

# **Module Handbook**

for the Master Programme  
International Trade

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## Overview of the modules

Module	Semester Week Hours (15 Weeks)			Credits
	I	II	III	
<b>Core Modules</b>				
International Economic Theory and Policy				5
Economic Statistics and Empirical Methods				5
International Accounting and Financial Analysis				5
International Business Law				5
Corporate Project Management I				5
International Management				5
International Marketing Management				5
Corporate Finance and Investment				5
Leadership and Management Skills				5
Corporate Project Management II				5
International Strategic Management				5
Management Game				5
<b>Optional (elective) Modules</b>				
International Human Resource Management				5
Reporting and Controlling				5
Strategic Logistics Management				5
Entrepreneurial Management				5

Module P1.1: International Economics Theory and Policy	
Module-No./ Code	P1.1
Module	International Economics Theory and Policy
Semester or Trimester	1 <sup>st</sup> semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	Part modules: - Exchange Rates and Open-Economy Macroeconomics - International Economic Policy
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	MBA Admission Test qualification
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Basis module for the MBA curriculum
Module Leader	Prof. Dr. habil. Jörg Flemmig
Professors/Lecturers	Prof. Dr. habil. Jörg Flemmig
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 34.5 hours self-preparation for the examination 80 hours self-study 1.5 hours written examination
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Written examination (90min)
Percentage of the Grade in the Final Grade	Written examination (50% - Exchange Rates and Open-Economy Macroeconomics und 50% International Economic Policy)
Aims of the Module <sup>8</sup>	The economics of the international economy can be divided into two broad subfields: the study of international trade and the study of international money. International trade analysis focuses primarily on the real transactions in the international

economy, that is, on those transactions that involve a physical movement of goods or a tangible commitment of economic resources. International monetary analysis focuses on the monetary side of the international economy.

This lesson is an attempt to provide an up-to-date and understandable analytical framework for illuminating current events of international economics. In analyzing both the real and monetary sides of the subject, this lesson builds up, step by step, a simple, unified framework for communicating the grand traditional insights as well as the newest findings and approaches.

The most important single insight in international economics is that there are gains from trade. A common misconception is that trade is harmful if there are large disparities between countries in productivity or wages. Yet the first model of the causes of trade in this lesson demonstrates that two countries can trade to their mutual benefit even when one of them is more efficient than the other at producing everything. We'll also see that trade provides benefits by allowing countries to export goods whose production makes relatively heavy use of resources that are locally abundant while importing goods whose production makes heavy use of resources that are locally scarce. International migration and international borrowing and lending are also forms of mutually beneficial trade. While nations generally gain from international trade, however, it is quite possible that international trade may hurt groups within nations – in other words, that international trade will have strong effects on the distribution of income. In the next part of the lesson, a powerful analytical framework for determining the effects of government policies that affect international trade is developed. This framework not only predicts the effects of trade policies, it also allows cost-benefit analysis and defines criteria for determining when government intervention is good for the economy.

The monetary side of this module starts with the record of a country's transactions with the rest of the world, the balance of payments. Virtually every aspect of international monetary policy is discussed. We study the exchange rate determination in the short and long run, the cause of international policy coordination, the historical development of the international monetary system and the problems of a common currency area. In the last part of course we discuss the macroeconomic problems of the less-developed countries and the repercussions of those problems on the developed countries.

Module Contents <sup>8</sup>	<ol style="list-style-type: none"> <li>1. Introduction</li> <li>2. International Trade Theory <ol style="list-style-type: none"> <li>2.1. Labor Productivity and Comparative Advantage: The Ricardian Model</li> <li>2.2. Resources, Comparative Advantage and Income Distribution</li> <li>2.3. The Standard Trade Model</li> <li>2.4. Economies of Scale, Imperfect Competition, and International Trade</li> <li>2.5. International Factor Movements</li> </ol> </li> <li>3. International Trade Policy <ol style="list-style-type: none"> <li>3.1. Instruments of Trade Policy</li> <li>3.2. The Political Economy of Trade Policy</li> <li>3.3. Trade Policy in Developing Countries</li> <li>3.4. Industrial Policy in Advanced Countries</li> <li>3.5. Instruments of Trade Policy</li> </ol> </li> <li>4. Exchange Rates and Open-Economy Macroeconomics <ol style="list-style-type: none"> <li>4.1. National Income Accounts und the Balance of Payment</li> <li>4.2. Exchange Rates and the Foreign Exchange Market: An Asset Approach</li> <li>4.3. Money Interest Rates, and Exchange Rates</li> <li>4.4. Price Levels and the Exchange Rate in the Long Run</li> <li>4.5. Fixed Exchange Rates and Foreign Exchange Intervention</li> </ol> </li> <li>5. International Macroeconomic Policy <ol style="list-style-type: none"> <li>5.1. The International Monetary System, 1870-1973</li> <li>5.2. Macroeconomic Policy and Coordination under Floating Exchange Rates</li> <li>5.3. Optimum Currency Areas and the European Experience</li> <li>5.4. Developing Countries: Growth, Crisis, and Reform</li> </ol> </li> </ol>
Module Teaching Structure <sup>9</sup>	Lectures
Particulars (e.g. online content, practical relevance, external lectures etc.)	
Recommended Literature	<p>Baldwin, R./Wyplosz, Ch. (2019): The Economics of European Integration, Mc.Graw-Hill.</p> <p>Burda, Michael C.; Wyplosz, Charles (2018): Macroeconomics. A European Text, Oxford University Press.</p> <p>Krugman/Obstfeld/Melitz (2018): International Economics, Pearson International Edition.</p> <p>Mankiw, Gregory N., (2017): Macroeconomics, Worth Publishers.</p>

Module P1.2: Economic Statistics and Empirical Methods	
Module-No./ Code	P1.2
Module	Economic Statistics and Empirical Methods
Semester or Trimester	1 <sup>st</sup> Semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	Basic knowledge of Statistics
Applicability of the Module for other Modules and Programmes <sup>4</sup>	This module is designed as a basic module for all applications of empirical methods
Module Leader	Prof. Dr. Achim Wübker
Professors/Lecturers	Prof. Dr. Achim Wübker / Dr. Mohammed Abujarad
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 36 hours SPSS software practice 80 hours self-study
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Practical examination: assignment using of statistical methods and the statistical programme/software R
Percentage of the Grade in the Final Grade	Assignment (100%)
Aims of the Module <sup>8</sup>	Students should get familiar with statistics methods both in theory and practice. They should be able to use this knowledge and skills during their work in future companies. Students should be able to use/apply statistics methods and software in case any difficulties/obstacles occur in companies they work.

	Within Economic Statistics course student should obtain a general insight into international economic statistics
Module Contents <sup>8</sup>	General insight into different variants of statistics methods. Basic principles and scope of structures application using contingency analysis, regression analysis, variance analysis, discriminant analysis. Introduction into structures of discovered processes of factor analysis, cluster analysis and their practical application within corporate world. Application of methods with the Statistical programme R. Introduction into economic statistics.
Module Teaching Structure <sup>9</sup>	Lectures, seminar and practical training with the statistical software R
Particulars (e.g. online content, practical relevance, external lectures etc.)	
Recommended Literature	<p>Blitzstein, J. K.: Introduction to Probability, 2nd Edition, CRC Press, 2019.</p> <p>Matloff, N.: The Art of R Programming, No Starch Press, 2011.</p> <p>Spiegel, M.; Schiller, J.; Srinivasan, R.: Probability and Statistics, 4th Edition, McGraw Hill, 2013.</p> <p>Spiegelhalter, D.: The Art of Statistics: Learning from Data, Pelican Books, 2020.</p> <p>Witte, R.; Witte, J.: Statistics, 11th Edition, Wiley, 2017.</p>

Module P1.3: International Accounting and Financial Analysis	
Module-No./ Code	P. 1.3
Module	International Accounting and Financial Analysis
Semester or Trimester	1 <sup>st</sup> Semester
Duration of Module <sup>1</sup>	One Semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	Good understanding of business studies and basic knowledge in financial accounting
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Essential for understanding of the business value chain and good management
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Prof. Dr. Cornelia Scott
Language	English
ECTS-Credits <sup>5</sup>	5 credits
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 35.5 hours self-preparation for the examination 80 hours self-study 0.5 hours oral examination
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Oral examination (20 min)
Percentage of the Grade in the Final Grade	Oral examination (100%)
Aims of the Module <sup>8</sup>	The aim of the course is to provide students with a sound understanding of financial accounting in a national and international context and the ability to analyse the financial situation of a business using the information provided in the financial statement. Students learn to understand the importance of financial accounting for managers and

	<p>understand the differences but also similarities to managerial accounting. They learn about the different user groups and their different needs and study current challenges with respect to the shareholder, for example investor relations and corporate governance.</p> <p>Students study German financial accounting and internationally accepted accounting standards (US-GAAP and IFRS) and analyse the reasons for differences in financial accounting and study steps undertaken to harmonize financial accounting at a national, supra-national and international level. Students also look at the institutional organisations behind these different accounting systems which enables them to understand the development of principles in a different light. The respective conceptual frameworks and fundamental principles are also studied by students which enable them to compare the results of the different accounting systems.</p> <p>Students consolidate their theoretical knowledge by working with case studies using DAX companies this will help them become familiar with the German business environment and the range of different branches with different financial needs and investment activities. Some of these points will be taken up again and developed further in the course corporate finance and investment in the second semester. Students will develop their ability to read, understand and analyse according to the financial implications international financial accounts and make useful economic decisions.</p>
Module Contents <sup>8</sup>	<p>I. An introduction to financial accounting</p> <ol style="list-style-type: none"> <li>1. Definition accounting</li> <li>2. The financial statement</li> <li>3. Business ratios</li> </ol> <p>II. International financial accounting</p> <ol style="list-style-type: none"> <li>1. Reasons for differences in national accounting</li> <li>2. National and international attempts to harmonise financial accounting</li> <li>3. The standard setters – an overview</li> <li>4. Internationally accepted accounting principles – a synopsis</li> </ol> <p>III. Financial analysis – national and international</p>
Module Teaching Structure <sup>9</sup>	Lectures, case studies, assignments, presentations, excursions, workshop

<p>Particulars (e.g. online content, practical relevance, external lectures etc.)</p>	<p>Guest lectures with financial managers</p> <p>International accounting workshop held annually in London (3 days) includes the following:</p> <p>Lectures at university corporate partners</p> <p>Corporate visits, BDO and PwC, London office</p> <p>Institutional visit, IASB, London</p>
<p>Recommended Literature</p>	<p>Alexander D., Nobes C., "Financial Accounting, 7<sup>th</sup> Edition: An International Introduction", Pearson Education Limited, 2020, 7<sup>th</sup> ed.</p> <p>Alibhai S., Bakker E., Balasubramanian T.V., Bharadva K., Chaudhry A., Coetsee D., Johnstone C., Kuria P., Naidoo C., Dougherty J., Shah D., Van der Merwe M., Ramanarayanan J., "Interpretation and Application of IFRS Standards", John Wiley &amp; Sons, 2020, 1<sup>st</sup> ed.</p> <p>Bauerle J., "Accounting QuickStart Guide", ClydeBank Media, 2018, 3<sup>rd</sup> ed.</p> <p>Choi F. D., Meek G. K., "International Accounting", Pearson Education Limited, 2010, 7<sup>th</sup> ed.</p> <p>Douplik T., Perera H., "International Accounting", McGraw-Hill Education, 2014, 4<sup>th</sup> ed.</p> <p>Ernst &amp; Young LLP, "International GAAP 2020", John Wiley &amp; Sons, 2020, 1<sup>th</sup> ed.</p> <p>Iltelson T., "Financial Statements", Career Press, 2020, 3<sup>rd</sup> ed.</p> <p>Robinson T.R., Henry E., Pirie W.L., Broihahn M.A., "International Financial Statement Analysis", John Wiley &amp; Sons, 2015, 3<sup>rd</sup> ed.</p> <p>Saudagaran S.M., Smith L.M., "International Accounting: A User Perspective", CCH Inc., 2013, 4<sup>th</sup> ed.</p> <p>Weygandt J.J., Kimmel P.D., Kieso D.E., "Financial Accounting: IFRS", John Wiley &amp; Sons, 2019, 4<sup>th</sup> ed.</p>

Module P1.4: International Business Law	
Module-No./ Code	P1.4
Module	International Business Law
Semester or Trimester	1 <sup>st</sup> Semester
Duration of Module <sup>1</sup>	One Semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	Previous knowledge is not expected
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Module corresponds to the module „International Management“
Module Leader	Prof. Dr. Zümrüt Gülbay-Peischard
Professors/Lecturers	Prof. Dr. Zümrüt Gülbay-Peischard
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 35.5 hours self-preparation for the examination 80 hours self-study 0.5 hours presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Referat (Report and Presentation) (20 Minutes)
Percentage of the Grade in the Final Grade	Report and Presentation (100%)
Aims of the Module <sup>8</sup>	Getting acquainted with International Business will allow students to obtain the ability to recognise all the legal issues with regard to International Trade as well as teach them what kind of factors etc. should be taken into account while making critical business decisions. Students should gain knowledge of

	<p>the applicable law and learn how to apply this law within International Trade aspects. It is of crucial importance that students become aware of the fact that all decisions they make will have legal consequences and can have an influence on a trading business that is why getting familiar with applicable law is so essential.</p> <p>In addition to the substantive law, students should be able to recognise International Trade structures. All of the above-mentioned issues will be particularly useful with regard to international organisations and students' future employment in international companies.</p>
Module Contents <sup>8</sup>	<ol style="list-style-type: none"> <li>I. Introduction       <ol style="list-style-type: none"> <li>1. Globalisation and Law</li> <li>2. Concept of International Trade</li> <li>3. Commercial transactions</li> </ol> </li> <li>II. Legal sources of international law       <ol style="list-style-type: none"> <li>1. Overview</li> <li>2. International agreements to the private international business law</li> <li>3. Soft laws of the private international business law</li> <li>4. Commercial law           <ol style="list-style-type: none"> <li>a. World Trading System and WTO</li> <li>b. Bilateral Commercial Law</li> </ol> </li> </ol> </li> <li>III. European Union       <ol style="list-style-type: none"> <li>1. Economic (business) Constitution</li> <li>2. Economic freedom/free competition</li> </ol> </li> <li>IV. International sale of goods       <ol style="list-style-type: none"> <li>1. The importance of question about applicable law</li> <li>2. International Law           <ol style="list-style-type: none"> <li>a. Concept and fundamental principles</li> <li>b. Sources of law</li> <li>c. Essential regulations of German IPR contractual agreements</li> </ol> </li> <li>3. Laws of conflict in other countries</li> <li>4. EU sales law           <ol style="list-style-type: none"> <li>a. Scope of application</li> <li>b. Questions</li> <li>c. Contract termination</li> <li>d. Obligations and legal rights (remedies) of both seller and buyer</li> </ol> </li> </ol> </li> </ol>

	<ul style="list-style-type: none"> <li>5. INCOTERMS</li> <li>6. International product liability <ul style="list-style-type: none"> <li>a. Applicable law</li> <li>b. Law of conflicts</li> <li>c. Comparison of German and American statutory/liability law</li> <li>d. Documents regarding international sales of goods</li> </ul> </li> <li>V. International/cross-border legal disputes <ul style="list-style-type: none"> <li>1. International trade disputes in front of German courts <ul style="list-style-type: none"> <li>a. International jurisdiction after EuGVO</li> <li>b. Recognition and execution of foreign civil judgements</li> </ul> </li> <li>2. International trade disputes in arbitration <ul style="list-style-type: none"> <li>a. Arbitral procedures</li> <li>b. Arbitration agreement</li> <li>c. Arbitration and its accountability</li> </ul> </li> </ul> </li> </ul>
Module Teaching Structure <sup>9</sup>	Lectures, Case studies
Particulars (e.g. online content, practical relevance, external lectures etc.)	Examples based on real case studies taken from German economic/law companies.
Recommended Literature	<p>International Chamber of Commerce, "Incoterms® 2020", ICC, 2019</p> <p>Craig P., De Búrca G. "EU Law: text, cases and materials", Oxford University Press, 2015, 6<sup>th</sup> ed.</p> <p>Klabbers J., "International Law", Cambridge University Press, 2017, 2<sup>nd</sup> ed.</p> <p>Ferrari F., Torsello M., "International Sales Law - CISG - in a Nutshell", West Academic Publishing, 2018, 2<sup>nd</sup> ed.</p> <p>Goode R., Kronke H., Mckendrick E. "Transnational Commercial Law: text, cases and materials", Oxford University Press, 2015, 2<sup>nd</sup> ed.</p> <p>Hoekman B.M., Mavroidis P. C. "World Trade Organization: law, economics and politics", Routledge, 2016, 2<sup>nd</sup> ed.</p>

Module P1.5: Corporate Project Management I	
Module-No./ Code	P1.5
Module	Corporate Project Management I
Semester or Trimester	1 <sup>st</sup> semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	MBA Admission Test qualification
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Basis module for the MBA curriculum Foundation for the module Corporate Project Management II
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Prof. Dr. Cornelia Scott / Dr. Halina Łyszczarz
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 35.5 hours self-preparation for the examination 80 hours self-study (project research, report) 0.5 hours presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Project  The project development and development of the individual student both in a professional and personal context are monitored closely and continuously by the business partner and in particular by the academic supervisor. The client/consultant/project team relationship is practiced by creating role play situations and regular feedback is given.

Percentage of the Grade in the Final Grade	Project + Presentation (100%)
Aims of the Module <sup>8</sup>	<p>The overall aim of this module is to produce professional business managers capable of making effective and efficient project management decisions. The module provides a range of academic knowledge, business understanding, project management techniques based on PMBOK® and seeks to develop within students the ability to integrate these in real life international projects.</p> <p>This module lays the foundations of Project Management, which will be further developed in the advanced module Corporate Project Management II.</p> <p>Upon completion of the module, students will have/developed:</p> <ul style="list-style-type: none"> <li>▪ Knowledge and understanding of: the tools and perspectives necessary for project selection and planning and an understanding of project organization</li> <li>▪ Intellectual skills: in project definition, increase awareness of diverse structural perspectives</li> <li>▪ Subject practical skills: to be able to define the project scope and develop the project plan as well as manage change and requirements of projects</li> <li>▪ Personal effectiveness: realize the benefits of the project management approach and time management</li> <li>▪ Communication skills: in project team organization, project reporting and presentation</li> <li>▪ Intercultural perspective to project management</li> <li>▪ Real-life case study: <ul style="list-style-type: none"> <li>- Topical and internationally oriented</li> <li>- General Management, HRM and International Management and Int. Trade relevance</li> <li>- Touches on all major areas of value chain</li> </ul> </li> </ul>
Module Contents <sup>8</sup>	<p><b>Knowledge Areas (Part I)</b></p> <ul style="list-style-type: none"> <li>• Scope Management</li> <li>• Time Management</li> <li>• Human Resource Management</li> <li>• Communication Management</li> <li>• Procurement Management</li> </ul> <p><b>Fundamental Process Groups (Part I)</b></p> <ul style="list-style-type: none"> <li>• Initiating Process Group</li> <li>• Planning Process Group</li> </ul>

Module Teaching Structure <sup>9</sup>	The module will expose students to the unique nature of project management by utilizing a range of learning activities including, but not limited to lectures, presentations, tutorials, case studies, seminars with project management professionals and workshops on project management software.
Particulars (e.g. online content, practical relevance, external lectures etc.)	<p>Corporate visits to the corporate partner hosting the project.</p> <p>Meetings with managers and employees from the company or institution hosting the project.</p> <p>Guest lectures by managers/employees from the company.</p> <p>Regular online contact with the employees involved in the project.</p>
Recommended Literature	<p>Allen D., "Getting Things Done: The Art of Stress-Free Productivity", Penguin Books, 2015, Revised ed.</p> <p>Dewhurst S., FitzPatrick L., "Successful Employee Communications: A Practitioner's Guide to Tools, Models and Best Practice for Internal Communication", Kogan Page, 2019.</p> <p>Holiday T., Hollins K., "Time Management: 2 Books in 1: Stop Procrastinating, To-Do List Formula - The Ultimate Guide To Brake Your Bad Habits And Increase Your Productivity", Travis Holiday &amp; Kevin Hollins, 2019.</p> <p>Horine G., "Project Management Absolute Beginner's Guide", Que Publishing, 2013, 3<sup>rd</sup> ed.</p> <p>Kerzner H., "Project Management: A Systems Approach to Planning, Scheduling, and Controlling", John Wiley &amp; Sons, 2017, 12<sup>th</sup> ed.</p> <p>Moustafaev J., "Project Scope Management", Taylor &amp; Francis, 2015.</p> <p>Project Management Institute, "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)", Project Management Institute, 2017, 6th ed.</p> <p>Additional relevant literature depending on the current project area</p>

<b>Module P2.1: International Management</b>	
Module-No./ Code	P2.1
Module	International Management
Semester or Trimester	2 <sup>nd</sup> Semester
Duration of Module <sup>1</sup>	One Semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	Basic knowledge in business studies
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Knowledge acquired in this course will be useful for all other areas on the international value chain, for example: international human resources management, International marketing management, international financial accounting and financial analysis and international strategic management.
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Prof. Dr. Cornelia Scott
Language	English
ECTS-Credits <sup>5</sup>	5 credits
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 35.5 hours self-preparation for the examination 80 hours self-study 0.5 hours presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Presentation and Assignment (20 minutes)
Percentage of the Grade in the Final Grade	Presentation and Assignment (100%)

<p>Aims of the Module<sup>8</sup></p>	<p>To understand the reason why companies (SME and multinational corporations) go global and to analyse critically the different risks associated with going global. Students get an understanding for the different branches of industry and business and how political, economic social, cultural, and technological factors can influence the success of the business going global. Students learn to think like a manager in a global environment.</p> <p>Furthermore, students learn about the different types of market entry methods when going global and analyse critically their advantages and disadvantages. Students analyse exporting and the organisational and managerial challenges concerned with this method. They also learn to prepare for an international trade fair/exhibition and evaluate carefully the other types of market entry methods (e.g. strategic alliances, licensing etc.) using case studies and holding discussions with experts from our corporate management team.</p>
<p>Module Contents<sup>8</sup></p>	<p>I. Introduction to international management</p> <ul style="list-style-type: none"> <li>- Reasons for internationalisation</li> <li>- Challenges in going global</li> <li>- Political factors</li> <li>- Economic factors</li> <li>- Social and cultural factors</li> <li>- Technological factors</li> </ul> <p>II. Methods of entering the foreign market</p> <ul style="list-style-type: none"> <li>- Export and risks in international trade</li> <li>- Strategic alliances</li> <li>- Licensing</li> <li>- Franchising</li> <li>- Joint venture</li> <li>- Direct investment</li> </ul>
<p>Module Teaching Structure<sup>9</sup></p>	<p>Lectures, online lectures, case studies, assignments, presentations, workshops</p>
<p>Particulars (e.g. online content, practical relevance, external lectures etc.)</p>	<p>Guest speakers, international managers, Corporate visits</p>
<p>Recommended Literature</p>	<p>Albaum G., Duerr E., Josiassen A., "International Marketing and Export Management", Pearson Education Limited, 2016, 8<sup>th</sup> ed.</p> <p>Deresky H., "International Management: Managing Across Borders and Cultures", Pearson Education Ltd., 2017, 9<sup>th</sup> ed.</p>

	<p>Hamilton L., Webster P., "International Business Environment", Oxford University Press, 2018, 4th ed. Wild J., Wild K., "International Business: The Challenges of Globalization", Pearson Education Limited, 2019, 9<sup>th</sup> ed.</p> <p>Luthans F., Doh J.P., "International Management: Culture, Strategy, and Behavior", McGraw-Hill Education, 2015, 9<sup>th</sup> ed.</p> <p>Sweeney P.D., McFarlin D.B., "International Management: Strategic Opportunities and Cultural Challenges", Taylor &amp; Francis, 2015, 5<sup>th</sup> ed.</p>
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Module P2.2: International Marketing Management	
Module-No./ Code	P2.2
Module	International Marketing Management
Semester or Trimester	2 <sup>nd</sup> Semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	Part modules: <ul style="list-style-type: none"> <li>- International Marketing Functions</li> <li>- Operational International Marketing</li> </ul>
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	MBA Admission Test qualification
Applicability of the Module for other Modules and Programmes <sup>4</sup>	The module should be combined with International Marketing Management (part of Prof. Michelis classes).
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Dr. Peter Stolze/ Mr. Marek Münstermann
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 36 hours self-preparation for the examination 80 hours self-study
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Presentations (2 x 20 min)
Percentage of the Grade in the Final Grade	Presentations (one presentation for each part module – each contributing 50% to the overall grade)
Aims of the Module <sup>8</sup>	The module will enable the students to know both the tools and processes of the International Marketing, and they set an example and apply its own marketing plans for international companies. The practical use of the content is achieved through practical cases in which students can apply their knowledge and get an immediate feedback.

	In addition, transferable skills such as team working in the development of common solutions (cases, examples) can be achieved.
Module Contents <sup>8</sup>	Overview of the international context and important functions of marketing: <ul style="list-style-type: none"> <li>- Creating marketing plans of an international character</li> <li>- Discussion based on practical examples in order to revise learned content (objectives, resources, implementation, monitoring, international concepts)</li> </ul>
Module Teaching Structure <sup>9</sup>	Lectures, seminars, exercises, project work, case studies
Particulars (e.g. online content, practical relevance, external lectures etc.)	
Recommended Literature	See below
<b>Module-No./ Code</b>	<b>P2.2: Part Module: Operational International Marketing</b>
Module	International Marketing Management
Semester or Trimester	2 <sup>nd</sup> semester
Dauer des Moduls <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	MBA Admission Test qualification
Applicability of the Module for other Modules and Programmes <sup>4</sup>	MBA International Trade
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Dr. Peter Stolze
Language	English
ECTS-Credits <sup>5</sup>	2,5

Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 75 h of which: 34 hours presence 16 hours self-preparation 25 hours preparation exam case and presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Presentations (min 3 presentations passed successfully) Assignment (20 – 22 pages w/o agenda and literature list)
Percentage of the Grade in the Final Grade	Presentation (50%)
Aims of the Module <sup>8</sup>	<p>The module provides students with extensive knowledge in the field of international marketing management. All participants should be able to analyze and apply the key elements of international marketing and management.</p> <p>Taking into account the different pre-knowledge of the MBA participants, the students receive an overview of all relevant principles in International Marketing Management. They learn to apply these principles working on practical assignments that focus on current topics in the field of international marketing.</p> <p>During the semester, the students develop skills aimed at a career in, or in close collaboration with marketing and communication departments of international companies.</p> <p>The teaching method used is a combination of two approaches: the focus in the theory part is a classical knowledge transfer in seminar style. In addition, the practical part is based on interactive case study work to deepen the practical knowledge.</p>
Module Contents <sup>8</sup>	<p>The contents of the module are divided into three broad subject areas: Understanding Markets, Developing Marketing Strategies, and Defining Marketing Instruments. In addition a case study will be conducted. The weighting of the module contents may vary.</p> <ol style="list-style-type: none"> <li>1. Understanding Markets <ul style="list-style-type: none"> <li>- Introduction</li> <li>- International Markets</li> <li>- International Consumer behaviour</li> </ul> </li> <li>2. Developing Marketing Strategies <ul style="list-style-type: none"> <li>- Goals and Strategies</li> <li>- Identifying Segments</li> <li>- Brand and Positioning</li> </ul> </li> </ol>

	<p>3. Defining Marketing Instruments for International Markets</p> <ul style="list-style-type: none"> <li>- Product</li> <li>- Pricing</li> <li>- Place</li> <li>- Promotion</li> </ul> <p>4. Case Study</p>
Module Teaching Structure <sup>9</sup>	Lectures, seminars, practical trainings.
Particulars (e.g. online content, practical relevance, external lectures etc.)	
Recommended Literature	<p>Bernoff, J., Schadler, T.: Empowered: Unleash Your Employees, Energize Your Customers, Transform Your Business, Mcgraw-Hill Professional, 2010.</p> <p>Kotler, P., Keller, L. K.: Marketing Management, 15<sup>th</sup> edition, Pearson, 2016.</p> <p>Li, C.; Bernoff, J.: Groundswell: winning in a world transformed by social technologies, Harvard Business Press, 2008.</p> <p>Moutinho, L., Southern, G.: Strategic Marketing Management: A Process Based Approach, 1. edn., Cengage, 2010.</p> <p>Schlegelmilch, Bodo: Global Marketing Strategy - An Executive Digest, 1<sup>st</sup> edn., 2016.</p>
<b>Module-No./ Code</b>	<b>P2.2 Part Module: International Marketing Functions</b>
Module	International Marketing Management
Semester or Trimester	2 <sup>nd</sup> Semester
Dauer des Moduls <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	MBA Admission Test qualification
Applicability of the Module for other Modules and Programmes <sup>4</sup>	

Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Mr. Marek Münstermann
Language	English
ECTS-Credits <sup>5</sup>	2,5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 75 h of which: 34 hours presence 16 hours self-preparation 25 hours preparation exam case and presentation
SWS	3
Type of Examination/Prequisites <sup>7</sup>	Presentation (20min)
Percentage of the Grade in the Final Grade	Presentation (50%)
Aims of the Module <sup>8</sup>	<p>The participants should be able to operationalize the learned skills in reference to the marketing functions and application on e.g. the development of international brands and corresponding marketing plans.</p> <p>Additionally, team playing capabilities and presentation skills are trained during case study work sessions. The selected exam format underlines the meaning for business life.</p>
Module Contents <sup>8</sup>	<p>Introduction</p> <p><b>Block 01</b> – Marketing philosophy and management process</p> <p><b>Block 02</b> - Market behaviour, segmentation and Positioning; The perfect day - style group approach; Consumer groups in Russia</p> <p><b>Block 03A</b> – Marketing Information and marketing research Interviewing British consumers – fieldwork by Voxpops; Conjoint Analysis Research study – Consumer behaviour - differences by age</p> <p><b>Block 03B</b> – Marketing research</p> <p><b>Block 04</b> – Product and services management Study: Branding Symrise: Part 1 &amp; Part 2</p> <p>Case: From local to global - Campbell's global soup concept</p> <p><b>Block 05</b> – Distribution management Case: Nestlé Africa</p>

	<p><b>Block 06 – Trend management</b></p> <p>Vision 2008 Case: Trends in India- how to find global trends Case: Trends in India – how to find trends in global markets</p> <p><b>Block 07 – Marketing Innovation; Innovation Methodology &amp; Innovation workshop; Concept Design; Innovative Examples</b></p> <p><b>Block 08 – The future of marketing is now; 5 Senses – Martin Lindström; Querdenker - Peter Keutz</b></p> <p><b>Block 09 - Social Media Media Innovations - Dag Piper</b></p> <p><b>Case Studies</b></p> <p>Case 1: “Jim Beam”</p> <p>Increase whiskey sales in Saudi Arabia Marketing in ethnical difficult environment</p> <p>Case 2: “Burger”</p> <p>Establish 3<sup>rd</sup> fast food restaurant in neighborhood of McDonald’s/Burger King; Marketing under fierce competition</p> <p>Case 3: “China Car”</p> <p>Chinese car manufacturer launches new model in Europe Overcoming plagiarism and “Me – too” approach</p> <p>Case 4: “Encyclopedia”</p> <p>Marketing plan to reinforce sales of encyclopedia books Taking advantage of tradition vs. modern media</p> <p>Case 5: “Facebook stock price drops” Overestimated new media develop marketing solutions in impact situations and public pressure</p> <p>Case 6: “Eco-Diapers”</p> <p>Ecologically improved solution – adopt distribution management solutions</p> <p>Case 7: “Chronos Zeigerli”</p> <p>Help a Swiss watch manufacturer after outsourcing production to India to keep brand integrity and quality perception</p> <p>Exam &amp; Individual discussions</p>
Module Teaching Structure <sup>9</sup>	Lecture, project work, case studies
Particulars (e.g. online content, practical relevance, external lectures etc.)	

Recommended Literature	<p>Jobber, David: Principles and practice of marketing, 9<sup>th</sup> Edition, McGraw-Hill Publishing Company, 2019, ISBN-13: 9781526847232</p> <p>Wilson, Richard M.S; Gilligan, Colin: Strategic Marketing Management – planning, implementation and control, 3rd Edn., Taylor &amp; Francis Ltd., 2004, ISBN-13: 9780750659383</p> <p>Piercy, Nigel: Market-Led Strategic Change: Transforming the Process of Going to Market, 5th Edition, Taylor &amp; Francis Ltd., 2016, EAN: 9781135050238</p> <p>Lindstrom, Martin: Brand sense – building powerful brands through touch, taste, sight, smell and sound, Campus Verlag GmbH, 2011, ASIN: B01K3PO8UO</p> <p>Fisk, Peter: Marketing Genius, 1st edn., Capstone, 2006, ISBN-13: 978-1841126814</p> <p>Esch, Franz-Rudolf: Strategie und Technik der Markenführung, 9. Auflage, Verlag Franz Vahlen, 2017, ISBN-13: 978-3800654680</p> <p>Foerster, Anja &amp; Keutz, Peter: Alles, außer gewöhnlich: Provokative Ideen für Manager, Märkte, Mitarbeiter, 10. Auflage, Econ 2007, ISBN-13: 978-3430200165</p> <p><a href="http://www.absatzwirtschaft.de">http://www.absatzwirtschaft.de</a></p>
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Module P2.3: Corporate Finance and Investment	
Module-No./ Code	P2.3
Module	Corporate Finance and Investment
Semester or Trimester	2 <sup>nd</sup> Semester
Duration of Module <sup>1</sup>	One Semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	Successful completion of the module International Accounting and Financial Analysis
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Essential for understanding of the business value chain and good management
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Prof. Dr. Cornelia Scott
Language	English
ECTS-Credits <sup>5</sup>	5 credits
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 34.5 hours self-preparation for the examination 80 hours self-study 1.5 hours written examination
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Written examination (90 min)
Percentage of the Grade in the Final Grade	Written examination (100 %)
Aims of the Module <sup>8</sup>	The students should understand that corporate finance and investment is essential for good management and corporate strategic success and understand what financial managers do and why. This course will also help students understand what financial managers should do to increase the value of the

	<p>company and how finance theory translates into practice.</p> <p>Furthermore they will be introduced to a range of appropriate tools and techniques and therefore acquire a sound understanding of contemporary and classical methods of corporate finance at a national and international level and be able to analyse the suitability in different business situations with regard to achieving the greatest possible returns in exchange for accepting the smallest amount of risk. Students will also learn to:</p> <p>Understand and develop appropriate cash-flow, liquidity and cash reverse management systems with regard to different time horizons.</p> <p>Understand and analyse in a business environment the importance of capital employed, budgeting and value-driven management.</p> <p>Understand and analyse in a business environment investment decision making considering quantitative and qualitative factors</p> <p>Learn the classical and contemporary calculation methods of investment and analyse their suitability in a practical business environment.</p>
Module Contents <sup>8</sup>	<ol style="list-style-type: none"> <li>1. The function of finance</li> <li>2. Capital markets nationally and internationally, capital market efficiency and ratio analysis</li> <li>3. Short-term finance and working capital management</li> <li>4. Long-term finance: equity finance</li> <li>5. Long-term finance: debt finance, hybrid finance and leasing</li> <li>6. Investment appraisal methods: an overview</li> <li>7. Investment appraisal: application and risk</li> <li>8. Portfolio theory and the capital asset pricing model</li> <li>9. The cost of capital and capital structure</li> <li>10. Dividend policy</li> <li>11. Currency Risk management</li> <li>12. Trade finance</li> <li>13. Terms of payment</li> <li>14. International investment decisions</li> </ol>
Module Teaching Structure <sup>9</sup>	Lectures, case studies, assignments, presentations, excursions, workshop

Particulars (e.g. online content, practical relevance, external lectures etc.)	<ul style="list-style-type: none"> <li>- Corporate and institutional visits, e.g. Deutscher Bankenverband and Ministry of Finance, Berlin</li> <li>- Guest speakers working in the area of finance</li> </ul>
Recommended Literature	<p>Berk J., De Marzo P., "Corporate Finance", Pearson Education Limited, 2019, 5<sup>th</sup> ed.</p> <p>Brealey R., Myers S., Marcus A., "Fundamentals of Corporate Finance", McGraw-Hill Education, 2020, 10<sup>th</sup> ed.</p> <p>Hillier D., Ross S.A., Westerfield R.W., Jaffe J., Jordan B.D., "Corporate Finance", McGraw-Hill Education, 2016, 3rd ed.</p> <p>Shields G., "Corporate Finance: The Ultimate Guide to Financial Reporting, Business Valuation, Risk Management, Financial Management, and Financial Statements", Bravex Publications, 2020</p> <p>Vernimmen P., Quiry P., Dallochio M., Fur Y.L., Salvi A., "Corporate Finance: Theory and Practice", John Wiley &amp; Sons 2018, 5<sup>th</sup> ed.</p>

Module P2.4: Leadership and Management Skills	
Module-No./ Code	P2.4
Module	Leadership & Management Skills
Semester or Trimester	2 <sup>nd</sup> Semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	
Applicability of the Module for other Modules and Programmes <sup>4</sup>	This module is relevant for all fields of business studies, but in particular well matched with the following modules: International Management, International Marketing Management and International Strategic Management
Module Leader	Prof. Dr. Markus Holz
Professors/Lecturers	Prof. Dr. Markus Holz / Dr. Peter Stolze
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 34.5 hours self-preparation for the examination 80 hours self-study 0.5 hours presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Presentation (20 minutes)  Assignment (20-22 pages w/o agenda and literature list)
Percentage of the Grade in the Final Grade	Presentation and Assignment (100%)

Aims of the Module <sup>8</sup>	<p>The participants have to obtain:</p> <ol style="list-style-type: none"> <li>1. a fundamental understanding of the basics of leadership, leadership principles, leadership processes and leadership systems as well as a leadership training. This includes the learning by case-studies and group-work.</li> <li>2. a comprehensive overview of needed management skills in lectures and by practical training. This includes a basic understanding of the psychology of human beings and their behavior in various situations in business life, communication-theory, management behavior and attitude in groups and in inter-culturally influenced business situations as well as a fundamental understanding of organizations and their role as a tool for management practices. The reengineering and the change management in companies as a special challenge for management behavior will be highlighted, too.</li> </ol> <p>All the above points are discussed from an international perspective, each of the lecturers themselves have more than 20 years of international leadership experience.</p>
Module Contents <sup>8</sup>	<ol style="list-style-type: none"> <li>1. Leadership – an international and intercultural perspective <ul style="list-style-type: none"> <li>- Characteristics of Leadership</li> <li>- Instruments to lead</li> <li>- Psychology of Leadership</li> <li>- Historical Examples of Leadership</li> <li>- Ethics of Leadership</li> <li>- Training for Leadership</li> </ul> </li> <li>2. Management Skills – an international and intercultural perspective <ul style="list-style-type: none"> <li>- Psychology of human beings, behavior in groups, manager’s attitude</li> <li>- Communication theory</li> <li>- Intercultural situations/multinational organizations</li> <li>- Organization theory/ Flow of information in organizations/Decision making processes</li> <li>- Re-engineering of organizations</li> <li>- Change management</li> </ul> </li> </ol>
Module Teaching Structure <sup>9</sup>	Lectures, case studies, assignments, presentations, excursions, workshops
Particulars (e.g. online content, practical relevance, external lectures etc.)	

Recommended Literature	<p><b>1. Leadership:</b></p> <p>Bennis/Nanus, Leaders, New York 2007, ISBN 978-0-06-055954</p> <p>Cashman, Leadership from the inside out, San Francisco/CA 2008, ISBN 978-1576755990</p> <p>Gordon, Leaders Effectiveness Training, New York 2001, ISBN 978-1-101-09727-4</p> <p>Kouzes/Posner, The Leadership Challenge, San Francisco/CA 2002, ISBN 0-7879-6833-1</p> <p>Vannoy/Ross, Stomp the Elephant in the Office, Wister &amp; Willows, 2008, ISBN 10: 0979376807</p> <p><b>2. Management Skills:</b></p> <p>Communication for managers, New York 1993, ISBN 978-0538834759</p> <p>Communication Skills for Project Managers, New York 2009, ISBN 978-0814410530</p> <p>Green, Change Management, Philadelphia 2007, ISBN 978-0-7494-4507-2</p> <p>Goleman, Emotional Intelligence, New York 1995, ISBN 0-553-84007-X</p> <p>Pugh, Organization Theory: Selected Readings, London 1997, ISBN 014-02-5024-7</p> <p>Tirole, The Theory of Industrial Organizations, San Francisco/CA 1988, ISBN 0-262-20071-6</p>
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Module P2.5: Corporate Project Management II	
Module-No./ Code	P2.5
Module	Corporate Project Management II
Semester or Trimester	2 <sup>nd</sup> semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	Module Corporate Project Management I
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Advanced module for the MBA curriculum
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Prof. Dr. Cornelia Scott / Dr. Halina Łyszcza
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 35.5 hours self-preparation for the examination 80 hours self-study (project research, report) 0.5 hours presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Project  The project development and development of the individual student both in a professional and personal context are monitored closely and continuously by the business partner and in particular the academic supervisor. The client/consultant/project team relationship is practiced by creating role play situations and regular feedback is given.
Percentage of the Grade in the Final Grade	Project + Presentation (100%)

<p>Aims of the Module<sup>8</sup></p>	<ul style="list-style-type: none"> <li>• Effectively select, plan, implement, control, monitor, assess &amp; terminate projects</li> <li>• Manage schedule and budget of projects with a view to achieve pre-assigned goals of organization</li> <li>• Learn project proposal development and cost benefit analysis for a project</li> <li>• Learn economic, financial, technical and managerial feasibility of projects</li> <li>• Intercultural perspective to project management</li> <li>• Real-life case study: <ul style="list-style-type: none"> <li>- topical and internationally oriented</li> <li>- Marketing, Finance and international management relevance</li> <li>- touches on all major areas of value chain management</li> </ul> </li> </ul>
<p>Module Contents<sup>8</sup></p>	<p><b>Knowledge Areas (Part II)</b></p> <ul style="list-style-type: none"> <li>• Cost Management</li> <li>• Quality Management</li> <li>• Risk Management</li> <li>• Integration Management</li> </ul> <p><b>Fundamental Process Groups (Part II)</b></p> <ul style="list-style-type: none"> <li>• Executing Process Group</li> <li>• Monitoring and Controlling Process Group</li> <li>• Closing Process Group</li> </ul>
<p>Module Teaching Structure<sup>9</sup></p>	<p>Lectures, case studies and presentations of the results role play</p>
<p>Particulars (e.g. online content, practical relevance, external lectures etc.)</p>	<p>Corporate visits to the corporate partner hosting the project</p> <p>Meetings with managers and employees from the company or institution hosting the project</p> <p>Guest lectures by managers/employees from the company</p> <p>Regular online contact with the employees involved in the project</p> <p>Best candidates are generally given the opportunity to do an internship and/or master dissertation with corporate partners</p>
<p>Recommended Literature</p>	<p>Pinto J.K., "Project Management: Achieving Competitive Advantage", Pearson Education Limited, 2020, 5<sup>th</sup> ed.</p> <p>Project Management Institute, "Agile Practice Guide", Project Management Institute, 2017, 1<sup>st</sup> ed.</p> <p>Project Management Institute, "A Guide to the Project Management Body of Knowledge (PMBOK® Guide)", Project Management Institute, 2017, 6th ed.</p>

	<p>Rathinam M., "Mastering Quality Management", Matthew Rathinam, 2020</p> <p>Stanley J.C., Gross E.D., "The Project Management Handbook: Simplified Agile, Scrum and DevOps for Beginners", Prosper Consulting Inc., 2020, 1<sup>st</sup> ed.</p> <p>Toyoda R., "Project Management", Ricky Toyoda, 2020.</p> <p>Additional relevant literature depending on the current project area</p>
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<b>Module P3.1: International Strategic Management</b>	
Module-No./ Code	P3.1
Module	Strategic Management
Semester or Trimester	3 <sup>rd</sup> Semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Of elementary importance as it brings together different functional areas of business studies that were previously taught in the MBA course separately (e.g. marketing, communication, finance, accounting, human resources management etc.). Furthermore, economic implications for the business environment are also discussed. Consequently this module is useful for the major business studies subjects and also economically orientated modules.
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Prof. Dr. Cornelia Scott
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 35.5 hours self-preparation for the exam 80 hours self-study 0.5 hours presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Presentation (20 minutes) Group Assignment (20 – 22 pages incl. literature list)
Percentage of the Grade in the Final Grade	Presentation and Assignment (100%)

Aims of the Module<sup>8</sup>

Course participants will learn to:

- Appreciate the contribution that strategy can make to successful performance and recognise the key characteristics of an effective strategy and understand the basic framework of strategy analysis.
- Understand how strategy is made within organizations and the role played by strategic planning systems.
- Appreciate the role of values, mission and vision in formulating and implementing strategy
- Identify the main structural features of an industry that influence competition and profitability and use evidence on structural trends within industry to forecast changes in competition and profitability in future.
- Analyse competition and customer requirements in order to identify opportunities for competition advantage within an industry – the key success factors.
- Appreciate the role of firm's resources and capabilities as a basis for formulating strategy and identify and appraise the resources and capabilities of a firm in an international environment.
- Evaluate the potential for a firm's resources and capabilities to confer sustainable competitive advantage and use the results of resource and capability analysis to formulate strategies that exploit internal strengths while defending against internal weaknesses.
- Distinguish the two primary types of competitive advantage: cost advantage and differentiation advantage.
- Understand and formulate differentiation, recognize its different forms and appreciate its potential for creating competitive advantage.
- Recognize and identify key success factors in the different stages of industry development and understand the factors that drive the process of industry evolution.
- Use the tools of industry analysis to examine the impact of internationalization on industry structure and competition and make analytical diversification decisions.

Module Contents <sup>8</sup>	<ol style="list-style-type: none"> <li>1. Introduction - The concept of (international) strategy</li> <li>2. The tools of (international) strategy analysis <ol style="list-style-type: none"> <li>2.1 Goals, values, and performance</li> <li>2.2 Industry analysis</li> <li>2.3 Competitive analysis and the industry</li> <li>2.4 Analyzing resources and capabilities</li> <li>2.5 Developing resources and capabilities</li> <li>2.6 Organization structure and management systems – strategy implementation</li> </ol> </li> <li>3. The analysis of competitive advantage <ol style="list-style-type: none"> <li>3.1 The nature and sources of competitive advantage</li> <li>3.2 Cost advantage</li> <li>3.3 Differentiation advantage</li> </ol> </li> <li>4. Business strategies in different industry contexts <ol style="list-style-type: none"> <li>4.1 Industry evolution and strategic change</li> <li>4.2 Technology-based industries and the management of innovation</li> <li>4.3 Competitive advantage in mature industries</li> </ol> </li> <li>5. International corporate strategy <ol style="list-style-type: none"> <li>5.1 Vertical integration and the scope of the firm</li> <li>5.2 Global strategies and the multinational corporation</li> <li>5.3 Diversification strategy</li> <li>5.4 Implementing corporate strategy: Managing the multi- business firms</li> <li>5.5 Current trends in strategic management</li> </ol> </li> </ol>
Module Teaching Structure <sup>9</sup>	Lectures, case studies, assignments, presentations, excursions, workshop.
Particulars (e.g. online content, practical relevance, external lectures etc.)	
Recommended Literature	<p>Collis D., “International Strategy: Context, Concepts and Implications”, John Wiley &amp; Sons, 2014.</p> <p>Ghemawat P., “Redefining Global Strategy”, Harvard Business Review Press, 2018.</p> <p>Grant, R. M., Contemporary Strategy Analysis, 9<sup>th</sup> Edition, 2015, Wiley &amp; Sons.</p> <p>Morschett D., Schramm-Klein H., Zentes J., “Strategic International Management: Text and Cases”, Springer Gabler, 2015, 3<sup>rd</sup> ed.</p> <p>Schmid S., “Internationalization of Business”, Springer international publishing, 2018.</p>

Module P3.2: Management Game	
Module-No./ Code	P3.2
Module	Management Game
Semester or Trimester	3 <sup>rd</sup> Semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Compulsory (core)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	Basic knowledge of economics
Applicability of the Module for other Modules and Programmes <sup>4</sup>	
Module Leader	Prof. Dr. Markus Holz
Professors/Lecturers	Prof. Dr. Markus Holz
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 36 hours self-preparation for the exam 80 hours self-study
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Assignment  The assignment should include the presentation and discussion of the business results as well as the group dynamic processes during the management game.
Percentage of the Grade in the Final Grade	Assignment (100%)

<p>Aims of the Module<sup>8</sup></p>	<ul style="list-style-type: none"> <li>- Aptitude towards holistic, complex reasoning/thinking</li> <li>- Training of the decision making competency</li> <li>- Complex application of theory on the various areas of business</li> <li>- Development of social competency under teamworking environment</li> <li>- Method competency</li> <li>- Case studies of decision making in the areas of Marketing, Distribution, Sales, Production, Procurement and Financing</li> <li>- Development of business strategies</li> <li>- Business and Financial Analysis</li> </ul>
<p>Module Contents<sup>8</sup></p>	<p>Complex simulation of business decision making for multiple products on diverse markets (Marketing-Mix, Production, Purchasing, Personnel, Financing etc.) with the aid of special computer software.</p> <p>The module comprises a theoretical introduction to simulation and management games. Based on a more conceptual framework, students are acquainted with the fundamentals of working with simulations and business models.</p> <p>Working with the management game/marketing simulation from Harvard Business Publishing (e.g. Managing Segments and Customers), students are required to form an opinion about marketing strategies, operations strategies, human resources etc. in a general management approach. As the game as such is being played in several iterations, students have to prepare a written opinion about the strategies they choose and about optional changes they are considering in the following iterations.</p> <p>Working with this simulation tool, students also learn about complexity management. There are no definite answers on as to “yes” or “no” – moreover management decisions need to be based on critical reasoning and on a sound judgement of business indicators.</p>
<p>Module Teaching Structure<sup>9</sup></p>	<p>Interactive Business Game Simulation over many quarters in small groups.</p> <p>Students prepare their decisions individually before they consolidate their opinions with the teammates. There are several teams. As the students form their opinions about the strategies they choose, they will work in several iterations throughout the game. The game as such can be played in many iterations.</p>

<p>Particulars (e.g. online content, practical relevance, external lectures etc.)</p>	<p>Combination of applied economic knowledge with the requirements of the Game Simulation Programme.</p> <p>Special Simulation software from Harvard Business Publishing</p>
<p>Recommended Literature</p>	<p>Management Game Handbook from Harvard Business Publishing introducing the case study.</p> <p>Various internet resources provided during the lectures.</p> <p>Selected reference materials as preparatory reading to understand the various concepts required for the simulation game.</p>

Module W1.1: International Human Resources Management	
Module-No./ Code	W1.1
Module	International Human Resources Management
Semester or Trimester	1 <sup>st</sup> Semester
Duration of Module <sup>1</sup>	One Semester
Type of Course (core, optional etc.)	Optional (voluntary)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	Basic knowledge in business studies. No previous knowledge in HRM is required.
Applicability of the Module for other Modules and Programmes <sup>4</sup>	On the whole this subject is relevant for all fields of business studies, but is particularly well matched with the following subjects: Leadership and Management Skills, International Management and Strategic Management
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Prof. Dr. Cornelia Scott / Mr. Pascal Döring
Language	English
ECTS-Credits <sup>5</sup>	5 credits
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 35.5 hours self-preparation for the exam 80 hours self-study 0.5 hours presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Presentation (20 min)
Percentage of the Grade in the Final Grade	Presentation and reports based on the presentation. (100%)

Aims of the Module<sup>8</sup>

Course participants learn to:

Define key terms in international human resources management (IHRM) and outline the differences between domestic and international human resource management and develop HR structural responses to international growth, and control and co-ordination mechanisms.

Learn to manage people and understand the role of HRM in sustaining international business operations and growth with regard to issues relating to the various approaches to staffing foreign operations, reasons for using international assignments: position filling, management development and organizational development. Comprehend the role of expatriates and non-expatriates in supporting international business activities.

Understand the challenges of recruitment and selection activities in an international context e.g. reasons for expatriate failure, selection criteria for international assignments and diversity management questions in expatriate activities.

Examine and understand how the international assignment is a vehicle for both training and development. The role of training in preparing and supporting personnel on international assignments is also discussed.

Analyse the complexities that arise when firms move from compensation at the domestic level to compensation in an international context and examine recent developments and global compensation issues.

Discuss key issues in industrial relations and the policies and practice of multinationals.

Comprehend multinational performance management at the global and local level: considering aspects such as non-comparable data, the volatility of the global environment, the effect of distance and level of subsidiary maturity.

Furthermore, during the course students work on real life case studies in different areas of IHRM in inter-cultural groups. Students not only develop their vocational skills during this course but also work on their soft skills. Personal recruiting skills are also practiced in the form of an assessment centres undertaken with corporate partners

Module Contents <sup>8</sup>	<ol style="list-style-type: none"> <li>1. The multinational context <ol style="list-style-type: none"> <li>1.1 Introduction: the context of IHRM</li> <li>1.2 The organizational context</li> <li>1.3 IHRM: sustaining international business operations</li> </ol> </li> <li>2. Managing and supporting international assignments <ol style="list-style-type: none"> <li>2.1 Recruiting and selecting staff for international assignments</li> <li>2.2 Training and development</li> <li>2.3 Compensation</li> <li>2.4 Re-entry and career issues</li> </ol> </li> <li>3. Global HR issues <ol style="list-style-type: none"> <li>3.1 HRM in the host country context</li> <li>3.2 Industrial relations</li> <li>3.3 Performance management</li> <li>3.4 IHRM trends and future challenges</li> </ol> </li> </ol>
Module Teaching Structure <sup>9</sup>	Lectures, online lectures, case studies, seminar, assignments, presentations, workshops
Particulars (e.g. online content, practical relevance, external lectures etc.)	<p>Excursion: Graduate Recruiting Trade Fair in Köln (Nov annually)</p> <p>Recruiting trade fair at our University, Köthen</p> <p>Online lectures/seminars with experts (e.g. in diversity management)</p> <p>Guest speakers on the challenges of international human resources management</p>
Recommended Literature	<p>Brewster C., Houldsworth E., Sparrow P. "International Human Resource Management", Chartered Institute of Personnel Development, 2016, 4<sup>th</sup> ed.</p> <p>Dowling P., Festing M., Engle A., "International Human Resource Management", Cengage Learning, 2013, 6<sup>th</sup> ed.</p> <p>Illes P., Zhang C., "International Human Resource Management: A Cross-Cultural and Comparative Approach", Chartered Institute of Personnel Development, 2013.</p> <p>Reiche B. S., Harzing A., Tenzer H., "International Human Resource Management", Sage Publications Ltd., 2019, 5<sup>th</sup> ed.</p> <p>Tarique I., Briscoe D., Schuler R., "International Human Resource Management: Policies and Practices for Multinational Enterprises", Taylor &amp; Francis, 2016, 5<sup>th</sup> ed.</p>

**Module W1.2: Controlling and Reporting**

Module-No./ Code	W1.2
Module	Controlling & Reporting
Semester or Trimester	2 <sup>nd</sup> Semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Optional (voluntary)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	
Applicability of the Module for other Modules and Programmes <sup>4</sup>	On the whole this subject is relevant for all fields of business studies, but is particularly well matched with the following subjects: International Accounting and Finance Analysis, International Strategic Management, Corporate Finance and Investment.
Module Leader	Prof. Dr. Markus Holz
Professors/Lecturers	Prof. Dr. Markus Holz
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 34.5 hours self-preparation for the exam 80 hours self-study 1.5 hours written examination
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Written examination (90min)
Percentage of the Grade in the Final Grade	100% written examination

Aims of the Module <sup>8</sup>	<p>The participants will obtain</p> <ol style="list-style-type: none"> <li>1. A fundamental understanding of the basics of controlling and reporting. They will understand instruments of controlling and can identify the value of controlling for the corporate life. Further on they get to know the lead function of controlling and will learn to differentiate between the key performance indicators in various branches and about their level of relevance.</li> <li>2. Comparing and evaluating mechanism how to guide a company through key performance indicators, which support the decision maker in their daily practice to adopt their strategy according to the ever-changing boundary conditions and their ability to steer the company.</li> <li>3. Develop a professional and adequate use of the instruments and KPI of controlling.</li> </ol>
Module Contents <sup>8</sup>	<ol style="list-style-type: none"> <li>1. Controlling <ol style="list-style-type: none"> <li>1.1 Overview, history of controlling</li> <li>1.2 Steering the company by results, cash flow, profitability, shareholder value/value management</li> <li>1.3 Cost accounting and results accounts</li> <li>1.4 Evaluating/comparing relevant cost accounting systems</li> <li>1.5 Cost allocation sheet</li> <li>1.6 Cost effective and investment analysis</li> </ol> </li> <li>2. Reporting <ol style="list-style-type: none"> <li>2.1 Key performance indicators, their definition, and their role for steering a company</li> <li>2.2 Reporting/management information systems/ cockpit systems</li> <li>2.3 Business cases</li> <li>2.4 Different reporting systems and structures</li> </ol> </li> </ol>
Module Teaching Structure <sup>9</sup>	Lectures, case studies, assignments, presentations, excursions, workshops
Particulars (e.g. online content, practical relevance, external lectures etc.)	
Recommended Literature	<p>Weber, Introduction to Controlling, Stuttgart 2008, ISBN 978-3791027593</p> <p>Bhimani et.al., Management and Cost Accounting, New Jersey 2012, ISBN 978-0-273-75745</p> <p>Parmenter, Key Performance Indicators, New Jersey 2007, ISBN 978-0-470-09588-1</p>

Module W2.1: Strategic Logistics Management	
Module-No./ Code	W2.1
Module	Strategic Logistics Management (SLM)
Semester or Trimester	2 <sup>nd</sup> semester
Duration of Module <sup>1</sup>	One semester
Type of Course (core, optional etc.)	Optional (voluntary)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	It is recommended that students familiarize with the modules „International Economic Theory and Policy“, „Economic Statistics and Analytical Skills“, and at least one further module from the 1. Semester.
Applicability of the Module for other Modules and Programmes <sup>4</sup>	The module SLM corresponds with the modules „International Management“, „International Marketing Management“ in the 1./3. Semesters, respectively. It also corresponds to the elective module “International Human Resource Management”.
Module Leader	Prof. Dr. Markus Holz
Professors/Lecturers	Prof. Dr. Markus Holz
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 34.5 hours self-preparation for the exam 80 hours self-study 1.5 hours written examination
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Written examination (90 Minutes)
Percentage of the Grade in the Final Grade	100% written examination
Aims of the Module <sup>8</sup>	Students shall develop a sound understanding of the cause-effect-cause-ratios of strategic logistics, also in an international context. To this end, preparations for the lecture and for the exam include case studies and best practice examples.

	<p>There is no uniform “right or wrong”-approach.</p> <p>Moreover, students shall acquaint themselves with the dynamics and complexities of modern management issues – as portrayed by topics of strategic logistics. To this end, from a methodological point of view, students shall also develop an understanding of system theory, system thinking, and system dynamics.</p> <p>In order to complement this learning goal, students shall develop an understanding that issues of strategic logistics are highly and deeply linked to overriding strategic issues, e.g. environment management issues. Therefore, the teaching approach does also incorporate contents from social sciences and natural sciences.</p>
Module Contents <sup>8</sup>	<ul style="list-style-type: none"> <li>• Systems theory and systems thinking</li> <li>• System dynamics</li> <li>• Cause-effect-cause relations</li> <li>• Strategic conceptualization of logistics management</li> <li>• Case studies and best practice examples</li> <li>• Own problem-solving approaches from the students</li> <li>• Synergetics and biology with respect to logistics</li> <li>• Management and conceptualization issues</li> </ul>
Module Teaching Structure <sup>9</sup>	<p>Primary mode of teaching/instruction is by means of lectures in a classroom context. Moreover, phases and elements of self-paced study and case study exercises are being woven into the course of the instruction.</p>
Particulars (e.g. online content, practical relevance, external lectures etc.)	<p>Guest speakers from internationally renowned companies and research institutions to further enhance the learning experience of the students.</p>
Recommended Literature	<p>Students receive up-to-date and current references and sources, both in paper and electronically, during the course of the lectures. These sources and references are updated regularly each term.</p>

**Module W2.2: Entrepreneurial Management**

Module-No./ Code	W2.2
Module	Entrepreneurial Management
Semester or Trimester	2 <sup>nd</sup> Semester
Duration of Module <sup>1</sup>	One Semester
Type of Course (core, optional etc.)	Optional (voluntary)
where applicable, Courses of the module*	
Frequency of the Module <sup>2</sup>	Annually (once/academic year)
Prerequisite Qualifications <sup>3</sup>	MBA Admission Test qualification
Applicability of the Module for other Modules and Programmes <sup>4</sup>	Offers a logical basis for all other modules
Module Leader	Prof. Dr. Cornelia Scott
Professors/Lecturers	Prof. Dr. Cornelia Scott / Mr. Pascal Döring
Language	English
ECTS-Credits <sup>5</sup>	5
Total Workload and its Components (e.g. self-study + contact time) <sup>6</sup>	Hours total: 150 hours of which: 34 hours presence 35.5 hours self-preparation for the exam 80 hours self-study 0.5 hours presentation
SWS	3
Type of Examination/Prerequisites <sup>7</sup>	Presentation (20 minutes) and Assignment
Percentage of the Grade in the Final Grade	Presentation and Assignment (100%)

<p>Aims of the Module<sup>8</sup></p>	<p>Course participants obtain:</p> <p>An understanding about the importance of entrepreneurship and the small business sector in a broad economic and social perspective and to analyse the environment in which entrepreneurs operate.</p> <p>Investigate the relevance of strategic management in the creation and planning of the entrepreneurial small business. Furthermore, the diversity of small business types is explored, including start-ups, franchises, buying a business and the legal forms. This analysis is undertaken from an international perspective.</p> <p>Evaluate how entrepreneurial businesses work in practice, focusing on the development, growth and exit stages through key functions of managing people, resources, marketing, and capital and evaluate the business opportunities, analyse the feasibility and develop business plans in an international business environment.</p>
<p>Module Contents<sup>8</sup></p>	<ol style="list-style-type: none"> <li>1. Understanding small business and entrepreneurship <ol style="list-style-type: none"> <li>1.1 Small business in the economy</li> <li>1.2 Entrepreneurship, the entrepreneur and the owner-manager</li> <li>1.3 The small business and entrepreneurial environment</li> <li>1.4 Innovation and the marketplace</li> <li>1.5 Information and support</li> </ol> </li> <li>2 Creating the entrepreneurial small business <ol style="list-style-type: none"> <li>2.1 Business planning</li> <li>2.2 Successful small business strategies</li> <li>2.3 Start-ups and franchises</li> <li>2.4 Buying an existing business</li> <li>2.5 Forming and protecting a business</li> </ol> </li> <li>3 Managing the entrepreneurial small business <ol style="list-style-type: none"> <li>3.1 Management of people and resources</li> <li>3.2 Marketing</li> <li>3.3 Money</li> <li>3.4 Business exists and realizing value</li> </ol> </li> </ol>
<p>Module Teaching Structure<sup>9</sup></p>	<ul style="list-style-type: none"> <li>- Lecture</li> <li>- Practice/exercises</li> <li>- Discussions</li> <li>- Group work</li> <li>- Application of modern media</li> <li>- Self-study</li> </ul>

Particulars (e.g. online content, practical relevance, external lectures etc.)	
Recommended Literature	<p>Bygrave, W., Zacharakis, A., Entrepreneurship, Wiley &amp; Sons, 2010, 2<sup>nd</sup> Edition,</p> <p>Chaston I. 'Entrepreneurial Management in Small Firms', Sage Publications, 2010.</p> <p>Drucker, P., Innovation &amp; Entrepreneurship, Harper Business, Reprint 2006.</p> <p>Morris M., Kuratko D., Cavin G. 'Corporate Entrepreneurship and Innovation', Cengage Learning, 2010, 3<sup>rd</sup> ed.</p> <p>Ramirez R., Selsky J., der Heijden K., Cable V. 'Business Planning for Turbulent Times', Routledge, 2010, 2<sup>nd</sup> ed.</p> <p>Stoke, D., Wilson, N.: Small business management entrepreneurship, 7<sup>th</sup> Edition, Thomson, 2017.</p> <p>White Paper „Work 4.0 - Re-imagining Work“, Federal Ministry of Labour and Social Affairs, March 2017.</p>