



English Course Catalog UNDERGRADUATE MODULES (Bachelor)

Winter semester 2017/2018

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 2018

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

Winter semester 2018/2019 – subject to further changes

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 – yet to be confirmed	Winter	5
European Integration	Winter	5
European Law and Taxation Issues	Winter	5
Human Resource Management and Legal Systems	Winter	5
Macroeconomic Theory and Policy	Winter	5
Management Concepts	Winter	5
Management Tools	Winter	5
Management Tools and Communication and Key Qualifications	Winter	5
Microeconomic Theory and Policy	Winter	5
Principles of Business Management	Winter	5
Statistics	Winter	5
S Advanced English Business Conversation/Negotiation (CEFR C1/C2)	Winter	5
S Corporate Finance	Winter	5
S Cultural Management	Winter	5
S Current Issues in the Global Economy – yet to be confirmed	Winter	5
S Enterprises and Globalization – yet to be confirmed	Winter	5
S Global Marketing Management	Winter	5
S International Economics – yet to be confirmed	Winter	5
S International Human Resource Management – yet to be confirmed	Winter	5
S International Logistics – yet to be confirmed	Winter	5
S Logistics Management – yet to be confirmed	Winter	5
S Management Accounting	Winter	5
S Principles of Event Management – yet to be confirmed	Winter	5
S Procurement and Production Management: Procurement and Production Logistics	Winter	5
S The International Event Market – yet to be confirmed	Winter	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 min. 4 semesters (2 years) and 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 2017/2018

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 2018

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

Winter semester 2018/2019 – subject to further changes

Module title	Semester	ECTS credits
Advanced Management Accounting – yet to be confirmed	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 Corporate Finance	Winter	5
International Marketing	Winter	5
IT and Information Management – yet to be confirmed	Winter	5
Value Chain 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 – yet to be confirmed	Winter	5
S Innovation and Transformation: Operations Management	Winter	5
S Innovation and Transformation: Organizational Transformation Case Studies	Winter	5
S Strategic Marketing: Product and Innovation Management	Winter	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 (1st to 2nd term = stage 1, 3rd to 5th term = stage 2, 6th term = practical project and thesis), of our Master programs 4 semesters (1st to 3rd term = general and key competences, specializations, 4th term = 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
Level	Undergraduate

Behavioral Economics and Behavioral Finance

ECTS credits	5
Previous knowledge	Basic knowledge of economics
Module aims	<p>Students broaden their knowledge of economic and financial theory and become familiar with models of human behaviour that are more differentiated than the standard model.</p> <p>They recognize to what extent behavioural economics and behavioural finance insights can complement and qualify textbook economic theory.</p> <p>They are able to carry out economic analyses and economic policy evaluations with regard to behavioural economics and behavioural finance insight. They are in a better position to predict behavioural effects for the economy and financial markets. They are able to devise effective strategies and solutions to economic problems.</p> <p>They can explain economic phenomena that appear paradoxical or irrational in a traditional perspective.</p> <p>They are able to employ a richer toolbox of economic methods in order to arrive at more differentiated assessments of economic situations and problems.</p>
Module content	<ol style="list-style-type: none">1. Axioms of neoclassical economics (rational utility maximization): theory, critique and implications2. Behavioral economics<ol style="list-style-type: none">2.1 Qualifications of rationality: empirical evidence on irrational behaviour and alternative models and their applications2.2 Qualifications of independent preferences: herding and bandwagon effects, social comparison2.3 Qualifications of selfishness: fairness and commitment3. Behavioral finance<ol style="list-style-type: none">3.1 Traditional capital market theory: efficient capital markets, portfolio selection, capital asset pricing model (CAPM)3.2 Irrational behaviour of investors<ol style="list-style-type: none">3.2.1 Cognitive restrictions3.2.2 Emotions and financial decisions3.2.3 Group dynamics and financial decisions
Module methods	Lectures, presentations, case studies, group work
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
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 algorithm5.3. A selected problem from discrete optimisation
Module methods	Lectures, exercises, self-study
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.

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
Level	Undergraduate

Econometrics

ECTS credits	5
Previous knowledge	Knowledge of software STATA, of statistics and of information management
Module aims	<p>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.</p> <p>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.</p>
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
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
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
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.

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

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
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

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

Level Undergraduate

Information Management

ECTS credits	5
Previous knowledge	Computer essentials (e. g. according to ECDL/ICDL)
Module aims	<p>Driven by the trend of digitization, companies across industries are transforming their business processes by use of modern information systems und information technology. Therefore, this course introduces the field of information management to students of business sciences. Based upon the conceptual foundations of information systems, special emphasis is placed on the problem-oriented usage of state-of-the-art software products essential for business management across the value chain of modern companies.</p> <p>Students have knowledge about the application of information systems at operational level.</p> <p>They identify the application domains of information systems to design structural and workflow organisation.</p> <p>The students are qualified to solve business problems by use of spreadsheet applications and are able to cover business information demand using a relational database management system.</p> <p>They are able to evaluate the benefits and potentials of information systems at operational level.</p> <p>They design spreadsheets to tackle business problems and master the basic commands of relational database management systems.</p>
Module content	<ol style="list-style-type: none">1. The role of information systems in business: definition, structure and types of information systems in business domains.2. Fundamentals of information technology: overview of the logical, mathematical and technical foundations of computer systems and networking.3. End user computing: techniques of personal information management and spreadsheet applications to solve business problems.4. Data management: conceptual data modeling and usage of relational database management systems to cover business information demand.5. Process management: introduction to notations and software tools appropriate for modelling business processes.
Module methods	Lectures, case studies, hands-on training and exercises in the use of state-of-the-art software products.
Level	Undergraduate

Logistics, Procurement and Production

ECTS credits 5

Previous knowledge Knowledge of the module Principles of Business Management

Module aims

The module imparts students with a detailed overview of the value-added process in the core business functions of procurement, production and logistics. This includes the teaching of the processes, strategies, structures and systems in the process chain from the supplier through the producer to the direct customer. On the basis of the knowledge acquired in the module Principles of Business Management, the main tasks and objectives of these three core functions as well as their overlaps and delimitations are further deepened.

The students have a broad general knowledge in the area of logistics, procurement and production. They know the core statements of the current theories, concepts and methods in these areas and they are aware of the (further) development and the change of knowledge and understanding.

They understand the difference and meaning between declarations based on evidence and / or empirical research and other forms of explanation and evaluate the concepts, methods, and processes and systems used in the value chain according to the origin of their statement.

The students use the imparted concepts and methods, in order to design, plan, execute and control structures and processes along the value chain.

They use concepts, procedures and methods from the fields of logistics, procurement and production in order to comprehensibly formulate tasks, problems and optimization potentials from these areas and to present and evaluate them in a well-structured and coherent form to different groups of persons.

They are able to master current professional competences, skills and techniques from the fields of logistics, procurement and production and deal with appropriate materials and methods in a professional manner.

Module content

1. Presentation of the value chain and introduction of the core functions procurement, production and marketing, classification of the logistics into the value chain
2. Definition and tasks of procurement, production and logistics, presentation of the fundamental logistics concepts
3. Production and logistics systems: structures and processes on the network level; Depicting the different levels of a production- and logistics network (network level, plant / factory, area / department, workplace group / line, workplace / cell)
4. Introduction to Logistics Management: function-specific division of logistics into the tasks of order processing, packaging, transport, inventory management, warehousing (storage and order picking)
5. Introduction to Logistics Management: phase-specific division of logistics into the phases of procurement logistics, production logistics, distribution logistics and disposal logistics

6. Introduction to procurement management (procurement objects, tasks and objectives, sourcing concepts), procurement processes, supplier management
7. Introduction to production management: classification of production processes, production objectives, decision levels in production management, production program planning, supply planning, production execution planning and production control

Module methods Lectures with group work

Level Undergraduate

Macroeconomic Theory and Policy

ECTS credits	5
Previous knowledge	Microeconomic Theory and Policy Math
Module aims	<p>Students who have successfully studied this module know the central macroeconomic questions associated with the supply of goods, production and the labour market as well as the economic policy instrument and target system.</p> <p>They have the knowledge to identify relevant causes of macroeconomic imbalances and to assess the possibilities and limits of state interventions.</p> <p>The students are able, to some extent, to assess economic policy proposals theory-based.</p> <p>They can process economic questions and to present them to third persons in an appropriate manner.</p> <p>They are able to use their available economic tools for solutions and to develop case-related approaches on their own.</p>
Module content	<ol style="list-style-type: none">1. Introduction2. Goods market, production function, labor market3. Keynesian Cross4. ASAD- or ISLM-Model5. Fiscal and monetary policies in theory6. Fiscal and monetary policies in practice7. Basic evils: Inflation, deflation and unemployment
Module methods	Lecture with exercises, self-study
Level	Undergraduate

Management Concepts

ECTS credits 5

Previous knowledge Management Tools or a similar introductory course to Strategic Management, sound knowledge of the various functions within organizations and of micro- and macroeconomics

Module aims Students who successfully complete this module are able to

- appreciate management concepts for implementing strategic choices and ensuring the long-term success of organizations.
- relate the discussed management concepts to other strands of management literature.
- reflect on the opportunities and pitfalls of management concepts in today's business world.
- explain the development of and rationale for the discussed management concepts.
- identify constraints for applying management concepts in various business contexts.
- understand the meaning of quality from the Japanese point of view.
- explain the main steps in applying management concepts, like just-in-time (JIT) in organizations.
- identify problems in change, project, innovation and process management and address them.
- 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 by managing quality.
- differentiate between cost reduction measures and lean management.
- select and apply elements of management concepts to implement strategic choices.
- recognize constraints for applying management concepts in business reality and know how to address them.
- increase their personal effectiveness by selecting and employing management techniques and tools, like, for example, forcefield analysis in change processes, process mapping and creativity techniques in innovation management.
- explain precisely the rationale, functionality and benefits of the discussed management concepts.
- promote the benefits of management concepts.
- collate, process and present necessary information regarding the implementation of management concepts to various stakeholders.
- map complex processes in order to detect areas of improvement.
- facilitate and contribute to change management processes and other projects within organizations.
- appreciate the merits of management concepts for managing the long-term prospects of an organization.

Module content Management concepts/philosophies, including but not limited to:

- Strategic organizational design
- Change management
- Project management
- Innovation management

- Process management
- Lean management
- Just-in-time
- Quality management
- Benchmarking
- Supply chain management

Module methods Lectures, illustrations/case studies, classroom discussions, videos, interactive exercises, topical readings, assignments, group work

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
Level	Undergraduate

Management Tools and Communication and Key Qualifications

ECTS credits 5

Previous knowledge Sound knowledge of primary and secondary activities of the value chain, typically from foundation/introductory business classes.

Module aims Students who successfully complete this module are able to

- apply tools to design a strategy and to develop organizations strategically.
- interpret alternative options to make a decision.
- outline consequences of strategic decisions.
- define a research question in the field of management research by narrowing down a topic.
- compose a basic scientific research paper.
- conduct scientific research by applying various methods and drawing on multiple sources.

They are able to

- discuss and reflect on the impacts strategic decisions may have on organizations.
- identify constraints and interdependencies of strategic decisions and address them.
- identify and interpret strategic issues in different contexts.
- realize possible implications for strategy development.
- differentiate between strategic management in different contexts.
- distinguish and appreciate different forms of academic resources (e. g. books, journals, newspapers, online resources, etc).
- develop and hold presentations for an academic audience.
- understand the difference between team roles and tasks as well as group dynamics
- comply with basic teamwork rules and appreciate them as an effective means to manage teams.

The students can

- apply techniques of strategic analysis.
- apply techniques to select adequate strategies.
- apply techniques to implement strategy.

They are able to

- elaborate on strategic choices and argue in favor of a certain strategic positioning.
- use different viewpoints on strategy to explain observable processes in organizations.
- explain implications of different scenarios and different strategies.
- present a complex management topic according to the needs of the audience.
- evaluate and reflect on advantages and disadvantages of management tools and concepts and their application in business reality.
- defend an opinion/conclusion vis-a-vis a critical audience.
- initiate a critical discussion with an informed audience.
- respond to critical questions/comments from an audience.
- communicate effectively within team structures so that problems and challenges can be addressed in a timely manner.

The students can

- apply various management tools and techniques in specific business contexts.
- demonstrate an ability to deal with unfamiliar strategic management problems in a variety of contexts.
- structure complex strategic management problems.
- identify the interdependencies and relations between the management tools and elaborate on their theoretical foundations.
- communicate the merit of applying management tools to critical audiences.

Module content

Part I: Introduction

1. Terms: Understanding each other
2. Overall View: Understanding strategy development
3. The linkage: tools and concepts

Part II: Strategic position

4. Tools to analyze the environment
5. Tools to identify strategic capabilities and analyze value chain activities
6. Tools to reveal stakeholder expectations and develop organizational purpose
7. Tools to understand cultural and historic constraints

Part III: Strategic choices

8. Tools at the business level (competitive strategies)
9. Tools at the corporate level
10. International strategy tools
11. Innovation management tools and entrepreneurship
12. Mergers, acquisitions and alliances

Part IV: Strategy into action

13. Measuring and monitoring strategy effectiveness

Part V: Key Qualifications

14. Introduction to scientific research methods
15. Writing scientific papers and assignments
16. Composing a concise literature review
17. Definition of adequate research questions
18. Visualizing scientific findings and results
19. Presentation and communication skills
20. Using nonverbal communication
21. Working and collaborating in teams

Module methods

Lectures, illustrations/case studies, classroom discussions, videos, interactive exercises, topical readings, assignments, group work

Level

Undergraduate

Marketing

ECTS credits	5
Previous knowledge	Not defined
Module aims	<p>To safeguard a sustainable competitiveness of companies, to cultivate markets and to gain customer's loyalty, marketing has a central meaning. For the implementation of a consistent market orientation all processes in the context of marketing management must be created and coordinated as well as possible.</p> <p>Students who have studied this module have a broad fundamental knowledge of marketing. They know the current theories, methods, design principles, and optimization approaches they indicate important developments and requirements.</p> <p>They understand and interpret relevant marketing subjects and decisions in consideration of strategic and operative aspects as well as their interdependencies.</p> <p>The students use certain theories and methods for the design and optimization of marketing processes and for the decision making.</p> <p>They know the specific vocabulary in marketing and can use it in the respective situation.</p> <p>They recognize, grasp and analyse in case studies complex relationships and develop specific solutions.</p>
Module content	<ol style="list-style-type: none">1. General basics of marketing2. Relevant theories and methods3. Marketing planning and processes – requirements and design principles4. Strategic and operative marketing5. Marketing controlling6. Exercises for the transfer of practical experience
Module methods	Lectures, exercises, case studies, presentations
Level	Undergraduate

Microeconomic Theory and Policy

ECTS credits	5
Previous knowledge	Mathematics (from school)
Module aims	<p>Students who have successfully studied this module know the central microeconomic questions associated with the supply of goods and the economic policy target system.</p> <p>They are able to recognize strengths and weaknesses of the market allocation and to assess state interventions in the market process on the basis of welfare-theoretical facts.</p> <p>They also know, to some extent, how to assess economic policy proposals theory-based.</p> <p>The students are able to process economic questions and to present them to third persons in an appropriate manner.</p> <p>They can use their available economic tool for solutions and to develop case-related approaches on their own.</p>
Module content	<ol style="list-style-type: none">1. Introduction2. Consumer economics3. Producer economics4. Perfect and imperfect competition5. State interventions6. Introduction: new institutional economics7. Introduction: game theory
Module methods	Lecture with exercises, self-study
Level	Undergraduate

Principles of Business Management

ECTS credits	5
Previous knowledge	Not defined
Module aims	<p>Students will be familiarised with the foundations of business management, administration and scientific tools and methods with approaches. Students will be able to identify the success factors of business management in relation to the value chain. The students will be able to identify different business formats and organizational combinations with the help of case studies.</p> <p>Students who successfully complete this module can define basic terms of business administration and describe the concepts of business administration in relation to value added process.</p> <p>They can-review the differences and similarities of different business combinations and the advantages and disadvantages of different business combinations.</p> <p>The students can identify the different business formats and combinations and discuss them in relation to international environments on an academic level. They can examine the impact of globalization in relation to strategy and the business enterprise.</p>
Module content	<ol style="list-style-type: none">1. Fundamentals of business2. Global business3. Small business enterprise4. Medium to large business structures5. Business combinations6. Role of management7. Teams and management8. Human resource management9. Business ethics10. Business strategy11. Financial markets12. Production management
Module methods	Lectures, reading material, case studies, video, round-table discussions
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 and 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.

The students

- carry out data collections
- can differentiate characteristics by the scale
- know how the absolute and the relative frequencies are defined and can draw up frequency tables
- can calculate statistical measures and indexes
- can carry out a simple regression analysis
- can calculate key figures
- can recognize a time series and calculate the most important parameters
- can verify hypothesis with statistical methods of testing
- can estimate parameters
- can calculate simple key figures by means of statistic software

The students learn how to use data. They can evaluate data and they can interpret and communicate the results. They are able to verify hypotheses and to estimate parameters.

They are able to justify their decisions by means of statistical methods and analysis.

- Module content**
1. Principles
 - 1.1 Data classification
 - 1.2 Data collection
 2. One-dimensional features
 - 2.1 Distributions and their graphic representation
 - 2.2 Key figures
 - 2.3 Economic applications
 3. Two-dimensional features & regression analysis
 - 3.1 Contingency tables
 - 3.2 Association dimensions
 - 3.3 Regression analysis
 - 3.4 Economic applications
 4. Measurements and index values
 - 4.1 Measurements
 - 4.2 Index values
 - 4.3 Economic applications

5. Elementary time series analysis
 - 5.1 Trend determination
 - 5.2 Estimation of components
 - 5.3 Economic applications
6. Random variables and distributions
7. Estimation and testing procedures
 - 7.1 Point and interval estimations
 - 7.2 Testing procedures
 - 7.3 Economic applications
8. Analysis of economic data using statistics software
 - 8.1 Introduction to statistics software
 - 8.2 Computer-aided graphic representation of data
 - 8.3 Computer-aided statistical computation

Module methods Lectures, exercises, case studies, self-study, e-learning

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
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
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
Level	Undergraduate

S Current Issues in the Global Economy

ECTS credits	5
Previous knowledge	Knowledge in micro- and macroeconomics, international economics
Module aims	<p>The students have a broad and integrated knowledge and comprehension of the present developments in the global economy. They know the reasons for these developments and the currently discussed proposals for further developing the world economy.</p> <p>They are able to reflect on the current developments in the global economy using the relevant theories and concepts. They are able to understand and discuss the current developments with regard to the historical perspective.</p> <p>The students are able to analyze the current developments in global economy by using the relevant data. They can hypothesize about possible misdevelopments and are able to adopt a critical viewpoint when evaluating the currently discussed and favored solutions.</p> <p>They can present verbally or in writing the results of their analyses and thereby show the significance of the results.</p> <p>Based on their knowledge and their assessment of the current developments in the global economy, students can deduce the consequences for certain decisions for the company from the multinational and national acting.</p>
Module content	<ol style="list-style-type: none">1. Basics of international economics and trade theory and policy (introduction or repetition)2. Elements of globalisation processes3. International competitiveness4. International comparison of locations5. Use of national and global environmental goods6. World trade order7. International finance and monetary order8. Regional dimension of the global economy: developing countries9. Regional dimension of the global economy: transition countries10. Regional dimension of the global economy: EU and eastern expansion
Module methods	Lecture, group work, case studies, seminars, term papers and presentations, simulation games
Level	Undergraduate

S Enterprises and Globalization

ECTS credits	5
Previous knowledge	Knowledge in international economics
Module aims	<p>The students are able to recognise the significant challenges for companies which work internationally and are able to describe typical action strategies of companies and understand their logic.</p> <p>They can clarify on the basis of case study examples to recognise the world-wide trade relationships from stylised facts (equilibrium/disequilibrium), name their possible causes and assess the potential consequences for the national economic and microeconomic activity.</p> <p>The students have a critical understanding of the world-economic order and its institutions, and recognize the significance of international legislation and treaties for decisions made by companies operating globally.</p>
Module content	<ul style="list-style-type: none">- Foundations of international management- Determinants of internationalization- Basic management needs in international companies- Function-related international management- Risk management for companies working internationally- Regional and cultural dimensions in international management
Module methods	Lectures, seminars, case studies, role plays, group work
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
Level	Undergraduate

S Global Marketing Management

ECTS credits	5
Previous knowledge	Basic knowledge of marketing
Module aims	<p>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.</p>
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
Level	Undergraduate

S International Economics

ECTS credits	5
Previous knowledge	Knowledge of modules Principles of Economics or Microeconomics or Microeconomic Theory and Policy; Macroeconomics would be an additional advantage.
Module aims	<p>Students who studied successfully know the key questions and concepts of international economics (like gains from trade and determinants of exchange rates) as well as international policy instruments.</p> <p>They are able to identify winners and losers of international trade and monetary interactions and to evaluate consequences of state interventions.</p> <p>The students develop an understanding of foreign trade and monetary dependencies of national economies and can evaluate international economic policy proposals.</p> <p>They develop their skills in arguing for or against contentious economic policy measures and, in doing so, learn how to integrate different perspectives.</p> <p>The students are able to apply economic instruments to international economic issues and to develop own approaches to solving a problem.</p>
Module content	<ul style="list-style-type: none">- Free trade vs. autarky- Protectionism, especially tariffs- Integration stages: free trade area, custom union, common market- Balance of payments- Exchange rates, especially determinants- Exchange rate regimes: fixed vs. flexible exchange rates, relevance of central banks, currency unions- Trade policies and monetary policies- European aspects- Multilateral institutions: IWF and WTO
Module methods	Lectures with exercises, current and historical case studies
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
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
Level	Undergraduate

S Logistics Management

ECTS credits	5
Previous knowledge	Knowledge in marketing and logistics
Module aims	<p>The students have a far-ranging knowledge of logistics management. They know the main theories, concepts and methods and they are aware of the development and changes in knowledge and understanding referring to logistics management.</p> <p>They can understand and evaluate the concepts, methods, processes and systems in logistics management.</p> <p>The students can apply the learned methods and concepts, so that they are able to plan, control and accomplish logistics management.</p> <p>They are able to use the concepts and methods of logistics management, in order to describe and present logistical problems in an adequate way.</p> <p>They can 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 logistics management2. Strategic and operative logistics management3. Inventory management4. Demand forecast5. Network planning (facilities)6. Development trends and tendencies in logistics management
Module methods	Lectures, illustrations/case studies, self-study, group work, presentations
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
Level	Undergraduate

S Principles of Event Management

ECTS credits	5
Previous knowledge	Not defined
Module aims	<p>The students who successfully complete this module</p> <ul style="list-style-type: none">- know the different types of events as well as the responsibilities of key players within the industry.- gained insights into the regional economic impact of events (particularly for Germany).- are familiar with the peculiarities of events as services and forms of live communication and the effects on quality Management.- understand project management as an important basis for successful events. <p>They can</p> <ul style="list-style-type: none">- critically discuss and evaluate economic, environmental and social impacts of events.- name and assess chances and risks of different events as well as related consequences. <p>The students</p> <ul style="list-style-type: none">- can apply important project management methods and tools.- develop and assess event budgets. <p>They can demonstrate effective communication and team working skills.</p> <p>They are able to identify, determine and assess successful management structures and decision-making processes.</p>
Module content	<ol style="list-style-type: none">1. The event market (with a focus on business events)<ol style="list-style-type: none">1.1. Introduction1.2. Exhibitions and trade shows1.3. Association events1.4. Corporate events1.5. Mega events, sports and leisure events1.6. Event sponsoring1.7. Regional economic impacts of events1.8. Sustainable events1.9. Trends in event management2. Managing events<ol style="list-style-type: none">2.1. Management of services2.2. Quality management2.3. Project management
Module methods	Lectures, case studies, group work
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)

Level Undergraduate

S The International Event Market

ECTS credits	5
Previous knowledge	Not defined
Module aims	<p>The students who successfully complete this module understand the international event market, including its key players and stakeholders.</p> <p>They can</p> <ul style="list-style-type: none">- identify the main event types and categories.- demonstrate a critical understanding of key socio-cultural, political, economic and environmental event impacts and their consequences.- distinguish event legacies from event impacts and identify positive and negative legacies of major events.- explain the role of events for national, regional and local economies, international tourism and destination marketing. <p>The students are able to</p> <ul style="list-style-type: none">- identify and analyze international, national and local issues that impact on organized events.- identify key event stakeholders and analyze their responses to contemporary event issues.- develop and discuss strategies to effectively address and manage contemporary event issues applying relevant literature. <p>The students can demonstrate effective communication and team working skills.</p> <p>They can suggest solutions on how to deal with complex negative event impacts and legacies as well as contemporary issues faced by events.</p>
Module content	<ul style="list-style-type: none">- Introduction: the international event market- Key players in the international event market- Event types and forms- Events in a globalized world: organizing and managing events for diverse target groups and different cultural backgrounds- Event impacts and legacies- The role of events for tourism, destination marketing and local, regional and national economies- Contemporary issues in event management
Module methods	Lectures, group work, individual and group presentations, case studies
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

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, the students know different methods of justifying norms and important delineating criteria for business ethics problems. In addition, they are familiar with basic strategies for operationalizing ethical principles in business contexts.</p> <p>They master the differentiation between positive and normative questions, are aware of the normativity of economic and business theories and have a sound knowledge of implementation strategies for business ethical principles.</p> <p>The students can employ the acquired business ethical concepts and methods for reflected normative orientation in a variety of concrete business situations across cultures.</p> <p>They can explain and justify the systematic status and the practical implications of ethical demands relating to economic actors.</p> <p>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 normativity 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 behaviour3. 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
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
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	<ol style="list-style-type: none">1. Conception of human resource management<ul style="list-style-type: none">• Fundamental knowledge of the theory and paradigm formation• Strategic and international aspects3. Fields of activity of international human resource management<ul style="list-style-type: none">• Personnel selection in international companies• Posting employees and (re-)integration• International incentive structures and performance appraisal4. Leadership and motivation in multinational companies5. Gender-related issues of career and talent management
Module methods	Lectures, group work, role plays, self-awareness exercises, case studies, group exercises and presentations
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 who successfully complete this module are familiar with relevant issues of international business transactions, in particular international trade.</p> <p>They have a broad knowledge of the basic relevant legal framework of international business.</p> <p>They are capable of using their knowledge of international business law to assess practical issues and identify potential risks.</p> <p>The students are able to communicate with lawyers and other specialists on a professional level with regard to topics of international business law.</p> <p>Students are applying their knowledge to practical cases and are capable of solving certain legal issues.</p>
Module content	<ol style="list-style-type: none">1. Overview of different legal systems2. Law of conflicts3. International sales law, in particular the CISG4. INCOTERMS5. Relevance of documents in international trade6. Handling of transaction risks in international trade7. International business forms, multinational enterprises8. International dispute settlement
Module methods	Lecture, self-study, case studies
Level	Postgraduate

International Corporate Finance

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 financial management (Bachelor), basic mathematics (intermediate secondary school level)
Module aims	Students who successfully complete this module are familiarized with the international financial environment, exchange rate behavior and exchange rate risk management.
Module content	<p>Part 1: The international financial environment</p> <ol style="list-style-type: none">1. Multinational financial management: an overview2. International financial markets <p>Part 2: Exchange rate behavior</p> <ol style="list-style-type: none">1. Government influence on exchange rates2. International arbitrage and interest rate parity3. Relationships among inflation, interest rates, and exchange rates <p>Part 3: Exchange rate risk management</p> <ol style="list-style-type: none">1. Forecasting exchange rates2. Measuring exposure to exchange rate fluctuations3. Managing transaction exposure4. Managing economic exposure and translation exposure <p>Part 4: Long-term asset and liability management</p> <ol style="list-style-type: none">1. Direct foreign investment2. Multinational capital budgeting3. Multinational cost of capital and capital structure
Module methods	Lectures, small group work, presentation of group work, case studies
Level	Postgraduate

International Economics and Business

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 Micro- and Macroeconomics, International Economics or European Integration, Enterprise and Globalization

Module aims

The module analyzes the (changing) roles of enterprises and countries in the global economy, assimilating the managerial and economic aspects to a holistic perspective. Future managers are equipped with knowledge and analytical skills on how the global economy works, which consolidates their power of judgment in respect of strategic decisions in internationally operating companies.

Students who successfully studied this module know the most important incitements of globalization and can explain their effects onto the structure of the global economy, the scope of action of nations and the strategic options of enterprises.

They have a broad knowledge related to international trade, foreign direct investments, balance of payments and exchange rates. They can identify the winners and losers of globalization processes and estimate their consequences for international companies.

The students can interpret and evaluate the relevant global economic data and statistics to detect the winners and losers of globalization processes and to measure strategic options for international enterprises.

They can critically analyze complex global economic issues and discuss with peers and consultants on a high level. They scrutinize the economic policy of prevalent doctrines and guidelines of politico-economic action, as propagated by the media, in relation to the world economy.

The students acquire the competencies to react appropriately to non-foreseeable requirements in a quickly changing vocational area. They achieve general problem-solving skills in the field of management as regards international challenges.

Module content

1. The global economy
6. A quantitative analysis of trade and capital flows
7. Trade and comparative advantage
8. Modern trade theory and the role of the firm
9. Trade policy and strategic options of firms
10. Realities of international trade and capital flows
11. Managing across borders
12. Exchange rates
13. Currency crisis, financial crisis and the strategic options of firms
14. Globalization, inequality and corporate responsibility

Module methods Seminaristic course with integrated case studies and self-study. The students acquire precise knowledge of structure and interdependencies in the global economy by means of selected texts. They analyze their significance for the strategic acting of firms.

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 (4 P'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, case studies, guest lectures, self-study
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	<p>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.</p> <p>They acquire basic knowledge of the organization of information processing in an operational context. They define the contribution of information processing to business management.</p> <p>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.</p> <p>The students can communicate and represent the contribution of IT to the achievement of corporate goals.</p> <p>They can prepare measures required to secure IT operation and support their implementation.</p>
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
Level	Postgraduate

Managing for Sustainable Success – Business Ethics and Corporate 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)

Module aims

This module will provide a perspective on the integration of business management and ethical considerations. It will give an insight into the tension, the compatibilities and conflicts of ethical and business decisions.

The students have a sound understanding of key theories and contributions in business ethics and corporate performance management.

They are able to go beyond the standard statements in media and public discussions and reflect on the challenges, opportunities and limitations in business practice.

The students can apply ethical theories. They are able to apply advanced theories and tools and propose solutions for real business problems.

Module content

Part 1:

1.a. Ethical theories

- Introduction into ethics
- Utilitarianism, Kantian ethics and virtue ethics

1.b. Ethics in a market economy framework

- Market economy and social norms
- Social capital, solidarity and market economy
- Limits of markets

1.c. Ethical challenges and the role of information asymmetry

- Information asymmetry and ethical problems
- Corporate governance code

1.d. Management approaches to address ethical challenges

- Corporate Social Responsibility - limits and perspectives
- Management tools – integrity and compliance; mission statements, codes of ethics, codes of conduct, organizational changes

Part 2:

2.a. Financial management and value creation

2.b. Measuring performance and risk

2.c. Sustainable growth – remaining successful in highly competitive and volatile markets

On the relevance of incentive systems

Part 3:

3.a. Code of ethics, code of conduct and performance requirements – a contradiction in terms?

3.b. Case studies: reviews on good and bad practices

How to obtain sustainable success – a field report

Module methods Lectures, discussions, role plays, group work

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 This course is for future managers who are keen to be involved in the process of strategy in organizations. It covers the strategic analysis, the identification and choice of strategic options and addresses the challenges and pitfalls of implementing strategy. It takes a dynamic and hands on approach through lecture activities and case studies where participants are challenged to think about how to apply strategic frameworks and concepts to their own research work. By the end of the course students should be equipped with the tools and techniques to be effective in thinking and acting strategically.

Students who have completed the module successfully, have a knowledge about principles of strategic management and have revisited tools and concepts of management studied at undergraduate level.

They can

- appreciate the different methods by which corporate strategies are formed as an influence on an organization's decision-making.
- demonstrate awareness of the issues associated with the growth of organizations in order to address problems by integrating the various business functions and respecting the overall context.
- demonstrate awareness of the various strategies and issues associated with operating on a global scale.
- appreciate the issues of growth by mergers, acquisitions and alliances.
- apply information technology tools wherever adequate to underpin your awareness and demonstrate various issues or scenarios.
- communicate essential moves to design and implement change.
- modify behavior to improve performance in strategic leadership
- apply techniques of strategic analysis in the organization
- appreciate the contribution of the leadership role to strategic direction and modify a company's behavior to improve performance.

Module content

1. A strategy as such and the strategy in particular
 - what strategy is and what a manager has to do
 - how to formulate strategy and how to implement it
2. Forces having an impact
 - the various lenses, the role of the organizational structure and the influence of technology
 - cooperation and concentration
 - globalization and values

3. Contexts of strategic planning, processes and implementation
 - strategies at work in start-ups and mature enterprises
 - how to manage experts, innovation and diversity and how to differentiate
 - 3.1. Turnaround/change management, innovation management, internationalization
 - 3.2. Project-oriented development and implementation of business strategies
4. Summary assessment of strategic management

Module methods Lectures, reading material, case studies, video, round-table discussions

Level Postgraduate

Value Chain 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)
Module aims	<p>The students know the basics of value chain management and they understand the connections between the relevant economic functions.</p> <p>They have the capability to understand the potentials of efficient value chains and to define the contribution of value chain management to the company success.</p> <p>The students have acquired the basic methods for designing the value chain and can apply these methods in the particular context.</p> <p>They can identify the pros and cons in the configuration and operation of value chains and can argue appropriate structures and optimizations in an adequate way.</p> <p>The students have the capability to integrate the value chain into the context of business management in international supply chains and are able to analyze the relationship to business partners.</p>
Module content	<ol style="list-style-type: none">1. Introduction2. Definition and approaches to value chain management: SCM, value + value chains3. Group studies: What is the right value chain for your product?4. How to match supply and demand: RE5. Matching the numbers: the need for inventory, inventory management6. Group studies: The hidden effects of inventory7. How to cope with uncertainty? Agile supply chains8. Group studies: forecasting and agility in value chains9. Efficiency driven supply chains10. Group studies: analyzing the Toyota production system11. Sustainability in value chains12. Group studies: sustainable value chain analysis13. Review and poster presentations
Module methods	lecture, presentation, group studies
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	<p>In this lecture approximately five to six comprehensive cases are solved in changing teams during the semester. All teams shall present their case solutions in class. Before each case study, some of the theoretical basis needed for the case is taught/repeated in a lecture and then needs to be rehearsed and broadened by the teams in own literature and case related research.</p> <p>Students learn about consulting procedures of external consultancy firms and in-house consulting teams. 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.</p> <p>They have deepened the knowledge how to approach and successfully solve cases.</p> <p>The students learn how to reduce complex business situations to a minimal number of decisive problems which need to be solved. They can apply relevant methods for problem solving.</p> <p>They are able to reasonably argue and justify their standpoint in a cooperative and team oriented way.</p> <p>The students can transfer the learned approaches to various business situations.</p>
Module content	<p>All case studies cover:</p> <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 strategy and consulting projects4. Selection between strategic options and their consequences
Module methods	Lectures, exercises, literature research, case studies
Level	Postgraduate

S Consulting: Consulting and 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), knowledge of modules Management Tools, Management Concepts, fundamental principles of controlling and finances, fundamental principles of project and process management

Module aims The module aims to introduce the students to the various consulting markets and services. The students will learn that all consulting follows a distinctive process that is needed to deliver successful business projects. Participants will get to know typical consulting tools and techniques used for operational improvements and strategy development.

Students who successfully complete this module have a substantiated knowledge of the consulting process and the most important management and marketing tools with regard to strategy development and implementation in business practice.

They know how consulting companies function, how they set up projects for their clients and how they help client companies to compile strategies for their business as a whole, or for sections of it, and how these can be implemented in practice.

The students are able to work confidently with management and marketing tools.

They can analyze strategic issues, and interpret and present the results. They will learn to deliver MECE arguments (mutually exclusive and collectively exhaustive) and prepare convincing presentations.

The students are able to consolidate information from different areas of a business and the business environment and analyze it.

Module content

1. Introduction
 - 1.1 Nature of consulting
 - 1.2 Consulting market and consulting firms
2. Structures in consulting firms and careers in consulting
3. The consulting process
 - 3.1 Initial contact
 - 3.2 Proposal phase
 - 3.3 Pitch situation
 - 3.4 Project set-up and project plan/charter
 - 3.5 Project team
 - 3.6 Working with the client
4. The analysis phase
 - 4.1 As-is analysis

- 4.2 Development of to-be scenarios
 - 4.2.1 Using management tools
 - 4.2.2 Evaluating client capabilities and business opportunities
- 4.3 Leading strategic change
- 5. Presenting the results
 - 5.1 Communication
 - 5.2 Pyramid thinking
 - 5.3 Say it with charts
- 6. Closing the project
 - 6.1 Transferring the project
 - 6.2 Lessons learned
 - 6.3 Knowledge management

Module methods Lectures, exercises, case studies, group work, presentations

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), knowledge of modules Management Tools and 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.</p> <p>They are able to work confidently with key finance and controlling tools.</p> <p>They can analyze operative issues in view of their financial implications, and interpret and present the results.</p> <p>The students are able 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
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, teamwork 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
Level	Postgraduate

S Innovation and Transformation: Innovation and Entrepreneurship

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>Basic concepts, strategies and success factors of innovation and entrepreneurship. The lean management concept will be introduced and applied. Existing business models will be examined. New business models will be developed by the students following the lean start up method.</p> <p>Students have a sound understanding of different innovation concepts which have been discussed in the modern business and economics literature.</p> <p>They have a sound understanding of the role of entrepreneurship in economic development and the hurdles entrepreneurs typically face.</p> <p>They are able to translate their theoretical knowledge into a practical proposal for a business creation.</p> <p>The students can use their competencies in finance, accounting and marketing and apply it to their unique case study.</p> <p>They are able to discuss in groups their ideas, their reflection of opportunities and weigh arguments.</p> <p>The students can present their ideas to others and convince them about the attractiveness of their idea.</p> <p>They are able to see their project in the context of the business environment and reflect on the perspective of banks, promotion agencies, city governments, potential employees.</p>
Module content	<p>Innovation Management</p> <ul style="list-style-type: none">• Success Factors for Innovations• Science-based approaches to generate innovation developments• Creating and identifying Innovations• Concept and Product Developments <p>Entrepreneurship: Implementation of Innovations</p> <ul style="list-style-type: none">• Lean Start up Method• Business Canvas• Business Cases
Module methods	Concepts are introduced, discussed and applied in case studies (business models) created by students.
Level	Undergraduate

S Innovation and Transformation: Operations 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)

Module aims The aim of this module is to introduce to a broad range of operations management concepts, within the context of change management and transformation. In addition to introductory sessions which explore the characteristics of operations management strategy and systems, a number of areas provide the framework for study:

Process design

- including product/service, process, supply chain, layout and flow, and job design

Planning and control

- including capacity, JIT/lean and quality, Thematic change programmes/philosophies

Students who have completed the module successfully, have a knowledge about principles of operations management in the context of innovation and change. They understand the major theories, concepts and practices of operations management and are able to analyse the effectiveness of operations management practices in a wide range of organisations and sectors (manufacturing, service and public sector).

The students demonstrate a deep understanding of theoretical principles through application to organisational problems. They are able to analyse and challenge organisational practices using systems concepts and have a deep knowledge in using the principles of operations management in the context of innovation and change.

The students can work confidently with operations management tools.

They are able to analyze operation issues, and interpret and present the results. They will learn to deliver MECE arguments (mutually exclusive and collectively exhaustive) and prepare convincing presentations.

The students are able to consolidate information from different areas of the internal business process and analyze it.

Module content

1. Foundations
 - 1.1 Operations management, innovation and transformation
 - 1.2 Operations strategy
 - 1.3 Operations performance
2. Operations management – design
 - 2.1 Process design and technology
 - 2.2 Layout and flow
3. Operations management – planning and control
 - 3.1 Capacity planning and control
 - 3.2 ERP/MRP, lean synchronisation and TQM

4. Operations management – improvement
5. Summary

Module methods Exercise, seminaristic course

Level Undergraduate

S Innovation and Transformation: Organizational Transformation Case Studies

ECTS credits	5
Previous knowledge	Knowledge of international business, strategic management and management concepts.
Module aims	<p>The students identify how issues of structure, culture, power, politics, leadership and learning can be used to understand and manage change in MNEs.</p> <p>The students</p> <ul style="list-style-type: none">- get a deeper understanding of planned and emergent transformational change.- reflect the sources of organizational culture and the influence of national culture in business transformation. <p>They</p> <ul style="list-style-type: none">- can analyze a business case in a systematic way.- differentiate between immediate and basic issues (importance and urgency) and causes/effects.- are able to identify constraints and opportunities in complex business transformation processes.- use qualitative and quantitative analysis to draw appropriate conclusions and find solutions. <p>The students</p> <ul style="list-style-type: none">- interpret and explain the impact of different solutions on business performance, culture and employees in specific settings (e. g. sectors, countries).- are able to explain decision criteria and reasons for suggested solutions. <p>They are able to</p> <ul style="list-style-type: none">- draw conclusions and develop concepts for organizational transformation.- critically reflect strengths and weaknesses of a strategy and case solutions.
Module content	<p>The following topics are dealt with in case studies:</p> <ul style="list-style-type: none">• Corporate leadership• Organizational cultures• International aspects of organizational transformation• Power and politics in transformation processes• Strategic decision-taking• Reorganization of top management structures• Crises management and corporate restructuring• Acquisition and integration of business ventures/entities• Joint ventures• Strategic alliances and networks

Module methods The lecture is mostly held in a seminaristic manner. The lecture parts serve to introduce to the topic, incl. the theoretical concepts and methods, as well as to prepare discussions, case studies and group work.

Level Postgraduate

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
Level	Postgraduate