



English Course Catalog UNDERGRADUATE MODULES (Bachelor)

Winter semester

Module title	Semester	ECTS credits
Accounting	Winter	5
Block Week Event	Winter	2.5
Business Mathematics	Winter	5
Communication and Key Qualifications for International Students	Winter	5
Contract Law	Winter	5
Economic Policy	Winter	5
European Integration	Winter	5
European Law and Taxation Issues	Winter	5
Human Resource Management and Legal Systems	Winter	5
Management Concepts	Winter	5
Management Tools	Winter	5
Microeconomic Theory and Policy	Winter	5
Principles of Business Management	Winter	5
Statistics	Winter	5
S Advanced Business Conversation/Negotiation in English (CEFR C1/C2)	Winter	5
S Corporate Finance	Winter	5
S Cultural Management	Winter	5
S Global Marketing Management	Winter	5
S Management Accounting	Winter	5
S Procurement and Production Management: Procurement and Production Logistics	Winter	5

Summer semester

Module title	Semester	ECTS credits
Accounting	Summer	5
Block Week Event	Summer	2.5
Communication and Key Qualifications for International Students	Summer	5
Contract Law	Summer	5
Econometrics	Summer	5
Economic Policy	Summer	5
European Integration	Summer	5
Financial Accounting	Summer	5
Financial Management	Summer	5
Information Management	Summer	5
Logistics, Procurement and Production	Summer	5
Management Concepts	Summer	5
Management Tools	Summer	5
Marketing	Summer	5
Behavioral Economics and Behavioral Finance	Summer	5
Statistics	Summer	5
S Advanced Business Conversation/Negotiation in English (CEFR C1/C2)	Summer	5
S Cultural Management	Summer	5
S Global Economics	Summer	5
S Global Marketing Management	Summer	5
S International Human Resource Management	Summer	5
S International Logistics	Summer	5
S Procurement and Production Management: Procurement and Production Logistics	Summer	5

1st semester – 2nd semester – 3rd semester – 4th semester – 5th semester – S = specialization 3rd to 5th term



English Course Catalog POSTGRADUATE MODULES (Master)

Prerequisites for postgraduate module attendance:

Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in the language of instruction (min. B2 CEFR = Common European Framework of Reference for Languages). **Eligibility for Master modules must first be checked – visiting students are not allowed to attend postgraduate modules without PRIOR confirmation by the IFO!**

Winter semester

Module title	Semester	ECTS credits
Advanced Management Accounting	Winter	5
Business Ethics	Winter	5
Global Economic Framework	Winter	5
Human Resource Management in Multinational Companies	Winter	5
International Business Law	Winter	5
International Marketing	Winter	5
IT and Information Management	Winter	5
S Consulting: Case Studies	Winter	5
S Consulting: Consulting and Management	Winter	5
S Doing Business in International Markets: Project/Case Study	Winter	5
S Innovation and Transformation: Operations Management	Winter	5
S Strategic Marketing: Product and Innovation Management	Winter	5

Summer semester

Module title	Semester	ECTS credits
Managing for Sustainable Success – Business Ethics and Corporate Management	Summer	5
International Economics and Business	Summer	5
IT and Information Management	Summer	5
Strategic Management	Summer	5
S Consulting: Controlling and Finance Tools for Consultants	Summer	5
S Innovation and Transformation: Innovation and Entrepreneurship	Summer	5

1st semester – 2nd semester – 3rd semester – S = specialization 1st to 3rd term

Visiting students may combine language courses with Bachelor or Master modules (either basic or specialization subjects) from the different semesters of our degree programs. In most cases, the standard duration of our Bachelor programs is 6 semesters, of our Master programs 4 semesters. In the last term (6th/4th), the students write their thesis. The academic year consists of one winter and one summer semester (lasting 6 months each, incl. semester break, lecture period per semester: ca. 14/15 weeks, examination period: 3 weeks).

For visiting students, the stated previous knowledge mainly has informative character. You do not have to prove these and you can start with the lectures right away. Exceptions are the language skills, the language courses and the Master modules. The module prerequisites shall just give you an impression what knowledge our local students usually are required to have and if the module is appropriate for you. Our teachers are entitled to dismiss students from their classes after the start of the lecture period if they realize that the student's previous knowledge from their point of view does not suffice for their modules.

No guarantee can be given that the modules at our faculty may not be altered, cancelled or otherwise amended on short notice. Schedule conflicts can sometimes not be avoided, either, since visiting students may choose subjects from different degree programs and semesters. Some modules require a minimum or maximum number of students resp. so that the students must be flexible enough to switch to alternative modules. Regular attendance of all classes is expected.

UNDERGRADUATE MODULES

Taught in English in the degree programs:

B.A. International Management
B.A. International Business and Management
B.A. Business and Management
B.A. Applied Economics
LL.B. Business Law

In alphabetical order (specializations at the end):

Accounting

ECTS credits	5
Previous knowledge	Basic knowledge of accounting (bookkeeping, principles of commercial financial statements, principles of cost and activity accounting). No prior placement test required by visiting and dual degree students.
Module aims	<p>The students get to know the legal and organisational principles of works cost accounting, concept of financial accounting in accordance with HGB and IFRS, balancing and valuation principles as well as international financial accounting.</p> <p>They are able to prepare individual and consolidated financial statements, including all annual financial statement components and items. Besides, they see the connection between fiscal and commercial-law assessments.</p> <p>The students get an introduction to the FI module of the SAP R/3 system (entering business transactions in the general ledger and subsidiary ledgers, preparing annual balance sheets and profit and loss accounts) for a case study.</p>
Module content	<ol style="list-style-type: none">1. Legal and organizational principles of works cost accounting2. Concept of financial accounting in accordance with HGB and IFRS3. Balancing and valuation principles4. International financial accounting5. Preparing individual and consolidated financial statements, including all annual financial statement components and items6. Connection between fiscal and commercial-law assessments7. Introduction to the FI module of the SAP R/3 system (entering business transactions in the general ledger and subsidiary ledgers, preparing annual balance sheets and profit and loss accounts) for a case study
Module methods	Lectures, case studies, e-learning
Term	Winter semester and summer semester
Level	Undergraduate

Behavioral Economics and Behavioral Finance

ECTS credits	5
Previous knowledge	Basic knowledge of economics
Module aims	<p>Students will broaden their knowledge of economic methods on differentiated understanding of human behavior and the role of institutions and transaction costs. This shall enable them to:</p> <ul style="list-style-type: none">• recognize to what extent behavioral economics and new institutional insight can complement and relativize neoclassical economics• carry out economic analyzes and economic policy evaluations with regard to behavioral economics and new institutional insight <p>Students will be able to explain economic connections, taking into account behavioral economics and new institutional insight in detail. And they will have the ability to apply wider economic methods to behavioral economics and new institutional insight in order to penetrate economic connections.</p>
Module content	<ol style="list-style-type: none">1. Axioms of neoclassical economics: theory, critique and implications2. Behavioral economics<ol style="list-style-type: none">2.1 Qualifications of rationality2.2 Qualifications of selfishness: fairness and commitment2.3 Qualifications of independent preferences: the relative income effect3. New institutional economics<ol style="list-style-type: none">3.1 The nature and role of institutions3.2 Property rights3.3 Contracts and transactions costs3.4 Comparative institutional analysis (market failure vs. government failure)4. Implications of behavioral economics and new institutional economics<ol style="list-style-type: none">4.1 The role of incentives4.2 Institutional influences on behavior
Module methods	Lectures, presentations, case studies, group work
Term	Summer semester
Level	Undergraduate

Block Week Event

ECTS credits	2.5
Previous knowledge	Depending on the topic of the particular block week event, not all events are open to visiting students
Module aims	<p>Block seminars supplement the regular courses which take place. They last for one week and take place once in a semester. Regular courses are suspended during the block seminar week. During the block week topics/task are to be dealt with for which longer continuous work periods make sense, or are indeed required, and therefore cannot form part of the normal courses.</p> <p>Students gain an increased insight into national and also international topics/tasks related to practice. They broaden and deepen their knowledge about the conditions of practical business management. They are better able to assess the possibility of transferring theoretical knowledge to practical circumstances. They train their ability to analyze and work on situations with a highly practical relevance. They improve their interdisciplinary knowledge. They practice working in groups. They utilise presentation techniques.</p>
Module content	<p>In every semester there is a broad range of one-week seminars, projects, case studies, simulation games and excursions on offer. These are often suitable for any discipline but there are also subject or study program-specific options too. The topics/tasks have a particularly practical orientation. Students work on tasks related to interdisciplinary topics in small groups/teams, and prepare and present the result of these.</p> <p>Block seminars are offered in other languages as well as in German. In addition, guest lecturers from partner universities are regularly involved.</p>
Module methods	Excursions, simulation games, case studies, projects, seminars
Term	Winter semester and summer semester
Level	Undergraduate

Business Mathematics

ECTS credits	5
Previous knowledge	Basic knowledge of mathematics (arithmetic, algebra, differential calculus). No prior placement test required by visiting and dual degree students.
Module aims	Students who successfully complete this module are able to handle economic functions analytically, offer solutions for economic extreme values with and without auxiliary condition with the assistance of differential calculus and set up linear equation systems based on economic issues.
Module content	<ol style="list-style-type: none">1. Financial mathematics<ol style="list-style-type: none">1.1 Successions and series1.2 Compound computation of interest1.3 Annuity computation1.4 Amortization computation1.5 Leasing2. Differential calculus I<ol style="list-style-type: none">2.1 Introduction2.2 Determination of extreme values2.3 Economic applications<ol style="list-style-type: none">2.3.1 Profit maximization2.3.2 Law of diminishing returns2.3.3 Least cost combination2.3.4 Production maximization2.3.5 Cost functions2.3.6 Economic order quantity2.4 Elasticities3. Differential calculus II<ol style="list-style-type: none">3.1 Partial derivatives3.2 Partial elasticities3.3 Homogeneity3.4 Cobb-Douglas production functions3.5 Restrictive extreme values<ol style="list-style-type: none">3.5.1 Lagrangian method3.5.2 Economic applications4. Linear algebra<ol style="list-style-type: none">4.1 Linear system of equations4.2 Economic applications<ol style="list-style-type: none">4.2.1 Markov chains4.2.2 Input-output analysis4.2.3 Multi-stage production processes5. An aside: Linear optimization<ol style="list-style-type: none">5.1 Setting the task5.2 Simplex algorithm
Module methods	Lectures, exercises, self-study
Term	Winter semester
Level	Undergraduate

Communication and Key Qualifications for International Students

Alternatively an academic writing seminar has to be attended to get familiar with the academic writing guidelines of our faculty. Further details will be communicated by the IFO.

ECTS credits 5

Previous knowledge Knowledge of MS Word, PowerPoint

- Module aims**
1. Students who successfully complete this module are able to:
 - develop communicative key qualifications which are essential for work processes in the study program as well as career
 - compile information for academic work from libraries, academic databases and the internet within a reasonable time and to an appropriate depth. And they have basic knowledge and experience for the undertaking of academic tasks
 - analyze specific communication situations and to make decisions for target-orientated communication
 - deepen their communication skills in one of the following focal areas: argumentation/discussion, conducting discussions or presentation skills
 2. Concerning argumentation/discussion:
 - Students are able to accumulate, prepare and organize arguments in such a way that they are able to represent their point of view convincingly in various talks and rounds of discussion. Additionally, they can influence the opinion-forming process with the aid of appropriate strategies, tactics and techniques.
 3. Concerning conducting discussions:
 - Students are able to lead individual and group discussions in a targeted way. They consciously and constructively shape phases of the discussion and use argumentation and questioning techniques within this.
 4. Concerning presentation:
 - Students are able to present information professionally and convincingly. They establish personal contact with the audience, develop meaningful dramaturgy and use selected rhetorical elements and visualisations to increase comprehensibility.
 - Students are able to implement knowledge from the foundations of communication in the above-mentioned focal areas, and also constructively utilise it in feedback rounds and discussions on presentations and practical exercises.

- Module content**
1. Key skills and their significance in the university and work context
 2. Principles of scientific working and writing
 - 2.1 Information skills, researching literature in scientific databases
 - 2.2 Demands on scientific work and formal aspects
 - 2.3 Structure, work stages and methodology
 3. Principles of interpersonal communication
 - 3.1 Criteria of perception

- 3.2 Selected communication models and their significance at university, in everyday life and the world of work
- 3.3 The significance of non-verbal communication
- 4. Principles of selected communicative skills
 - 4.1 Argumentation and discussion
 - 4.2 Communication techniques
 - 4.3 Giving presentations at university and in the world of work

Module methods

Seminars, exercises/training sessions, case examples, role plays, video-supported exercises, work in small groups, self-study, e-learning

The learning concept involves further development of the confidence sphere – social competence, personality competence and methodology competence. Students will be inspired to become open for new things and to experiment with them.

The students' activity forms the focal point of action-orientated project work. They will learn how to acquire information, to evaluate it, to handle it creatively and apply it in practice – as well as to reflect critically on the entire process.

Term

Winter semester and summer semester

Level

Undergraduate

Contract Law

ECTS credits	5
Previous knowledge	German contract law
Module aims	The students shall get a sound knowledge of the English contract law. They will be familiarized with the peculiarities of the English law system and know the differences to the German law system. They will be able to classify problems into the structure of the English contract law. They shall be enabled to analyze simple case constellations by using the leading cases and to find a solution for these. At the same time, they will acquire and deepen the contract law terminology in English.
Module methods	Lectures
Module content	<p>The lecture contents are the classical components of a similar course at an English university:</p> <ol style="list-style-type: none">1. Introduction2. Offer and acceptance3. Consideration4. Intention to create legal relations, form5. Terms6. Mistake7. Misrepresentation8. Incapacity9. Duress, undue influence10. Illegality11. Frustration12. Breach and remedies13. Third parties
Term	Winter semester and summer semester
Level	Undergraduate

Econometrics

ECTS credits	5
Previous knowledge	Knowledge of software STATA, of statistics and of information management
Module aims	Applied business research is almost always empirical i.e. nearly always uses actual measurements/observations in order to investigate research questions. Econometrics is a key qualification in this context. Students shall know the most important econometric methods. They can apply econometric methods to issues of practical relevance and they can interpret and communicate results.
Module content	<p>Part I: Simple linear regression model</p> <ol style="list-style-type: none">1. Valuation with the method of the smallest squares2. The quality of the valuation3. Interval valuator4. Hypotheses tests5. Prognosis <p>Part II: Multiple linear regression model</p> <ol style="list-style-type: none">1. Valuation2. The quality of valuation3. Hypotheses tests4. Prognosis5. Presentation of valuation outcome <p>Part III: Econometric problems with economic-empirical practice</p> <ol style="list-style-type: none">1. Selection of variables2. Normally distributed disturbance variables3. Multi-collinearity4. Heteroscedasticity5. Autocorrelation6. Univariate time series models7. Dynamic model equations
Module methods	Lectures, seminars, case studies
Term	Summer semester
Level	Undergraduate

Economic Policy

ECTS credits	5
Previous knowledge	Knowledge of modules Principles of Economics and European Integration, basic knowledge of descriptive statistics
Module aims	<p>The aim of the Economic Policy module is to enable students to:</p> <ul style="list-style-type: none">• justify the necessity of economic policy dealings in the social market economy• deepen their knowledge of goals and goal conflicts in economic policy, and connecting factors of economic influence through legitimised instances of this• reflect critically on theoretical arguments for the justification of economic policy measures in the following areas of activity: allocation, distribution and stabilisation• to present economic policy connections in a clearly structured manner• to assess the appropriateness of solutions for the achievement of economic policy goals on the basis of acquired knowledge
Module content	<ol style="list-style-type: none">I. Principles<ol style="list-style-type: none">1. Sphere of activities of economic policy in the market economy2. Objectives, means and bearers as the object of a theory of economic policyII. Allocation<ol style="list-style-type: none">1. Correction of market performance2. Collective decision-making by ballotIII. Distribution<ol style="list-style-type: none">1. Functional and personal income distribution2. Redistribution policies using selected examplesIV. Stabilization<ol style="list-style-type: none">1. Economic policy concepts2. Selected policy areas: monetary, fiscal and growth policy
Module methods	Lectures, exercises, self-study, case studies, seminar papers
Term	Winter semester and summer semester
Level	Undergraduate

European Integration

ECTS credits	5
Previous knowledge	Basic principles of economics
Module aims	The principle aim is for students to get to know and understand the theoretical and institutional foundation of the European Union. With the insight gained they should be in a position to order and assess proposals for reform and change in selected areas of politics of the European Union.
Module content	<ol style="list-style-type: none">1. Basic principles of the European Union2. History of European Integration3. Laws and institutions of the European Union4. Decision-making structures and processes5. Financial constitution of the European Union6. Common market and basic freedoms7. Common Agricultural Policy8. European Cohesion Policy9. Competition policy in Europe10. Monetary policy and European monetary system11. Fiscal policy in the European Union12. Future of the European Union
Module methods	Seminaristic course with integrated case-studies
Term	Winter semester and summer semester
Level	Undergraduate

European Law and Taxation Issues

ECTS credits 5 – The module consists of two components which have to be attended both to get full 5 ECTS credits at the end of the semester.

Previous knowledge Not defined

Module aims Students who have successfully studied this module have a broad and integrated knowledge of the system of the European Union, in particular the European Community. They understand how European law affects the conduct of companies and member states, municipalities and other governmental bodies in economic matters. In particular, students understand and are able to apply the fundamental freedoms of the internal market and command a knowledge of European competition law and legally relevant issues of social, consumer and environmental policy. They are able to communicate these issues to employees and superiors within their work environment after graduation.

The students are given an overview of the German taxation system, particularly with regard to the taxation of companies, including the basic principles of finance.

Module content **European Law:**

1. Historical development of the European integration
2. Institutional framework of the European communities
3. Budget of the European communities
4. European legal framework (primary and secondary law, fundamental rights, relationship between national and European law, principles of conferral and proportionality, flexibilization, legal protection by the ECJ)
5. Fundamental freedoms of the EC treaty
 - 5.1 Free movement of goods
 - 5.2 Free movement of workers
 - 5.3 Right of establishment
 - 5.4 Services
 - 5.5 Capital and payments
 - 5.6 General prohibition of discrimination
6. Competences of the EC and their implementation
 - 6.1 Common agricultural policy
 - 6.2 Competition rules
 - 6.3 Approximation of laws and European Law of Companies
 - 6.4 Taxes
 - 6.5 Economic and monetary policy
 - 6.6 Common trade policy and development cooperation
 - 6.7 Protection of the environment
 - 6.8 Common transport policy/trans-European networks
 - 6.9 Consumer protection
 - 6.10 Social policy and employment
 - 6.11 Economic and social cohesion
 - 6.12 Education and culture
 - 6.13 Common research policy
 - 6.14 Visa and immigration policy
7. Police and judicial cooperation in criminal matters
8. Common foreign and security policy

Taxation Issues:

- 1.1 Basic principles of finance and the concept of taxation
- 1b Concept of taxes
- 1c Effect of taxes on state and company decisions
- 2a Overview of the German tax system, fiscal law of procedure
- 2b Division of taxes, legal foundations
- 3 Basic principles of income tax
- 3a Objective and personal liability to tax
- 3b Profit income
- 3c Basic principles of tax accounts and auditing
- 3d Determination of net income; cash accounting
- 3f Ascertainment of taxes owed
- 4 Basic principles of the taxation of limited companies (corporation tax)
- 5 Basic principles of trade tax
- 6 Basic principles of sales taxes (value added tax)

Module methods	Seminar-type course with integrated case-studies. Practice-related seminar-type class by means of interactive elaboration of questions and practice cases, slides, cases from practice
Term	Winter semester
Level	Undergraduate

Financial Accounting

ECTS credits	5
Previous knowledge	Basic knowledge of accounting (bookkeeping, principles of commercial financial statements, principles of cost and activity accounting). No prior placement test required by visiting and dual degree students.
Module aims	Financial statements report on the financial position and on the ability of generating income and cash flow of a business. The course covers the preparation of financial statements along IFRSs. Students learn to analyze companies based on the financial statements provided for external purposes. The class covers all important items of financial statements. The course meets the international requirements of Financial Accounting.
Module content	<ol style="list-style-type: none">1. Financial statements along IFRS2. Financial statement analysis3. Statement of financial position4. Long-term assets (acquisition, depreciation, revaluation)5. Group accounting6. Inventories7. Cash, A/R8. Statement of cash flows9. Equity10. Statement of comprehensive income11. Statement of changes in equity12. Current liabilities13. Long-term liabilities14. Notes15. Risk management
Module methods	Lectures, tasks, assignments
Term	Summer semester
Level	Undergraduate

Financial Management

ECTS credits 5

Previous knowledge Basic knowledge of mathematics (intermediate level)

Module aims The aim of the financial management module is to enable students to:

- acquire broad knowledge about various forms of financing and the possibilities for assessment of investments. They know the common key figures of financial analyses and know about the significance of a rating
- understand and evaluate the differences between various forms of financing. They critically deal with various methods of investment accounting. They recognize that the situation of a company can be analyzed by means of key figures
- analyze the success and liquidity situation of companies or authorities by means of key figures. They are able to carry out and assess the rating of a company. Students are able to apply investment accounting procedures
- present the results verbally and also highlight the significance of these
- recognize, understand and analyze a company or authority's financial decision-making processes in a simplified case study.

Module content

1. Basic principles
 - 1.1 Aims and tasks of the finance sector
 - 1.2 Definition of investment and financing
 - 1.3 Systematization of financing
 - 1.4 Systematization of investments
2. Corporate analysis
 - 2.1 Purpose and sequence of the analysis
 - 2.2 Success and profitability analysis
 - 2.2.1 Success indices
 - 2.2.2 Profitability indices
 - 2.3 Liquidity analysis
 - 2.3.1 Prior year indices
 - 2.3.2 Cash-flow indices
 - 2.4 Indices systems
 - 2.5 Case studies
 - 2.6 Rating
3. Basic principles of investment accounting
 - 3.1 Overview of different methods
 - 3.2 The net present value method
 - 3.3 Determination of calculated interest
 - 3.4 Internal rate of return method
 - 3.5 Comparison of different methods
4. Equity financing
 - 4.1 Legal forms and equity financing
 - 4.2 Equity financing in the PLC
 - 4.2.1 New share issues
 - 4.2.2 Raising of capital
 - 4.3 Equity financing in the corporate cycle

- 5. Credit financing
 - 5.1 Forms of short-term credit financing
 - 5.1.1 Securitized forms
 - 5.1.2 Non-certificate forms
 - 5.2 Forms of long-term credit financing
 - 5.2.1 Securitized forms
 - 5.2.2 Non-certificate forms
 - 5.3 Special forms of financing (factoring and leasing)
 - 5.4 Intermediate forms of financing (hybrid instruments)
 - 5.5 Creditworthiness and security
 - 5.6 Digression: Current financial market crisis

Module methods	Lectures, work on tasks in small groups, presentation of the group work, case studies
Term	Summer semester
Level	Undergraduate

Human Resource Management and Legal Systems

ECTS credits 5 – The module consists of two components which have to be attended both to get full 5 ECTS credits at the end of the semester.

Previous knowledge Legal systems: basic understanding of private law

Module aims

Human Resource Management:

- Students describe the various fundamental areas of human resource management and make correlations between them. They know about recruitment methods and selection of employees, and choose appropriate means of filling vacant positions, for example. They describe a systematic recruitment process.
- Students describe basic theories of motivation and human resources management, and use these to interpret cases of operational practice.
- Students distinguish various forms of remuneration and provide examples for possible areas of application.
- Students interpret various key figures used in human resources controlling.
- Students select appropriate methods for making adjustments to staffing.

Legal Systems:

- Students are aware of the fact that international business has to take into account different legal systems and traditions.
- They have a basic understanding of the differences between civil law and common law systems.
- They are able to identify the relevant rules on the conflict of laws and determine the applicable law.
- They have a basic understanding of the legal mechanisms used to facilitate cross-border transactions such as choice-of-law-clauses and international arbitration.

Module content

Human Resource Management

1. Basic concepts in human resource management
2. Determination of manpower
3. Recruiting and employee selection
4. Human resource development
5. Principles of motivation
6. Principles of leadership
7. Payment systems in companies
8. Human resources controlling and adjustment

Legal Systems

1. Different legal systems: common law and civil law
 - 1.1 Outline of civil law principles
 - 1.2 Outline of common law principles
2. Differences between legal systems using examples from German and US business law
 - 2.1 Conclusion of contracts
 - 2.2 Liability
 - 2.3 Other specific legal issues

3. Law of conflicts
 - 3.1 Determination of the applicable law
 - 3.2 Choice of law-clauses
4. International litigation and arbitration

Module methods Lectures, case exercises and case studies, group work
Legal systems: Lectures, case studies, self-study

Term Winter semester

Level Undergraduate

Information Management

ECTS credits	5
Previous knowledge	Confidence in handling Office products
Module aims	<p>Students understand the basic concepts of information technology which are used in business context. This includes the conceptual design and modelling of structures and processes. Even the practical use of well-known technologies like Relational Databases / SQL and Spreadsheet-Applications will be learned.</p> <p>Students shall be able to:</p> <ul style="list-style-type: none">• develop knowledge of the foundations of operational IT-application• recognize the areas of application of Information Technology for the design of organisational structures and workflows in an operational context• solve business issues with the help of spreadsheet programs and are able to work with the basic features of a relational database• evaluate the application and use of operational information systems.• design spreadsheets and are able to use the basic commands of databases (SQL) based on simplified, practice-related case studies and tasks
Module content	<ol style="list-style-type: none">1. Mathematical, Logical and Technical Basics of Computer Systems2. Logical Data Modelling3. Relational Databases and SQL4. Business Applications with Spreadsheet Solutions5. Business Process Modelling6. Advanced Concepts within interorganizational environments
Module methods	Lecture and practical exercises at the computer
Term	Summer semester
Level	Undergraduate

Logistics, Procurement and Production

ECTS credits	5
Previous knowledge	Not available yet
Module aims	Not available yet
Module content	Not available yet
Module methods	Not available yet
Term	Summer semester
Level	Undergraduate

Management Concepts

ECTS credits	5
Previous knowledge	Management Tools, sound knowledge of the business functions and of micro- and macroeconomics
Module aims	<p>Students who successfully complete this module are able to:</p> <ul style="list-style-type: none">• understand the philosophy of JIT, the meaning of quality from the Japanese point of view, the strategic importance of two models of growth (Miller, Greiner) or alternatively in the German version:• appreciate the term "globalisation" and the different ways in which organisations can globalise• understand the phases of international expansion and their triggers for changes, the conceptual framework of which methods to choose, the nature and forms of strategic alliances and why they are chosen• explain the main steps for implementing JIT in organisations• identify the key differences between JIT and other traditional approaches to inventory management• identify the link between JIT and quality• understand how value can be added through managing quality• consider the business imperative of growth• appreciate the strategic implications of growth• appreciate the role of international competitive advantage in global strategies• integrate this new awareness into decision-making processes• appreciate how mergers, acquisitions and alliances can be used as means of business expansion and appreciate the process of managing acquisitions
Module content	Management Philosophies such as JIT, quality, benchmarking, supply chain management, including value chain analyzes. As a special issue project management will be dealt with which is then complemented with strategy and growth, globalization, mergers and acquisition and an outlook into the future: strategy in the new millennium.
Module methods	Lectures, illustrations, case studies, video presentations, self-study, coaching, e-learning, e-monitoring, group work, presentations, round table discussions.
Term	Winter semester and summer semester
Level	Undergraduate

Management Tools

ECTS credits	5
Previous knowledge	Sound knowledge in primary and secondary activities of the value chain
Module aims	<p>Students should be able to:</p> <ul style="list-style-type: none">• present tools to design a strategy and to develop business organisations strategically• interpret alternative tools to make a choice• outline consequences of strategic decisions• apply tools to implement a strategic development successfully• identify and interpret strategic issues in different contexts• realise how strategy development can be seen, how processes can be understood and what the implications are for strategy development• differentiate between strategic management in different contexts• apply techniques of strategic analysis• apply techniques to select adequate strategies and implement strategy• use different viewpoints on strategy to explain observable processes in organisations• explain implications of different scenarios and different strategies• demonstrate the impact of national and organisational culture on strategy formulation and implementation• apply techniques in specific business positions
Module content	<p>Part I: Introduction</p> <ol style="list-style-type: none">1. Terms: Understanding each other2. Overall View: Understanding strategy development3. The linkage: tools and concepts <p>Part II: Analysis: The Strategic Position</p> <ol style="list-style-type: none">4. Concepts: JIT, quality, benchmarking, value chain, SCM5. Tools to define the environment6. Tools to identify the strategic capability7. Tools to reveal expectations and purposes <p>Part III: Alternatives: Strategic Choices</p> <ol style="list-style-type: none">8. Concepts: growth, globalization, mergers, acquisitions and alliances9. Tools at corporate level10. Tools at business level11. Tools to choose directions and methods of development <p>Part IV: Implementation: Strategy into Action</p> <ol style="list-style-type: none">12. Concepts: project management, strategy in the new millennium13. Tools to enable success14. Tools to manage strategic change
Module methods	Lectures, illustrations/case studies, video, self-study, coaching, e-learning, e-monitoring, group work, presentations, round table discussions
Term	Winter semester and summer semester
Level	Undergraduate

Marketing

ECTS credits	5
Previous knowledge	Not available yet
Module aims	Not available yet
Module content	Not available yet
Module methods	Not available yet
Term	Summer semester
Level	Undergraduate

Microeconomic Theory and Policy

ECTS credits	5
Previous knowledge	Not available yet
Module aims	Not available yet
Module content	Not available yet
Module methods	Not available yet
Term	Winter semester
Level	Undergraduate

Principles of Business Management

ECTS credits	5
Previous knowledge	Not defined
Module aims	<p>Thinking based on economic categories and contexts is a significant success factor. This applies all the more with regard to the increasing dynamic and complex market conditions and value creation conditions. Students shall acquire the ability to identify business management problems and to understand decision problems in its specific economic meaning. This course is the basis for advanced courses of the Bachelor and Master programs.</p> <p>Students get to know the essential parts of business management. Supported by case studies, focus is given to the interaction of the single operational functions (process orientation) as an essential factor for commercial success. Students have a good overview of the single key areas of business administration. They know the basic functions, approaches and methods of the single areas. They have a profound knowledge of the most important terms of business administration.</p> <p>The discussion about case studies and own practical experiences the students gained during their apprenticeship or a former working period create a connection between their theoretical knowledge and business practice.</p> <p>Students are able to describe the operational value adding process and can discuss single value chains. Students know tasks, methods and instruments of the single areas. They can present and evaluate arguments, information and ideas which are common in this specific field.</p>
Module content	<ol style="list-style-type: none">1. Introduction; companies and markets (Chapter 1)2. Entrepreneurship and business management (Chapter 2)3. Business environments and corporate development (Chapter 3);4. Corporate success and liquidity as performance targets (Chapter 4), organization and management systems (Chapter 12)5. Marketing management (Chapter 6)6. Supply management (Chapter 7) Part 17. Supply management (Chapter 7) Part 28. Production management (Chapter 8) Part 19. Production management (Chapter 8) Part 210. Investment and finance management (Chapter 5)11. Human resource management (Chapter 9)12. Strategic management and innovation management (Chapter 11)
Module methods	Lectures
Term	Winter semester
Level	Undergraduate

Statistics

ECTS credits	5
Previous knowledge	Knowledge of arithmetics
Module aims	The students know the different methods to prepare and to present static data. They are able to understand and to interpret diagrams, tables, frequency distributions, statistical measures und indexes. The students know the differences between one-dimensional and two-dimensional features. The students are able to carry out independently a statistical study in a company. They can prepare the results graphically and in table form and interpret it comprehensively. Finally they can analyse the basic material and can transform the results into understandable reports. They can verify hypotheses.
Module content	<ol style="list-style-type: none">1. Principles<ol style="list-style-type: none">1.1 Data classification1.2 Data collection2. One-dimensional features<ol style="list-style-type: none">2.1 Distributions and their graphic representation2.2 Key figures2.3 Economic applications3. Two-dimensional features & regression analysis<ol style="list-style-type: none">3.1 Contingency tables3.2 Association dimensions3.3 Regression analysis3.4 Economic applications4. Measurements and index values<ol style="list-style-type: none">4.1 Measurements4.2 Index values4.3 Economic applications5. Elementary time series analysis<ol style="list-style-type: none">5.1 Trend determination5.2 Estimation of components5.3 Economic applications6. Random variables and distributions7. Estimation and testing procedures<ol style="list-style-type: none">7.1 Point and interval estimations7.2 Testing procedures7.3 Economic applications8. Analysis of economic data using statistics software<ol style="list-style-type: none">8.1 Introduction to statistics software8.2 Computer-aided graphic representation of data8.3 Computer-aided statistical computation
Module methods	Lectures, exercises, case studies, self-study, e-learning
Term	Winter semester and summer semester
Level	Undergraduate

S Advanced Business Conversation/Negotiation in English (CEFR C1/C2)

ECTS credits	5
Previous knowledge	Unless English is your mother tongue: Appropriate level will be ascertained by language certificate (completed C1 CEFR level or equivalent knowledge) or online placement test at start of semester (admission to English 5), alternatively completion of preceding module English 4/CEFR B2/C1 of our faculty.
Module aims	A good command of the terminology of business management and economics. Knowledge of the current social and economic development of the target language countries. Comprehension of authentic business texts. Secure production of own texts and seminar papers on the above-mentioned topics, project work. Mastering language structures when communicating about subject-specific contents. Sensibility for intercultural differences.
Module content	<ol style="list-style-type: none">1. Research, reading, analysis and discussion of selected topics on business and economic-political topics based on authentic articles from textbooks and the English business and economic press relating to basic affairs and events of everyday politics2. Fundamental principles and practice of the conduct of negotiations in an international and intercultural context3. Case studies, simulations and project work on topics of international and intercultural management4. Consolidation of topics in seminar papers, discussions, project work and negotiations5. Consolidation of the terminology of business management, economics and international management6. Exemplary consolidation of grammar, syntax and communicative skills
Module methods	Seminar-type lectures, group, partner and individual work, discussions, presentations, project work, self-study
Term	Winter semester and summer semester
Level	Undergraduate

S Corporate Finance

ECTS credits	5
Previous knowledge	Principles of financial management, basic knowledge of mathematics and statistics (upper school level), principles of accounting
Module aims	Students dispose of theoretical and practical knowledge in the sectors finance, risk, liquidity and rating. They are able to use this knowledge with methodical instruments and analytical and communicative competencies.
Module content	<p>Part 1: Finance, financial markets und objectives</p> <ol style="list-style-type: none">1. The role of financial management2. Objectives of the CFO3. Financial markets4. Corporate Governance <p>Part 2: Cash-Flow-Management</p> <ol style="list-style-type: none">1. Definition of Liquidity2. Derivation of cash flows3. Importance of liquidity <p>Part 3: Risks and Return</p> <ol style="list-style-type: none">1. Risk dimension2. Relationship between Risk and Return3. Measuring the Cost of Equity4. Measuring the Cost of Debt (Credit Risk, Rating)5. The Weighted-Average Cost of Capital <p>Part 4: Shareholder Value and Valuation</p> <ol style="list-style-type: none">1. Concept of present values2. Valuing long-lived assets3. Valuing of financial assets (stocks, bonds) <p>Part 5: Optimal Capital Structure</p> <ol style="list-style-type: none">1. Meaning of equity and debt2. Leverage effect3. Tax issues4. Rating influences <p>Part 6: Financing</p> <ol style="list-style-type: none">1. Internal versus external finance2. Equity financing3. Debt financing4. Mezzanine financing <p>Part 7: Managing financial risks</p> <ol style="list-style-type: none">1. Interest Rate2. Foreign Exchange Rate3. Political Risks
Module methods	Lectures, seminars
Term	Winter semester
Level	Undergraduate

S Cultural Management

ECTS credits	5
Previous knowledge	Knowledge of modules Management Tools and Management Concepts
Module aims	<p>Students who successfully complete this module are able to:</p> <ul style="list-style-type: none">• define the term culture and can discuss some of the comparative ways of differentiating cultures• describe the concept of cultural values, and relate some of the international differences, similarities and changes occurring in terms of both work and managerial values• define exactly what is meant by "organisational culture" and discuss the interaction between national and MNC culture• identify and apply the major models of organisational cultures discuss cross-cultural differences and similarities• review cultural differences in selected countries and regions, and note some of the important strategic guidelines for doing business in each• review examples of verbal communication styles and explain the importance of message interpretation• analyze the common downward and upward communication flows used in international communication• examine the language, perception, culture, and nonverbal barriers to effective international communications• present the steps that can be taken to overcome international communication problems• identify the major dimensions of culture relevant to work settings, and discuss their effect on behaviour in an international environment• discuss the value of country cluster analysis and relational orientations in developing effective international management practices• examine the impact of globalisation and national responsiveness on international strategic management• provide an overview of the nature and degree of multiculturalism and diversity in today's MNCs
Module content	<ol style="list-style-type: none">1. The meanings and dimensions of culture2. Comparative management cultures3. Managing across cultures4. The effects of culture on strategy and management5. Intercultural communication
Module methods	Reading material, case studies, video, round table discussions
Term	Winter semester and summer semester
Level	Undergraduate

S Global Economics

ECTS credits	5
Previous knowledge	Sound understanding of the principles of economics, module is almost identical to International Economics in English and German (= Außenwirtschaft) so that only one of these three subjects may be chosen and 5 ECTS credits are given only once.
Module aims	The module shall enable students to understand the process of globalisation, to understand the implications for society and the business sphere in particular. Students will gain an understanding for policy options available both for macroeconomic and microeconomic responses.
Module content	<ol style="list-style-type: none">1. Trade theories2. Trade policy3. Fundamentals of international monetary economics4. Macroeconomic policy in the open economy5. Issues in world monetary arrangements6. European integration and other regional integration experiences7. Analysis of selected markets
Module methods	Lectures, seminars, assignments, presentations, group work, role plays
Term	Summer semester
Level	Undergraduate

S Global Marketing Management

ECTS credits	5
Previous knowledge	Basic knowledge of marketing
Module aims	Students acquire a foundational understanding of the instruments in the areas of products, pricing, communication and distribution. They are familiar with current concepts and processes used in practice. They are also able to appreciate all aspects correctly, also in an international context, and make decisions appropriate to the situation; to make decisions in individual instrumental areas or in connected areas on the advantages of individual measures; to differentiate complex connections and cultural features in presentations and small groups and present them in a target-orientated way; and to work in marketing departments of a variety of companies, in different sectors and numerous cultural areas due to their knowledge of operative marketing.
Module content	<ol style="list-style-type: none">1. Marketing planning process2. Market research3. Product performance (product and price)4. Profile performance (communication)5. Presence performance (distribution)6. Marketing mix in a variety of situations <p>All areas will address the peculiarities existing within the international context.</p>
Module methods	Lectures, case studies, guest lectures, self-study
Term	Winter semester and summer semester
Level	Undergraduate

S International Human Resource Management

ECTS credits	5
Previous knowledge	Knowledge of module Human Resource Management and Legal Systems
Module aims	<p>Students are able to explain various approaches of international human resource management, cultural differences as well as the distinctive features of international human resource management. They are able to critically reflect on example cases from the field of practice and select alternative courses of action.</p> <p>Students have an advanced knowledge of special international characteristics of recruitment, selection, the deployment and development of personnel and incentive structures.</p> <p>For case studies from the field of practice students are able to develop suitable overseas assignment programs and to compile appropriate elements for international human resource selection.</p> <p>Students are able to critically analyze overseas assignment situations which have arisen in practice as well as international human resource management strategies. They can also present suggestions for improvement/ways of solving the issues.</p> <p>Within exemplary cases students recognize the connections between intercultural challenges, strategies for deployment of personnel, management situations and organisational framework. They are able to modify selection procedures, staff development programs and overseas assignment strategies in order to optimise international deployment of personnel.</p>
Module content	<ol style="list-style-type: none">1. International companies and international human resource management2. Cultural differences3. Human resources planning in international companies4. International personnel selection and recruitment5. Socialization in international companies6. Cross-border deployment of staff7. Personnel development and career planning in international companies8. Employee appraisal and performance appraisal in international companies9. Determination of international remuneration10. Cross-cultural teams11. International industrial relations12. Demands on HR specialists in international companies
Module methods	Lectures, group work, role plays, self-awareness exercises, case studies, group presentations
Term	Summer semester
Level	Undergraduate

S International Logistics

ECTS credits	5
Previous knowledge	Knowledge of module Marketing and Logistics
Module aims	<p>The module gives a detailed overview about the strategies, systems, processes and structures in international logistics. Based on the knowledge of the Module "Marketing and Logistics" the functions, the design as well as the management of international logistics activities on the level of the material and the information flow will be dealt with in detail.</p> <p>Students had a far-ranging knowledge of international logistics. They know the main theories, concepts and methods and they are aware of the development and changes in knowledge and understanding referring to international logistics.</p> <p>They could understand and evaluate the concepts, methods, processes and systems in international logistics.</p> <p>They could apply the learned methods and concepts, so that they are able to plan, control and accomplish an international supply chain.</p> <p>They could use the concepts and methods of international logistics, in order to describe and present logistical problems in an adequate way.</p> <p>They apply their skill and distinctive competencies and handle strategies and methods in a professional way.</p>
Module content	<ol style="list-style-type: none">1. Functions in International Logistics2. Design of International Supply Nets3. Management of International Logistics4. International Logistics Provider
Module methods	Lectures, illustrations/case studies, self-study, working in teams, presentations
Term	Summer semester
Level	Undergraduate

S Management Accounting

ECTS credits	5
Previous knowledge	Knowledge of module Accounting. No prior placement test required by visiting and dual degree students.
Module aims	Controlling and management accounting are management instruments to provide managers with information in order to make decisions. It is based on financial records and internal data gathered by the business. Students majoring controlling are supposed to understand the role of controlling and the main concepts and methods. The controlling class is based on accounting theory, management accounting principles and case studies of international companies. This subject meets international standards of teaching managerial accounting.
Module content	<ol style="list-style-type: none">1. Financial performance management2. EPS3. Managers' perspective of accounting (cost center, profit center, value chain, BSC, risk management)4. Cost concepts5. Reporting6. Manufacturing accounting7. Cost allocation8. Cost systems (job order costing, process costing)9. ABC/ABM10. Cost behavior11. CVP analysis12. Budgeting13. Standard costing and variance analysis14. Capital budgeting (time value of money, present value concept)15. Accounting for investments
Module methods	Lectures, tutorials, international case studies
Term	Winter semester
Level	Undergraduate

S Procurement and Production Management: Procurement and Production Logistics

ECTS credits 5

Previous knowledge Basics of logistics, motivation for production supply

Module aims This module shall provide general knowledge on the supply of a production facility with all the goods needed starting with the procurement of those from external partners. The students shall:

- get to know to the system elements of modern procurement and production logistics concepts and their interrelations
- learn about the pros and the cons of the procurement and production logistics concepts in order to be able to select them suitably for a given scenario
- critically evaluate the procurement and production logistics concepts in respect to their effect on efficiency and sustainability
- test simple tools to support the procurement and production logistics concepts

Module content

1. Introduction
 - 1.1 Basics of Procurement Logistics
 - 1.1.1 Definition
 - 1.1.2 Tasks
 - 1.1.3 Elements
 - 1.2 Basics of Production Logistics
 - 1.2.1 Definition
 - 1.2.2 Tasks
 - 1.2.3 Elements
2. Procurement Logistics
 - 2.1 Planning in Procurement Logistics
 - 2.1.1 Sourcing strategies
 - 2.1.1.1 Outsourcing
 - 2.1.1.2 Global Sourcing
 - 2.1.2 TDL (“Teiledifferenzierte Logistiko Optimierung”)
 - 2.1.3 Simulation
 - 2.1.4 Prognosis
 - 2.2 Warehouse concepts
 - 2.2.1 Warehouse strategies
 - 2.2.2 Warehouse components
 - 2.2.3 Warehouse management
 - 2.3 Optimization in Procurement Logistics
 - 2.3.1 Consolidation
 - 2.3.2 Cooperation
 - 2.3.3 Logistics service provider
 - 2.4 International transport (systems)
 - 2.4.1 Transport by sea
 - 2.4.2 Transport by air
 - 2.4.3 Intermodal transport
 - 2.5 Packaging
 - 2.5.1 Taxonomies
 - 2.5.2 Components in packaging
 - 2.5.3 Labelling

- 2.6 Communication systems
 - 2.6.1 Business application for communication systems
 - 2.6.2 Data transfer techniques
 - 2.6.3 Data capturing
 - 2.6.4 Encoding of data
- 3. Production Logistics
 - 3.1 Material Supply Systems in Production Logistics
 - 3.1.1 Transport in Production Logistics
 - 3.1.2 Storage and Buffers in Production Logistics
 - 3.1.3 Production Control Station Concept (PLL)
 - 3.1.3.1 Control Station Concept
 - 3.1.3.2 Control cycles / cybernetic models
 - 3.1.3.3 Data warehousing
 - 3.2 Production management systems
 - 3.2.1 Lean manufacturing
 - 3.2.2 TPS
 - 3.2.3 Just in time / Just in sequence
 - 3.2.4 Scheduling and sequencing
 - 3.2.4.1 Job shop
 - 3.2.4.2 Flow shop
 - 3.3 Production control systems
 - 3.3.1 KANBAN
 - 3.3.2 CONWIP
 - 3.3.3 MRP / MRP II
 - 3.3.4 "Fortschrittzahlen" concept
 - 3.4 Maintenance
 - 3.4.1 Basic forms of maintenance
 - 3.4.2 Risk assessment
 - 3.4.3 TPM

Module methods	Lecture with activating elements and exercises, homework (various tasks)
Term	Winter semester and summer semester
Level	Undergraduate

POSTGRADUATE MODULES

Taught in English in the degree program:

M.A. International Business and Management

In alphabetical order (specializations at the end):

Advanced Management Accounting

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR). No prior placement test required by visiting and dual degree students.
Module aims	<p>Students who successfully complete this module understand the general relevance of management accounting in preparation for management decisions. They also will be able to:</p> <ul style="list-style-type: none">• learn about the various methods of management accounting in such detail that they can assess the limits of these methods.• apply advanced methods of management accounting to concrete problems. They are able to use EXCEL for problems within management accounting in the way it is used in practice in the area of controlling.• prepare and explain the results of analyzes by means of management accounting so that those working outside of controlling are able to understand the decision-making situations.• assess ongoing processes in an enterprise's system in monetary terms and know how individual issues within the entire system can be isolated for evaluation purposes. They are able to analyze value flows between different elements of an enterprise's system.
Module content	<ol style="list-style-type: none">1. Management accounting supporting value-oriented management decisions2. The concept of relevant costs<ol style="list-style-type: none">2.1 Cost behavior and cost volume relationships2.2 Historical and relevant costs3. Measurement of cost behavior4. Costing of processes (case study in Excel)<ol style="list-style-type: none">4.1 Process modelling especially modelling of logistical processes4.2 Process costing5. Budgeting<ol style="list-style-type: none">5.1 Budgets and overall goals5.2 The systems of budgeted controlling objects5.3 Budgeting of production5.4 Budgeting of service functions

- 5.5 Capital budgeting
- 5.6 Project budgeting
- 6. Controlling the budget
 - 6.1 Controlling of production
 - 6.2 Controlling of service functions
- 7. Product costing (case study in Excel)
- 8. Connectivity of cost accounting and financial accounting
- 9. The contribution of management accounting to financial control of enterprises

Module methods E-learning, small case studies, integrated case studies in Excel

Term Winter semester

Level Postgraduate

Business Ethics

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR)
Module aims	<p>Doing good business is not only a matter of being effective, but also a question of values and ethics. While business ethics cannot provide factual knowledge of right and wrong business practices, a sound understanding of business ethics is indispensable for a mature and responsible approach to ethical challenges in doing business.</p> <p>After this course, students should know different methods of justifying norms and important delineating criteria for business ethics problems. In addition, they are familiar with basic strategies for conducting ethical principles in business contexts. They master the differentiation between positive and normative questions and have a sound knowledge of implementation strategies for business ethical principles. What's more, they can not only employ the acquired business ethical concepts and methods for reflected normative orientation in a variety of concrete business situations across cultures, but also explain and justify the systematic status and the practical implications of ethical demands relating to economic actors. Adopting the acquired perspectives and methods, they are in a position to give an integrated assessment (i.e., considering aspects of both success and legitimacy) of "conventional" (i.e., purely success-oriented) business objectives with respect to their legitimacy.</p>
Module content	<ol style="list-style-type: none">1. Foundations of ethics<ol style="list-style-type: none">1.1 The moral point of view (foundational questions)1.2 Normative ethics: derivation of norms1.3 Ethics and culture: relativism vs. universalism1.4 The practical challenge of bringing ethical norms to bear in the real world2. Fundamental concepts of business ethics<ol style="list-style-type: none">2.1 The problem of the normativeness of economics and business theory2.2 Three analytical levels: micro-, meso- and macro-level of business ethics2.3 Interdependency of the rules of the game and individual behavior3. Business ethics in practice<ol style="list-style-type: none">3.1 Organizational operationalization of business ethics principles3.2 Analysis of specific dilemma situations and structures
Module methods	Lectures, presentations, case studies, group assignments
Term	Winter semester
Level	Postgraduate

Global Economic Framework

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), basic knowledge of international economic relations
Module aims	<p>Global economic framework conditions decisively shape the freedom of action that companies have in open economies. Rational decisions made by management require that important development trends in the global economy are recognized and that their impact on the options available for companies to take is accurately assessed. This module expands and deepens relevant knowledge of global economic processes and structures.</p> <p>Students who successfully complete this module acquire a broad knowledge of global economic trends and assessment criteria. They develop the skills to recognize the connections between global economic processes and to creatively apply their knowledge to various problems within the topic of globalisation and corporate action. They will be able to present the results of studies as part of the module and to combine economic and business analysis methods.</p>
Module content	<ol style="list-style-type: none">1. World-economic order2. World-economic institutions (global governance)3. Causes of world-economic integration (including MNU and foreign direct investments)4. Effects of world-economic integration (including the nation state and globalization; tax competition)5. Technical progress, demographic change and the geopolitical situation6. Competitiveness of national economies and industries
Module methods	Lectures, group work, individual presentation
Term	Winter semester
Level	Postgraduate

Human Resource Management in Multinational Companies

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), basic overview: Human Resource Management and Legal Systems
Module aims	<p>In international businesses human resource management always has an additional level of complexity. In order to handle this successfully it is useful to have an insight in the specific fields and challenges of international human resource management. Moreover, the strategic aspects of international human resource management have to be taken in account in order to be able not only to understand human resource issues and come to decisions of practical relevance.</p> <p>Students who successfully complete this module are:</p> <ul style="list-style-type: none">• able to recognize human resources issues particularly within the context of companies operating on an international level.• able to identify connections between decisions affecting human resources policies and business strategies.• aware of a range of practice-relevant methods for dealing with IHRM challenges.• able apply appropriate methods for dealing with IHRM challenges.• are able to develop their own suggestions for dealing with challenges on the basis of suitable methods, and can critically assess and discuss the risks and opportunities involved.• able to deal appropriately with the complexity and decisions within international companies, and reach their own well-founded decisions.
Module content	<p>Conception of human resource management</p> <ul style="list-style-type: none">• Fundamental knowledge of the theory and paradigm formation• Strategic and international aspects <p>Fields of activity of international human resource management</p> <ul style="list-style-type: none">• Personnel selection in international companies• Posting employees and (re-)integration• International incentive structures and performance appraisal <p>Leadership and motivation in multinational companies</p>
Module methods	Lectures, group work, role plays, self-awareness exercises, case studies, group exercises and presentations
Term	Winter semester
Level	Postgraduate

International Business Law

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), basic understanding of private law
Module aims	<p>International business activities are always subject to a legal framework. This course familiarizes students with legal issues that arise specifically in the context of international business transactions, like international sales activities or foreign investments.</p> <p>Students will be familiarized with international sales activities and foreign investments.</p>
Module content	<ol style="list-style-type: none">1. Different legal systems2. Law of conflicts<ol style="list-style-type: none">2.1 Determination of the applicable law2.2 Choice of law-clauses3. International sales law, in particular the CISG4. International business forms, multinational enterprises<ol style="list-style-type: none">4.1 Companies, partnerships4.2 Other legal aspects of foreign investment5. International protection of intellectual property rights6. International dispute settlement<ol style="list-style-type: none">6.1 Litigation6.2 Arbitration6.3 Jurisdiction on international disputes7. The World Trade Organization and the GATT
Module methods	Lecture, self-study, case studies
Term	Winter semester
Level	Postgraduate

International Economics and Business

ECTS credits	5
Previous knowledge	Not available yet
Module aims	Not available yet
Module content	Not available yet
Module methods	Not available yet
Term	Summer semester
Level	Undergraduate

International Marketing

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), basic knowledge of marketing
Module aims	<p>Students will:</p> <ul style="list-style-type: none">• know the culturally determined differences in various countries and the increased complexities which arise for product range decisions (4P's) in an international context• have a detailed, extensive knowledge of the central areas of international marketing• be able to interpret the various models of analysis for international cultures and make them useful for management decisions• be able to work out causes and effects for complex issues in the field of international marketing and present them in an action-orientated way• be able to recognize logical connections, select suitable analysis procedures, and also work out practice-oriented solutions in very diverse, international contexts
Module content	<ol style="list-style-type: none">1. Internationalization as a challenge for marketing2. Terminology and task fields of international marketing3. International market research4. International marketing mix<ol style="list-style-type: none">a) International product managementb) International price managementc) International sales managementd) International communication management5. Coordination decisions in international marketing
Module methods	Lectures, self-study, case studies, guest lectures
Term	Winter semester
Level	Postgraduate

IT and Information Management

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), fundamental principles of information systems and information processing
Module aims	Students who successfully complete this module know about procurement and administration of information essential to the organization and have skills which enable information processing to be planned and secured in the long-term. They acquire basic knowledge of the organization of information processing in an operational context. They define the contribution of information processing to business management. They also are able to support IT projects, generate management information from data, and develop concepts such as how availability of valuable information can be made possible; to communicate and represent the contribution of IT to the achievement of corporate goals. And they can prepare measures required to secure IT operation and support their implementation.
Module content	<ol style="list-style-type: none">1. Managing information systems<ol style="list-style-type: none">1.1 Terms and classifications1.2 Strategic IT management1.3 Operative IT Management1.4 IT professions1.5 Security management1.6 Data protection1.7 Legal management2. Methods and tools of information management<ol style="list-style-type: none">2.1 Data warehousing2.2 OLAP2.3 Business intelligence2.4 Knowledge management2.5 New developments3. IT controlling and IM controlling4. Examples from business administration
Module methods	Seminar teaching with project tasks for students
Term	Winter and summer semester
Level	Postgraduate

Managing for Sustainable Success – Business Ethics and Corporate Management

ECTS credits	5
Previous knowledge	Not available yet
Module aims	Not available yet
Module content	Not available yet
Module methods	Not available yet
Term	Summer semester
Level	Undergraduate

Strategic Management

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), fundamental principles of strategic management, strategy process, management tools, management concepts, strategy evaluation, fundamental principles of controlling, fundamental processes of project and process management
Module aims	Students who have completed the module successfully, have a knowledge about principles of strategic management in the context of complexity and change.
Module content	<ol style="list-style-type: none">1. Foundations<ol style="list-style-type: none">1.1. Development/assessment of strategies in the process of strategic management1.2. Strategy implementation – principles of project and process management2. Central management tools in the process of strategic management<ol style="list-style-type: none">2.1. Business analysis/environmental analysis, formulating and assessing strategies2.2. Project-oriented development and implementation of business strategies3. Strategic management in the context of complexity and change<ol style="list-style-type: none">3.1. Turnaround/change management, innovation management, internationalization3.2. Project-oriented development and implementation of business strategies4. Summary assessment of strategic management
Module methods	Lectures, exercises, case studies
Term	Summer semester
Level	Postgraduate

S Consulting: Case Studies

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), knowledge of modules Management Tools and Management Concepts, fundamental knowledge of controlling and finances
Module aims	Students learn about consultancy firm procedures. The relevant procedures and methods from the fields of strategic management, marketing and the accompanying support from controlling and finance are learnt on the basis of case study examples, and the possible ways to apply them are assessed. They also learn how to reduce complex business situations to a minimal number of decisive problems which need to be solved. They are able to apply relevant methods for problem solving.
Module content	<ol style="list-style-type: none">1. Range of tasks/ fields of application of management consultancy2. Problem-solving methods of management consultancy3. Management and supervision of consulting projects4. Case studies
Module methods	Lectures, exercises, literature research, case studies
Term	Winter semester
Level	Postgraduate

S Consulting: Consulting and Management

ECTS credits	5
Previous knowledge	Not available yet
Module aims	Not available yet
Module content	Not available yet
Module methods	Not available yet
Term	Winter semester
Level	Undergraduate

S Consulting: Controlling and Finance Tools for Consultants

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), management tools, management concepts, fundamental knowledge of controlling and finances, fundamental principles of project and process management
Module aims	<p>What can external or internal consultants contribute to companies? How can these contributions be measured and communicated? Students are able to critically evaluate the complex decision-making processes within companies in view of the consultants' contribution to the achievement of financial business targets and present the added value of a project for the company.</p> <p>Students will have a substantiated knowledge of the most important tools of controlling and of corporate finance used for the improvement of business performance as an approach for consultancy services. They are able to work confidently with key finance and controlling tools; to analyze operative issues in view of their financial implications, and interpret and present the results; to consolidate information from different areas of a business and the business environment, analyze this information and develop it to the decision-making stage.</p>
Module content	<ol style="list-style-type: none">1. Principles of business objectives<ul style="list-style-type: none">• Shareholders vs. stakeholders• Financial control parameters• Principles of value management2. Value management<ul style="list-style-type: none">• Investment management• Corporate assessment• Approaches of value management3. Selected measures to enhance shareholder value<ul style="list-style-type: none">• Make or buy? M&A management• Working capital management• Financial instrument• Instruments of risk management
Module methods	Lectures, exercises, literature research, case studies
Term	Summer semester
Level	Postgraduate

S Doing Business in International Markets: Project/Case Study

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), knowledge of modules Global Business and Current Trends in International Markets
Module aims	<p>The project will provide with an opportunity to analyze a self-chosen subject within an overall topic specifically chosen for each year and apply key concepts used in management and economics. The project will encourage students to do specific projects in multinational groups. By emphasizing project work, team work and international dimension, the module is meant to prepare students for the master thesis.</p> <p>Students will apply the theoretical knowledge previously learnt in a new context. This enables them to see the potential (and limits) of sound theoretical reasoning. Students will sharpen their skills at working in teams, at dealing with difficulties in intercultural teams.</p>
Module content	<p>The content depends on the overall topic chosen for the project. The overall topic shall be selected in close cooperation with the advisory group for the study program. Possible topics would be:</p> <ol style="list-style-type: none">1. Dealing with environmental challenges – enterprises finding innovative solutions2. Multinational enterprises in Asia – challenges and perspectives3. Human resource management in European countries4. Promoting innovation – best practices in Europe
Module methods	Group work, presentations, role plays
Term	Winter semester
Level	Postgraduate

S Innovation and Transformation: Innovation and Entrepreneurship

ECTS credits	5
Previous knowledge	Not available yet
Module aims	Not available yet
Module content	Not available yet
Module methods	Not available yet
Term	Summer semester
Level	Undergraduate

S Innovation and Transformation: Operations Management

ECTS credits	5
Previous knowledge	Not available yet
Module aims	Not available yet
Module content	Not available yet
Module methods	Not available yet
Term	Winter semester
Level	Undergraduate

S Strategic Marketing: Product and Innovation Management

ECTS credits	5
Previous knowledge	Bachelor's degree in Business Management/Economic Sciences or 180 ECTS credit points from previous studies respectively, ability to study in English (min. B2 CEFR), basic knowledge of marketing
Module aims	The students learn typical processes of new product development in different sectors and with different degrees of innovation. They receive fundamental information on methodical instruments (empirical analysis methods, creativity techniques, screening procedures, concept and product test, marketing mix tests, forecasts, diffusion models). The students understand an innovation process as a complex management task.
Module content	<ol style="list-style-type: none">1. Innovation as a central management task2. Concept of phases at a glance3. Innovation processes in different areas4. Empirical analysis methods5. Launch plan and diffusion models6. Pricing of innovations
Module methods	Lectures, case studies, self-study, guest lectures
Term	Winter semester
Level	Postgraduate