

Modulhandbuch

International Management (MBA)

Gültig ab: Wintersemester 2020/2021

Module

1) 204 International Management Masterprüfung

SPO 2018 wise

spom_im_2018_wise

a) 1.-3. Semester - Pflichtmodule

SPO 2018 wise

spom_im_2018_wise

204-002: General Management (5 ECTS, jedes Semester).....	3
204-003: Managing Projects and Organisations (5 ECTS, jedes Semester).....	10
204-004: Financial Resources (7 ECTS, jedes Semester).....	16
204-005: Value Chain Management (5 ECTS, jedes Semester).....	25
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204-031: Quantitative Methods (3 ECTS, jedes Sommersemester).....	33
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204-032: International Business Law (5 ECTS, jedes Semester).....	76

b) 2. oder 3. Semester - Wahlpflichtmodul / Elective

SPO 2018 wise

spom_im_2018_wise

204-010: International Supply Chain Management (6 ECTS, jedes Wintersemester).....	81
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204-024: Social Entrepreneurship for Local Change (6 ECTS,).....	107

204-025: Managing Innovation (6 ECTS,).....	110
204-029: Business Challenge (6 ECTS, jedes Semester).....	116
204-033: German Language Skills for Business I (3 ECTS, jedes Semester).....	119
204-034: German Language Skills for Business II (3 ECTS, jedes Semester).....	121

2) 204 International Management Masterarbeit (Thesis)

SPO 2018 wise

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a) Master Thesis

SPO 2017 wise

spom_im_2017_wise

204-019: Master Thesis (15 ECTS, jedes Semester).....	123
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Modulbeschreibung

Code	Modulbezeichnung
204-002	General Management

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele

The students will get an overview about selected management theories and concepts. The course will enable the students to set-up strategic plan with its specific components.

Participants will understand the opportunities and limitations of planning and management techniques. Students will be able to apply management techniques. They learn how to express a well-founded and independent opinion regarding general management issues. Students will develop an answer for the corporate responsibility for society and environment.

By implementing the acquired management know-how in a Corporate Strategic Planning Simulation they will improve their analysis and decision-making skills. The company is managed in small teams, which trains their interpersonal and due to the international composition of the MBA, their intercultural competences.

Students will understand the interdependencies between various functions of a company, e.g. marketing, sales, controlling and finance. This leads to a comprehensive understanding of the functioning of a company as a whole.

Inhalte

The course General Management aims at a comprehensive understanding of management on company level and general principles of business administration. To combine profound theoretical understanding of the main concepts with the skills of application to real life situations, the course is split into a lecture style input class with some exercises and a practical interactive Corporate Strategic Planning Simulation.

Concepts General Management has a focus on key concepts of business administration with respect to general management. The course provides a comprehensive, current look at the main facets of business, from the basics of economics, to the global business environment, different kinds of ownership structures, as well as entrepreneurship and small business. The class introduces to the principles of management and organization and embraces ethical issues and social responsibility of business.

Corporate Strategic Planning Simulation with a focus on business specific knowledge, skills and competences (e.g. ability to analyze profit and loss statements, decision-making under uncertainty), the understanding of the company as a complex system based on interactive elements like Marketing, Production, Finance, etc. and complex interdependencies to the environment as well as the experience of group working and dynamic group processes.

Lehr-/Lernformen

Vorlesung

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Basics in arithmetics General English language proficiency
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Introduction to Sustainable Business Administration Stakeholder Value vs. Shareholder Value Management Perspective

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (90 Minuten)	70 %
Studienarbeit (keine Einheit gewählt)	30 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 5,00	Präsenz in SWS 4,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 36,0 %	Vor-/Nachbereitung/Selbststudium 50,0 Std. / 40,0 %	Aufgaben/Gruppenarbeit 30,0 Std. / 24,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-002	Concepts General Management

204-002	Corporate Strategic Planning Simulation
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Beschreibung für die Lehrveranstaltung

Code 204-002	Titel der Lehrveranstaltung Concepts General Management
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Ausgestaltung

Qualifikationsziele

Students will acquire knowledge to be able to analyze a company's environment with regard to opportunities and threats, to identify the own potentials of a company and conclude strategy options. They will get the skills to use evaluation tools, management concepts to professionally carry out a strategic planning process. Students will furthermore develop a critical thinking with regard to established and newly upcoming management concepts and have the competencies to independently learn new management methods.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

Overview of key concepts of business administration with respect to general management

- Exploring the World of Business and Economics
- Ethics and Social Responsibility in Business
- Global Business
- Choosing a Form of Business Ownership
- Small Business, Entrepreneurship, and Franchises
- Understanding the Management Process
- Creating a Flexible Organization
- Producing Quality Goods and Services

Lehr-/Lernformen

Vorlesung

Lehr-/Lernmethoden

Lectures with class room discussions about practical examples

Exercises (individually and in groups),

Exercises related to small case studies

Literatur/Lehrmaterial

Main Textbook

- Business. Pride, Hughes, Kapoor, Europe, Middle East & Africa Edition
- Foundations of Business. Pride, Hughes, Kapoor, 2018

Additional recommended readings

- Sustainable Business Management, 2015, own chapter about Strategic Sustainability Management
- Nachhaltige Betriebswirtschaftslehre, Ernst, Dietmar; Sailer, Ulrich, 2013, UTB ISBN 978-3-8252-3977-0 (German edition of Sustainable Business Management)
- Business Model Generation, Osterwalder, Alexander; Pigneur, Yves, 2011
- Strategic Management: Awareness and Change. John Thompson, Frank Martin; latest Edition
- Exploring Corporate Strategy, Text and Cases. Johnson, Gerry; Scholes, Kevan; latest Edition
- Strategisches Management; Bea, Franz Xaver; Haas, Jürgen; aktuelle Auflage (latest edition)
- Unternehmensführung; Macharzina, Klaus; Das internationale Managementwissen; jeweils aktuelle Auflage
- Einführung in die Allgemeine Betriebswirtschaftslehre, Wöhe, G., aktuelle Auflage
- Recommended readings from newspapers and magazines as handout during the semester

Besonderes

board, flipchart, projector, PowerPoint-presentations, videos

Live-Simulations, small case studies and exercises.

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 45 %	Vor-/Nachbereitung/Selbststudium 42,5 Std. / 85,0 %		Aufgaben/ Gruppenarbeit 10,0 Std. / 20,0 %

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-002	Corporate Strategic Planning Simulation

Ausgestaltung

Qualifikationsziele

The course is designed to strengthen professional but as well systemic and social competences.

With regard to professional competences students will – based on a short introduction of the relevant knowledge and their knowledge from other courses - strengthen their skills in solving problems not only in theory but in practice. They will have the ability to evaluate and interpret internal and environmental business data incl. the dealing with unforeseeable problems. They will be able to combine knowledge and gained information and apply this to generate suitable business decisions.

With regard to systemic competences students will not get a theoretic lecture in systemic theory but a first hand insight in real systemic interrelations between the single elements of a company and its surrounding. They will combine interdisciplinary knowledge in order to solve problems. They will experience the consequences of neglecting single aspects within the interdependent decision frame of their companies and will hereby run through a learning process that will strengthen their competences about complex systemic processes.

With regard to social competences students will be faced with the need to bring in their individual knowledge, strength and opinions in the group on the one hand and combine the individual inputs on the other hand in a way so that effective group interaction and processes emerge. This includes the need to harmonize or at least make compatible the individual ways of proceeding and to deal with and to overcome group conflicts. At the final company presentations all group members can test and improve their presentation skills. Summarized the students can test, challenge and improve their social competences.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

The course is a cross-sectional approach not only to general management but to many other courses of the curriculum of IM. The course challenges all participants – organized in 4-5 groups each with 4-5 members – to take over the top management of a company competing interactively with other companies for several periods.

The Learning Content is very broad and contains (not based on lecturing but on real experiencing)

- business specific knowledge, skills and competences (e.g. ability to analyze profit and loss statements, decision-making under uncertainty)
- the understanding of the company as a complex system based on interactive elements like Marketing, Production, Finance, etc. and complex interdependencies to the environment

- the experience of group working and dynamic group processes
Lehr-/Lernformen
Lehr-/Lernmethoden Following an introductory interactive lecture the teaching method is based both on the usage of the TOPSIM Manager software (incl. a manual), a Corporate Strategic Planning Simulation, and the group working of the single companies acting in the game. The groups are supported by the teaching instructor who is directly available for all kinds of questions during the weekly in-class sections and by mail between these weekly classes.
Literatur/Lehrmaterial Manual of the TOPSIM Manager, Corporate Strategic Planning Simulation (English version)
Besonderes - Course is based on a Corporate Strategic Planning simulation - Intense group working

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 7,5 Std. / 10,0 %		Aufgaben/ Gruppenarbeit 20,0 Std. / 26,7 %

Modulbeschreibung

Code	Modulbezeichnung
204-003	Managing Projects and Organisations

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele
This module enables students to understand organizational structures & behavior and manage changes in organizations. To support this, the students develop competences in project management. This includes the common methods and aspects of leadership. To understand how an organization works today students develop additionally a profound understanding of information management.
Inhalte
Structure of Organizations. Organizational behavior. Basics of Information Management. Change Management. Project Management and Leadership.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Structured thinking and writing, Presentation skills
Vorbereitung für das Modul	Doppler / Lauterburg, Change Management

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Theory of new institutional economy (principal agent theory, transactional cost theory, property rights theory) and its consequences on sustainable management

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (60 Minuten)	50 %
Studienarbeit (keine Einheit gewählt)	50 %

Organisation

Modulverantwortliche/r Prof. Dr. Friedemann Baisch		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 5,00	Präsenz in SWS 4,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 36,0 %	Vor-/Nachbereitung/Selbststudium 30,0 Std. / 24,0 %	Aufgaben/Gruppenarbeit 50,0 Std. / 40,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-003	Organization and Information Management
204-003	Project Management

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-003	Organization and Information Management

Ausgestaltung

Qualifikationsziele

In this course participants gain an overview of historic roots, developments, and challenges of organizing and managing information in general, and the ongoing rise of personal and networked computing over the last few decades in particular.

Participants know how to map, analyze, and conceptualize personal and collective landscapes of devices (phones, tablets, laptops, etc.), tools and services, for creating, sharing and managing digital artefacts and information items in mediated work settings. They are aware of how the ongoing proliferation of networked devices, tools and services, not only impacts their private life, but also fundamentally challenges the operation of organisations at large.

To better understand this emerging challenge, participants also gain an overview of classical and modern organisational theories and concepts. They also comprehend the importance and analytical value of such theories and concepts.

Participants can compare, analyze and reflect upon contemporary organizational structures in the light of the ongoing development of information technology and the changing nature of increasingly mediated work practices.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

- Historic roots, developments, and challenges of organizing and managing information
- The rise of personal and networked computing, smart phones, tablets etc.
- Personal and collective landscapes of tools and services
- Organizational Theories
- Organizational Structures – different types and models
- Cases of contemporary models of organization

Lehr-/Lernformen

Lehr-/Lernmethoden

Self-study of required literature

Two block-seminars (over two days), combining presentations/lectures, group work, discussion, reflective exercise, work with literature and video material.

Literatur/Lehrmaterial

Texts

- Jones, W. & Teevan, J. (2007). Personal information management. Seattle: University of Washington Press.

- Wright, A. (2007) Glut: Mastering information through the ages. Washington, D.C.: Joseph Henry Press.
- Haveman H.A. & Wetts R. (2019). Organizational theory: From classical sociology to the 1970s. Sociology Compass, 2019;e12664. <https://doi.org/10.1111/soc4.12627>
- Bakker, DeFillippi, Schwab (2016). In Jörg Sydow: Temporary Organizing: Promises, Processes, Problems. Organization Studies, 2016, Vol. 37(12) 1703–1719; <https://doi.org/10.1177/0170840616655982>

Videos

Pfläging, N.: "Taylor Bathtub"

(https://www.youtube.com/watch?time_continue=13&v=6lRWp7moJ2U&feature=emb_logo)

Kirkpatrick, D.: "Morning Star - Self-managed organization?"

(<https://www.youtube.com/watch?v=Ej4n3w4kMa4>)

Morieux, Y.: "Yves Morieux: As work gets more complex, 6 rules to simplify" (<https://www.youtube.com/watch?v=0MD4Ymjyc2I>)

Spotify: "Spotify engineering culture"

(<https://labs.spotify.com/2014/03/27/spotify-engineering-culture-part-1/>)

Besonderes

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 45 %	Vor-/Nachbereitung/Selbststudium 12,5 Std. / 25,0 %		Aufgaben/ Gruppenarbeit 15,0 Std. / 30,0 %

Beschreibung für die Lehrveranstaltung

Code 204-003	Titel der Lehrveranstaltung Project Management
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Ausgestaltung

Qualifikationsziele

Knowledge: With respect to acquired knowledge, students shall know how to design, plan and execute projects. Students shall be able to explain and illustrate main elements of a project from a perspective of management. Students should know about leadership challenges in projects and organizations.

Skills: - With respect to acquired skills in this module, students shall be able to design a project charter as a rough kind of project plan with the main elements: targets, work breakdown-structure, milestones, activity list, capacity planning, Gantt-chart, break-even-analysis, risk analysis. They should know how to set up a project and how to control a project.

Competencies: - With respect to acquired competencies, students shall be able to manage a small project. This includes the aspect of leadership in an international environment.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

1. Introduction to the concept of project management
2. Project planning with main elements: Phases, Milestones, Work-Breakdown-Structure, Activity-List, Capacity planning, Break-Even-Analysis and project profitability, Gantt-Chart, Risk-Management. Project Charter.
3. Behavioral aspects of leadership for Project Management: leadership-aspects like mastery, vision, perception, conflict management.

Lehr-/Lernformen

Lehr-/Lernmethoden

Lecture, project meetings with professor, presentations

Literatur/Lehrmaterial

Script.

GPM / Gessler, M.(2010). Kompetenzbasiertes Projektmanagement (PM 3). 3. Auflage. Nürnberg. Auf Basis IPMA competence baseline 3.0.

Goleman, E. (2000), Leadership that gets results. In: Harvard Business Review March – April 2000, p. 78 – 90.

PMI (2004), A Guide to the Project Management Body of Knowledge. Newton Square 2004.

Besonderes

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 17,5 Std. / 23,3 %		Aufgaben/ Gruppenarbeit 35,0 Std. / 46,7 %

Modulbeschreibung

Code	Modulbezeichnung
204-004	Financial Resources

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele

Students who successfully complete the course will be able to communicate financial information after analyzing financial statements.

- Acquire knowledge of business performance and turnover processes with respect to investment, financing and accounting
- Get a sound understanding about the concepts of accounting and their differences
- Obtain an overview on the presentation and disclosure components of financial statements
- Evaluate and analyse entity information and identify data relevant to financial accounting and reporting
- Perform calculations of measurement and valuation of important financial statement positions
- Present results of conversion to international accounting in writing in a (consolidated) financial statement format
- Understand the current legal environment and the auditing approach of an accounting firm
- Understand the different fields of investment and financing
- Understand and apply different forms of debt and equity financing
- Understand the process of structuring and securitisation of off-balance sheet financing
- Define different kinds of cash flows and apply discounted cash flow approaches
- Use table calculation programs for investment and finance calculations
- Be familiar with important approaches of the theory for investment and finance
- Apply these methods to solve typical problems
- Independently learn more sophisticated models

Subject related competences: 50%, Systemic competences: 20%, Interpersonal competences: 15%, Personal competences: 15%

Inhalte

Accounting and Financial Statement:

Overview of financial accounting

Understand the system of financial accounting with respect to structure, operation and balancing

Knowledge and use of accounting and annual financial statements as documentation, information and control device

Analysis and interpretation of annual reports Investment and Finance Financial mathematics Methods for assessing and comparing the profitability of investments Financing of investments
Lehr-/Lernformen Vorlesung mit Übung

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Basic knowledge of mathematics
Vorbereitung für das Modul	see literature below

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte Sustainable Investments, Islamic Banking, Integrated Accounting
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Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Mündliche Prüfung (10 Minuten)	50 %
Klausur (60 Minuten)	50 %

Organisation

Modulverantwortliche/r Prof. Dr. Ludger Hinners-Tobrägel		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus	Dauer
	jedes Semester	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte	Präsenz in SWS

	7,00	6,00
Workload 7,00 x 25 Stunden = 175,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 67,5 Std. / 38,6 %	Vor-/Nachbereitung/Selbststudium 57,6 Std. / 32,9 %	Aufgaben/Gruppenarbeit 50,0 Std. / 28,6 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-004	Accounting
204-004	Investment and Finance

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-004	Accounting

Ausgestaltung

Qualifikationsziele

Die Studierenden sind in der Lage, die u.g. Inhalte zu verstehen und anzuwenden. Dabei erweitern sie ihre

Ø Kenntnisse, Fertigkeiten und Kompetenzen im Fach

Die Studierenden gewinnen einen Überblick über die Inhalte einer Bilanz, GuV und Kapitalflussrechnung. Sie erhalten einen Überblick über verschiedene Ansätze der Rechnungslegung im internationalen Kontext. Sie verstehen, welche Auswirkung die Bewertungsansätze auf die ausgewiesenen Gewinne des Unternehmens haben. Sie sind in der Lage, Kennzahlen der Rechnungslegung zu ermitteln und zu interpretieren. Studierende sind in der Lage, Bilanzen und GuVs für gegebene Business Cases aufzubauen.

Ø Kenntnisse Fertigkeiten bezogen auf Systeme

Die Studierenden können die Rechnungslegung als Teil des Finanzmanagements einordnen. Sie verstehen den Zusammenhang zwischen der Rechnungslegung und der Bewertung von Investitionsvorhaben und den damit verbundenen Finanzierungskosten mit Hilfe von Planbilanzen und Plan-GuVs.

Ø Kenntnisse der Selbstorganisation

Die Studierenden befassen sich selbstständig mit Grundlagenliteratur zur Rechnungslegung. Sie sind in der Lage, unterschiedliche Methoden innerhalb der Rechnungslegung zu bewerten.

Ø Kenntnisse im Umgang mit Anderen

Die Studierenden diskutieren in der Lehrveranstaltung mit den anderen Mitgliedern der Gruppe über sinnvolle Lösungen zu den Business Cases.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

1. Financial Statements

1. Balance Sheet
2. Income Statement
3. Double Entry System
4. Cash Flow Statement

2. Specific Balance Sheet Items

1. Inventory
2. Fixed Assets
3. Provisions and Accruals

3. Financial Analysis 1. Balance Sheet Analysis 2. Income Statement Analysis 3. Cash Flow Statement Analysis 4. Consolidated Financial Statement 1. Business Combinations 2. Consolidated Statements 5. International Accounting 1. Importance of International Accounting 2. International Accounting Systems
Lehr-/Lernformen Vorlesung mit Übung
Lehr-/Lernmethoden Die Studierenden erhalten Übungsaufgaben und Business Cases, um die Fähigkeit zu festigen, komplexe Fragestellungen strukturiert aufzuarbeiten.
Literatur/Lehrmaterial Basic Literature 1. Anthony/Hawkins/Merchant: <i>Accounting</i> , McGraw-Hill Additional Literature 2. Dyckman/Dukes/Davis: <i>Intermediate Accounting</i> , McGraw-Hill 3. Horngren/Harrison/Bamber: <i>Accounting</i> , Prentice Hall 4. Hoyle/Schaefer/Doupnik: <i>Advanced Accounting</i> , McGraw-Hill 5. Perks: <i>Financial Accounting for Non-Specialists</i> , McGraw-Hill
Besonderes

Organisation

Präsenz in SWS 3,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 33,8 Std.	Vor-/Nachbereitung/Selbststudium 28,8 Std.		Aufgaben/ Gruppenarbeit 25,0 Std.

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-004	Investment and Finance

Ausgestaltung

Qualifikationsziele

Students who have successfully completed this module, will have extensive knowledge of financial matters that are the basis of corporate decision making. Furthermore, they will have developed an understanding of financial forms and regulations in business and be familiar with financing and investment procedures as well as terms of periodic in- and out-payments. They acquire the skills to adequately apply common methods of static and dynamic investment calculation in business critical situations while using standard PC software.

The knowledge of the respective requirements and applications enables the students to recognize the advantages of certain investments and financing alternatives. They can apply their knowledge and skills in order to develop solutions for new challenges while making use of data processing, in particular spreadsheet analysis.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

Basic knowledge and skills to assess investments and financing of investments

Knowledge of facts and data:

Only knowledge of central terminology and basic numerical facts are expected:

- What do we mean with capital?
- How much capital do enterprises and the economy need in Germany and the EU?
- total borrowings in Germany and the EU
- key figures of liquidity
- current and historical interest rates of financial products
- source of information with respect to financial issues

Knowledge of methods: Main learning content is the instruction of financial method skills

- basic concepts of financial mathematics
- comparison of investment alternatives (static and dynamic methods)
- uncertainty of investment planning
- calculation of the need of capital
- financing
- funding
- the Lohmann-Ruchti-effect

- financing scheme

Lehr-/Lernformen

Lehr-/Lernmethoden

- lectures in the form of seminars with exercises integrated (individually and in groups)
- tutorial
- written and oral presentations with feed-back
- presentations and exercises with MS Excel-in the computer lab

Literatur/Lehrmaterial

- Schmalen, Helmut / Pechtl, Hans (2009): Grundlagen und Probleme der Betriebswirtschaft. 14., überarb. Aufl. Stuttgart: Schäffer-Poeschel, Umfang: XII, 600 S.
- Berk, Jonathan / DeMarzo, Peter (2011): Grundlagen der Finanzwirtschaft – Analyse, Entscheidung und Umsetzung. Pearson. Titel der englischen Originalausgabe: Corporate finance, 2. Aufl., 2010
- Bitz, Michael / Ewert, Jürgen / Terstege, Udo (2002): Investition - Multimediale Einführung in finanzmathematische Entscheidungskonzepte. Lehrbuch mit Multimedia-CD. Gabler.
- Blohm, Hans / Lüder, Klaus / Schäfer, Christina (2006): Investition. Schwachstellenanalyse des Investitionsbereichs und Investitionsrechnung. 9. überarb. u. aktualis. Aufl. München: Vahlen.
- Bösch, Martin (2011): Derivate – Verstehen, anwenden und bewerten. Vahlen.
- Dahmen, Andreas (2012): Investition. 3. vollst. überarb. Aufl., Vahlen.
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- Olfert, Klaus / Reichel, Christopher (2009): Finanzierung. Reihe: Kompendium der praktischen Betriebswirtschaft, 14. verbesserte und aktualisierte Auflage. Broschur. 580

Seiten. Olfert, Klaus / Reichel, Christopher (2009): Investition. Reihe: Kompendium der praktischen Betriebswirtschaft, 11. verbesserte und aktualisierte Auflage. Broschur. 502 Seiten.

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- Vera Moll (2009): Handbuch Geldanlage. Vahlen
- Wöhe, Günter / Döring, Ulrich (2010): Einführung in die Allgemeine Betriebswirtschaftslehre. 24. Aufl. München: Vahlen
- Zerres, Michael / Zerres, Christopher (2006): Einfach lernen! Betriebswirtschaft. ISBN 87-7681-059-3, Download unter: www.bookboon.com oder www.studentensupport.de (enthält Werbung).

Literature, Excel

- Grob, Heinz Lothar / Reepmeyer, Jan-Armin / Bensberg, Frank (2008): Excel für Wirtschaftswissenschaftler. 169 S, Vahlen
- Schüler, Andreas (2011): Finanzmanagement mit Excel – Grundlagen und Anwendungen. 582 S., mit CD. Vahlen

Literature, Sparkasse

- Amely, Tobias (2006): **Fachbegriffe Geld und Kredit**. 23. Aufl., Wirtschaftslexikon, RatgeberService der Sparkassen-Finanzgruppe.
- Bernstorff, Christoph von (2006): **Unternehmens-finanzierung**. 1. Aufl., RatgeberService der Sparkassen-Finanzgruppe.
- Fröhlich, Bettina (2010): **1x1 des Wertpapiergeschäfts**, RatgeberService der Sparkassen-Finanzgruppe
- Int-Veen, Thomas (2006): **Kreditaufnahme und Bilanzanalyse**. 7. Aufl., RatgeberService der Sparkassen-Finanzgruppe.
- Kühn, Christof (2007): **Fachbegriffe Wertpapiere und Börse**. 3. Aufl. Wirtschaftslexikon, RatgeberService der Sparkassen-Finanzgruppe.

Literature, englisch

- Advani, Reuben (2006): The Wall Street MBA : your personal crash course in corporate finance. New York, NY [u.a.] : McGraw-Hill, XIV, 237 S.
- Berk, Jonathan / DeMarzo, Peter / Harford, Jarrad (2012): Fundamentals of Corporate Finance. Second Edition. Pearson
- Brealey, Richard A. / Myers, Steward C. (2000): Principles of Corporate Finance, 6. Aufl., New York.
- Brealey , Richard A. / Myers , Stewart C. / Allen, Franklin (2006): Corporate finance. 8. Aufl., Boston [u.a.] : McGraw-Hill Irwin, XXVIII, 1028 S.; 1 CD-ROM.
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- Copeland, Thomas E. / Weston, J. Fred (1988): Financial Theory and Corporate Policy, 3rd ed., Reading, Massachusetts u.a.
- Horngren , Charles T. / Sundem , Gary L. / Stratton , William O. (2008): Introduction to management accounting: Chapters 1-17. 14. Aufl. Upper Saddle River, NJ: Pearson Education International
- Luderer, Bernd / Nollau, Volker / Vetters, Klaus (2010): *Mathematical formulas for economists*. 4. Aufl., Berlin; Heidelberg: Springer Verlag, ISBN 3-540-4216-7

(<http://www.springerlink.com/content/g60132/#section=629221&page=1&locus=89>)

Besonderes

Board, flipchart, overhead, projector, PowerPoint-presentations, videos Live-Simulations with MS Excel, Excel sheets for downloading Internet-portals regarding finance guest lectures of experts from the finance sector

Organisation

Präsenz in SWS 3,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 33,8 Std.	Vor-/Nachbereitung/Selbststudium 28,8 Std.		Aufgaben/ Gruppenarbeit 25,0 Std.

Modulbeschreibung

Code	Modulbezeichnung
204-005	Value Chain Management

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele Besides the knowledge and understanding about the processes in Marketing Management and Supply Chain Management, the students improve their skills and competences in applying commonly used analytic tools and methods. Students will improve their planning competences in both areas. They will improve their personal skills by creating plans and holding presentations and they will furthermore improve their interpersonal competences by preparing and presenting team assignments. The systemic competences are developed with the help of an understanding of the interdependencies between the different supply and delivery processes of a company.
Inhalte The participant will get a comprehensive understanding about the key processes in the value chain, from the understanding of initial customer needs, the development of a marketing strategy, to product creation, material supply sourcing, production planning and implementation, warehousing and delivery to end customers. Whereas the lecture supply chain management is putting a stronger focus on the sourcing and delivery side, the lecture marketing management is focusing on the market related processes.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Structured thinking and writing, Presentation skills. English language.
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	Preparation for some of the electives
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte

Discussion of sustainability in Supply Chain Management: Case Study Nespresso

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Referat/Präsentation (keine Einheit gewählt)	20 %
Klausur (90 Minuten)	80 %

Organisation

Modulverantwortliche/r Prof. Dr. Friedemann Baisch		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 5,00	Präsenz in SWS 4,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 36,0 %	Vor-/Nachbereitung/Selbststudium 40,0 Std. / 32,0 %	Aufgaben/Gruppenarbeit 40,0 Std. / 32,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-005	Marketing Management
204-005	Supply Chain Management and Purchasing

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-005	Marketing Management

Ausgestaltung

Qualifikationsziele To develop an understanding about marketing in general. The ability to use the marketing tools and concepts to create a comprehensive marketing plan for a product or a company. An improvement of the presentation skills in English language by presenting a marketing plan for a fictional product idea. With respect to acquired knowledge, students shall be able to discuss marketing issues and to apply the marketing concepts to business situations. In the end, students will have the competencies to independently apply marketing methods and concepts to new and unfamiliar situations.			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte The course provides an overview about the key concepts of marketing. Prior to going into detail, the unit offers a comprehensive introduction to marketing by delivering an answer to the basic question: What is marketing? The students learn about the marketing management process (i.e. the analysis of the internal and external environment, strategic business planning, strategic marketing planning, operative marketing planning, implementation and evaluation). As a team assignment the students will prepare a marketing plan for a new market offering and hold a class room presentation.			
Lehr-/Lernformen			
Lehr-/Lernmethoden Lecture in the form of seminars with exercises integrated (individually and in groups). Oral team presentations with MS Powerpoint and other media to the class with feedback.			
Literatur/Lehrmaterial Principles of Marketing, 17th Edition, Kotler, Philip; Armstrong, Gary, 2017 Class handouts.			
Besonderes Board, flipchart, projector, PowerPoint-presentations, videos, guest lectures			

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 22,5 Std. / 30,0 %		Aufgaben/ Gruppenarbeit 30,0 Std. / 40,0 %

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-005	Supply Chain Management and Purchasing

Ausgestaltung

Qualifikationsziele Knowledge about common elements of Supply Chain Management and Supply Chain Strategies. Competence to understand and to design Supply Chains. Knowledge and use of common methods in Supply Chain Management like ABC-Analysis, Andler-Formula, purchasing leverage, forecasting and more.			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte Introduction, case study Porsche Cayenne, elements of Supply Chain Management, Supply Chain Strategy, selection of facilities, designing the distribution network, planning demand and supply, managing inventory, purchasing process, managing processes.			
Lehr-/Lernformen			
Lehr-/Lernmethoden Lecture, Case Studies, exercises			
Literatur/Lehrmaterial Script. · Van Weele, A. J. (2014), Purchasing & Supply Chain Management. 6th Edition. London 2014. · Handfield, R. B. / Nichols, E.L. (1999), Introduction to Supply Chain Management Chopra, S. / Meindl, P. (2009). Supply Chain Management. Strategy, Planning and Operation. 4th Edition. New York 2009.			
Besonderes Sometimes Company visit in the region of Stuttgart like Daimler, Rhenus, BOSCH.			

Organisation

Präsenz in SWS	Gruppeneinteilung	empfohlenes Fachsemester	Sprache
2,00	nein	1 Semester	Englisch
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium	Aufgaben/ Gruppenarbeit	
22,5 Std. / 45 %	17,5 Std. / 35,0 %	10,0 Std. / 20,0 %	

Modulbeschreibung

Code 204-030	Modulbezeichnung Language Skills
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Beitrag des Moduls zu den Studienzielen

Qualifikationsziele Improvement of language skills by one level (e.g. from A1 to A2)
Inhalte depending on language skill level,
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Sonstiges (keine Einheit gewählt)	100 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus keine Angabe	Dauer Semester
Zulassungsvoraussetzung	ECTS-Punkte 3,00	Präsenz in SWS 2,00

Workload 3,00 x 25 Stunden = 75,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 22,5 Std. / 30,0 %	Vor-/Nachbereitung/Selbststudium 52,5 Std. / 70,0 %	Aufgaben/Gruppenarbeit

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-030	Academy for Further Education at Nürtingen-Geislingen University (WAF-Academy)

Beschreibung für die Lehrveranstaltung

Code 204-030	Titel der Lehrveranstaltung Academy for Further Education at Nürtingen-Geislingen University (WAF-Academy)
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Ausgestaltung

Qualifikationsziele			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte please notice the offer of the Academy for Further Education at Nürtingen-Geislingen University (WAF-Academy) depending on the language skills of the student			
Lehr-/Lernformen Vorlesung			
Lehr-/Lernmethoden			
Literatur/Lehrmaterial			
Besonderes			

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Deutsch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 52,5 Std. / 70,0 %		Aufgaben/ Gruppenarbeit

Modulbeschreibung

Code	Modulbezeichnung
204-031	Quantitative Methods

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele Applied managerial quantitative methods? Mathematical basics, algebra, analysis, financial mathematics English Business Communications? Presentation and negotiation skills, writing skills for the business environment including business and application letters, CV, business reports, essays.
Inhalte This module is intended to harmonize the different knowledge and skill levels in quantitative methods and in business English. As the students have very diverse academic backgrounds from engineering to language studies, this course is designed to update and improve the quantitative skills for students who have not worked with quantitative methods for some time.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Basic knowledge of mathematics General English language proficiency
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte Time preference calculation in mathematics
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Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (60 Minuten)	100 %

Organisation

Modulverantwortliche/r Prof. Dr. Jürgen Braun		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Sommersemester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 3,00	Präsenz in SWS 2,00
Workload 3,00 x 25 Stunden = 75,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 22,5 Std. / 30,0 %	Vor-/Nachbereitung/Selbststudium 37,5 Std. / 50,0 %	Aufgaben/Gruppenarbeit 15,0 Std. / 20,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-031	Quantitative Methods

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-031	Quantitative Methods

Ausgestaltung

Qualifikationsziele Students are able to describe and explain quantitative questions using basic mathematical methods. They develop the ability to solve simple mathematical problems common in business practice. After the course they have the competence to learn more sophisticated methods independently			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte Basic rules of calculation Potency, root and logarithms calculation Equations and systems of equations Sequences and series Functions Differential calculus			
Lehr-/Lernformen			
Lehr-/Lernmethoden Lecture with integrated exercises			
Literatur/Lehrmaterial			
Besonderes			

Organisation

Präsenz in SWS	Gruppeneinteilung	empfohlenes Fachsemester	Sprache
2,00	nein	1 Semester	Englisch
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium		Aufgaben/ Gruppenarbeit
22,5 Std.	37,5 Std.		15,0 Std.

Modulbeschreibung

Code 204-006	Modulbezeichnung Managerial Economics
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Beitrag des Moduls zu den Studienzielen

Qualifikationsziele With respect to the acquired knowledge, skills and competencies students shall be able - to describe and to interpret economic expressions, data and graphs - to construct economic models and to predict economic variables using these models - to analyse the mechanism of a market based economy and their problems - to evaluate government policies to solve these problems - to draw conclusions for firms and households in the context of these models
Inhalte Basic micro- and macroeconomic expressions, concepts, tools and methods of analysis
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Students shall be able to read textbooks in English language and to apply basic mathematical methods
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	Theory and Practice of Foreign Trade International Financial resources
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte Criticism on GDP as indicator for wealth, alternative indicators, public economic policies to reach Millennium Development Goals
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Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (90 Minuten)	80 %
Referat/Präsentation (keine Einheit gewählt)	20 %

Organisation

Modulverantwortliche/r Prof. Dr. Gerhard Pfister		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 5,00	Präsenz in SWS 4,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 36,0 %	Vor-/Nachbereitung/Selbststudium 40,0 Std. / 32,0 %	Aufgaben/Gruppenarbeit 40,0 Std. / 32,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-006	Microeconomics
204-006	Macroeconomics

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-006	Microeconomics

Ausgestaltung

Qualifikationsziele

- Construct a model and argue within a model
- Understand economic expressions and economic thinking
- Analyze building blocks for further economic analysis
- Understand the economic principle and transfer to consumers' and producers' decisions
- Take the different points of view and to be able to put themselves into the different positions of economic actors, e.g.: consumer, producer under perfect competition, monopolist, monopsonist,
- Understand the price-market mechanism and application to reality
- Interpret government policy decisions, including their effects and limitations
- Communicate effectively on microeconomic matters – i.e., be able to understand, comment and write competently on fundamental issues affecting a firm or a household.
- Apply economic theory in real-world context
- Evaluate alternative microeconomic points of view
- Think critically as an economist, understand and present different points of view
- Research and evaluate data and economic literature
- Be able to read and understand some micro economic articles in reputable journals
- Evaluate existing and emerging theories underpinning economics within a practical context and application
- Generate in students some kind of passion for microeconomic circumstances and topics
- Make students understand how they can and do use microeconomics in their daily life
- Show students how they can and should apply their common sense in microeconomics
- Show in relation with several economic Nobel prizes awarded in the area of microeconomics the complexity of microeconomics and the importance and valuation in economics in general

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

General Introduction into Economics

- Introduction to Microeconomics
- Consumer Theory
- Production and Cost Theory
- Perfect Competition
- Monopoly
- Oligopoly

- Monopolistic Competition Review and outlook
Lehr-/Lernformen
Lehr-/Lernmethoden - Inter-active lecture - practical application of microeconomic course contents - exercises during the lectures with presented solutions or with solutions worked out by the students, individually or in groups - tutorial - discussions - use of beamer, overhead projector, white board, flip chart and meta plan, prepared transparencies, photocopies, articles out of newspapers - use of internet links, for ex. references to economic Nobel prizes - guiding questions at the beginning or during each lecture, answered during the lecture, reference to those questions at the end of each lecture. script
Literatur/Lehrmaterial Title: Microeconomics Author: Krugman/Wells Edition: 2nd Published by: Worth, New York: 2009 ISBN: 0-7167-7159-4 Title: Applied Microeconomics Author: Hope, Stephen Published by: Wiley, Chichester; Weinheim[u.a.], 1989 ISBN: 0-471-97914-7
Besonderes Flipchart, overhead, projector, PowerPoint-presentations

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 45 %	Vor-/Nachbereitung/Selbststudium 20,0 Std. / 40,0 %		Aufgaben/ Gruppenarbeit 7,5 Std. / 15,0 %

Beschreibung für die Lehrveranstaltung

Code 204-006	Titel der Lehrveranstaltung Macroeconomics
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Ausgestaltung

Qualifikationsziele - Understand the principles of macroeconomics - Understand macroeconomic data - Insight into the role and function of money - Understand macroeconomic concepts and macroeconomic theories - Transfer macroeconomic concepts and theories to macroeconomic policy debates			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte Introduction - What Macroeconomists study - How Economists think			
Lehr-/Lernformen			
Lehr-/Lernmethoden Lecture, case studies, exercises			
Literatur/Lehrmaterial Mankiw, N. Gregory; Macroeconomics, 7th edition, New York 2010			
Besonderes Sample essays, self test quizzes, presidential game, and other online learning tools on the textbook's companion website at www.worthpublishers.com/mankiw			

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 20,0 Std. / 26,7 %		Aufgaben/ Gruppenarbeit 32,5 Std. / 43,3 %

Modulbeschreibung

Code	Modulbezeichnung
204-007	International Business and Management

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele The participants will develop their management skills and decision-making techniques needed in the context of International Management and International Human Resource Management. Students will develop the ability to apply the concepts to companies operating in the international environment. Skills of HR interview techniques, competences to research a company situation in an international environment, development of the students' attitudes towards their own personal goals, learning about their personal development.
Inhalte The students will get an overview about the challenges of International Management in general and the supporting tasks of International Human Resource Management more specifically. This entails the influence of the international environment on the management decisions of an international corporation. The cultural, economic, political and legal environment will be analyzed to learn about the consequences for companies doing business abroad. The influence of government decisions and regional economic co-operations on the success of business activities will be explained and described by theories and key indicators. In addition to the general management perspective of Cases International Management, the class International Human Resource Management is completing the picture from the perspective of personnel management in an international environment and is a bridging link to the individual employee and MBA-student. Here, the students will work with the key methods of personnel selection and development. The students will have the chance to experience the use of personnel development concepts and career planning for their own further development.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Basic understanding of business processes , intercultural competence, ability to reflect about the own activities, openness
Vorbereitung für das Modul	Participation of "General Management" or similar knowledge

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
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Einsatz in anderen Studiengängen	
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Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte Development related case studies, ethical challenges in different cultures (cultural relativism), Corruption. Diversity Management, sustainable personnel policy under fluctuating employment conditions, project group work regarding developing countries
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Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (90 Minuten)	85 %
Referat/Präsentation (keine Einheit gewählt)	15 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus	Dauer
	jedes Semester	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte	Präsenz in SWS
	5,00	4,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium	Aufgaben/Gruppenarbeit
45,0 Std. / 36,0 %	40,0 Std. / 32,0 %	40,0 Std. / 32,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-007	Cases International Management
204-007	International Human Resource Management

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-007	Cases International Management

Ausgestaltung

Qualifikationsziele			
With respect to acquired knowledge, students shall be able to apply methods and theories of international management to real life situations. They will get the skills to handle critical company situations in an international environment taking into account the complexities of fast changing and only partially known conditions. They will become familiar with use of indicators and theories of international management for the analysis of company situations in international markets.			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte			
This course is offered as a seminar. It provides theory and case studies of international management.			
The students deal with the impact of the cultural, economic, political and legal environment on management of multinational enterprises.			
They learn the use of International trade theories to explain government influence on trade.			
Furthermore the influence of regional economic integrations like NAFTA and EU on organisations' success in business will be studied.			
The consequences of factor mobility and foreign direct investments for international trade will be discussed.			
The course concludes with international business strategy.			
Lehr-/Lernformen			
Lehr-/Lernmethoden			
Lectures with classroom discussions for presentation of concepts			
Short case studies directly related to each chapter to apply concepts			
Team preparation of case question prior to classroom discussion			
Case study discussions in classroom, case developed on board			
Literatur/Lehrmaterial			
· Daniels, John D.; Radebaugh, Lee H.; Sullivan, Daniel P.: International Business Environments and Operations; 15th Edition, Pearson Prentice Hall, 2015			
· Daniels, John D./Radebaugh, Lee H./ Sullivan, Daniel P.: International Business Environments and Operations, 12th edition, 2009, Pearson Prentice Hall			
· Bartlett, Christopher, A./Ghoshal, Sumantra/Birkinshaw, Julian: Transnational Management, latest Edition			

- Johnson, Debra/Turner, Colin: International Business: Themes and issues in the modern global economy, latest Edition, Routledge
- Students will prepare case studies from Daniels et. al. and discuss them in class

Besonderes

board, flipchart, metaplan board, projector, PowerPoint-presentations, case discussions

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 45 %	Vor-/Nachbereitung/Selbststudium 30,0 Std. / 60,0 %		Aufgaben/ Gruppenarbeit 22,5 Std. / 45,0 %

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-007	International Human Resource Management

Ausgestaltung

Qualifikationsziele - Understand the value proposition of the HR function - HR is not only an administrative function - Learn the fundamentals of Labor Relations (Workers Councils, Unions, Collective Agreements, international differences) and understand the “pervasive effect” of labor relations and the border between “psychological” and “legal contract” - Understand HR practices (Discipline, Grievance, Planning, Resourcing, Rewarding, Development, Leadership, and Reorganization) - Understand and be able to take a standpoint within the current leadership discussions involving transactional vs. transformational leadership approaches - Understand Personnel Development and Talent Management Programs - Learn about Recruiting and selection - Understand typical Rewarding (Compensation & Benefits) issues for Associate-Levels (Collective Labor Agreements) and Management-Levels, including bonus and incentive schemes - Experience how to elaborate on a HR topic related with the lecture in a group work setting, giving a presentation, and defending one’s standpoint in a Q&A session			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte In this course we will think about all the topics HR is responsible for. This means, we will not only talk about HR as an “administrative” function, but try to grasp what value HR can add to the “business”. We will also link every topic to the leadership skills and abilities of Managers. Lectures, classroom discussions, and exercises/cases will center on Leadership, Motivation, Discipline and Grievance, Labor Relations, Personnel Development and Talent Management, Employer Branding and Recruiting, Performance Management and Rewarding			
Lehr-/Lernformen			
Lehr-/Lernmethoden Lecture (including discussion, brainstorming, Q&A), Presentation by students			
Literatur/Lehrmaterial - Banfield / Kay: Introduction to Human Resource Management, Oxford University Press, 2nd edition 2012 - Hughes / Kapoor / Pride: Business, Cengage Learning, 10th edition 2010; Chapters 9 & 10.			
Besonderes			

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 10,0 Std. / 13,3 %		Aufgaben/ Gruppenarbeit 17,5 Std. / 23,3 %

Modulbeschreibung

Code	Modulbezeichnung
204-008	International Financial Resources

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele

Students:

- understand the relation between external and internal accounting.
- learn the structure and the methods of cost calculation for different cost categories, cost center and product cost. Methods of direct costing / contribution accounting are explained and contrasted. Comprehension for the complex valued based context in companies.
- apply different methods for the alternative valuation of questions on price strategy, product policy and production procedure
- understand international financial statements and are able to apply them for analysis and decision taking
- understand how financials are created, how to interpret them and how to make useful information for the business out of financial data
- are able to transfer the learned knowledge and tools to other subjects, e.g. marketing, mergers & acquisitions or strategy
- understand the strength, weaknesses and limitations of the tools and concepts which they learned and are able to match theory and reality and understand how models can help in a complex environment
- reach a certain level of general and financial professionalism
- can describe the tasks in the area of international finance management.
- get the knowledge to understand financial issues.
- understand the procedures and products on international financial markets.
- are able to independently develop solutions for financing problems.
- identify opportunities and risks in international finance and critically reflect international market developments.

Inhalte

The students will get an overview about Management Accounting, International Reporting and Control and International Business Finance.

In Management Accounting, students learn to use internal analysis and planning tools as a basis for management decisions in general.

The lecture on International Reporting and Control puts the focus on the understanding, interpretation and limitations of financial statements. Matching theory and reality, furthermore students learn about financial reporting in an international context.

International Business Finance enables students to assess financing options in an international context and its respective risk management

Lehr-/Lernformen

Übung

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte

Application of Principal Agent theory in a practical case study (consequences of short-term vs. long-term incentives for management). Differences between international accounting systems (IFRS vs. German HGB)

World financial markets, business decisions with regard to tax oasis, sustainability aspects in Key Performance Indicators

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (150 Minuten)	85 %
Referat/Präsentation (keine Einheit gewählt)	15 %

Organisation

Modulverantwortliche/r

Prof. Dr. Erskin Blunck

Weitere Verantwortliche/Ansprechpartner

Modulart	Turnus	Dauer
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	jedes Semester	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 7,00	Präsenz in SWS 6,00
Workload 7,00 x 25 Stunden = 175,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 67,5 Std. / 38,6 %	Vor-/Nachbereitung/Selbststudium 60,0 Std. / 34,3 %	Aufgaben/Gruppenarbeit 47,5 Std. / 27,1 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-008	Management Accounting
204-008	International Reporting and Control
204-008	International Business Finance

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-008	Management Accounting

Ausgestaltung

Qualifikationsziele

With respect to acquired knowledge, students shall be able to do the following:

1. summarize and interpret state-of-the-art concepts in management accounting and performance management
2. evaluate and manage overhead costs adequately by applying Traditional Costing as well as Activity Based Costing and interpreting the compiled information
3. support new product development according to market needs, particularly meeting the necessary price and cost targets by applying Target Costing
4. see the different management accounting and performance management concepts and tools in an overall context and understand their interdependences

With respect to acquired skills, students shall be able to do the following:

1. identify data relevant to management accounting and performance management
2. solve problems in theory and practice by applying the above mentioned concepts and tools
3. evaluate and interpret practical cases and derive conclusions independently

With respect to acquired competencies, students shall be able to do the following:

1. recognize practical business challenges in the areas of management accounting and performance management
2. apply and modify their knowledge to new and complex challenges
3. draw on and make use of adequate sources of information in order to solve these challenges
4. perform necessary calculations in the course of problem solving with the above mentioned concepts and tools
5. reflect the derived results critically and draw conclusions

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

Part 1: Focus on Decision Making

Chapter 1: Managerial Accounting, the Business Organization, and Professional Ethics

Chapter 2: Introduction to Cost Behavior and Cost-Volume-Profit Relationships

Chapter 3: Measurement of Cost Behavior

Chapter 4: Cost Management Systems and Activity-Based Costing

Chapter 5: Relevant Information for Decision Making with a Focus on Pricing Decisions

Chapter 6: Relevant Information for Decision Making with a Focus on Operational Decisions

Part 2: Accounting for Planning and Control

Chapter 7: Introduction to Budgets and Preparing the Master Budget

Part 3: Product Costing (corresponds to part 4 in the textbook) Chapter 12: Cost Allocation Chapter 13: Accounting for Overhead Costs
Lehr-/Lernformen Vorlesung, Übung
Lehr-/Lernmethoden Lectures with exercises, MC-Tests at end of each chapter (anonymous); Lectures, discussions, exercises, case analysis, group work.
Literatur/Lehrmaterial Horngren/Sundem/Stratton/Burgstahler/Schatzberg: Introduction to Management Accounting, 16th Global Edition, Pearson 2014, ISBN-13: 9780273790013
Besonderes Animated PowerPoint-presentations, Overhead projector, Document camera, Audience response system

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 20,0 Std.		Aufgaben/ Gruppenarbeit 7,5 Std.

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-008	International Reporting and Control

Ausgestaltung

Qualifikationsziele

Students

- understand international financial statements and are able to apply them for analysis and decision taking
- understand how financials are created, how to interpret them and how to make useful information out of financial data
- are able to transfer the learned knowledge and tools to other subjects, e.g. marketing, mergers & acquisitions or strategy
- understand the strength, weaknesses and limitations of the tools and concepts which they learned
- match theory and the reality and understand how models can help in a complex environment
- obtain the knowledge for subsequent subjects
- reach a certain level of general and financial professionalism (presentation skills, ability to structure complex subjects, draw meaningful conclusions out of performed analysis, focus and define priorities, explain finance to non finance people)
- obtain an advanced level of common software applications (e.g. PowerPoint, Excel etc.)

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

- Basic differences and common aspect between IFRS and HGB
- Overview of IFRS financial statements and their applications (structure, definitions, specific items e.g. accrual accounting, goodwill, impairments, lease accounting, percentage of completion, ratios etc.)
- Basics of reporting (segment reporting, consolidation and intercompany eliminations, planning and reporting in an international environment with multiple currencies, transfer pricing)
- Basics of corporate finance (DCF, NPV, IRR, WACC, CAPM, value creation) and decision making

Lehr-/Lernformen

Lehr-/Lernmethoden

Lectures and presentation by the professor

- Ad hoc exercises based on examples taken from the real business incl. workshops and short student presentations
- Guest presentations from the professors business environment (e.g. Finance manager Romania)
- Case study, which is combined with Cases International Marketing.

It is performed in group work concluding with a presentation. It is based on own research, theory from the lectures, industry basics and requires skills and knowledge from other subjects (e.g. accounting and financial statements; cost accounting, quantitative methods)

Literatur/Lehrmaterial

- Principles of corporate finance, Brealey Myers,
- Coenenberg, Jahresabschluß und Bilanzanalyse,
- Grünberger, IFRS, einsystematischer Praxis-Leitfaden
- articles from newspapers (Handelsblatt); equity research database from investment banks

Besonderes

PowerPoint presentation, Excel tables, flip chart, white board and script - Internet research and literature study - guest speakers - case study

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 22,5 Std.		Aufgaben/ Gruppenarbeit 30,0 Std.

Beschreibung für die Lehrveranstaltung

Code 204-008	Titel der Lehrveranstaltung International Business Finance
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Ausgestaltung

Qualifikationsziele

Students will be able to describe the area of responsibility of international corporate finance management in their own words. They will have the relevant expertise to identify and classify the specific problems in this area. Students will understand the basic processes and products in the modern financial markets. Based on this, they will be able to independently develop solutions to the financial problems in a corporate environment. They can fall back on the knowledge gained of the learned mathematical methods. Students will also be able to assess the opportunities and risks of international corporate finance and global business activity and can critically reflect on developments in international markets.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

Students will acquire basic knowledge about the meaning and structure of international financial markets. The investment and financing instruments issued and traded on the financial markets are presented and explained in detail. Particular attention is paid to the analysis of foreign exchange markets, as well as to the transactions and practices observed on them. Based on this, the methods for hedging currency risk are discussed. An important topic in this context is the use of modern derivative financial instruments. The application of the instruments shown and the functional areas of international corporate finance management are practiced on the basis of case studies and in group work.

Lehr-/Lernformen

Lehr-/Lernmethoden

Lectures, Case Studies and Exercises or Group work

Literatur/Lehrmaterial

- Brealey, R.A./ Myers, S.C. : Principles of Corporate Finance, 9. Auflage, New York 2007
- Buckley, A.: Multinational Finance, 4. Auflage, London 1999
- Daniels, J. D. et al.: International Business: Environment and Operations, 12. Auflage, London 2008
- Madura, J.: Financial Markets and Institutions, 7. Auflage, Ohio 2006
- Maier, K. M.: Risikomanagement im Immobilien- und Finanzwesen, 3. Auflage, Frankfurt a. M. 2007
- Sperber, H./ Sprink, J.: Internationale Wirtschaft und Finanzen, München 2007

· Sperber, H.: Finanzmärkte. Eine praxisorientierte Einführung. Stuttgart 2014
Besonderes

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 17,5 Std.		Aufgaben/ Gruppenarbeit 10,0 Std.

Modulbeschreibung

Code	Modulbezeichnung
204-009	International Value Chain Management

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele
The students will develop their knowledge about international marketing methods for market selection and development. Their intercultural competences will be trained as a personal competence. By solving a large case study in teams, the students also train their project management skills, their presentation skills and their interpersonal competences to work in teams. As this case study is applied to two module subjects, the students also develop their comprehension of cross-functional inter-dependencies between the areas of finance and marketing.
Inhalte
The participants will learn how to market products in the international context. There is a special focus on the development of international market opportunities and the related intercultural challenges. Whereas the training of intercultural competence skills is of universal usability, there is a certain focus on marketing and management related application of those skills.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	General understanding of the principles of marketing. Knowledge about the project management tools
Vorbereitung für das Modul	Comparable knowledge to the above class

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	Participation in module "Value Chain Management", especially in class "Marketing Management"
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Sustainability Marketing, Marketing in emerging markets ("Bottom of the Pyramid")

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (90 Minuten)	80 %

Referat/Präsentation (keine Einheit gewählt)	20 %
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Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung Participation in module “Value Chain Management”, especially in class “Marketing Management”	ECTS-Punkte 5,00	Präsenz in SWS 4,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 36,0 %	Vor-/Nachbereitung/Selbststudium 40,0 Std. / 32,0 %	Aufgaben/Gruppenarbeit 40,0 Std. / 32,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-009	Cases International Marketing
204-009	Intercultural Competence

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-009	Cases International Marketing

Ausgestaltung

Qualifikationsziele

With respect to the acquired knowledge, students shall be able to handle problems in international marketing which are typical for the search of new market opportunities outside their national market.

In the case study they will develop creative approaches to apply the concepts to complex real life situations in the international marketing environment. They will strengthen the ability to apply the project management skills and methods acquired in the first semester in the class Project Management. Furthermore they will develop their presentation skills in English.

After that class students will have the competencies to independently further develop their skills in international marketing.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

To develop an understanding about cross-border marketing and sales activities on a global scale.
To be able to apply the concepts and theories in Case Studies.

The class will focus on the topics of

- Market selection
- International Market Environment
- International Market Research
- International Marketing planning
- Modes of operation/Market entry modes
- Marketing strategy
- International Marketing Mix

Lehr-/Lernformen

Lehr-/Lernmethoden

- Lectures with class room discussion on current examples and case studies
- Planning of case study group assignment with project management tools
- Written and oral group presentation of case study in English
- Case study tutorial together with International Reporting and Control (Module IM-2.03.02)

Literatur/Lehrmaterial

- Global Marketing, Keegan, W.J., Green, M.C., Latest Edition
- Global Marketing Management, Kotabe, M., Helsen, K., Latest Edition
- International Marketing Strategy 2003-2004, Carter, Steve, 2003, CIM Course Book, Butterworth-Heinemann
- International Marketing; Cateora, P., Graham, J.

- International Marketing; Backhaus, K., Büschken, J., Voeth M.
- case study, semester specific

Besonderes

White board, flipchart, metaplan board, overhead projector, PowerPoint-presentations

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 20,0 Std. / 26,7 %		Aufgaben/ Gruppenarbeit 32,5 Std. / 43,3 %

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-009	Intercultural Competence

Ausgestaltung

Qualifikationsziele - Acquire the necessary fundamentals for the internationalization of a company - Develop an integrative understanding on International Management - Apply the acquired knowledge in the real life environment of a company With respect to acquired knowledge, students shall be able to identify typical problems of internationalization of companies and intercultural challenges coming up hand in hand with the globalization of business. They will get the skills and instruments to handle intercultural problems which are typical for enterprises going global and will become familiar with the use of methods to support internationalization processes, especially in the field of marketing and human resources. <table border="1"> <tr> <td>Wissen</td><td>Kenntnisse</td><td>Fertigkeiten</td><td>Kompetenzen</td></tr> </table>				Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen				
Inhalte - Definition of terminology, culture, intercultural aspects, competences - Explanation of cultural concepts and models about values - Intercultural aspects by taking the example of corporate cultures - Intercultural communication and its relevance in the context of international Marketing, especially advertising and Corporate Identity							
Lehr-/Lernformen							
Lehr-/Lernmethoden - lectures in the form of seminars with exercises integrated (individually and in groups) - tutorials, revisions - intercultural communication training via case studies - written and oral presentations with feed-back - presentations and exercises with MS Powerpoint							
Literatur/Lehrmaterial -Myron W. Lustig and Jolene Koester, Intercultural Competence: Interpersonal Communication Across Cultures, 2017 -Silvio de Bona, Managing Cultural Diversity (Maastricht School of Management Series in Intercultural and Global Management), 2011 -Jedrzej George Frynas and Kamel Mellahi, Global Strategic Management, 2014							
Besonderes							

board, flipchart, metaplan board, overhead, projector, PowerPoint-presentations, videos Live-Simulations with MS Excel, PowerPoint sheets for downloading, animated case studies presented in PowerPoint

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 45 %	Vor-/Nachbereitung/Selbststudium 20,0 Std. / 40,0 %		Aufgaben/ Gruppenarbeit 7,5 Std. / 15,0 %

Modulbeschreibung

Code	Modulbezeichnung
204-026	Preparatory Seminar Masterthesis

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele

Subject related competence:

Students will be able to apply important methods and instruments of information acquisition. With the help of electronic media, they will be able to compile the relevant literary sources, bibliographies and documentation needed for scientific work. Furthermore, they will be able to use empirical methods of collecting data as well as the evaluation procedures and ways of presenting results that such methods offer in order to solve problems. Students will be able to employ important systematization techniques, form requirements, various types and usages of visualization and presentation techniques and will avail of a range of interaction possibilities. They will understand the significance of prudent organization in order to effectively deal with complex tasks in written, medial and rhetorical form and can act accordingly. Based on this, they will be able to select information that is relevant for their problem statement and communicate this information systematically under consideration of formal scientific requirements in written and oral form. They will not only be able to apply acquired expertise and methodology, but will also be able to transfer this knowledge in the solving of other scientific problems.

Systemic competence:

Students will be able to systematically acquire knowledge in other disciplines and to transfer and make use of this knowledge in the solving of complex problems.

Interpersonal competence:

Students will be prepared to communicate and discuss their knowledge and experience in German as well as English.

Personal competence:

Students will be able to independently and responsibly organize their work and deal with the tasks they are confronted with in a rational, responsible, systematic and goal-oriented way.

Subject related competences: 50%, Systemic competences: 30%, Interpersonal competences: 10%, Personal competences: 10%

Inhalte

The students shall deal with complex economic issues effectively, responsibly and efficiently in written form.

Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Knowledge of scientific work and work processes Knowledge of empirical and descriptive/analytical scientific work
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Selected seminar topics on developing and transformational economies provided.

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Studienarbeit (keine Einheit gewählt)	100 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 4,00	Präsenz in SWS 2,00
Workload 4,00 x 25 Stunden = 100,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 22,5 Std. / 22,5 %	Vor-/Nachbereitung/Selbststudium 0,0 Std. / 0,0 %	Aufgaben/Gruppenarbeit 77,5 Std. / 77,5 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-026	Preparatory Seminar Master Thesis

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-026	Preparatory Seminar Master Thesis

Ausgestaltung

Qualifikationsziele

Knowledge: The students demonstrate the ability to find the relevant technical and scientific literature for a topic, save it in a citation-oriented way and evaluate it using subject-specific methods. They are familiar with various rhetorical means as well as media aids and their effects.

Skills: Students are able to identify and critically analyse pertinent business issues and present their insights and results according to the common academic standards in writing and to present them in a way that is appropriate for the target group. Students have mastered the necessary learning and working techniques to produce scientific papers, thus demonstrated the ability for independent scientific work.

Competences: Students demonstrate the ability to analyze, structure and critically reflect on subject-specific topics and problems, also from interface areas. They are able to develop adequate solutions in writing. They are able to prepare written scientific papers as lectures, to communicate freely and to use media for illustration. Students will be able to lead team discussions in a goal-oriented and collaborative manner for the participants.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

Students acquire comprehensive, advanced knowledge in the field of scientific work and effective speech (level 6). In the independent, self-directed handling of a complex economic subject they acquire specialized knowledge, current knowledge and critical awareness in selected economic fields, partly at the interface between different fields (level 7).

Lehr-/Lernformen

Lehr-/Lernmethoden

Interactive seminar, written elaborations/compositions, presentations, discussions, observations, evaluation, excursions

Literatur/Lehrmaterial

Minto, Barbara, The Pyramid Principle?: Logic in Writing and Thinking (Financial Times Prentice Hall, 3rd ed., 2002)

Turner, K, Krenus, B, Ireland, L & Pointon, L 2011, Essential academic skills, 2nd edn, Oxford University Press, Australia.

Swales, JM & Feak, CB 2004, Academic writing for graduate students: essential tasks and skills, 2nd edn, Michigan series in English for academic & professional purposes, The university of Michigan Press, Ann Arbor

Oshima, A & Hogue, A 2006, Writing Academic English, 2nd edn, Pearson Education, White Plains, NY.

Gillett, A, Hammond, A & Martala, M 2009, Successful academic writing, Pearson Longman, Essex, UK.

Greetham, B 2013, How to write better essays, 3rd edn, Palgrave Macmillan, London.

Macgilchrist, F. (2014). Academic writing. Paderborn: Schöningh. [https://hsnt.boss.bsz-bw.de/Record/\(DE-627\)773496793](https://hsnt.boss.bsz-bw.de/Record/(DE-627)773496793)

Englander, K. (2014). Writing and Publishing Science Research Papers in English : A Global Perspective. Dordrecht: Springer.

[https://hsnt.boss.bsz-bw.de/Record/\(DE-627\)1653048506](https://hsnt.boss.bsz-bw.de/Record/(DE-627)1653048506) (E-Book)

Besonderes

Factual knowledge:

Philosophy of science; scientific working process; selection of materials; manuscript preparation and presentation of results; presentation and presentation (rhetoric);

Current, new and interdisciplinary knowledge from selected study programme-specific disciplines

Methodological knowledge:

Literature research; Structure and function of scientific housework; Techniques of scientific work; Effective presentation: Speech techniques, body language, mental attitude, evaluations; Active listening and constructive feedback; Empirical survey methods; Scientific analysis and description; Visualization and presentation techniques; Specialized knowledge about contents and methods of selected subject and interface areas.

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 22 %	Vor-/Nachbereitung/Selbststudium 0,0 Std. / 0,0 %		Aufgaben/ Gruppenarbeit 77,5 Std. / 77,5 %

Modulbeschreibung

Code	Modulbezeichnung
204-016	Theory and Practice of Foreign Trade

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele The students will learn to - understand the economic reasoning, scope and limitations of cross-border firm activities that are necessary for managing international value chains paired with detailed knowledge about international trade regulations and customs exemptions. - recognize benefits and costs of offshoring and outsourcing products, services and tasks as well as identify challenges from real and monetary developments in the globalized economy. - formulate sustainable business strategies that comprehend the use of resources, trade and innovation
Inhalte The students will - learn to recognize, describe and analyse a firm's linkages to the globalized economy - understand the scope and the scale of fragmentation of value chains and economic linkages across national borders They will - understand the urgency of action in the area of sustainable development - understand ties of foreign trade to resource use, companies' role, and innovation - learn to formulate consistent firm strategies and approaches to manage risks - learn to work with current literature and formulate firm strategies in form
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	- Basic mathematics - Comprehension of scientific sources, writing skills - Creatively develop and formulate new solutions
Vorbereitung für das Modul	none

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	- Business Law - Supply Chain Management - Marketing Management
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte

Challenges of Sustainable Development, Resource Use, Income distribution, Demographic Development, Differences in productivity, Company strategies for Sustainable Development

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (120 Minuten)	100 %

Organisation

Modulverantwortliche/r Prof. Dr. Christian Arndt		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus	Dauer
	jedes Semester	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte	Präsenz in SWS
	5,00	4,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium	Aufgaben/Gruppenarbeit
45,0 Std. / 36,0 %	50,0 Std. / 40,0 %	30,0 Std. / 24,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-016	International Economics
204-016	Foreign Trade, Sustainable Development and Innovation

Beschreibung für die Lehrveranstaltung

Code 204-016	Titel der Lehrveranstaltung International Economics
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Ausgestaltung

Qualifikationsziele

The students will be able to

- describe a firm's ties to foreign partners via international trade, foreign direct investment and migration with adequate methods
- identify suitable, optimal and responsible possibilities of integrating firms into international markets within and without the boundaries of the firm
- understand the mechanisms behind free trade and protectionism that work on a firm's competitiveness and their consumers' well-being
- apply long established as well as latest economic concepts in international trade theory to real business situations

derive international business strategies from basic firm characteristics for acting responsibly on international markets and in foreign world regions

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

The students will

- learn to recognize, describe and analyse a firm's linkages to the globalized economy
- understand the scope and the scale of fragmentation of value chains and economic linkages across national borders
- get an impression of the heterogeneity of sizes, characteristics and business strategies of today's multinational firms
- learn to benefit from the sustainable usage of offshoring and outsourcing
- get to know and learn to control the modes and the risks that are induced by international real and monetary economic linkages between markets and currency areas
- get familiar with the effects of exchange rate changes and monetary policy on the firm's competitive edge

get to know the impact of world regions, distance, trade costs, differences in culture and language on the international fragmentation of the value chain

Lehr-/Lernformen

Lehr-/Lernmethoden

Students take actively part in the lectures

- The lectures are complemented with case studies, discussions and solutions of current economical problems from newspapers and practitioners

Literatur/Lehrmaterial

Selection of classical textbooks, journal articles, and transfer of own scientific results

Besonderes

Slides, blackboard, and gathering of own material on the online learning platform neo.

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 3 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 20,0 Std.		Aufgaben/ Gruppenarbeit 7,5 Std.

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-016	Foreign Trade, Sustainable Development and Innovation

Ausgestaltung

Qualifikationsziele The students - understand urgency of action in the area of sustainable development - understand ties of foreign trade to resource use, companies' role, and innovation - learn to formulate firm strategies and manage risks learn to work with current literature and formulate firm strategies in form of an essay			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte The students - identify challenges of the climate crisis on the backdrop of global demographics, income growth, and trade - acknowledge pathways towards the defossilisation of the economy - study the role of inequality and cumulative emission paths as burdens for global, multilateral climate action - understand companies as boon or bane for transformation - explore economic tools for steering eco-scarcities and a new economic paradigm for a "full world" (Daly 2015)			
Lehr-/Lernformen			
Lehr-/Lernmethoden Lectures, focused reading, text discussion, problem based writing			
Literatur/Lehrmaterial - Journal newspaper articles (Daly 2015, Economist 2019, Rodrik 2019, Amel et al. 2017, Bolotnikova 2019, ...)			
Besonderes Focused work with literature, essay writing, strategy formulation			

Organisation

Präsenz in SWS	Gruppeneinteilung	empfohlenes Fachsemester	Sprache
2,00	nein	3 Semester	Englisch

Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 30,0 Std.	Aufgaben/ Gruppenarbeit 22,5 Std.
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Modulbeschreibung

Code	Modulbezeichnung
204-027	Strategy Cases

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele The students will get knowledge about the different perspectives and levels on which business strategy can be used. Beyond that they will develop a comprehension about the different conceptual opinions taken by renowned authors. Rather than taking a simplistic one theory fits all, towards the end of the MBA program the students have to admit, that there are several contradictory views on a topic, which are seen here as a paradox. By doing so the students keep an open attitude towards continuous learning also beyond the MBA.
Inhalte This course offers the students a detailed definition of „Strategic Direction, Business Transformation“. This term includes aspects like “Strategy Process”, “Strategy Content” and “Strategy Context” that are carefully distinguished in the lecture. To expand the theoretical frame the course explores the issues of “Organizational Purpose” and “Strategic change management”. The students will analyze certain case studies in which the constituent parts of the lecture will be applied.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	Reading of case studies

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte Organizational Purpose: Stakeholder Value vs. Shareholder Value Management Perspective. Sustainability Strategy
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Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Referat/Präsentation (keine Einheit gewählt)	50 %
Klausur (60 Minuten)	50 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 5,00	Präsenz in SWS 3,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 33,8 Std. / 27,0 %	Vor-/Nachbereitung/Selbststudium 51,2 Std. / 41,0 %	Aufgaben/Gruppenarbeit 40,0 Std. / 32,0 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-027	Strategy Cases

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-027	Strategy Cases

Ausgestaltung

Qualifikationsziele

The students will get knowledge about the different perspectives and levels on which business strategy can be used. Beyond that they will develop a comprehension about the different conceptual opinions taken by renowned authors.

Rather than taking a simplistic one theory fits all, towards the end of the MBA program the students have to admit, that there are several contradictory views on a topic, which are seen here as a paradox.

By doing so the students keep an open attitude towards continuous learning also beyond the MBA.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

I. Strategy

- Introduction
- Strategizing
- Missioning and Visioning

II. Strategy Content

- Business Level Strategy
- Corporate Level Strategy
- Network Level Strategy

III. Strategy Process

- Strategy Formation
- Strategic Change
- Strategic Innovation

IV. Strategy Context

- The industry context
- The organizational context
- The international context

After providing an overview about a chapter topic, the participants will be exposed to original readings from authors representing extreme positions regarding the above mentioned topics.

The various views about will then be discussed on a concept level and applied to case studies.

Lehr-/Lernformen
Lehr-/Lernmethoden After providing an overview about a chapter topic, the participants will be exposed to original readings from authors representing extreme positions regarding the above mentioned topics. The various views about will then be discussed on a concept level and applied to case studies. The students have to present the original readings and to take the position of the author in the subsequent discussion with the class. The case studies are jointly developed with the teacher at the board.
Literatur/Lehrmaterial Strategy: An International Perspective. Bob de Wit, Sixth Edition, 2017, Cengage Learning,
Besonderes White board, projector, PowerPoint-presentations by professor and students, case discussion.

Organisation

Präsenz in SWS 3,00	Gruppeneinteilung nein	empfohlenes Fachsemester 3 Semester	Sprache Englisch
Präsenz/Kontakt 33,8 Std. / 27 %	Vor-/Nachbereitung/Selbststudium 51,2 Std. / 41,0 %		Aufgaben/ Gruppenarbeit 40,0 Std. / 32,0 %

Modulbeschreibung

Code	Modulbezeichnung
204-032	International Business Law

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele Analysis of contractual rights and obligations of individual contracts against the background of the statutory provisions, awareness of making representations and statements in the legal context, awareness of typical forms of payment and trade in international commerce, analysis of essential potential risks for the own company in specific international transactions such as distribution agreements, license agreements etc. Subject related competence: 40%, Systemic competence: 25%, Interpersonal competence: 10%, Personal competence: 25%
Inhalte Basic rules of contracts, rights and obligations under various types of contracts, international contracts, knowledge for practical use of documents in international trade, modes of entry into foreign markets, basic understanding of international organizations and supranational organizations, basic understanding of dispute resolution.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Basic English language skills
Vorbereitung für das Modul	Reimann/Zekoll, Introduction to German Law, Kluwer Beck Byrd, Introduction to Anglo American Law of Language, Beck

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	Theory and Practice of Foreign Trade
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Mündliche Prüfung (15 Minuten)	100 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 5,00	Präsenz in SWS 4,00
Workload 5,00 x 25 Stunden = 125,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 36,0 %	Vor-/Nachbereitung/Selbststudium 80,0 Std. / 64,0 %	Aufgaben/Gruppenarbeit

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-032	Commercial Law
204-032	International Commercial Law

Beschreibung für die Lehrveranstaltung

Code 204-032	Titel der Lehrveranstaltung Commercial Law
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Ausgestaltung

Qualifikationsziele Kenntnis bestimmter Formvorschriften bei rechtlich bindenden Vertretungen und Willensäußerungen, Auslegung gängiger Vertragsklauseln vor dem Hintergrund gesetzlicher Bestimmungen, Prüfung und Anwendung vertraglicher Rechtsmittel bei schlechter oder verspäteter Erfüllung eines Vertragspartners.			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte Grundzüge des Handelsrechts, Verständnis der Rechtsfähigkeit von Personen und juristischen Personen, Anforderungen an rechtlich bindende Willensäußerungen in Form und Inhalt, Anfechtungsmöglichkeiten bei Irrtum und Nötigung, Rechte und Pflichten der Vertragspartner in typischen Vertragsarten wie Kauf und Verkauf, Arbeits- und Werkverträgen, Rechtsmittel geschädigter Vertragspartner aus typischen Vertragsarten			
Lehr-/Lernformen			
Lehr-/Lernmethoden Referate, Übungen, Gruppenarbeit, Fallstudien			
Literatur/Lehrmaterial Skript, Bürgerliches Gesetzbuch (BGB), Hans Brox Allgemeiner Teil des BGB 30.A			
Besonderes			

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 3 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 45 %	Vor-/Nachbereitung/Selbststudium 27,5 Std. / 55,0 %		Aufgaben/ Gruppenarbeit

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-032	International Commercial Law

Ausgestaltung

Qualifikationsziele Awareness of advantage and disadvantage of certain forms to enter a foreign market, ability to put such possibilities in relationship to the situation of the individual potential entrant, practical application of Incoterms and negotiable instruments, analysis of interests pursued by the parties in entering into certain provisions of specific types of contracts, understanding of the political background of International Trade Law (WTO), awareness and analysis of mechanisms of supranational and free trade organizations Subject related competence.			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte Entry into foreign markets, typical contracts in the international commerce (distribution, agency, licensing, cooperation), typical commercial terms (Incoterms, negotiable instruments), dispute resolution, relationship between Civil and Common Law exemplified by the United Nations Convention on Contracts for the International Sale of Goods, International Trade and Customs Law (WTO) and the Law of Supranational or Free Trade Organisations (European Union, Mercosur, APEC)			
Lehr-/Lernformen			
Lehr-/Lernmethoden Lecture, Training, Exercises, Group Work, Case Studies			
Literatur/Lehrmaterial Ferrari u. a., Internationales Vertragsrecht, Helbing/Beck Seidl-Hohenveldern / Loibl, Das Recht der Internationalen Organisationen einschließlich der supranationalen Gemeinschaften, Beck United Nations Convention on Contracts for the International Sale of Goods (1980) Treaty on the Functioning of the European Union Regulation (EC) No 593/2008 of the European Parliament and of the Council of 17 June 2008 on the law applicable to contractual obligations (Rome I) General Agreement on Tariffs and Trade General Agreement on Trade and Services Agreement on Trade-Related Aspects of Intellectual Property Rights			
Besonderes			

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 3 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 52,5 Std. / 70,0 %		Aufgaben/ Gruppenarbeit

Modulbeschreibung

Code	Modulbezeichnung
204-010	International Supply Chain Management

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele

Students are able to set supply chain and purchasing management tasks and requirements in relation to other ideas and concepts inside and outside the company and have the necessary knowledge in order to formulate specific problems.

Students can solve supply chain management and purchasing problems in theory and practice by using suitable methods and tools. They should have the ability to plan and carry out these methods and tools to collect, interpret and classify necessary data to meet defined requirements.

Students are able to recognize, analyze, evaluate, discuss and predict occurring problems by using specific methods and combine interdisciplinary knowledge in order to develop (new) solutions. They transfer and adopt various methods in a suitable and effective way in a changing supplier environment and reflect and judge on uncertainty.

Inhalte

This course provides the opportunity to more profoundly study the topics of Supply Chain Management and Purchasing with a special focus on the international aspects.

Supply Chain Management

- Analysis and planning of production networks
- Demand planning and scheduling of lean production systems
- Operative purchasing (ordering, dispatching and expediting)
- Logistics and material flow on different levels
- Sales administration and customer relationship management
- Supply chain controlling and leadership
- Tools and IT systems

International Purchasing

- purchasing function, value contribution of purchasing
 - basic elements of purchasing contracts
 - contract negotiation
 - the sourcing/ RFQ process
 - cost estimations in purchasing
 - purchasing strategy
 - purchasing tools
-

- negotiation skills
- purchasing work in a global environment
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Responsible Supply Management

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (120 Minuten)	70 %
Referat/Präsentation (keine Einheit gewählt)	30 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Wintersemester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 6,00	Präsenz in SWS 4,00
Workload 6,00 x 25 Stunden = 150,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 30,0 %	Vor-/Nachbereitung/Selbststudium 50,0 Std. / 33,3 %	Aufgaben/Gruppenarbeit 55,0 Std. / 36,7 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-010	Supply Chain Management
204-010	International Purchasing

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-010	Supply Chain Management

Ausgestaltung

Qualifikationsziele

Initial Situation: Globalization and cost driven competition forces world wide operating companies to integrate and redesign their overall sourcing, production and sales activities. Supply Chain Management departments in large and, increasingly, also in small and medium size companies link all parties that are directly or indirectly involved until the product finally gets to the customer's hands. This includes suppliers, transporters, manufacturers, service providers, retailers and customers.

Aim: The course "International Supply Chain Management" starts with current challenges for different companies and branches and shows state of the art concepts for designing and managing complex global supply chains for manufacturing networks, based upon Toyota's lean production principles.

Group of Interest: This lecture addresses to students of all backgrounds who are willing to think about solutions instead of problems and who are able to abstract very special unique operations and tasks into general processes upon information and material flows.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

- Analysis and planning of production networks, including aims, targets and ratios
- Demand planning and scheduling of lean production systems
- Operative purchasing (ordering, dispatching and expediting)
- Logistics and material flow on different levels
- Sales administration and customer relationship management
- Supply chain controlling and leadership

Tools and IT systems

Lehr-/Lernformen

Lehr-/Lernmethoden

Literatur/Lehrmaterial

Van Weele, A.: Purchasing & Supply Chain Management. 4th Edt. South-Western 2005. Hugos
H.: Essentials of Supply Chain Management. Wiley 2006.
Werner, H.: Supply Chain Management. 3. Aufl. Gabler 2008. (German)

Wannewetsch, H.: Integrierte Materialwirtschaft und Logistik: Beschaffung, Logistik, Materialwirtschaft und Produktion. Springer 2009. (German)

Liker, J.: The Toyota Way. McGraw-Hill 2004.

Womack & Jones: The Machine that Changed the World. Free Press 1992.

Goldratt, E.: The Goal. North River 1984.

Besonderes

Beer Game

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 25,0 Std. / 33,3 %		Aufgaben/ Gruppenarbeit 27,5 Std. / 36,7 %

Beschreibung für die Lehrveranstaltung

Code 204-010	Titel der Lehrveranstaltung International Purchasing
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Ausgestaltung

Qualifikationsziele

Students know and can describe in their own words the purchasing toolbox and contribution/ importance of purchasing to company's success/strategy and illustrate this with examples. They can set purchasing tasks and requirements in relation to other ideas and concepts inside and outside the company and have the necessary knowledge in order to formulate specific problems. Students are able to solve purchasing problems in theory and practice by using suitable methods and tools. They have the ability to plan and carry out these methods and tools to collect, interpret and classify necessary data to meet defined requirements.

Students can recognize, analyze, evaluate, discuss and predict occurring problems by using specific methods and combine interdisciplinary knowledge in order to develop (new) solutions. They transfer and adopt various methods in a suitable and effective way in a changing supplier environment and reflect and judge on uncertainty.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

Purchasing function, value contribution of purchasing

- Basic elements of purchasing contracts
- The sourcing process: how to collect information, identify, select and implement (new) suppliers
- Supplier management: supplier analysis, evaluation and development
- Purchasing risk management: What influences the purchasing goal ?
- Purchasing controlling: How to check, assure and publish purchasing success
- Cost estimations in purchasing: How to find the real cost and best price
- Purchasing strategy
- Negotiation skills
- Interaction with other departments
- Purchasing work in a global environment

Lehr-/Lernformen

Lehr-/Lernmethoden

Literatur/Lehrmaterial

S. Chopra / P. Meindl: Supply Chain Management. Strategy, Planning, and Operations.

C. Schuh / R. Kromoser u.a.: The purchasing chessboard
 M. Büsch: Praxishandbuch strategischer Einkauf
 C. Gabath: Gewinngarant Einkauf
 H. Wannenwetsch: Integrierte Materialwirtschaft und Logistik

Besonderes
 Show and explain company used Excel-programs

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std. / 30 %	Vor-/Nachbereitung/Selbststudium 25,0 Std. / 33,3 %		Aufgaben/ Gruppenarbeit 27,5 Std. / 36,7 %

Modulbeschreibung

Code	Modulbezeichnung
204-011	Applied Controlling

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele Objective of the module is to provide an overview about the latest theoretical concepts of strategic and operative controlling, about the organisational integration of controlling within the organisation of a corporation and about the variety of instruments in the area of controlling. In addition to the subject related knowledge, the students will learn how to use the operative and strategic controlling tools. The students will develop the ability to apply the operative and strategic controlling tools to solve business problems.
Inhalte <u>Operative Controlling:</u> Controlling from a functional and institutional perspective Planning and control function of Controlling, Budgeting Information provision function and key performance indicators Accounting concepts and cost definitions to prepare decision making, Marginal cost accounting, Activity Based Cost Accounting, Target Costing <u>Strategic Controlling:</u> Basics, Strategic Objectives and Goals, Strategic Planning, Strategy Implementation, Controlling of strategies by value based management, controlling of strategies by strategic control, strategic risk management systems, strategic project controlling, integration of Strategic Controlling into strategic management
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
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Einsatz in anderen Studiengängen	
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Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte Sustainability as part of the corporate strategy, Carbon controlling
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Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (120 Minuten)	70 %
Referat/Präsentation (keine Einheit gewählt)	30 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus	Dauer
	jedes Sommersemester	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte	Präsenz in SWS
	6,00	4,00
Workload 6,00 x 25 Stunden = 150,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium	Aufgaben/Gruppenarbeit
45,0 Std. / 30,0 %	50,0 Std. / 33,3 %	55,0 Std. / 36,7 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-011	Grundlagen des Controllings, Entscheidungsorientiertes Rechnungswesen
204-011	Strategisches Controlling

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-011	Grundlagen des Controllings, Entscheidungsorientiertes Rechnungswesen

Ausgestaltung

Qualifikationsziele Ziel des Lehrmoduls ist es, den Studierenden einen Überblick über die sich in den vergangenen Jahren stark gewandelten theoretischen Konzepte des Controlling, über die organisatorische Einordnung des Controlling in das Unternehmen sowie über die Vielfalt der Controllinginstrumente bei der Koordination der Führungsfunktion zu vermitteln. Hierbei werden den Studierenden neben der Theorie Kenntnisse in den wichtigsten operativen Controllinginstrumenten vermittelt. Es werden die Deckungsbeitragsrechnung, die Prozesskostenrechnung, das Target Costing und das Life Cycle Costing vorgestellt und anhand von Fallstudien vertieft. Die Studierenden werden in die Lage versetzt, die operativen Controllinginstrumente zur Lösung betriebswirtschaftlicher Problemstellungen einzusetzen.			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte Grundlagen des Controllings: 1. Controlling aus funktionaler Sicht 2. Controlling aus institutionaler Sicht 3. Planungs- und Kontrollfunktion des Controlling 4. Budgetierung (Traditionelle, Better Budgeting, Beyond Budgeting) 5. Informationsversorgungsfunktion des Controlling 6. Kennzahlen im Controlling 7. Controlling in verschiedenen Funktionsbereichen (Produktion, Vertrieb, Logistik, etc.) Entscheidungsorientiertes Rechnungswesen: 1. Entscheidungsorientiertes Rechnungswesen und entscheidungsorientierter Kostenbegriff basierend auf den theoretischen Aussagen nach Riebel 2. Grenzplankostenrechnung nach Kilger 3. Prozesskostenrechnung 4. Target Costing nach Horváth 5. Kuppelkalkulation			
Lehr-/Lernformen			

Lehr-/Lernmethoden

Literatur/Lehrmaterial

- Barth, D.; Barth, T.: Controlling, 2. Auflage, München 2008
- Barth, D.; Barth, T.: Kosten- und Erfolgsrechnung für Industrie und Handel, Stuttgart

2006

- Horváth, P.: Controlling. 12. Auflage, München 2011.
- Küpper, H.-U.: Controlling, 5. Auflage, Stuttgart 2008.
- Trossmann, E.; Werkmeister, C.; Baumeister, A.: Managementfallstudien im Controlling, 2. Auflage
München 2008
- Däumler, K.-D.; Grabe, J.: Kostenrechnung 3, Plankostenrechnung, 7. Auflage, Berlin/Herne 2004
- Freidank, C.-C.: Kostenrechnung, 7. Auflage, München, Wien 2001
- Michel, R.; Torspecken, H.-D.; Jandt, J.: Neuere Formen der Kostenrechnung mit Prozesskostenrechnung. Kostenrechnung II, 4. Auflage, München, Wien 1998
- Riebel, P.: Einzelkosten- und Deckungsbeitragsrechnung. Grundfragen einer markt- und entscheidungsorientierten Unternehmensrechnung, 7. Auflage, Wiesbaden 1994
- Kilger, W., Vikas, K.; Pampel, J.: Flexible Plankosten- und Deckungsbeitragsrechnung, 8. Auflage, Stuttgart 2007

Besonderes

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Deutsch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 25,0 Std.		Aufgaben/ Gruppenarbeit 27,5 Std.

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-011	Strategisches Controlling

Ausgestaltung

Qualifikationsziele

Ziel des Lehrmoduls ist es, den Studierenden einen Überblick über die theoretischen und praktischen Konzepte des strategischen Controlling zu vermitteln. Die Basis der Vorlesung bildet ein umfangreicher Überblick über das strategische Management aus dem Blickwinkel des Controllings. Es werden die wichtigsten strategischen Controllinginstrumente vorgestellt und anhand von Praxisbeispielen deren Anwendungen in der Wirtschaft verdeutlicht.

Die Studierenden werden in die Lage versetzt, die strategischen Controllinginstrumente zur Lösung betriebswirtschaftlicher Problemstellungen einzusetzen.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
--------	------------	--------------	-------------

Inhalte

- Grundlagen
- Strategische Zielbildung
- Umfeldanalyse
- Unternehmensanalyse
- Strategiewahl
- Strategieumsetzung
- Steuerung von Strategien durch wertorientierte Kontrolle
- Steuerung von Strategien durch strategische Kontrolle
- Strategische Frühaufklärung
- Strategisches Projektcontrolling
- Einordnung des Strategischen Controllings in das Strategische Management

Lehr-/Lernformen

Lehr-/Lernmethoden

Literatur/Lehrmaterial

Baum, H.-G./ Coenenberg, A. G./ Günter, T.: Strategisches Controlling. 4. Auflage, Stuttgart, 2007

Bea, F.X./ Haas, J.: Strategisches Management. 4. Auflage, Stuttgart, 2005

Bea, F.X./ Scheurer, S./ Hesselmann, S.: Projektmanagement. Stuttgart, 2008

Bleicher, K. : Das Konzept Integriertes Management. Frankfurt, 2004
 Friedl, B.: Controlling. Stuttgart, 2003
 Müller-Stewens, G./ Lechner, C.: Strategisches Management. 3. Auflage, Stuttgart, 2005
 Weber, J./ Schäfer, U.: Einführung in das Controlling. 12. Auflage, Stuttgart, 2008

Besonderes

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Deutsch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 25,0 Std.		Aufgaben/ Gruppenarbeit 27,5 Std.

Modulbeschreibung

Code	Modulbezeichnung
204-012	Corporate Social Responsibility and Sustainability

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele Understand the concept of sustainable development and how it affects companies in the world of today Learn how companies can implement sustainability management in a structured, consistent approach in order to create shared value: for themselves as well as for society Apply the knowledge in critical discussions of examples, case studies, guided exercises and assignments
Inhalte The module explains why sustainability matters, how strategies and leadership can be developed, and how sustainable value chains can be implemented. Further elements are the communication with stakeholders, including sustainability reporting and sustainability ratings. In addition, there will be a dedicated part about the relevance of human rights in global business.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Ability to read and understand economical, juridical and ethical articles on an academic level
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte comprehensive coverage of social, ecological and economic dimensions of a sustainable development with cases studies and practical examples.

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
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Klausur (120 Minuten)	70 %
Referat/Präsentation (keine Einheit gewählt)	30 %

Organisation

Modulverantwortliche/r		
Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus	Dauer
	keine Angabe	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte	Präsenz in SWS
	6,00	4,00
Workload		
6,00 x 25 Stunden = 150,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium	Aufgaben/Gruppenarbeit
45,0 Std. / 30,0 %	85,0 Std. / 56,7 %	20,0 Std. / 13,3 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-012	Sustainable Business Management
204-012	Business and Human Rights

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-012	Sustainable Business Management

Ausgestaltung

Qualifikationsziele Understand the concept of sustainable development and how it affects companies in the world of today Learn how companies can implement sustainability management in a structured, consistent approach in order to create shared value: for themselves as well as for society Apply the knowledge in critical discussions of examples, case studies, guided exercises and assignments			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte 1. INTRODUCTION Conflicting goals, sustainability definition, sustainability drivers, reality check: What's not working today? 2. SUSTAINABILITY LEADERSHIP Introduction, leadership, motivation, communication, case study: Interface Flor 3. SUSTAINABILITY STRATEGY Sustainability frameworks, sustainability maturity, stakeholders & dialogue, materiality assessment, shared value creation, business value of sustainability 4. SUSTAINABLE VALUE CHAINS Sustainability & value chains; Value chain dimensions: product sustainability, corporate sustainability, supply chain sustainability 5. SUSTAINABILITY COMMUNICATION Sustainability Reporting, Sustainability Rating			
Lehr-/Lernformen			
Lehr-/Lernmethoden Combination of initial teasers to raise interest, lecture elements to introduce topic and required methods, application of the theoretical content in discussion and exercises, assignments that must be completed in group work			
Literatur/Lehrmaterial Michael E. Porter, Mark R. Kramer. (2006): Strategy & Society, The Link Between Competitive Advantage and CSR, Harvard Business Review Spotlight. Michael E. Porter, Mark R. Kramer. (2011): Creating Shared Value, Harvard Business Review Spotlight.			

Global Reporting Initiative (GRI). 2016. GRI Standards. Can be retrieved from: <https://www.globalreporting.org/standards>.

Besonderes

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 35,5 Std.		Aufgaben/ Gruppenarbeit 10,0 Std.

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-012	Business and Human Rights

Ausgestaltung

Qualifikationsziele

- Gain understanding of the philosophical underpinnings and legal norms of internationally recognised human rights.
- Foster ability to understand and analyse primary sources of human rights law, relevant to business.
- Ability to translate the requirements of central Business & Human Rights norms into the business context and apply them to corporate realities.
- Develop an understanding of the strategic importance of integrating human rights into future business decisions.

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

The course will provide an overview of the topic and nexus between business and human rights, including its origins, the increasing legal and regulatory background and the practical application to the business context. It will also consider both legal and practical challenges on the basis of case studies and will discuss future developments in the field.

Lehr-/Lernformen

Lehr-/Lernmethoden

Literatur/Lehrmaterial

Nickel, James, "Human Rights", *The Stanford Encyclopedia of Philosophy* (Spring 2017 Edition), Edward N. Zalta (ed.),
available at: <https://plato.stanford.edu/archives/spr2017/entries/rights-human/>

Office of the High Commissioner for Human Rights, (2011), United Nations, HR/PUB/11/04, *The UN Guiding Principles on Business and Human Rights - Implementing the United Nations "Protect, Respect and Remedy" Framework*, available at: http://www.ohchr.org/Documents/Publications/GuidingPrinciplesBusinessHR_EN.pdf

The United Nations Universal Declaration of Human Rights, available at: <http://www.ohchr.org/EN/UDHR/Pages/UDHRIndex.aspx>

PDF Version: [http://undocs.org/A/RES/217\(III\)](http://undocs.org/A/RES/217(III))

International Covenant on Civil and Political Rights (ICCPR), Articles 1 – 27, available at: <http://www.ohchr.org/EN/ProfessionalInterest/Pages/CCPR.aspx>

PDF Version: <http://www.ohchr.org/Documents/ProfessionalInterest/ccpr.pdf>

International Covenant on Economic, Social and Cultural Rights (ICESCR), Articles, 1- 15,
 available at:<http://www.ohchr.org/EN/ProfessionalInterest/Pages/CESCR.aspx>
 PDF Version:<http://www.ohchr.org/Documents/ProfessionalInterest/cescr.pdf>
 Committee on Economic, Social and Cultural Rights, *General comment No. 24 (2017) on State obligations under the International Covenant on Economic, Social and Cultural Rights in the context of business activities*, (E/C.12/GC/24),
 available at:http://tbinternet.ohchr.org/_layouts/treatybodyexternal/Download.aspx?symbolno=E/C.12/GC/24&Lang=en

Besonderes

Movies on CSR activities

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 1 Semester	Sprache Englisch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 49,5 Std.		Aufgaben/ Gruppenarbeit 10,0 Std.

Modulbeschreibung

Code	Modulbezeichnung
204-013	Business Process Management

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele Objective of the module is to provide an overview about the concept of the topic Business Process Management. Approaches from literature and practise will be used and case examples from the practical consulting work discussed. Besides the general overview about Business Process Management, the module is focused on a certain method of process modelling and explains this with a consistent practical example. Objective of the elective. Every student - Has an understanding about the meaning of „Business Process Management“. - Knows the different approaches of Business Process Management. - Knows the differences between Macro und Micro Modelling - Understands in which situation a company has to think about their existing process structure, - Understands how to design a process model according to the presented method - Knows the common mistakes in process modelling. - Understands how to conclude an organisation structure fitting to the processes. Subject related competences: 40%, Systemic competences: 20%, Interpersonal competences: 15%, Personal competences: 25%
Inhalte - Introductionto Business Process Management - Overview about current approaches to Business Process Management - Common mistakes with process modelling - Difference between Macro and Micro Modelling - Strategy-Review asinput - Development ofMacroProcesses - Procedure with regard to detail the Macro Processes (Micro Modelling) Creation of a suitable organisation structure
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Basic understanding about the business model of a company
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Vorbereitung für das Modul	
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Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Resilience of Business Processes for organizational sustainability

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Referat/Präsentation (keine Einheit gewählt)	30 %
Klausur (120 Minuten)	70 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Sommersemester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 6,00	Präsenz in SWS 4,00
Workload 6,00 x 25 Stunden = 150,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 30,0 %	Vor-/Nachbereitung/Selbststudium 50,0 Std. / 33,3 %	Aufgaben/Gruppenarbeit 55,0 Std. / 36,7 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
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Modulbeschreibung

Code	Modulbezeichnung
204-020	Innovation for Sustainability

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele

Students will

...discover and identify a problem and articulate it as a valid business question in such a way that a business leader would value the subsequent research and results.

1. ...take a global stance - unified but leveraging unique perspectives - to the issue of business sustainability
2. ...describe how firms operationalize sustainability in the real world
3. ...work successfully in a collaborative, multi-cultural fashion both face to face and virtually.
4. ... apply current analytical tools (those students already know) to the research results - examples: descriptive statistics, exploratory data analyses, structured interviews, text or web page analysis, etc.
5. ...contribute to a positive and curious environment in a cross cultural setting (examples: interacting regularly with a member of the class, demonstrating respect for differences, helping behaviors, acting warmly and supportively)
6. ...understand the importance of the social and political environment in doing sustainable business
7. ...identify stakeholders in the business environment

Finally, students will improve their capabilities of presenting and discussing a comprehensive topic in English.

Inhalte

The course consists of one block seminar:

- Innovation for Sustainability (equivalent to 6 SWS, "Blockseminar") with two on-site weeks in September (attendance required)

Exam: StA: written paper and presentation

thereof: an individual kick-off presentation at the beginning (pass/fail), Formulation of research questions in your team (10 %), participating in regular joint reflections about what we have seen and heard and Photo Voicing (10%), a visual representation of the research object (15%), description of the business environment (10%), a "Research Paper "Pitch" (15%), the final research paper (40%), personal attendance required

Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	· Open to students of any Bachelor and Master Program with an economic background from any country · Successful completion of the first year of the respective program · Knowledge of basic scientific and empirical concepts, basic mathematics · Ability to read and understand economical, juridical and ethical articles on an academic level
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	· Eligible as a major in the B.A. Economics Techniques of research-led learning have a positive impact on any program within or outside of the curriculum.
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Sustainable Development is the core topic of this module

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Studienarbeit (keine Einheit gewählt)	100 %

Organisation

Modulverantwortliche/r		
Prof. Dr. Christian Arndt		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus	Dauer
	jedes Wintersemester	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte	Präsenz in SWS
HfWU students: Zulassung zum Hauptstudium Incoming students: none. In both cases admission is on condition on the quality of the motivational letter and the CV, note that space is limited to 6	6,00	4,00

students from HfWU, note the application deadline already during the previous Summer Term that will be communicated via the IfS homepage		
Workload 6,00 x 25 Stunden = 150,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 30,0 %	Vor-/Nachbereitung/Selbststudium 55,0 Std. / 36,7 %	Aufgaben/Gruppenarbeit 50,0 Std. / 33,3 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-020	Innovation for Sustainability

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-020	Innovation for Sustainability

Ausgestaltung

Qualifikationsziele The students will learn to - Apply techniques for attaining new knowledge in a research-led way. - Understand the basic theoretical concepts of sustainability from different cultural perspectives. - Identify economic, social and environmental challenges of today and know how to devise innovative solutions. - Describe and evaluate strategies that market leaders are applying today. - Recognize and cope with cultural differences in problem solving. - Interact and collaborate with students from other countries and cultural backgrounds.			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte - Solutions to challenges from demographic change, social inequality, scarcity of commodities and global warming - Intercultural communication and management Sustainability, innovation.			
Lehr-/Lernformen			
Lehr-/Lernmethoden Innovation for Sustainability (equivalent to 6 SWS, "Blockseminar") with two on-site weeks in September (attendance required) 4 lectures, at least 6 on-site visits of firms and government bodies in the southwest of Germany, interdisciplinary empirical research (conducting and evaluating expert interviews), research-led learning, discussions, poster presentation, paper writing, case studies. The teaching language is English.			
Literatur/Lehrmaterial			
Besonderes Admission Criteria: Motivation letter, CV, accompanying letter from the sending university, note that space is limited to 6 students from HfWU, note the application deadline already during the previous Summer Term that will be communicated via the IfS homepage			

Organisation

Präsenz in SWS 4,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 45,0 Std.	Vor-/Nachbereitung/Selbststudium 55,0 Std.		Aufgaben/ Gruppenarbeit 50,0 Std.

Modulbeschreibung

Code	Modulbezeichnung
204-024	Social Entrepreneurship for Local Change

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele
Inhalte
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Studienarbeit (keine Einheit gewählt)	NaN %

Organisation

Modulverantwortliche/r		
Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus	Dauer
	keine Angabe	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte	Präsenz in SWS
	6,00	4,00

Workload 6,00 x 25 Stunden = 150,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 30,0 %	Vor-/Nachbereitung/Selbststudium 55,0 Std. / 36,7 %	Aufgaben/Gruppenarbeit 50,0 Std. / 33,3 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-024	Social Entrepreneurship for Local Change

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-024	Social Entrepreneurship for Local Change

Ausgestaltung

Qualifikationsziele			
Lernziele de			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte			
Lehr-/Lernformen			
Lehr-/Lernmethoden			
Literatur/Lehrmaterial			
Besonderes			

Organisation

Präsenz in SWS	Gruppeneinteilung	empfohlenes Fachsemester	Sprache
4,00	nein	3 Semester	Deutsch
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium	Aufgaben/ Gruppenarbeit	
45,0 Std.	55,0 Std.	50,0 Std.	

Modulbeschreibung

Code	Modulbezeichnung
204-025	Managing Innovation

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele In this course students will experience innovation leadership via hands-on development of concepts and prototypes. Students will learn how leaders view and manage the innovation processes in organizations. They will also learn how to create shared value products through a sample of structured innovation processes and strategies including tools from engineering, design, marketing, operations, strategy, finance and management. There are two major goals of this course: 1.) To shift from the idea of resource and social <i>compromise</i> to a generative, innovative value creation that considers broad and long-term goals for sustainable profitability and 2.) To train future business leaders in both conceptual and execution strategies modern firms employ in their cross-functional innovation activity. The objectives of this course are the following: - Articulate how an organization can use cross-functional teams to integrate community value or shared value in product design - Communicate how to deploy cross-functional teams to identify relevant customers and communities and articulate future innovation opportunities - Communicate how to create new product concepts that simultaneously create customer, business and community value while increasing employee engagement and community investment in new products - Articulate and deeply understand the role innovation leaders play in the success of innovation processes in their organizations
Inhalte This course will be a mix of lectures, small group discussions, hands-on product development techniques, creativity exercises, teamwork and leadership training and a workshop on product innovation.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Ability to read and understand economical, juridical and ethical articles on an academic level
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte The module will give an understanding of and reflection on the legal and ethical responsibility of Corporations when creating new business models. It will discuss the role of corporations in the context of sustainable development. Comprehensive coverage of social, ecological and economic dimensions of a sustainable development with cases studies and practical examples.

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (120 Minuten)	60 %
Referat/Präsentation (keine Einheit gewählt)	40 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus keine Angabe	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 6,00	Präsenz in SWS 4,00
Workload 6,00 x 25 Stunden = 150,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 30,0 %	Vor-/Nachbereitung/Selbststudium 80,0 Std. / 53,3 %	Aufgaben/Gruppenarbeit 25,0 Std. / 16,7 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-025	Concepts of Managing Innovation
204-025	Design Thinking Workshop

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-025	Concepts of Managing Innovation

Ausgestaltung

Qualifikationsziele This course provides conceptual models and hands-on exercises to answer the fundamental question: How do I design products for shared value (Michael Porter's concept of business impact for a positive outcome for multiple stakeholders)! <table border="1"> <tr> <td>Wissen</td><td>Kenntnisse</td><td>Fertigkeiten</td><td>Kompetenzen</td></tr> </table>				Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen				
Inhalte · Concept of Shared Value · Job mapping · Customer Centered Innovation Map · Total Quality Management and House of Quality · How does Service Design Work? · Front Load the Product Design Process · The Biosphere Rules · Blue Ocean Strategy · The Innovator's DNA · Innovation for a Sustainable Strategy							
Lehr-/Lernformen							
Lehr-/Lernmethoden							
Literatur/Lehrmaterial Selected readings about the above mentioned topics, mainly Harvard Business Review, e.g. Michael E. Porter, Mark R. Kramer. (2011): Creating Shared Value, Harvard Business Review Selected Case Studies: Siemens eCam case, UPMC cases, Steve Jobs Selected online materials and video interviews							
Besonderes Visiting lecturers from Portland State University, Oregon, USA							

Organisation

Präsenz in SWS	Gruppeneinteilung	empfohlenes Fachsemester	Sprache
2,00	nein		Englisch

		2 Semester	
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 40,0 Std.		Aufgaben/Gruppenarbeit 12,5 Std.

Beschreibung für die Lehrveranstaltung

Code	Titel der Lehrveranstaltung
204-025	Design Thinking Workshop

Ausgestaltung

Qualifikationsziele

This provides practical hands-on exercises to learn how to answer the fundamental question:

How can we design products for shared value in a market place that focuses almost exclusively on profit? The notion of "shared value" derives from Michael Porter's concept that business impact should have a positive outcome for multiple stakeholders, not just shareholders.

The objectives of this workshop are the following:

- Apply the practice of a structured innovation process based on the deep understanding of the innovation processes that integrate a shared value mindset.
- Apply critical innovation leadership principles
- Learn how to articulate product concepts and use sketching to communicate ideas
- Gain insight into how best to leverage teamwork in innovation and product development

Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
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Inhalte

This module is aimed to supplement the theoretical concepts provided in the concepts part of the module and particularly applying concepts of structured innovation management with the objective of creating shared value.

- Concept of Shared Value
- Job mapping
- Customer Centered Innovation Map
- Design Thinking
- Application of House of Quality
- Front Load the Product Design Process

Lehr-/Lernformen

Lehr-/Lernmethoden

Literatur/Lehrmaterial

Selected readings about the above mentioned topics, mainly Harvard Business Review

e.g. Michael E. Porter, Mark R. Kramer. (2011): Creating Shared Value, Harvard Business Review Spotlight.

Selected Case Studies: Siemens eCam case, UPMC cases, Steve Jobs

Selected online materials and video interviews

Besonderes

Visualizations and design sketches created by the students as a different, interdisciplinary way of developing and communicating creative ideas

Organisation

Präsenz in SWS 2,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Deutsch
Präsenz/Kontakt 22,5 Std.	Vor-/Nachbereitung/Selbststudium 40,0 Std.		Aufgaben/ Gruppenarbeit 12,5 Std.

Modulbeschreibung

Code	Modulbezeichnung
204-029	Business Challenge

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele The goal of this Business Challenge Module is to develop a successful business model for a real life challenge for a company or other organization using methods of open innovation. Each year, the challenge will be defined in cooperation with a local organization prior to the start of the module. Example from previous years: The goal for the students of this Business Challenge is to co-create new service business models for a new product in the area of waste management at urban construction sites. Thereby, students from different disciplines will engage in open innovation, that is, they will blend external ideas with internal ones.
Inhalte
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	Basic knowledge about business administration needed
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	Higher semester students of VWL (Economics), students of Nachhaltige Agrar- und Ernährungswirtschaft, senior Exchange Students
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte Business Challenge will not only address the need for economic profitability, but also the social and ecological dimensions of sustainability.

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Studienarbeit (keine Einheit gewählt)	100 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner Prof. Dr. Christian Arndt		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 6,00	Präsenz in SWS 4,00
Workload 6,00 x 25 Stunden = 150,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 45,0 Std. / 30,0 %	Vor-/Nachbereitung/Selbststudium	Aufgaben/Gruppenarbeit

Ausgestaltung

Code	Titel der Lehrveranstaltung
204-029	Business Challenge

Beschreibung für die Lehrveranstaltung

Code 204-029	Titel der Lehrveranstaltung Business Challenge
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Ausgestaltung

Qualifikationsziele			
Wissen	Kenntnisse	Fertigkeiten	Kompetenzen
Inhalte			
Lehr-/Lernformen			
Lehr-/Lernmethoden Students will set up and use a Design Thinking process (problem understanding, solution, and value proposition). They will acquire competencies in the necessary methodologies, such as tools for project management, the business model canvas, co-working, co-creation, and, if feasible, a high level business plan. Finally, students will work together with innovation experts from the organization and pitch their business model in front of experienced business managers.			
Literatur/Lehrmaterial			
Besonderes			

Organisation

Präsenz in SWS 4,00	Gruppeneinteilung nein	empfohlenes Fachsemester 2 Semester	Sprache Englisch
Präsenz/Kontakt 45,0 Std. / 30 %	Vor-/Nachbereitung/Selbststudium		Aufgaben/ Gruppenarbeit

Modulbeschreibung

Code	Modulbezeichnung
204-033	German Language Skills for Business I

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele
Improvement of language skills by one competence level (e.g. from level A1 German to level A2)
Inhalte
Individual, depending on the language skill level of the student.
Typically, both written and spoken language will be trained as well as oral comprehension.
Exercises on use of grammar, text writing, as well as correct spelling will be assigned.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	Language skills (204-030) has to be passed prior to attending this module

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Depending on the skill level of the participants.

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (60 Minuten)	100 %

Organisation

Modulverantwortliche/r
Prof. Dr. Erskin Blunck
Weitere Verantwortliche/Ansprechpartner

Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 3,00	Präsenz in SWS 2,00
Workload 3,00 x 25 Stunden = 75,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium	Aufgaben/Gruppenarbeit

Ausgestaltung

Code	Titel der Lehrveranstaltung
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Modulbeschreibung

Code	Modulbezeichnung
204-034	German Language Skills for Business II

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele
Improvement of language skills by one competence level (e.g. from level A1 German to level A2)
Inhalte
Individual, depending on the language skill level of the student.
Typically, both written and spoken language will be trained as well as oral comprehension.
Exercises on use of grammar, text writing, as well as correct spelling will be assigned.
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	Language skills (204-030) has to be passed prior to attending this module

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Klausur (60 Minuten)	100 %

Organisation

Modulverantwortliche/r		
Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus	Dauer

	jedes Semester	1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 3,00	Präsenz in SWS 2,00
Workload 3,00 x 25 Stunden = 75,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt	Vor-/Nachbereitung/Selbststudium	Aufgaben/Gruppenarbeit

Ausgestaltung

Code	Titel der Lehrveranstaltung
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Modulbeschreibung

Code	Modulbezeichnung
204-019	Master Thesis

Beitrag des Moduls zu den Studienzielen

Qualifikationsziele <i>The goal of the thesis is the qualification of the graduates to work independently on a project, scientifically and systematically. The thesis is supervised by a professor.</i> <i>The Master's thesis includes the independent development of a scientific/academic subject, which research project is theory founded, and the results of which are analyzed and be linked to the state of the art in the field.</i> <i>In the Master Thesis, which concludes the study program, a task is independently completed.</i> <i>The topics are assigned in dialogue with the student and professors. A suggestion of topics from the operational practice is possible and is supported, provided that it is agreed upon with the supervising professor.</i> <i>Creativity, independent learning, self-organization and time management are key factors of the Master's thesis.</i> Die Master-Thesis beinhaltet das selbständige Erarbeiten einer wissenschaftlichen Arbeit, die ein frei gewähltes Forschungsprojekt theoretisch begründet, dessen Ergebnisse analysiert und dokumentiert werden und zum Stand der Fachwissenschaft in Verbindung gesetzt werden. In der das Studium abschließenden Master-Thesis wird eine Aufgabe selbstständig bearbeitet. Die Themenstellungen werden im Dialog mit dem Studierenden und Professoren vergeben. Ein Themenvorschlag aus der betrieblichen Praxis ist möglich und wird unterstützt, sofern dieser mit dem betreuenden Professor abgestimmt ist. Kreativität, Selbstständiges Lernen, Selbstorganisation und Zeitmanagement sind zentrale Handlungskompetenzen, die hier geübt werden.
Inhalte <i>Regarding the design of the module element: no statement can be made, since the topics are agreed upon individually.</i>
Lehr-/Lernformen

Voraussetzungen für die Teilnahme

Kenntnisse, Fertigkeiten, Kompetenzen	
Vorbereitung für das Modul	

Verwendbarkeit des Moduls

Zusammenhang zu anderen Modulen innerhalb des Studiengangs	
Einsatz in anderen Studiengängen	

Bezüge des Moduls zur Nachhaltigen Entwicklung

Inhalte
Selected master thesis topics on developing and transformational economies and sustainable development.

Prüfungsleistungen (Voraussetzung für die Vergabe von Leistungspunkten)

Art und Dauer	Anteil in %
Masterarbeit (4 Monate)	100 %

Organisation

Modulverantwortliche/r Prof. Dr. Erskin Blunck		
Weitere Verantwortliche/Ansprechpartner		
Modulart	Turnus jedes Semester	Dauer 1 Semester
Zulassungsvoraussetzung	ECTS-Punkte 15,00	Präsenz in SWS 0,00
Workload 15,00 x 25 Stunden = 375,0 Stunden, mit der folgenden Aufteilung		
Präsenz/Kontakt 0,0 Std. / 0,0 %	Vor-/Nachbereitung/Selbststudium 365,0 Std. / 97,3 %	Aufgaben/Gruppenarbeit 1,0 Std. / 0,3 %

Ausgestaltung

Code	Titel der Lehrveranstaltung
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