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Module: 1	Title of module: Language Competence	
Module Coordinator: Mrs. Marion Winter (M.A)		
Qualification level: Master	Semester: I.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 56 Self study / h: 69
Duration and Frequency: 1 time / Winter Semester only		Language: Mandarin / Russian / German
Qualification objectives / Competences:	<p>The module aims to give the students the ability to communicate for effective business activities either within the Asian or Western European or Central and Eastern region (the focus is chosen by the students).</p> <p>At the end of the course the participant will have the knowledge to the basic grammar of the relevant language, furthermore writing, pronunciation, listening, speaking and reading. The students of the course have the competence to do business in the respective society and culture.</p>	
Contents of module:	Language Competence Mandarin Language Competence Russian Language Competence German	
Form of module:	Lecture Seminar	
Teaching methods:	Lecture Dialogs Asking questions Narration Presentation Self-Study Repetition and consolidation	
Requirements for the award of credits points:	Final exam (written / oral) / 90 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: Language Competence Mandarin (Focus Asia)	
Instructor: Mrs. Estella Wen (M.A)		
Qualification level: Master	Semester: I.	Course type: Elective Course
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 56
		Self study / h: 69
Duration and Frequency: 1 time / Winter Semester only		Language: Mandarin
Qualification objectives / Competences:	<p>At the end of the semester students have a fairly good pronunciation and the ability to write in Pinyin, to speak in Chinese on simple topics of everyday life; to understand basic grammatical structures in Mandarin.</p> <p>By attending this course students will have basic language skills and knowledge. They will have the knowledge to do business in Chinese speaking countries in the following subject areas:</p> <ul style="list-style-type: none"> - meeting and greeting - business meetings - communication style - Chinese dining etiquette 	
Contents of course:	<p>This course provides timeless topics as a foundation.</p> <p>The Seminar begins with an introduction to the sound system of Mandarin Chinese and moves on to the training of basic skills in listening, speaking, reading and writing.</p> <p>Moreover, the focus will be set on accurate pronunciation as the most important step for speaking and understanding Mandarin. The Course has an additional aim of introducing various aspects of Chinese society and business culture to the students.</p>	
Form of course:	Lecture Seminar	
Teaching methods:	Teaching language: Mandarin Lecture Dialogs Asking questions Narration Demonstration Elements of NLP Self-Study	
Literature:	<ul style="list-style-type: none"> - Wang-Sommerer, Ju; Crashkurs Chinesisch für Geschäftsleute; Ernst Klett Sprachen; Stuttgart 2009; ISBN 858-9783125288560 - Zißler-Gürtler, Dagmar: Fit in Chinesisch; Cornelsen, Berlin 2013; ISBN 978-3-589-01922-9 - For self study: <ul style="list-style-type: none"> o Chen, Ru, Zhu, Xiao-Ya: Common Chinese Patterns 330; Bookman Books, Taipei 2012; ISBN 978-957-445-476-1 o Zhenhua, Guo: A Concise Chinese Grammar; Peace Book, Hong Kong 2003; ISBN 962-238-329-7 	

Course: 2	Title of course: Language Competence German (Focus WE)	
Instructor: Ms. Marion Winter (M.A)		
Qualification level: Master	Semester: I.	Course type: Elective Course
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 56
		Self study / h: 69
Duration and Frequency: 1 time / winter semester only		Language: German
Qualification objectives / Competences:	<p>The Course will help non-german speakers to systematically develop German language skills (listening, speaking, reading and writing). In the classroom sessions the students will interact in German in communicative learning scenarios. The students will also gain insight into the culture of German speaking countries and further develop intercultural skills.</p> <p>At the end of the course students have basic language skills and knowledge to do business in German speaking countries. The students have the competence to communicate in business meetings, they have the background about meeting and greeting and everything about the communication style in German speaking countries.</p>	
Contents of course:	<p>Teaching basics and advanced knowledge of German language: Grammar, phonetics, vocabulary as well as training for communication skills</p> <ul style="list-style-type: none"> - Text comprehension - Listening comprehension - Conversation and development of writing skills to handle everyday situations - Regional studies of German history and institutions including Geography and politics 	
Form of course:	Lecture Seminar	
Teaching methods:	<p>Teaching language: German only</p> <p>Lecture Dialogs Asking questions Narration Presentation Self-Study Repetition and consolidation</p>	
Literature:	<ul style="list-style-type: none"> - „Themen aktuell“ Band 1 A-Level, Kursbuch und Arbeitsbuch, ISBN: 978-3-19-181690-2 - „Hören und Sprechen“ A1, 978-3-19-507493-3, Hueber Verlag - „Lesen und Schreiben“ A1, 978-3-19-457493-9, Hueber Verlag - Reimann, M: Grundstufengrammatik, 3-19-001575-9, Hueber Verlag - additional papers will be announced 	

Course: 3	Title of course: Language Competence Russian (Focus CEE)	
Instructor: Mrs. Dipl. Betriebswirtin (FH) Nelli Werbik		
Qualification level: Master	Semester: I.	Course type: Elective Course
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 56
		Self study / h: 69
Duration and Frequency: 1 time / Winter Semester only		Language: Russian
Qualification objectives / Competences:	At the end of the semester students are expected to have a fairly good pronunciation and the ability to write in Cyrillic, all the individual syllables in the phonetic system of Russia. They will have the competence to speak in Russia on simple topics of everyday life; to understand basic grammatical structures and to recognize and to write approximately 500 characters.	
Contents of course:	This course offers an introduction to Russia. The Seminar begins with an introduction to block capitals and cursive writing of Cyrillic as well as to the peculiarity of Russia pronunciation. Then it moves on to the training of basic skills in listening, speaking, reading and writing. Moreover, the focus will be set on accurate pronunciation as the most important step for speaking and understanding Russian. The Course has an additional aim of introducing various aspects of Russia society and culture to the students.	
Form of course:	Lecture Seminar	
Teaching methods:	Teaching language: Russian Lecture Dialogs Asking questions Narration Demonstration Elements of NLP Self-Study	
Literature:	<ul style="list-style-type: none"> - Main Text: Langenscheidts Praktisches Lehrbuch Russisch; Band 1; Berlin u.a.1993; ISBN 3-468-26291-4 - Optional: Saprykina, Pribyl; Wirtschaftsrussisch; Sprachen und Kulturen Oldenburg 2004; ISBN 3-486-27555-0 - Borgwardt, May; Russische Übungsgrammatik; - Hueber 1997; ISBN 3-19-004466-X - Other: Add. character writing sheets and materials will be handed out in class 	

Module: 2	Title of module: Managing International Business	
Module Coordinator: Prof. Dr. Reiner Hellbrück		
Qualification level: Master	Semester: I.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 34
		Self study / h: 91
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>The goal of Module 2 “Managing International Business” is to give students a management framework for management in global markets.</p> <p>The economic context for the module is set with the lecture “International Economics”, the student understand the most important principles and concepts of international economics. The knowledge of management theory and practice with focus on management challenges arising from business globalization will be gained in the course “International Management”.</p> <p>Module 2 provides helpful management insights and raises challenging questions with respect to “Intercultural Management” which will be dealt with in detail in Module 4.</p>	
Contents of module:	International Management International Economics	
Form of module:	Lecture Seminar Project Excursion	
Teaching methods:	Lecture Case Studies Student Presentation and Discussions	
Requirements for the award of credits points:	Final exam (written) / 180 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: International Management	
Instructor: Dipl.-Ing. (FH), MBA Thomas Rappel		
Qualification level: Master	Semester: I.	Course type: Compulsory Course
	Total student Workload / h: 62,5	Presence study / h: 17 Self study / h: 45,5
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>The graduate seminar on "International Management" endows students with a profound knowledge of how to grow and manage a company across cultural and country borders.</p> <p>Main focus of the course will be on strategy development, strategy comparison, competition as well as organizational, HR and controlling means in a transnational context. Individual work within class will be employed to enhance learning.</p> <p>Based on that the attendee has the skills and capabilities which are needed by leaders working in a global company.</p>	
Contents of course:	<ul style="list-style-type: none"> - Motivations, means and, mentalities for expanding abroad - Managing conflicting demands, e.g. local responsiveness - Developing strategic capabilities, e.g. with respect to competition - Handling organizational challenges concerning coordination and control - Knowledge creation and leverage on a global basis - Managing across borders focusing on collaboration and cultural influence - Human resources aspects concerning international business 	
Form of course:	Lecture	
Teaching methods:	Lecture Student presentations Group discussions	
Literature:	<ul style="list-style-type: none"> - Lecture charts - Helen Deresky, International Management, 9th edition - Additional readings will be provided as needed, i.e. Case Studies 	

Course: 2	Title of course: International Economics	
Instructor: Mr. Dipl. Betriebswirt (FH) & Wirtschaftspädagoge Johannes De Meuter		
Qualification level: Master	Semester: I.	Course type: Compulsory Course
	Total student Workload / h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>The study of International Economics is getting increasingly important. In the 21st century, nations are more closely linked through trade in goods and services, through flows of money and through investment in each other's economies than ever before.</p> <p>The participant of this course get a basic understanding of the most important principles, concepts and theories which form the basis of international economics and are absolutely relevant to gain a profound understanding of modern economic events.</p> <p>The students earn the competence to analyse the patterns and consequences of transactions and interactions between the inhabitants of different countries, including trade, investment and migration.</p>	
Contents of course:	<ul style="list-style-type: none"> • Gains from trade • Explaining patterns of trade • The effects of government policies on trade • <u>The Gravity model</u> • Borders and trade agreements • Globalization: then and now • <u>Labor Productivity and Comparative Advantage: The Ricardian Model</u> • <u>Trade Policy in Developing Countries:</u> Import substituting industrialization Trade liberalization since 1985 Export oriented industrialization • <u>Developing Countries: Growth, Crisis and Reform</u> 	
Form of course:	Lecture	
Teaching methods:	Lecture Group discussions Solving text problems Looking at short and relevant video clips in which experts talk about international economic issues followed by a group discussion	
Literature:	<ul style="list-style-type: none"> - Lecture and case studies slides will be handed out in class - Copies of selected text from Krugman/Obstfeld, International Economics, 2011 9th edition - Additional readings and mathematical transcripts will be provided 	

Module: 3	Title of module: Strategic Competences	
Module Coordinator: Prof. Dr. Uwe Sponholz		
Qualification level: Master	Semester: I.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 34 Self study / h: 91
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>The goal of Module 3 “Strategic Competences” is to give students a strategic and operational management framework for acting in international markets.</p> <p>Management theory and practice is then explained in two steps: Generally (“Strategic Management”), based on consideration of resources and an assessment of the internal and external environments in which the organization competes and with a focus on operations (“Operations Strategy”).</p> <p>Module 3 provides helpful management insights and raises challenging questions with respect to “Intercultural Management” which will be dealt with in detail in Module 4.</p>	
Contents of module:	Strategic Management Operations Strategy	
Form of module:	Lecture Seminar Project Excursion	
Teaching methods:	Lecture Case Studies Student Presentation and Discussions	
Requirements for the award of credits points:	Final exam (written) / 180 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: Strategic Management	
Instructor: Prof. Dr. Uwe Sponholz		
Qualification level: Master	Semester: I.	Course type: Compulsory Course
	Total student Workload / h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>The course will start with a brainstorming and introduction session to evaluate your foreknowledge. In addition we will clarify what belongs to the terms strategy and strategic management. The last part of the first session will explain the concept of strategic management.</p> <p>The students will have theoretical input about strategic analysis and the tools we use recently to conduct a strategic analysis ending up with a SWOT analysis.</p> <p>At the end of this course students will have the knowledge about the difference between corporate and business strategies and they will be empowered to formulate a strategy by involving the concepts of strategic planning and strategic thinking.</p>	
Contents of course:	<ul style="list-style-type: none"> - Basics: Vision – Mission – Strategy; Strategy Development Process; the Nature of Strategy; Typology of Strategies) - Findings of Strategy Research: Life Cycle Concept; Learning Curve; PIMS - Strategic Frameworks: Market Product Matrix ; Market Portfolio; Technological Portfolio; Porter´s Five Forces; Concept of Core Competencies; <p>Standard Strategies: Market Segmentation; Market Stimulation; Timing-Strategy; Competitive Strategy; Internationalization</p>	
Form of course:	Lecture Project	
Teaching methods:	Lecture Student presentations Group discussions	
Literature:	<ul style="list-style-type: none"> - Kim, Chan W. & Mauborgne, Rene: The Blue Ocean Strategy, Harvard Business Press 2005 - Mintzberg, Henry et al.: The Strategy Process, 4th ed. Pearson Education Limited 2003 - Rothaermel, Frank T.: Strategic Management. Concepts and Cases. International Edition, McGraw-Hill Irwin 2013 - Porter, Michael E. Competitive Strategy, Free Press, New York 1980 - Porter, Michael E. Competitive Advantage, Free Press, New York 1998 - Thompson, Arthur A.; Strickland, A.J. Strategic Management. Concepts and Cases, 13th edition, McGraw Hill, New York 2003 	

Course: 2	Title of course: Operations Strategy	
Instructor: Dr. Klaus Kaplaner		
Qualification level: Master	Semester: I.	Course type: Compulsory Course
	Total student Workload / h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>Students understand the importance and scoping of operations strategy. Different management approaches to operations excellence are known. Today's and future challenges in transforming a corporate strategy into an operations strategy will be identified by the analysis of examples from different industries.</p> <p>Students will be able to discuss the main strategic decisions in operations management and measure results applying relevant key performance indicators. Balancing of competing goals is understood. Group discussions in class as well as individual and teamwork outside of class will be applied to enhance learning.</p>	
Contents of course:	<ol style="list-style-type: none"> 1. Introduction to Operations Strategy 2. It's all about fulfilling Customer Expectations 3. The Competition of Value Chains 4. Supplier Networks and Collaboration 5. Major Approaches to Operations Excellence 6. Supply Chain Simulation 7. Case Studies (different industries) 8. Operations Balanced Score Card 	
Form of course:	Lecture Seminar	
Teaching methods:	Lecture, self-studies, teamwork, simulations, case studies, student presentations, class discussions	
Literature:	<ul style="list-style-type: none"> - Carlzon, Jan, Moments of Truth, Ballinger Publishing, 2001 - Kaplan, Robert S. and Norton, David P., The Balanced Scorecard: Translating Strategy into Action, Harvard Business Press, 1996 - Kaplan, Robert S. and Norton, David P., The Execution Premium: Linking Strategy to Operations for Competitive Advantage, Harvard Business Press, 2008 - Loch, Christoph, et. al., Management Quality and Competitiveness: Lessons from the Industrial Excellence Award, Springer, 2008 - Magee, David, How Toyota Became #1: Leadership Lessons from the World's Greatest Car Company, Penguin Group, 2007 - Ohno, Taiichi and Bodek, Norman, Toyota Production System: Beyond Large-Scale Production, Productivity 	

Module: 4	Title of module: Intercultural Management	
Module Coordinator: Prof. Dr. Gerd Spiesmacher		
Qualification level: Master	Semester: I.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 69 Self study / h: 56
		Language: English
Duration and Frequency: 1 time / Winter Semester only		
Qualification objectives / Competences:	<p>The goal of Module 4 is to provide special competences to manage intercultural teams and organizing the required Human Resources in an intercultural environment. The module enables students on:</p> <ul style="list-style-type: none"> - Enhancing sensitiveness for perceiving personal and cultural differences - Reflecting ones own culture as well as the other/foreign culture - Assessing and experiencing the synergetic potential of intercultural cooperation - Developing personal strategies for successful work in intercultural teams - Prepared to work in project teams as a member and a leader - Proven experience in project companies 	
Contents of module:	Organizational Behaviour Cross Cultural Management International Human Resources Management	
Form of module:	Lecture Seminar Project Excursion	
Teaching methods:	Lecture Exercises Discussion Case Study	
Requirements for the award of credits points:	Participation at all trainings of the course Organizational Behaviour Final exam (written) / 180 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: Organizational Behavior	
Instructor: Prof. Dr. Gerd Spiesmacher		
Qualification level: Master	Semester: I.	Course type: Compulsory Course
	Total student Workload / h: 45	Presence study / h: 35
		Self study / h: 10
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>On basis of this seminar the student will learn more about the fellow participant. The students will gain experience in working on projects in intercultural teams. Furthermore they will enhance the ability to reflect and communicate effectively within the following subject areas</p> <ul style="list-style-type: none"> ○ Project Work & Project Results ○ Human Behavior & Impact on Oneself and Others <p>Additionally the attendee will understand a valuing feedback as a resource.</p>	
Contents of course:	<p>Getting the team started (START) In a 2 day seminar at an external location near Wuerzburg the course meets for the first time. By working together in exercises team members acknowledge intercultural differences and develop common working and learning styles</p> <ol style="list-style-type: none"> 1. Objectives: Forming the total learning team (MBA-Course), encouraging group cohesion 2. Contents <ul style="list-style-type: none"> ▪ Getting acquainted (Fellow Participants, Coaches) ▪ Expectations & Objectives ▪ TMS self assessment ▪ Dealing with Basic Team Issues 3. Methods: Input, exercises, reflection, 2 facilitators <p>Project Team Coaching (PTC) During the first semester according to actual project work, project teams can ask for coaching support. Appointments will be made available to project-/task-groups</p> <ol style="list-style-type: none"> 1. Objective: Dealing with team issues 2. Contents <ul style="list-style-type: none"> ▪ Advanced Team Issues ▪ Storming ▪ Feedback ▪ Problem Solving in Team Processes 3. Methods: Coaching <p>Intercultural Team Building Seminar (ITBS) In a 4 day seminar at an external location members will perform typical team tasks, reflect them, assessing helpful and hindering individual behavior, and acquiring skills and methods to improve performance in an intercultural project team. Students are enabled to form and manage high performance teams</p> <ol style="list-style-type: none"> 1. Objective: Building high performance teams 2. Contents <ul style="list-style-type: none"> ▪ Advanced Team Issues ▪ Norming ▪ Reflecting & Optimizing Team Processes ▪ Applying TMS as a team language and tool for building high performance teams ▪ Developing a Team Charta 3. Methods: Input, exercises, reflection, 2 facilitators, up to 6 training assistants 	

Form of course:	Seminar Coaching Outdoor team training
Teaching methods:	Lecture Exercises followed by reflection Feedback procedure - Comprehensive feedback by instructors
Literature:	<ul style="list-style-type: none"> - McCann, Dick Team Management Systems E-Book Series: Language of Teamwork, Team Management Systems, ISBN: 0-9751203-6-0 - Cohen et al.: Effective Behaviour in Organizations, chapter 13, Publisher: McGraw-Hill/Irwin; 7 edition (December 20, 2002) ISBN-10: 0072880392, ISBN-13: 978-0072880397

Course: 2	Title of course: Cross Cultural Management	
Instructor: Mr. Jerome Dumetz (M.A)		
Qualification level: Master	Semester: I.	Course type: Compulsory Course
	Total student Workload / h: 40	Presence study / h: 15
		Self study / h: 25
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>Globalisation is not simply a fashionable word. Trade, Art, Management theories are, with people, also crossing borders today. Increasingly, business students are and will be facing often-disturbing situations, originating from a foreign culture.</p> <p>The participants of this seminar understand the notion of cultural differences (and similarities). Besides providing tools in identifying cultural dimensions, the lecture is illustrated with real-life examples that give useful cultural hints as well as role-plays and interactive games where the participants may ask all the questions about the alien culture they always wanted to ask without daring to.</p> <p>The attendees recognize how people from differing cultural backgrounds communicate, in similar and different ways among themselves, and how they endeavor to communicate across cultures.</p> <p>Overall, by the end of the course the students will understand that there is not « one » way of managing and organising, as well as better apprehend the other's culture, their own culture and culture differences in general.</p>	
Contents of course:	<p>Cultural Generalities:</p> <ul style="list-style-type: none"> - What is Culture? - Why Cross-Cultural Communication is important today? - A Particularistic society where relationships are stronger than rules or the opposite? - High context culture: a look at diffuse Asian / Russian management - The influence of History and Geography - Time relation - Time Management - The notion of equality in societies - Showing our emotions: Should we smile or not? - Kinesthetic behaviors - What is Culture Transfer (how one's feel)? - Spoken & Body language. - How about my own culture? <p>Society:</p> <ul style="list-style-type: none"> - Symbols, Heroes, Rituals, Values - Etiquette: Telephone, Street, political incorrectness - Education - Health Care System - Home (building & family) - Technology - The way people speak - Nationalism <p>Business:</p> <ul style="list-style-type: none"> - Power - Status - Meetings - Do we separate work and home? - Influence of corporate cultures in Business 	

	<ul style="list-style-type: none"> - Planning - Budget - Contracts - Negotiations - Connections: corruption or Mafia? - Management style <p>Course Outline: Day 1</p> <ul style="list-style-type: none"> - What is Culture? - Why CCM/CCC is important today? - History of CCM (Anthropologists, Hall, Hofstede, Trompenaars) - Culture as an onion (Artefacts, Norms & Values) - The cultural dimensions: (Particularistic, Universalistic, Neutral, Affective, Collectivistic, Individualistic, Diffuse, Specific, Achieved, Ascribed status, Masculine, Feminine, Our relationship towards Nature <p>Day 2</p> <ul style="list-style-type: none"> - Culture Transfer (how one's feel), culture Shock - Language, Body language. - Time. What is time to someone? What does it mean? - Corporate cultures (Guide missile, Eiffel Tour, Incubator, Family) - Influences in HR, Marketing and Team Management - Reconciling cultural differences - Workshop (Barnga) <p>Day 3</p> <p>Negotiation across cultures: how to get prepared and how to minimise mistakes.</p> <ul style="list-style-type: none"> - Etiquette & Politically correct across cultures - Practical tips - THT Workshop (option) - Feedback
Form of course:	Lecture Seminar
Teaching methods:	Lecture Discussion Case Studies Group work
Literature:	<ul style="list-style-type: none"> - Cross-cultural Management Textbook: Lessons from the world leading experts, 2012, by Jerome Dumetz (publ. CreateSpace) - Riding the Waves of Culture: Understanding Diversity in Global Business by Fons Trompenaars, 3rd revised ed., 2012 (publ. Mc Graw Hill) - Cultures and Organisations: Software of the Mind by Geert Hofstede, 3rd ed. 2010 (publ. Mc Graw Hill) - The Silent Language & Beyond Culture by Edward Hall (publ. Anchor Books 1976) - When Cultures Collide: Managing successfully across cultures by Richard D. Lewis (Nicholas Brealey Publishing 2005) - Building Bridges Among the Brics by Robert Crane (publ. Palgrave, Oktober 2014)

Course: 3	Title of course: International Human Resources Management	
Instructor: Prof. Dr. Arnd Gottschalk		
Qualification level: Master	Semester: I.	Course type: Compulsory Course
	Total student Workload / h: 40	Presence study / h: 15
		Self study / h: 25
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>The students of this course understand the nature and significance of HRM. At the end of the course the attendee will have the confidence in their own capacity to effectively impact the HRM process when working across nations.</p> <p>The course empowers the student to manage people within organizations in an international environment, focusing on policies and different systems.</p>	
Contents of course:	<ul style="list-style-type: none"> - Introduction to International HRM (I-HRM) - Strategic Context of I-HRM - International HR Practices - Global Talent Management - Performance Management - Global Leadership - International Organizational Behaviour and Change Management Conclusion and Outlook 	
Form of course:	Lecture	
Teaching methods:	<p>Learning comes from assessing and applying the knowledge of others, asking the right questions, tackling new problems, and communicating as well as implementing practical solutions.</p> <p>In this course a mix of lectures, case studies, group work, presentations, and discussion sessions is employed in order to facilitate learning from these different angles.</p>	
Literature:	<ul style="list-style-type: none"> - BRISCOE, D.; SCHULER, R., TARIQUE, I. (2012): International Human Resource Management –Policies and Practices for Multinational Enterprises. 4th Ed., Routledge. - MONDY, R.W.; MONDY, J.B.: Human Resource Management. 13th Edition. Global Edition. Pearson, ISBN: 978-0-273-78700-6 - YUKL, G. (2010): Leadership in Organizations. 7th Ed. Pearson. 	

Module: 5	Title of module: Doing Business in Asia / Western Europe / Central and Eastern Europe	
Module Coordinator: Asia: Prof. Dr. Manfred Kiesel Western Europe: Prof. Dr. Bruno Diez Central and Eastern Europe: Dr. Rainer Wehner		
Qualification level: Master	Semester: II.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 47 Self study / h: 78
Duration and Frequency: 1 time / Summer Semester only		Language: English
Qualification objectives / Competences:	<p>Students will understand the way how the business runs in the Asian / Western European / Central and Eastern European culture. They will be able to take part in negotiations with Asian / Western European / Central and Eastern European companies. Students will learn to define and to reach objectives with their counterparts within the Region of Destination. Basics will be an overview about the history of the Asian /Western European / Central and Eastern European region. That will help to get a detailed understanding of the development of the different cultures.</p> <p>In practical exercises the students will engage in negotiations with the classmates of the other cultural backgrounds. By visiting companies participants get an insight into business strategies daily work life in practice.</p>	
Contents of module:	Asia / Western Europe / Central and Eastern Europe – Culture, History, Economy Negotiation Skills / Business Strategies Case Studies (Visiting Companies)	
Form of module:	Lecture Seminar Excursion	
Teaching methods:	Lecture Case Study Presentation Discussion	
Requirements for the award of credits points:	Presentation 15 min. Final exam (written) / 180 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: Asia – Culture, History, Economy (Focus Asia)	
Instructor: Dr. Kai-ling Lui		
Qualification level: Master	Semester: II.	Course type: Elective Course
Duration and Frequency: 1 time / Summer Semester only	Total student Workload / h: 40	Presence study / h: 15 Self study / h: 25
		Language: English
Qualification objectives / Competences:	The student will have an overall understanding of Asia's culture, history, society, politics and economy. Furthermore he realizes the connections between culture, history and economy in specific Asian states and the unique features of cultural, historic and economic developments in China, Japan, and Taiwan.	
	Topic 1: Taiwan culture and history in overview Topic 2: Taiwan- Politics and economy in national and global context Topic 3: China- Culture and history Topic 4: China- Politics and economy in national and global context Topic 5: Japan- Culture and history Topic 6: Japan- Politics and economy in national and global context Topic 7: South Asia- Culture and history Topic8: South Asia- Gender Politics in national and global context	
Form of course:	Lecture Seminar	
Teaching methods:	Lecture Case Studies Class discussions and presentations	
Literature:	Will be handed out in class	

Course: 2	Title of course: Negotiation Skills / Business Strategies (Focus Asia)	
Instructor: Dr. Eric Cheng		
Qualification level: Master	Semester: II.	Course type: Elective Course
Duration and Frequency: 1 time / Summer Semester only	Total student Workload / h: 45	Presence study / h: 17 Self study / h: 28
		Language: Englisch
Qualification objectives / Competences:	At the end of this course students have the knowledge about the principles, strategies, and tactics of negotiation. Students will get an insight to various approaches and theories of negotiation developed by the Harvard University. The attendee has the competence to carry on the Chinese negotiation style and to develop basic skills in negotiation with live role play.	
Contents of course:	<p>The Principles of Business Negotiation (The goals and objectives, three Elements of Negotiation, strategies and tactics and role play I)</p> <p>Negotiation Quotient (NQ test and four types of negotiation in NQ)</p> <p>Harvard Negotiation I (The Program on Negotiation (PON), five principles and role play II)</p> <p>Harvard Negotiation II (Positive “NO” Approach, Mutual Gains Approach)</p> <p>Harvard Negotiation III (Problem Solving Approach, 3D Negotiation and role play III)</p> <p>Teaching Video I (Value Negotiation from the movie Money Ball, Gesture and the micro-expressions from the TV program Lie To Me)</p> <p>Teaching Video II Thirteen Days (How to solve the Cuban Missiles by negotiation?, Team work and back channel)</p> <p>The Chinese Negotiation I The Positive Side (The Confucianism and the Chinese cultures and eight elements in the Chinese negotiation)</p> <p>The Chinese Negotiation II The Dark Side (The Hidden Rules, the Thick Black Theory and role play IV)</p> <p>The Chinese Negotiation III Sun Tsu’s The Art of War (The calculations, strategic attack, illusion & reality: wind, wood, mountain, fire)</p>	
Form of course:	Lecture Seminar	
Teaching methods:	Lecture Case Studies Group discussions and presentations	
Literature:	Will be handed out in class	

Course: 3	Title of course: Case Studies (Visiting Companies) (Focus Asia)	
Instructor: Dr. Chien-Feng Tai		
Qualification level: Master	Semester: II.	Course type: Elective Course
	Total student Workload / h: 40	Presence study / h: 15 Self study / h: 25
		Language: English
Duration and Frequency: 1 time / Summer Semester only		
Qualification objectives / Competences:	<p>Students are required to evaluate specific business in the selected industries in the Asian Area and to submit their reports.</p> <ul style="list-style-type: none"> • They will be able to investigate current business and industrial developments in Taiwan. • They will have the capability to explore business and industries, especially in the areas of electronic manufacturing, retailing & distributing, and financial services. • They will get familiar with several Taiwan's representative companies and the Taiwan External Trade Development Council (TAITRA), Taipei World Trade Center, Hsin-Chu Science-based Park, and the Port of Kaohsiung through visiting all these sites. • They will have the capability to explore business and industries, especially in the areas of manufacturing, retailing & distributing, and financial services. 	
Contents of course:	<p>Topic 1: Current Taiwanese Business and Industrial Developments Topic 2: Trade Centers and Exhibitions/Electronic Manufacturing Topic 3: Visit several representative companies in Taiwan Topic 4: Visit to Taiwan External Trade Development Council (TAITRA) Topic 5: Visit to Taipei World Trade Center Topic 6: Visit to Hsin-Chu Science-based Park Topic 7: Presentation & Discussion I Topic 8: Presentation & Discussion II Topic 9: Visit to Port of Kaohsiung Topic10: Discussions and Conclusions</p>	
Form of course:	Lecture Seminar Excursion	
Teaching methods:	Lectures Class discussions Business visits	
Literature:	Internet Information of the visited companies	

Course: 1	Title of course: Western Europe – Culture, History, Economy (Focus WE)	
Instructor: Dr. Gerhard Mueller		
Qualification level: Master	Semester: II.	Course type: Elective Course
Duration and Frequency: 1 time / Summer Semester only	Total student Workload / h: 40	Presence study / h: 15 Self study / h: 25
		Language: English
Qualification objectives / Competences:	<p>The student will have an overall understanding of Western Europe's culture, history, society, politics and economy.</p> <p>Furthermore he realizes the connections between culture, history and economy in specific Western Europe states and the unique features of cultural, historic and economic developments in Western Europe.</p> <p>Students will learn about common characteristics as well as regional distinctions within Western Europe.</p> <p>Through improving their knowledge of the background of European societies and European people, students will also improve their ability to cope with cross-cultural differences when doing business in Europe or with European partners.</p>	
Contents of course:	<p>Course structure:</p> <p>Topic 1: What is Europe / Western Europe? (political, geographical, cultural definitions)</p> <p>Topic 2: History Part I: Overview of pre-modern (West) European history (from antiquity to the middle ages)</p> <p>Topic 3: History Part II: From early modern period into the 20th century</p> <p>Topic 4: Europe today</p> <p>Topic 5: The European Union</p> <p>Topic 5: Trends in European Culture (including religion, philosophy et al.)</p> <p>Topic 6: Economic development and current situation</p> <p>Presentations by students (in small teams)</p>	
Form of course:	Lecture Seminar	
Teaching methods:	Lecture Classroom discussions Papers and presentations	
Literature:	<ul style="list-style-type: none"> - T. C. W. Blanning (ed.), <i>The Oxford Illustrated History of Modern Europe</i>. Oxford: Oxford University Press 1996. - Norman Davies, <i>Europe: A History</i>. Oxford: Oxford University Press 1996. - Additional material and links to internet based information will be handed out in class. 	

Course: 2	Title of course: Negotiation Skills / Business Strategies (Focus WE)	
Instructor: Dr. Rainer Nowak		
Qualification level: Master	Semester: II.	Course type: Elective Course
Duration and Frequency: 1 time / Summer Semester only	Total student Workload / h: 45	Presence study / h: 17 Self study / h: 28
		Language: English
Qualification objectives / Competences:	<p>Students will learn and understand the skills of negotiations in theory and in the reality of a case study based on a real situation.</p> <p>Students will know about optimal preparation, strategy, tactic and psychology in theory and will learn how to realise theory in a face to face video-trainings based on real negotiation cases out of the field of international purchasing and sales.</p> <p>Mutual analysing the case studies with respect to the theoretical targets (Master solution) and the personal targets worked out during preparation will give the participants the feedback about success or failure during the negotiation. This will lead to a deep understanding of existing and future personal challenges</p>	
Contents of course:	<p>Theoretical Phase: Technical and organizational preparation</p> <ul style="list-style-type: none"> ▪ documents, goal-setting (own and the possible goals 22ft he counterpart), development of negotiation ▪ strategies, to allocate the rols in case of several participants, avoiding of possible conflicts ▪ carrying out the negotiation: apply the strategy and tactics during the different phases of negotiation i.e. opening etc., ▪ information, argumentation, summarising 22ft he result and closing ▪ psychology in negotiations including body language ▪ tactics ▪ question techniques ▪ How to avoid/escape deadlocks <p>Practical Phase: Case study Team-preparation (separate seller-purchaser) Face to face negotiation recorded on video</p> <p>Classroom analysis of the results to improve negotiation skills</p>	
Form of course:	Lecture	
Teaching methods:	Lecture Self Study Case Studies Discussions	
Literature:	<ul style="list-style-type: none"> • Body Language and Game Theory, Samy Molcho, Desmond, Morris • Body Language, Julius Fast, M Evens & Co. Inc. 	

Course: 3	Title of course: Case Studies (Visiting Companies) (Focus WE)	
Instructor: Prof. Dr. Manfred Kiesel		
Qualification level: Master	Semester: II.	Course type: Elective Course
Duration and Frequency: 1 time / Summer Semester only	Total student Workload / h: 40	Presence study / h: 15 Self study / h: 25
		Language: English
Qualification objectives / Competences:	<p>Students are required to evaluate specific business in the selected industries in the Western Europe region and submit their reports.</p> <ul style="list-style-type: none"> • They will be able to investigate current business and industrial developments in Western Europe. • They have the competence to analyse general business models and unique features of specific business or industries. • They will have the capability to explore business and industries, especially in the areas of manufacturing, retailing & distributing, and financial services. 	
Contents of course:	<p>Students present for each branch an introduction. After the company visit of one example the specific features will be analysed.</p> <p>Topic 1: Current Business and Industrial Developments in Western Europe – General Introduction Topic 2: Manufacturing e.g. Koenig & Bauer Topic 3: Retailing e.g. Aldi Topic 4: Financial Services e.g. Deutsche Bank Topic 5: Support for International Companies e.g. IHK Topic 6: Discussions and Conclusions</p>	
Form of course:	Excursion	
Teaching methods:	Business visits Discussions	
Literature:	Internet Information of the visited companies	

Course: 1	Title of course: Central and Eastern Europe – Culture, History, Economy (Focus CCE)	
Instructor: Mr. Jerome Dumetz (M.A) / Dr. Irina L. Ekareva / Dr. Dmitry Zavalov / Dr. Anna Dokukina		
Level of qualification: Master	Semester: II.	Course type: Compulsory Course
Duration and Frequency: 1 time / Summer Semester only	Total student Workload / h: 40	Presence study / h: 15 Self study / h: 25
		Language: English
Qualification objectives / Competences:	Students will learn and understand the Cross Cultural Management with a Russian Focus (Dumetz). They will get knowledge about the Russian Civilization (Ekareva) and the History of Entrepreneurship (Part 1 (Zavalov) and Part 2 (Dokukina))	
Contents of course:	<p>1 Cross Cultural Management with a Russian Focus Globalisation is not simply a fashionable word. Trade, Art, Management theories are, with people, also crossing borders today. Increasingly, business students are and will be facing often-disturbing situations, originating from a foreign culture. Russia has gone through incredible changes in just a century. While the entrepreneurs of Imperial Russia were about to become world leaders, their soviet counterparts created a fictitious economy where black market and connections were the cornerstone. Today Russia is back in the world scene, both economically and politically. However, it is still difficult to understand the true nature of a community that ignores itself. This course of cross-cultural management aims at presenting the Russian business culture through the techniques of cross-cultural management. It covers traditional business processes such as negotiations, meeting, project management or HR but also less business-related subjects that are necessary to understand today's Russia. These lectures are illustrated with real-life examples that give useful cultural hints</p> <p>II) Russian Civilization The course is aimed at familiarizing students with historical and cultural development of Russia and disclosing the specific character of Russian historical process Lectures cover the following issues:</p> <p>Part I. Introduction. Specific character of Russian historical process – 4 hours - Geopolitical conditions / - Sources and tendencies of state despotism / - Social Reforming / - Russian type of evolution</p> <p>Part II Course: History of Russia – 16 hours - The Kievan Rus. Its rise and decline. The expansion of Russia. Mongol invasion. Its results. Romanov Muscovy. - History of Russia XVII- XVIII centuries -The formation of Russian centralized state. -The reforms of Peter the Great. Russian Empire under Catherine the Great. - History of Russia from 1801 to 1917 - The role of Russian Empire in the world policy in the XIX century. - Specific features of capitalistic development in Russia. - History of Russia in XX century -The last years of Tsardom. October revolution of 1917. - USSR. Post-Soviet Russia</p> <p>Part III. Russian culture in the post-soviet period – 4 hours - The role of intelligentsia in cultural transformation of Russian society. - Russia – as a part of the world cultural history. - Two cultures of one nation. - Cultural consequences of perestroika</p>	

	<p>III) History of Entrepreneurship – Part 1 Throughout history, Russia has always been a key economic players in world affairs. When the Bolsheviks took power in 1917, the country was one of the most dynamic in the world. With leading productions such as Oil, Minerals or Textiles, the economic future of the country looked bright. The aim of this course of History Russian entrepreneurship (part I) is to review the evolution of the Russian entrepreneurship, the relationship with foreign investors and the overall economic situation of the country from the early times of Kievan Rus till the failed, ideology-driven reforms of USSR.</p> <p>IV) History of Entrepreneurship – Part 2 The Soviet ideology aimed at the termination of all market mechanisms in the economy: money should disappear, people would be motivated by self-awareness, individual welfare would correspond to personal demands, etc. In reality, economic mechanisms set-up by the communist ideology did not work. For 40 years the Soviet economic system was functioning with a “double standard”. Those ideologically approved economic mechanisms, like central planning, state budgeting, zero unemployment and pre-planned economic growth were proclaimed officially. However, under superficial economic results, the real market mechanisms worked. They were not fully legal in that particular society, but not a single production or other organizations could work without them. Every factory had its own unofficial sales representatives, purchasers, head-hunters, “black” marketing budget, etc. The result of such dual economy was the collapse of the whole economic system in the USSR in the beginning of 1990s. “Perestroika” started and implemented transition to the real market economy. The history of the modern Russian economy can be compared with a flow of a water steam: it will always find its own natural way, even if you put a big stone into the stream. The aim of this course is to present the reality versus the state rhetoric during after the period of Soviet rule in order to better understand the current entrepreneurship mechanisms today.</p>
Form of course:	Lecture Seminar
Teaching methods:	Lecture Case Studies Group discussions Presentations
Literature:	Hands-out are given by the instructor Syllabus. Book of lectures. “Russia in the world historical Development” by Prof. I.L. Ekareva

Course: 2	Title of course: Negotiation Skills / Business Strategies (Focus CCE)	
Instructor: Prof. Dr. Irina I. Skorobogatykh		
Level of qualification: Master	Semester: II.	Course type: Compulsory Course
Duration and Frequency: 1 time / Summer Semester only	Total student Workload / h: 45	Presence study / h: 17 Self study / h: 28
		Language: English
Qualification objectives / Competences:	<p>Students will recognize the nature and behavior of Russian consumers. They will be endowed to assess how business is organized in Russia, and how the types of social groups in Russia, and their consumer behavior differ from European and American consumers, as well as consumers in transition economies.</p> <p>Students, who attend this course, conduct small research projects and will understand the Russian consumers behavior better in consuming different product, services, and their preferences to media.</p>	
Contents of course:	<p>Week 1: Evolution of Soviet marketing thought. The nature and history of consumer study in Russia. Consumers demand study: main institution and methodology (1961-1991). Task: Reading: The evolution of Soviet marketing thought.</p> <p>Week 2: Russian Target group index (R-TGI). Objectives, samples, distribution of the research. Main products. Variations of R-TGI. Main clients. Main management decisions. Task: www.comcon-2.com/rtgi</p> <p>Week 3: Russian middle class study (2000-2005). Methodology, samples, distributions, trends, and changes in the Russian middle class behavior. Main preferences of Russian middle class. Distribution map of middle class in Russia.</p> <p>Week 4: Types of Russian consumers: Kazaks, merchants, students. Businessmen. Methodology of research. Main characteristics of each group. Possible management decisions. Task: critical evaluation of the questionnaire for this study. Preparation of the own questionnaire to study Russian consumers.</p> <p>Week 5: Studies of Russian Internet users. On-line panels by IPSOS, GFK, Romir/monitoring, Spy-Log, and others research agencies. Main differences. Findings: Russian internet users behavior: preferences, distribution. Task: comparative analysis of of different methods of on-line panels in Russia</p> <p>Week 6: Gender marketing in Russia: marketing for yang generation. Marketing for women. Main findings, and main gaps of this approaches. Writing essay about Russian consumers studies: methodologies, and results. Task: Presenting research reports.</p>	
Form of course:	Lecture Seminar Project	
Teaching methods:	Lectures (interactive) Discussions Small group projects	
Literature:	V. Koptev. Russian Consumers Study. Advertising industry. Magazine. 2004 www.ir-magazine/arkhive.2004 Irina I.Skorobogatykh. Middle class in Russia: research and examples.	

Course: 3	Title of course: Case Studies (Visiting Companies) (Focus CCE)	
Instructor: Prof. Dr. Irina I. Skorobogatykh and others		
Level of qualification: Master	Semester: II.	Course type: Compulsory Course
Duration and Frequency: 1 time / Summer Semester only	Total student Workload / h: 40	Presence study / h: 15 Self study / h: 25
		Language: English
Qualification objectives / Competences:	<p>The students will visit foreign subsidiaries located in Moscow. Corporate visits usually comprise a tour of the premises and discussions with the representatives.</p> <p>Students are required to evaluate specific business in the selected industries in the Central and Eastern Europe region and submit their reports in order to gain the following competences:</p> <ul style="list-style-type: none"> • To be able to investigate current business and industrial developments in Central and Eastern Europe. • To know how to analyse general business models and unique features of specific business or industries. • To know how to explore business and industries, especially in the areas of manufacturing, retailing & distributing, and financial services. 	
Contents of course:	To be announced	
Form of course:	Lecture Seminar Excursion	
Teaching methods:	Lectures Class discussions Business visits	
Literature:	Internet, Information of the visited companies	

Module: 6	Title of module: Managing International Markets	
Module Coordinator: Prof. Dr. Karsten Kilian		
Qualification level: Master	Semester: II.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 34 Self study / h: 91
	Duration and Frequency: 1 time / Summer Semester only	Language: English
Qualification objectives / Competences:	Within this module students will get the knowledge about special implications of international marketing activities. Furthermore students gain an insight into the processes of market research and their key steps.	
Contents of module:	International Marketing Market Research	
Form of module:	Lecture Seminar Excursion	
Teaching methods:	Lecture Case Study Presentation Discussion Group Work	
Requirements for the award of credits points:	Final exam (written) / 180 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: International Marketing	
Instructor: Dr. Detlef Vogt		
Qualification level: Master	Semester: II.	Course type: Compulsory Course
	Total student Workload/h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Summer Semester only		Language: English
Qualification objectives / Competences:	<p>The participant of this course will be able to:</p> <ul style="list-style-type: none"> - Identify issues and problems associated with international marketing - Explain marketing concepts as used by organisations in the public and private sectors - Discuss the marketing process and its role in international business - Analyse the fit between the organisation, its products and services and the cultural different environment - Formulate and defend an international marketing program 	
Contents of course:	<ul style="list-style-type: none"> - The international marketing environment - Methodology and tools for evaluating the attractiveness of foreign markets for marketing purposes (SWOT, PEST, Porters 5 Forces) - Foreign market analysis/evaluation - International/global strategies/International product policy - Issues in product standardization versus adaptation - International distribution strategies and foreign market entry strategies - International pricing decisions - Developing appropriate marketing mixes for a foreign market, taking in account intercultural aspects - Influences and effects of cultural differences on international marketing decision making 	
Form of course:	Lecture Seminar	
Teaching methods:	Lecture Case Studies	
Literature:	<ul style="list-style-type: none"> - Hollensen, Svend: Marketing Management, Pearson 2003 - Usunier, Jean-Claude: Marketing Across Cultures, Pearson 2000 - Wiesner, Knut: Internationales Management, Oldenbourg, 2005 - Kotler, Philip: Marketing Management, Prentice Hall, current edition 	

Course: 2	Title of course: International Market Research	
Instructor: Prof. Dr. Karsten Kilian		
Qualification level: Master	Semester: II.	Course type: Compulsory Course
	Total student Workload/h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Summer Semester only		Language: English
Qualification objectives / Competences:	<p>“Market Research” is a graduate course with a particular focus on information gathering in an international environment. The course endows students with a profound understanding of key steps in the market research process. In addition, the nature and scope of international market research will be highlighted and challenges of research in a global context will be discussed. Understanding will be enhanced by individual and group work both within and outside of class.</p>	
Contents of course:	<ul style="list-style-type: none"> - Nature and Scope of International Market Research - International Market Research Process and Preliminary States - Secondary and Primary Data Research - Qualitative, Observational, and Survey Research - Scale Development, Questionnaire Design, and Sampling - Simple and Advanced Data Analysis and Presentation of Research Results 	
Form of course:	Lecture Seminar	
Teaching methods:	Lecture Case Study Group work Student presentations Group discussions	
Literature:	<ul style="list-style-type: none"> - Burns/Bush, Marketing Research, current edition, Pearson - Aaker/Kumar/Leone/Day, Marketing Research, John Wiley & Sons, current edition - Subhash/Griffith (Eds), Handbook of Research in International Marketing, Edward Elgar Publishing, current edition - Sarstedt/Schwaiger/Taylor (Eds.), Measurement and Research Methods in International Marketing, Emerald, current edition - Camusgil/Knight/Riesenberger/Yaprak, Conducting Market Research for International Business, Business Expert Press, current edition 	

Module: 7	Title of module: International Trade Competences	
Module Coordinator: Prof. Dr. Christian Kille / Prof. Dr. Ulrich Müller-Steinfahrt		
Qualification level: Master	Semester: II.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 34 Self study / h: 91
		Language: English
Duration and Frequency: 1 time / Summer Semester only		
Qualification objectives / Competences:	By participating in this Module the students will get the knowledge about special implications of international trade activities. In addition, they will be furnished with a detailed know how of international environments characterised by international logistics processes and a legal framework of trade management.	
Contents of module:	International Law International Logistics	
Form of module:	Lecture Seminar Excursion	
Teaching methods:	Lecture Case Study Presentation Discussion Group Work	
Requirements for the award of credits points:	Final exam (written) / 180 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: International Law	
Instructors: Mr. Alexander Stahl		
Qualification level: Master	Semester: II.	Course type: Compulsory Course
	Total student Workload/h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Summer Semester only		Language: English
Qualification objectives / Competences:	<p>The course unit treats different dimensions of trade law in international context. Due to this background, it gives students a profound understanding of respective trade management.</p> <p>At the end of that course the participant will have the competence to identify key issues of international transaction including the financing hereof.</p>	
Contents of course:	<ul style="list-style-type: none"> - Basics of Civil Law incl. European Union - CISG - International Trade: Trade Terms, Carriage of Goods by Sea, Air and Rail; - Financing of International Trade: Bill of Lading, Letters of Credit. - Introduction to international mergers & acquisitions: structure of M & A project, set up of project team, confidentiality agreement, letter of intent, due diligence, asset deal/share deal, anti trust, sample contracts and specific clauses, post merger integration. - Resolution of disputes: state courts vs. arbitration panels, pros and cons, presentation of different international arbitration bodies, e.g. ICC, CIETAC etc. 	
Form of course:	Lecture Seminar	
Teaching methods:	Lecture Case studies	
Literature:	<ul style="list-style-type: none"> - Ray August, "International Business Law", New Jersey (ISBN 0-13-122929-X) - Malcolm N. Shaw, International Law, (ISBN 978-0-521-72814-0) - Hand outs, internet based literature (links will be announced in class) 	

Course: 2	Title of course: International Logistics	
Instructors: Prof. Dr. Christian Kille Prof. Dr. Ulrich Müller-Steinfahrt		
Qualification level: Master	Semester: II.	Course type: Compulsory Course
	Total student Workload/h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Summer Semester only		Language: English
Qualification objectives / Competences:	At the end of this course students will have the competence to understand the logic behind logistics process and services with focus on trade logistics, the strategies of supply chain management and the collaboration between companies along the value chain.	
Contents of course:	<p>I) Basics, Trends and Drivers in International Logistics Today Objective: Besides basic terms and Students should understand how important logistics is in today's global business. They will learn the fundamentals and basic terms on logistics and the development of supply chain management and logistics services. <u>Self study E1:</u> Prepare a presentation on a specific international supply chain of a product: How does a specific product come from the origin manufacturing site to the market of consumption and how is it managed?</p> <p><u>Lecture:</u></p> <ul style="list-style-type: none"> - Trends and drivers - Evolution of Logistics Management - Basic terms on logistics - Function of a logistics system - Case: International Transportation Networks via Hubs <p>II) International Logistics Services Objective: Students will learn the key data on specific logistics issues differentiated by type of costs (transportation, warehousing, etc.), modes (road, rail, air, etc.), employees etc. They will understand the difference between logistics services in international supply chains. <u>Lecture:</u></p> <ul style="list-style-type: none"> - Cost structures in logistics - Key data on traffic modes - Characteristics of traffic modes - Discussion on logistics services - Pros and Cons of centralization - Case: Logistics systems in air and ocean freight <p>III) IT and RFID in International Supply Chains Objective: Students should know the driver for information technologies in logistics. They will learn the main IT systems and innovations in logistics. <u>Lecture:</u></p> <ul style="list-style-type: none"> - Trends and drivers in logistics information technologies - IT systems, their functions and supported processes - Special issues of Supply Chain Management Software - Examples for innovative solutions in logistics - Case: Values generated by Supply Chain Management Software 	

	<p>IV) International Supply Chain Management Students should understand the Nature and Objectives of global supply chain management and what strategies and supply chain design would be suitable for international affairs in supply chain management. <u>Lecture:</u> - Nature, principles and objectives of supply chain management - Supply chain strategies and design - Modes of collaboration and integration - Case Studies: international supply chains</p> <p>V) Supply Chain Risk and Event Management Students should understand how vulnerable global supply chains are and which strategies exist to cope with these risks. They should also know how IT-Systems could use to cope with events within supply chains <u>Lecture:</u> - Supply chain risks and strategies - Functions of supply chain event management - Case: examples for supply chain risk management</p> <p>VI) Strategic Alliances in Logistics and Supply Chain Management Objective: Students should understand how to built up a strategic alliance with international suppliers or logistics service providers. Lecture: - Strategic alliances with suppliers - International supply strategies - Strategic Alliances with Logistics Service Providers - Logistics Service Business Models - Global Players in Logistics Services - 3PL/4PL Partnerships - Case: UPS</p>
Form of course:	Lecture Seminar
Teaching methods:	Lecture Self Study Case Studies Essay Discussions
Literature:	<p>Background:</p> <ul style="list-style-type: none"> - Christopher, Logistics and Supply Chain Management, 4th edition. Prentice Hall, 2011 - Murphy/Wood, Contemporary Logistics. chapters 4 to 7 of Wood et.al, International Logistics. <p>Self Study:</p> <ul style="list-style-type: none"> - Chopra/Meindl, Supply Chain Management: Strategy, Planning and Operations, 5th edition, Pearson, 2014 - Kahl, Steven J., What's the "Value" of Supply Chain Software? In: Supply Chain Management Review, January 1999

Module: 8	Title of module: International Finance and Accounting	
Module Coordinator: Prof. Dr. Bruno Diez		
Qualification level: Master	Semester: II.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 34 Self study / h: 91
	Duration and Frequency: 1 time / Summer Semester only	Language: English
Qualification objectives / Competences:	The module covers the key functions a Financial Manager is expected to fulfil and lays out the legal environment he/she is operating in. The students will have the competence to understand current models and developments in Corporate Finance, national and international standards in both management and financial accounting and their applicability in day-to-day business.	
Contents of module:	International Accounting International Finance	
Form of module:	Lecture Seminar Excursion	
Teaching methods:	Lecture Case Study Work Shop Presentation Discussion	
Requirements for the award of credits points:	Final exam (written) / 180 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: International Accounting	
Instructor: Mr. Dipl. Kfm. Harald Glaser		
Qualification level: Master	Semester: II.	Course type: Compulsory Course
	Total student Workload/h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Summer Semester only		Language: English
Qualification objectives / Competences:	<p>At the end of the course the student will have the competence to:</p> <ul style="list-style-type: none"> - Understand the role accountants play in the company's value-chain functions - Prepare Master Budgets for different Types of Companies - Prepare Operating Budgets and supporting schedules - Understand the various types of calculating and basing transfer prices - Understand the main elements of working capital - Analyse Financial Statements of companies - Completing a Due Diligence Checklist in preparation of a M&A process 	
Contents of course:	<p>I Introduction and Definition Controlling / Management Accounting / Financial Accounting / Treasuring By analysing the major users of accounting information we can establish the distinctions between Management Accounting and Financial Accounting. In addition we can establish how good accounting information helps an organisation to achieve its goals and objectives.</p> <p>II Planning and Budget Understanding the importance of budgeting to managers Preparing of Master Budgets for different Types of Companies Prepare Operating Budgets and supporting schedules Use a Spread sheet to develop a budget</p> <p>III Transfer pricing Understand the following subjects: Purposes Of Transfer Pricing Transfer At Cost Market-Based Transfer Prices Variable-Cost Pricing Negotiated Transfer Prices Dysfunctional Behaviour The Need for Many Transfer Prices Multinational Transfer Pricing</p> <p>IV Basic and Consolidated Financial Statements Understand how investors and managers use balance sheets, income statements and cash flow statements to aid their decision making</p> <p>V Risk Management and Management Accounting Understand the necessity and the components of Risk Management Understand the relationship and the interdependencies between Risk Management and Management Accounting</p> <p>VI Strategic Management Accounting Understand the nature and role of Strategic Management Accounting</p> <p>VII The EFQM System Understand the EFQM Excellence Model Workshop</p>	

Contents of course:	<p>VIII Consolidation of subsidiaries We will exercise the consolidation works for a group of companies consisting of various subsidiaries and parent company. We will consolidate P/L and balance sheet through various consolidation levels to a group report.</p> <p>IX Valuation – Measuring and Managing the Value of Companies Understand the approach of Company Value and the Manager’s Mission Workshop: Cash Flow Valuation Performing and Applying Valuation</p> <p>X Analysing, Rating and Ratio systems Understand the Need for Analysis of Financial Statements Analysing Financial Statements / Workshop Workshop Case Study</p> <p>XI Managing Working Capital Understand the main elements of working capital Discuss the purpose of working capital and the nature of the working capital cycle Explain the factors that have to be taken into account when managing each element of working capital</p>
Form of course:	Lecture Seminar
Teaching methods:	Lectures Case Studies Work shop Presentations
Literature:	Peter Atrill, Eddie McLaney: Management Accounting for Decision Makers, 7 th edition

Course: 2	Title of course: International Finance	
Instructor: Mr. Dipl. Betriebswirt Thilo L. Zimmermann (MBA)		
Qualification level: Master	Semester: II.	Course type: Compulsory Course
	Total student Workload/h: 62,5	Presence study / h: 17
		Self study / h: 45,5
Duration and Frequency: 1 time / Summer Semester only		Language: English
Qualification objectives / Competences:	The course endows the participant to understand the key financial management decisions and models and explains how the instruments of the capital markets work, how they can be used and how the risks of international financial markets can be managed. The students acquire the competence to be qualified participants in projects with financial impact and will be able to assess and evaluate investment and financing decisions.	
Contents of course:	<p>Namely, the decisions reviewed include the investment (capital budgeting) decision, the financing decision, financial policy and the cost of capital, dividend policy as well as special topics (e.g. real options)</p> <p>The investment decision:</p> <ul style="list-style-type: none"> - Present value - Valuing long-lived assets - Annuities and perpetuities - Valuing constant growth - Investment decision criteria - Relevant cash flows - Capital rationing <p>The financing decision:</p> <ul style="list-style-type: none"> - Short-term instruments - Long-term instruments <p>Financial policy and the cost of capital:</p> <ul style="list-style-type: none"> - Risk - Capital Markets - Capital Structure <p>Dividend policy</p> <p>Special topics</p>	
Form of course:	Lecture	
Teaching methods:	Lecture Case Studies Student presentations Group discussions	
Literature:	- Richard A. Brealey, Stewart C. Myers: Principles of Corporate Finance, 11 th ed.	

Module: 9	Title of module: Knowledge Transfer and Application	
Module Coordinator: Prof. Dr. Notger Carl		
Qualification level: Master	Semester: III.	Module type: Compulsory Module
Total credit points: 5	Total student Workload / h: 125	Presence study / h: 36 Self study / h: 89
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	This module aims to apply the knowledge gained in the previous modules by managing a company in a competitive environment through a business game. Moreover students will become familiar with International Project Management by solving problems of selected companies within intercultural teams. To learn how to transfer and apply the knowledge properly in the Master Thesis the students will be specially prepared within this module.	
Contents of module:	Business Game International Project Management Writing Scientific Papers	
Form of module:	Lecture Seminar Excursion	
Teaching methods:	Lecture Business Game Presentation Discussion	
Requirements for the award of credits points:	Presentation 15 min. Participation at the course Writing Scientific Papers Final exam (written) / 90 min.	
Literature:	See single course descriptions	

Course: 1	Title of course: Business Game	
Instructor: Prof. Dr. Notger Carl		
Qualification level: Master	Semester: III.	Course type: Compulsory Course
	Total student Workload / h: 45	Presence study / h: 17
		Self study / h: 28
Duration and Frequency:		Language: English
Qualification objectives / Competences:	The graduate seminar on "Strategic Competences" endows students with a profound knowledge of how to manage a company in a competitive world. A main focus of the course will be on strategy and competition and planning for in all functional areas. Team work is an essential part of the seminar.	
Contents of course:	<ul style="list-style-type: none"> - Definition of a strategy - Budgeting: sales, revenues, production, supply, cost, finance etc. - Analyses of the results in a competitive world. - Develop a strategy to cope with the changing environment - Organization of an efficient decision process within the group 	
Form of course:	Lecture Seminar	
Teaching methods:	Business game Lecture Student presentation Group discussion	
Literature:	Lecture charts Copies of manual (will be handed out in class) Additional readings will be provided as needed	

Course: 2	Title of course: International Project Management	
Instructor: Prof. Dr. Manfred Kiesel		
Qualification level: Master	Semester: III.	Course type: Compulsory Course
	Total student Workload / h: 45	Presence study / h: 15
		Self study / h: 30
Duration and Frequency: 1 time / Winter Semester only		Language: English
Qualification objectives / Competences:	<p>For each course a new company with a problem of an international context will be selected. It is the objective, to solve that problem in the intercultural team of the students. The intercultural problems during the problem solving process will be discussed and measures for the optimizing will be developed. The course endows students:</p> <ul style="list-style-type: none"> - To get in contact with companies - To learn about practical tasks of companies - To work together in international teams - To get an understanding about the intercultural problems during structuring, planning and exercising of a project - To recognize and to solve conflicts during the project 	
Contents of course:	<p>Topic 1: Presentation of the project company, task Topic 2: Input: Planning of a project Topic 3: Practical work: Structuring and planning of the project Topic 4: Input: Cultures and its importance for project management Topic 5: Input: Members of a project and their responsibilities Topic 6: Input: Virtual and face to face communication Topic 7: Leadership in international projects Topic 8: Final Presentation for the company</p>	
Form of course:	<p>Lecture Seminar Excursion</p>	
Teaching methods:	<p>Lecture Company visit Team work Presentation</p>	
Literature:	<p>Internet, Information of the visited companies is provided in class</p> <p>Kiesel, M.: Internationales Projektmanagement, Troisdorf 2004.</p>	

Course: 3	Title of course: Writing Scientific Papers	
Instructor: Prof. Dr. Karsten Kilian		
Qualification level: Master	Semester: II.	Course type: Compulsory Course
	Total student Workload / h: 35	Presence study / h: 4
		Self study / h: 31
Duration and Frequency: 1 time / Summer Semester only		Language: English
Qualification objectives / Competences:	It is the aim of the seminar, to enable students to successfully prepare their master thesis. At the end of the course the students have the competence to properly word a scientific research topic, to plan their research and writing, to write in a scientific manner, to research and evaluate literature properly, to conduct primary research where needed and to write their scientific paper in accordance with the formal requirements of the university.	
Contents of course:	<ol style="list-style-type: none"> 1. Finding and wording a research topic 2. Planning the research and writing process 3. Writing in a scientifically appropriate style 4. Researching and evaluating literature 5. Conducting primary research if appropriate 6. Knowing the formal requirements 	
Form of course:	Seminar	
Teaching methods:	Lecture Case Studies Writing exercises	
Literature:	<ul style="list-style-type: none"> - Bui, How to Write a Master's Thesis, 2. edition, 2013 - Joyner/Rouse/Glatthorn, Writing the Winning Thesis or Dissertation, 3. edition, 2013 - Murray, How to Write a Thesis, 3. edition, 2011 	

Module: 10	Title of module: Master Thesis	
Module Coordinator: Prof. Dr. Karsten Kilian		
Qualification level: Master	Semester: III.	Module type: Compulsory Module
Total credit points: 15	Total student Workload / h: 375	Presence study / h: none Self study / h: 375
Duration and Frequency: 1 time / five months starts regularly at the beginning of the 3 rd semester		Language: English
Qualification objectives / Competences:	Students provide evidence to be able: <ul style="list-style-type: none"> • to define a subject / project to work on independently derived from economical and/or scientific areas • to work goal-oriented and solution-oriented on base of scientific requirements and methods in due time • to organize solutions in a structural and systematic way • to document competences and experiences correctly and reproducibly 	
Contents of module:	To prepare students the Master Module starts with an introduction „How to write scientific papers“. The Master Thesis consists of an execution of a project (practical or theoretical oriented), the analysis and preparation of results as well as the written documentation of the thesis. The target should be to foster scientific knowledge and / or to verify formulated hypothesis. The master thesis is the closure of the MBA studies.	
Form of module:	Lecture (How to write scientific papers) Supervised preparation of the master thesis (homework)	
Teaching methods:	Mentoring of preparation the master thesis	
Requirements for the award of credits points:	Application and preparation the master thesis in due time	
Literature:	Depending on subject	