaus

Prerequisites	Completion of the module BA IB 4 (Course "Human Resource Management").
Applicability of module for other modules and study programmes	a) This module finalizes the specialization "HRM & Leadership" b) The module can only be used in the BA IB Specialization "HRM & Leadership"
Courses of the module	- Current Trends in Leadership and HRM - Sustainable HRM and Ethical Leadership
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module aims at providing the students with the knowledge of the organisational and institutional environment of HRM in the national and international context by taking ethical aspects of sustainable HRM into consideration. Furthermore, contemporary challenges and issues for HRM and new management concepts will be highlighted also by taking national and international companies into account.</p> <p>At the end of the module the students are expected to:</p> <ul style="list-style-type: none"> - Identify the current challenges faced by human resource professionals and managers with respect to leadership and HRM - Describe the need for changes in the working environment - Give examples for companies which have chosen new forms of management - Apply effective contemporary HRM strategies, policies and tools into international business situations - Describe the basic leadership theories and identify reasons why the traditional approaches don't meet the expectations of today's employees - Debate the relevance of ethical leadership for the success of companies today and develop a critical awareness of the importance of HR Business Ethics - Explain fundamental philosophies and theories in the area of (HR) Business Ethics - Define tools, which are used to implement Business Ethics in an organization, and apply them to business practice
Contents of the module	CURRENT TRENDS IN LEADERSHIP AND HRM <ul style="list-style-type: none"> - Challenges for HRM in First World Economies and their Impact to HRM - Managing Demographics - Managing Shifting Values and Diversity - Managing the Scarcity of Talents (War for Talents) - Improving Performance Management and Rewards (Employee Engagement) - Becoming a Learning Organization / HR Innovations

Contents of the module	<ul style="list-style-type: none"> - Becoming a Strategic Partner - Reinventing Organizations <p>SUSTAINABLE HRM AND ETHICAL LEADERSHIP</p> <ul style="list-style-type: none"> - Leadership theories (e.g. transactional vs. transformational theories of leadership, emotional leadership) - Business ethics concepts, tools, and theories (normative and descriptive) - Principles like: (Corporate Social) Sustainability, Corporate Governance, Codes of Business Conduct - Implications from high reliability organizations and Stakeholder Management - Globalization and ethical Issues (e.g. working condition, child labour) - Day-to-day ethical Issues (e.g. fraud) - Decision-Making in complex situations - Enhancing Business Ethics
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 of nationally and internationally operating companies. Current examples of companies which reinvent management will be analysed and critically reflect against the background of current research in the field of leadership and motivation.</p>
Special features	<p>In addition to written sources students are provided with internationally experienced guest lectures that cover different aspects of the module contents in greater depth to tighten their knowledge on the one hand and critically reflect typical organizational structures in companies and typical instruments of leadership on the other hand.</p>
Literature	<p>CURRENT TRENDS IN LEADERSHIP AND HRM</p> <p>MAIN LITERATURE</p> <p>Taylor, S.: Contemporary Issues in Human Resource Management, London (latest edition).</p> <p>Roper, I., Prouska, R. & Na Ayudhya, U.C.: Critical Issues in Human Resource Management, London: CIPD (latest edition).</p> <p>ADDITIONAL LITERATURE</p> <p>Hollinshead, G.: International and Comparative Human Resource Management, Berkshire: McGraw-Hill (latest edition).</p> <p>Laloux, F. (2014). Reinventing organizations. Brussels: Nelson Parker.</p> <p>Millmore, M. et al.: Strategic Human Resource Management: Contemporary Issues, Financial Times Prentice Hall (latest edition).</p> <p>PERIODICALS</p> <ul style="list-style-type: none"> - Academy of Management Journal - Harvard Business Review - Human Resource Management Journal - Journal of Human Resources - Journal of Management Studies <p>SUSTAINABLE HRM AND ETHICAL LEADERSHIP</p> <p>MAIN LITERATURE</p> <p>Ehnert, I., Harry, W., Zink, K.J (ed): Sustainability and Human Resource Management: Developing Sustainable Business Organizations, CSR, Sustainability, Ethics & Governance, Springer (latest edition).</p> <p>Robbins, S. & Judge, T.: Organizational Behavior, Prentice Hall, Boston, Mass. (latest edition)</p> <p>ADDITIONAL LITERATURE</p> <p>Crane, A., Matten, D.: Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, Oxford University Press (latest edition).</p> <p>Fein, E., & Weibler, J. (2014): Cognitive basis for corruption and attitudes towards corruption in organizations viewed from a structuralist adult developmental meta-perspective. Behavioral Development Bulletin, 19(3), 78.</p> <p>Gupta, A.D. (Ed): Human values in management. Aldershot, England: Ashgate Publishing Limited (latest edition).</p> <p>Weischer, A. E., Weibler, J., & Petersen, M. (2013). "To thine own self be true": The effects of enactment and life storytelling on perceived leader authenticity. The Leadership Quarterly, 24(4), 477-495.</p> <p>PERIODICALS</p> <ul style="list-style-type: none"> - Academy of Management Journal - Journal of Business Ethics - Journal of Organizational Behavior - Human Resource Management Journal - Organizational Behaviour and Human Performance

Marketing and Implementation

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	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. Torsten Weber	Prof. Dr. Klemens Skibicki Prof. Dr. Mike Schallehn

Prerequisites	Completion of the modules BA IB MM 17.
Applicability of module for other modules and study programmes	a) This module finalizes the specialization "Marketing Management" b) The module can only be used in the BA IB Specialization "Marketing Management"
Courses of the module	- Social Media Marketing (SMM) - Optimizing the Sales Process
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"> - Understand, analyse and apply latest developments and topics in Marketing such as Social Media Marketing or Social Media Monitoring - Know about the recent domestic and global trends and approaches regarding social, mobile, and cross-media marketing Conduct detailed analyses, both internally and in terms of the Social Media environment - Apply marketing techniques and models in the collaborative environments of Social Media - Review international best practice cases and acquire the skills to develop and implement social, mobile, and cross-media marketing strategies. Design appropriate marketing mixes for particular segments and target groups - Integrate Social Media Marketing into all traditional marketing approaches - Know about the use of efficient methods of quantitative marketing including the impact of different national and cultural backgrounds - Learn how to build competitive advantage in marketing - Identify market opportunities and risks especially with reference to the emerging economies - Develop and apply decision models - Know how to design sustainable competitive advantage in marketing - Understand Quantitative Methods of Marketing Management, e.g. budget planning, OR, dynamic pricing.
Contents of the module	SOCIAL MEDIA MARKETING <ul style="list-style-type: none"> - From one-to-many communication model to a many-to-many communication - Fundamental global principles of communication - International Markets are conversations - Listen and Learn - Social Media Tools: Facebook, Twitter, YouTube h

<p>Contents of the module</p>	<ul style="list-style-type: none"> - Crowdsourcing - Share and grow - The Long Tail – think niche - Basics Social Media Marketing/Management - Crowdsourcing - Personality Branding - Social Media Customer Service Center - Social Media Monitoring - Social Media for B2B communication <p>OPTIMIZING THE SALES PROCESS</p> <ul style="list-style-type: none"> - Introduction to sales - The decision field of Marketing - The information needs of marketing - Multivariate statistical analysis methods (e.g., product demand, competitors). - Multivariate analysis concepts in the marketing designed to structure the complex market events (e.g., segmentation of markets) to explain the diverse behaviour of market participants (e.g., analysis of consumer behaviour), to forecast market trends to quantify (e.g., indicator forecast of the market) or multi-dimensional cause-effect relationships (e.g., determination of market response functions). - State of research of quantitative marketing - Methods and application - The structure of the data matrix - Statistical analysis methods - Mathematical models - Operations Research
<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 documentaries that cover different aspects of the module contents in greater depth.</p>
<p>Literature</p>	<p>SOCIAL MEDIA MARKETING MAIN LITERATURE: Greiff, Matthias (2011). Social approval as an incentive: the voluntary provision of public goods in social production communities. FFM: Lang. Hardy, J. (2010). Cross media promotion. NY: Lang. Olbrich, R./ Holsing, C. (2011). Consumer product search and purchasing behaviour in social shopping communities. Hagen: FU Hagen. Turan, E. (2012). Electronic commerce 2012: a managerial and social network perspective. Boston, MA: Pearson. ADDITIONAL LITERATURE: Varnali, K. (2011). Mobile marketing: fundamentals and strategy. NY: McGraw-Hill.</p> <p>OPTIMIZING THE SALES PROCESS MAIN LITERATURE: Amstrong, G.,Kotler, P. (2009): Marketing – an introduction (9th ed.). Upper Saddle River: Prentice Hall. Hooley, G. (2008): Marketing Strategy and Competitive Positioning (4th ed.). Upper Saddle River: Prentice Hall. Kotler, P., Keller, K. (2009): A Framework for Marketing Management (4th ed.). Upper Saddle River: Prentice Hall. McDaniel, C., Lamb, C., Hair, J. (2008): Introduction to Marketing (9th ed.). Mason: Cengage South-Western. ADDITIONAL LITERATURE: Ofek, E. (2002): Customer Profitability and Lifetime Value. Boston: Harvard Business School. PERIODICALS: - Quantitative Marketing and Economics, Springer</p>

Organizational and Entrepreneurial Consulting

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	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	Dr. Malgorzata Zmuda	Dr. Ihar Sahakiants Prof. Dr. Mike Schallehn

Prerequisites	BA IB 6 Strategy and Supply Management Consulting specialization courses: BA IB MC 15 Management Consulting Basics BA IB MC 16 Management Consulting Tools BA IB MC 17 Consulting for Profitability and Efficiency
Applicability of module for other modules and study programmes	a) This module supports the preparation for the Business Simulation Game b) The module can only be used in the BA IB Specialization "Management Consulting"
Courses of the module	- Organizational Behavior - Entrepreneurship
Aim of module (expected learning outcomes and competencies to be acquired)	<p>The goal of the module "Organizational and Entrepreneurial Consulting" is to familiarize students with theories and concepts, stressing the importance of the "human factor" in achieving and sustaining strategic competitiveness of the client business: from the perspective of mature organizations (national and international), as well as newly established start-ups (domestic and born-globals). The course "Organizational Behavior" aims to provide an understanding of the impact behavior has on organizational effectiveness and the ability to achieve long-term developmental goals. Within the "Entrepreneurship" course, students are introduced to contemporary approaches and methods of planning, starting and running a new business venture.</p> <p>By the end of the module students are expected to:</p> <ul style="list-style-type: none"> - Understand main issues and concepts related to human behavior in national and international organizations. - Know the main motivational theories and, building on those, be able to predict behavior in diverse situations. - Recognize the main challenges faced by managers with respect to individual and group behavior in organizations, including the impact of different national and cultural backgrounds. - Apply the knowledge in the field of organizational behavior to suggest ways to increase effectiveness of available human resources. - Compare different organizational policies by concentrating on employee outcomes and organizational performance. - Review on academic work on organizational behavior. - Understand the importance of entrepreneurial activity for social welfare, especially with reference to the emerging economies. - Recognize the main challenges faced by entrepreneurs while starting a new venture within the domestic and international context.

	<ul style="list-style-type: none"> - Know the main theories and management tools to develop a business idea. - Assess the feasibility of a business idea by using strategic entrepreneurial tools. - Critically discuss the success factors of a new business.
Contents of the module	<p>ORGANIZATIONAL BEHAVIOUR</p> <ul style="list-style-type: none"> - Introduction to Organizational Behaviour - Research Methods in Organizational Behaviour - Diversity in Organizations - Organizational Behaviour through Nations and Cultures - Attitudes and Job Satisfaction - Perception and Individual Decision Making - Personality and Values - Motivation Theories - Motivation in Practice - Group Dynamics and Work Teams - Leadership - Ethics and Organizational Behaviour <p>ENTREPRENEURSHIP</p> <ul style="list-style-type: none"> - The concept of Entrepreneurship - Success factors of Entrepreneurship - Specific entrepreneurial issues in specific country settings: cross-country analysis - Entrepreneurial activity in the world - Identifying and evaluating opportunities - Developing business ideas from opportunities - Feasibility analysis of a business idea - Writing a Business Plan: Roadmap to business success - Developing entrepreneurial strategies and marketing mix - Social Entrepreneurship
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"> - Theories and concepts of organizational behaviour and entrepreneurship <p>Bottom up – case studies</p> <ul style="list-style-type: none"> - Applying theories of organizational behaviour and entrepreneurship, as well as a “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 context <p>Examples and Q&As</p> <ul style="list-style-type: none"> - Discussing best practice examples of successful domestic and global 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	The lectures will be enhanced by including guest speakers and video cases.
Literature	<p>ORGANIZATIONAL BEHAVIOR</p> <p>MAIN LITERATURE:</p> <p>Robbins S. P./Judge, T.: Organizational Behavior, Pearson Education, Upper Saddle River, NJ (the latest edition).</p> <p>ADDITIONAL LITERATURE:</p> <p>Buelens, M./Sinding, K./Waldstrom, C./Kreitner, R./Kinicki, A.: Organisational Behaviour, McGraw-Hill, Maidenhead (the latest edition).</p> <p>Kreitner, R./Kinicki, A.: Organizational Behaviour, McGraw-Hill, New York, NY (the latest edition).</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - Human Resource Management Journal - Human Resource Management Review - Journal of Human Resources - Journal of Occupational and Organizational Psychology - Journal of Organizational Behavior - Leadership Quarterly - Organizational Behavior and Human Decision Processes - Research in Organizational Behavior <p>ENTREPRENEURSHIP</p> <p>MAIN LITERATURE:</p> <p>Barringer, B. R./Ireland, D.: Entrepreneurship: Successfully Launching New Ventures, Essex: Pearson Education (the latest edition).</p>

Literature**ADDITIONAL LITERATURE:**

Dowling, M./Schmude, J.: Empirical Entrepreneurship in Europe: New Perspectives. London: Edward Elgar (the latest edition).

Kaplan, J. M./Warren, A. C.: Patterns of Entrepreneurship Management, Hoboken: John Wiley & Sons (the latest edition).

Mariotti, S./Glackin, C.: Entrepreneurship: Starting and Operating a Small Business, Harlow: Prentice Hall (the latest edition).

Osterwalder, A./Pigneur, Y.: Business Model Generation: A handbook for visionaries, Hoboken: John Wiley & Sons (the latest edition).

Volkmann, C.K./Tokarski, K. O./Grünhagen, M.: Entrepreneurship in a European Perspective, Wiesbaden: Gabler (the latest edition).

Westhead, P./McElwee, G./Wright, M.: Entrepreneurship: Perspectives and Cases, Harlow: FT Press (the latest edition).

PERIODICALS:

- Entrepreneurship: Theory and Practice
- International Journal of Entrepreneurial Behaviour and Research
- Journal of Entrepreneurship
- Journal of Small Business and Entrepreneurship
- Journal of Small Business and Enterprise Development
- Journal of Small Business Management and Entrepreneurship
- Strategic Entrepreneurship Journal

Southeast Asia and the Near East

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	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. Anke Scherer	Prof. Dr. Howard Loewen Dr. Rahel Schomaker

Prerequisites	Completion of the all modules from year 1 and 2, especially BA ICM 5 (Micro Economics), BA ICM 9 (Macro Economics), BA ICM 10 (Strategic and International Management) and BA ICM 15 (Anthropology and Politics)
Applicability of module for other modules and study programmes	a) This module is a final semester module b) The module can only be used in the BA Intercultural Management
Courses of the module	<ul style="list-style-type: none"> - Organizational Behavior - Entrepreneurship
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module is designed to further broaden the students' understanding of the economic development of so called emerging markets, especially in regions where the cultural backgrounds and the political frameworks are very divergent and different from the European and American value systems. By looking into the economic and political development as well as the role of cultural heritages and values, students learn to apply economic theory to new markets that have become more and more important in the age of globalization. A better knowledge of the cultural differences of these regions will contribute to an understanding of how to do business with and in these countries and will provide students with examples for the application of their knowledge of strategic and international management.</p> <p>Successful students will be able to:</p> <ul style="list-style-type: none"> - Outline the economic development of the Southeast Asian, Indian, Middle Eastern and North African regions - Recognize the main cultural values that inform interaction in business in these regions - Compare the various developments to identify and explain similarities and differences in the development of the respective economies - Describe the market situations, recruitment methods and the business practices in these countries and cultures - Apply their knowledge of the framework in which business in these regions takes place to understand current economic problems in these countries - Practice relevant strategies for a successful intercultural communication from a Western cultural background - Generalize these markets 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 some countries in South(east) Asia, the Middle East and North Africa

Contents of the module	<p>DOING BUSINESS IN THE MIDDLE EAST AND NORTH AFRICA (MENA)</p> <ul style="list-style-type: none"> - Cultural issues in MENA - Religious Institutions - Demographic developments - Migration and remittances - Political Institutions - Economic development and growth - Resource wealth - Regulation, liberalization and competition - Infrastructure, Transport and Construction - Tourism - Market Studies: Gulf Cooperation Council - Market Studies: Turkey - Market Studies: Egypt, Morocco, Tunisia - Market Studies: Iran <p>DOING BUSINESS IN INDIA AND SOUTHEAST ASIA</p> <ul style="list-style-type: none"> - Analytical foundations of the course - Introduction to the region - A short history of Southeast Asia and its economic development - A short history of India and its economic development - Political Systems in Southeast Asia - The political development of India - Economic diversity and the Developmental State in Southeast Asia - Institutional of regional and interregional cooperation (ASEAN, SAARC, APEC, ASEM) - Trade cooperation (bilateral and multilateral FTAs, ASEAN Economic Community) - Financial cooperation (Chiang Mai Initiative) - Security cooperation (ARF, ASEAN Code of Conduct, South China Sea issue) - Southeast Asia and India in global governance - Sustainable development in India and Southeast Asia
Teaching and learning methods	<p>The course “Doing Business in the Middle East and North Africa (MENA)” is an interactive lecture that tackles some of the challenges and chances related to the overall economic environment in the MENA region as well as specific problems related to (Western) enterprises’ business activities in the region. It provides insights in business characteristics in the region as well as an overview of potential intercultural issues that are likely to come up in the context of business activities in the Arab world. Case studies on specific countries and sectors are used to supplement the theoretical knowledge about the economic and social conditions in the region.</p> <p>The course “Doing Business in India and Southeast Asia” is also designed as an interactive lecture that deals with the question of how India and Southeast Asian countries deal with economic and security issues primarily on the regional, interregional and global level of cooperation. In addition to the input from the lecturer students discuss current issues of regional economic development, interregional cooperation and trade as well as financial and security issues based on case studies and media reports.</p>
Special features	<p>Guest speakers who have experience in dealing with the emerging markets in Southeast Asia and the Near East and/or originate from these regions will demonstrate to the students the practical relevance of the module contents.</p>
Literature	<p>TEXTBOOK:</p> <p>Budhwar, P. S.; Varma, A. (eds.) (2010). Doing Business in India. London and New York: Routledge.</p> <p>Cammett, M., Diwan, I. Richards, A., and Waterbury, J. (2015). A Political Economy of the Middle East. Boulder: Westview Press.</p> <p>Rowley, C. (2013). Management in South-East Asia: Business Culture, Enterprises and Human Resources. London: Routledge Chapman & Hall.</p> <p>FURTHER READING:</p> <p>Cantori, L. (2002) Political Succession in the Middle East. Middle East Policy, 9(3)</p> <p>Deegan, H. (1993) The Middle East and Problems of Democracy. Open University Press.</p> <p>Department of Economic and Social Affairs (2007). Innovations in governance in the Middle East, North Africa, and Western Balkans: Making governments work better in the Mediterranean region. New York: United Nations.</p> <p>Engardio, P. (2006). Chindia: How China and India Are Revolutionizing Global Business. New York: McGraw-Hill Professional.</p> <p>Kedourie, E. (1994), Democracy and Arab Political Culture. Washington Institute for Near East Policy.</p> <p>Morrison, C. E.; Pedrosa, E. (eds.) (2007). An APEC trade agenda?: The political economy of a free trade area of the Asia-Pacific. Singapore: Institute of Southeast Asian Studies.</p> <p>Richards, A. (2005). Democracy in the Arab Region: Getting There from Here. Middle East Policy, 12(2)</p> <p>Ross, M. L. (1999) The Political Economy of Resource Curse, World Politics 51, 297-322.</p>

Literature

- Smith, P. B., Achoui, M., & Harb, C. (2006). Unity and diversity in Arab managerial styles. *International Journal of Cross Cultural Management*, 7(3), 275–289.
- Suryadinata, L. (ed.) (2006). *Southeast Asia's Chinese Businesses in an Era of Globalization: Coping with the Rise of China*. Singapore: Institute of Southeast Asian Studies.
- Wilson, R. (1995). *Economic Development in the Middle East*. London and New York: Routledge.

Strategic Finance

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	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. Laxmi Remer	Prof. Dr. Laxmi Remer Dipl. –Kfm Winfried Heinrichson

Prerequisites	None
Applicability of module for other modules and study programmes	a) This module finalizes the specialization “Financial Management” b) It can be only used in the BA International Business
Courses of the module	- Ethical Aspects of Finance - Strategic Management in Banking and Finance
Aim of module (expected learning outcomes and competencies to be acquired)	<p>Sustainable Financial Management emphasises the achievement of goals and the use of resources over the long term, with full consideration given to social and environmental outcomes. Financial decisions made somewhere on the planet have dramatic effects on other parts of the planet. These vastly interlinked and related economies rely heavily on each other to be to sustain themselves. This means that a strategic perspective has to be taken into consideration as well as the practical field of ethical behaviour in day-to-day business of the financial sector. Here therefore students are exposed to both local and foreign aspects of ethics and strategic banking.</p> <p>The module contains the courses “Ethical Aspects of Financial Management” and “Strategic Management in Banking and Finance”. Students will receive substantial knowledge about “Ethical Finance” and about future-oriented strategies in the international financial industry.</p> <p>ETHICAL ASPECTS OF FINANCIAL MANAGEMENT</p> <p>This course focuses on basic ethical concepts and how they might be applied in the world of Financial Management. The course starts with four basic questions:</p> <ul style="list-style-type: none"> - “What is ethical behaviour?” - “Why is Business Ethics important for Financial Management especially in our globalised world?” - “What has been done so far to integrate Business Ethics into Financial Management?” and - “What can be done to integrate Business Ethics into Financial Management more effectively in the future?” <p>On the basis of these questions several instruments and projects in Financial Management will be studied, discussed and analysed.</p> <p>STRATEGIC BANKING AND FINANCE</p> <p>The course on Strategic Banking and finance examines how international banking institutions act in the financial markets (such as those for credit, investments, bonds, stocks, foreign exchange). It covers important topics in bank management ranging from foreign exchange markets, derivatives, country risk analysis, and asset-liability management to banking strategies. It provides theoretical</p>

Aim of module (expected learning outcomes and competencies to be acquired)	<p>and practical education to help students conduct complex business activities in the area of corporate finance and international financial management.</p> <p>After completing the course the student will be able to:</p> <ul style="list-style-type: none"> - Describe the functions of commercial banking institutions as well as other financial service providers such as investment banking firms, security brokers and dealers, insurance companies and other non-depository organizations. - Explain how commercial banks operate. - Describe the importance of risk management in their operations, including how they compete in the market place with other financial service providers. - Analyze financial institutions in terms of risk identification, risk measurement and control and the effect of risk on profitability and growth. - Learn the basics of financial institution management, including: analysis of their financial statements; asset and liability management; capital management; product development; and strategic and profit planning processes. - Understand why a balance must be achieved among liquidity, risk assumption, and profitability.
Contents of the module	<p>ETHICAL ASPECTS OF FINANCIAL MANAGEMENT</p> <p>On the basis of the above mentioned questions several fields, instruments and projects in Financial Management will be analysed, such as:</p> <ul style="list-style-type: none"> - The relationship between Strategic Banking and ethical aspects of Financial Management - Ethical investing and its affect to the financial performance of firms - Sustainability by highlighting capital allocation decisions - Development Finance - Microfinance - Project finance - Public and private sources of capital - Innovative strategies in clean energy finance. <p>STRATEGIC BANKING AND FINANCE</p> <p>The lecture is divided into three course sections:</p> <p>INTRODUCTION AND REVIEW OF CONCEPTS</p> <ul style="list-style-type: none"> - Risk-Return Tradeoff - Time Value of Money - Bond Valuation - Exchange Rate Basics - Financial Statement Analysis <p>BANKS AS FINANCIAL INTERMEDIARIES</p> <ul style="list-style-type: none"> - Functions of Financial Intermediaries - Risk Dimension of the Banking Business - Commercial Banking - Financial Statements of Banks <p>GENERAL PRINCIPLES OF BANK MANAGEMENT</p> <ul style="list-style-type: none"> - Management of Capital, Assets and Liabilities - Bank Strategic Considerations
Teaching and learning methods	<p>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.</p>
Special features	<p>-</p>
Literature	<p>ETHICAL ASPECTS OF FINANCIAL MANAGEMENT</p> <p>Boatright, J. R. (2010). Finance Ethics: Critical Issues in Theory and Practice (Robert W. Kolb Series in Finance), 1st ed. Hoboken: John Wiley and Sons.</p> <p>Frowen, S. F., Mc Hugh, F.P. (1995). Financial Decision-making and Moral Responsibility, Houndsmill: Palgrave Macmillan.</p> <p>Grigg, N. S. (2010). Infrastructure Finance: The Business of Infrastructure for a Sustainable Future, Hoboken: Wiley.</p> <p>Koslowski, P. (2011). The Ethics of Banking: Conclusions from the Financial Crisis (Issues in Business Ethics), 1st. ed., Berlin: Springer.</p> <p>Palladini, E, Goldberg, M. (2010). Managing Risk and Creating Value With Microfinance, 1st ed., Washington, D.C.: World Bank Publications.</p> <p>Rao, P.K. (2010). Development Finance, 1st ed. Berlin: Springer.</p> <p>STRATEGIC BANKING AND FINANCE</p> <p>MAIN LITERATURE:</p> <p>Dileep Mehta/Hung-Gay Fung, International Bank Management, Blackwell Publishing, 2004.</p> <p>Rose, Peter; Hudgins, Sylvia: Bank Management & Financial Services, 9th Edition.</p> <p>ADDITIONAL READING:</p>

Literature

Gup, Benton E.: Banking and Financial Institutions: A Guide for Directors, Investors, and Counterparties, John Wiley & Sons, 2011.
Greenbaum, Stuart I.; Thakor, Anjan V.: Contemporary Financial Intermediation, Elsevier, 2007.
Heffernan, Shelagh: Modern Banking, John Wiley & Sons, 2005.
Mishkin, Frederic S.: The economics of money, banking, and financial markets, Addison Wesley.

Technology and Finance in International Trade

Form of module	Frequency of module offer	Semester
Elective (Specialisation)	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. Markus Raueiser	Prof. Dr. Julia Maintz Prof. Dr. Bernd Müller

Prerequisites	Knowledge of the previous modules 'International Trade Basics', 'International Trade Law and Management', and 'Global Management'
Applicability of module for other modules and study programmes	a) This module finalizes the specialization 'International Trade' b) The module can only be used in the BA International Business
Courses of the module	- E-Commerce - International Trade and Finance
Aim of module (expected learning outcomes and competencies to be acquired)	<p>This module contains the courses 'E-Commerce' and 'International Trade and Finance' and covers business strategies in the context of the global e-environment, including social commerce and social media monitoring, as well as international financial management and business risks associated with cross-border financial transactions.</p> <p>This module focuses on strategies of e-businesses and growing business implications of the global e-environment (digital business models, social commerce, social media monitoring, etc.). The module provides students with a solid foundation in all aspects of conducting business in the networked global economy. The module is taught from a manager's perspective and focuses on what a manager needs to know about e-commerce in order to make effective business decisions in the dynamic environment of the global e-commerce.</p> <p>The overall objective of the module is to provide a comprehensive overview of international payment options. Foreign political and economic risks may contribute to uncertainty, which directly affects the economic success of companies engaged in international trade. This module is designed to make students familiar with international payment options in order to reduce all kinds of business risks related to cross-border financial transactions.</p> <p>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-commerce and e-business. - Discuss major trends in the e-environment. - Develop and implement e-business strategies. - Work with the most important sell-side e-commerce strategies (e-marketing). - Use e-commerce concepts in terms of acquiring and maintaining customers and suppliers (Relationship Management). - Obtain a broader understanding of the principles of international trade in connection with international finance transactions. - Implement risk reducing financial instruments. - Apply several methods of international payment.

	<ul style="list-style-type: none"> - Understand the practical issues of payment terms. - Apply strategies to reduce exchange rate risks, risks involved in cross-border leasing and credit. - Understand international investment mechanisms.
Contents of the module	<p>E-COMMERCE</p> <ul style="list-style-type: none"> - Defining e-business and e-commerce - E-business opportunities and risks - E-Business models (e.g. online marketplaces, auctions, e-shops) - Analysing the e-environment - Defining and implementing e-business strategies: How can they create business value? - Analysing and implementing e-procurement (drivers, risks, costs) - Analysing and implementing e-marketing (e-marketing planning process) - Implementing relationship management (including retention management). <p>INTERNATIONAL TRADE AND FINANCE</p> <ul style="list-style-type: none"> - Principles of financial transactions - Risk identification - Structure of clean payments and documentary credits - Cross border leasing - International factoring - Project finance
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>E-COMMERCE</p> <p>KEY LITERATURE: Chaffey, Dave (Latest Edition). Digital business and e-commerce management. Strategy, implementation and practice. Edinburgh Gate: Pearson.</p> <p>FURTHER RECOMMENDED LITERATURE: Laudon, K.C., Traver, C.G. (Latest Edition). E-Commerce: business, technology, society. Boston: Pearson.</p> <p>Moe, W.W., Schweidel, D.A. (Latest Edition). Social Media Intelligence. New York: Cambridge University Press.</p> <p>PERIODICALS:</p> <ul style="list-style-type: none"> - International Journal of Electronic Commerce - International Journal of Cases on Electronic Commerce <p>INTERNATIONAL TRADE FINANCE</p> <p>Bhagal, T.S. & Trivedi, A.K. (2008). International Trade Finance: A Pragmatic Approach. Houndsmill: Palgrave.</p> <p>Grath, A. (2008). The Handbook of International Trade and Finance: The Complete Guide to Risk Management, International Payments and Currency Management, Bonds and Guarantees, Credit Insurance and Trade Finance. London & New York: Kogan Page.</p>

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