

# Course Handbook International Management Master

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# International Management Master - mandatory courses (overview)

Module name (EN)	Code	Semester	Hours per semester week / Teaching method	ECTS	Module coordinator
Business English	MAIM-253	2	4V	6	Prof. Dr. Thomas Tinnefeld
Communication	MAIM-252	2	4V	6	Prof. Dr. Malte Beinhauer
Financial Management	MAIM-231	2	4V	6	Prof. Dr. Matthias Gröhl
International Accounting and Taxation	MAIM-122	1	4V	6	Prof. Dr. Jochen Pilhofer
International Economics	MAIM-333	3	4V	6	Prof. Dr. Leonhard Firlus
International Human Resources and Cultural Diversity	MAIM-132	1	4V	6	Prof. Dr. Stefanie Jensen
International Law	MAIM-222	2	4V	6	Prof. Dr. Holger Buck
International Marketing	MAIM-212	2	4S	6	Prof. Dr. Frank Hälsig
International Operations Management	MAIM-245	2	4V	6	Prof. Dr. Thomas Korne
International Strategic Management	MAIM-112	1	4V	6	Prof. Dr. Stefanie Jensen
International Tourism Management	MAIM-244	2	4V	6	Prof. Dr. Ralf Rockenbauch
Internationaler Management Workshop	MAIM-321	3	4V	6	Prof. Dr. Stefanie Jensen
Management Information Systems and Financial Analysis	MAIM-143	1	4V	6	Prof. Dr. Matthias Gröhl

Master-Colloquium	MAIM-421	4	2S	3	Prof. Dr. Stefanie Jensen
Master-Thesis (Abschlussarbeit)	MAIM-431	4	-	22	Prof. Dr. Matthias Gröhl
Practical Training I (8 weeks)	MAIM-341	3	-	10	Prof. Dr. Matthias Gröhl
Practical Training II (4 weeks)	MAIM-411	4	-	5	Prof. Dr. Matthias Gröhl
Quantitative Methods	MAIM-151	1	4V	6	Prof. Dr. Teresa Melo
Seminar International Management	MAIM-311	3	6S	8	Prof. Dr. Stefanie Jensen

(19 modules)

# International Management Master - optional courses (overview)

Module name (EN)	Code	Semester	Hours per semester week / Teaching method	ECTS	Module coordinator
Balancing Risk & Finance	MAIM-166	1	2V	3	Prof. Dr. Matthias Gröhl
Corporate Governance & Management Control Systems	MAIM-167	1	2V	3	Prof. Dr. Matthias Gröhl
Cross Border Team Projects	MAIM-168	1	2V	3	Prof. Dr. Stefanie Jensen
Cross-Cultural Management and Leadership	MAIM-165	1	2V	3	Prof. Dr. Stefanie Jensen
Different Economic Institutions, Challenges, Strategies	MAIM-162	1	2V	3	Prof. Dr. Matthias Gröhl
International Academies	MAIM-291	-	-	6	Prof. Dr. Stefanie Jensen
Managing Diverse Markets	MAIM-164	1	4V	6	Prof. Dr. Stefanie Jensen
Social Values & Corporate Social Responsibility	MAIM-163	1	2V	3	Prof. Dr. Matthias Gröhl
Strategic Management Toolbox	MAIM-161	1	2V	3	Prof. Dr. Stefanie Jensen

(9 modules)

# **International Management Master - mandatory courses**

# Business English

<b>Module name (EN):</b> Business English
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-253
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination + term paper with presentation
<b>Curricular relevance:</b> MAIM-253 International Management, Master, ASPO 01.10.2016, semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Thomas Tinnefeld
<b>Lecturer:</b> Prof. Dr. Thomas Tinnefeld  [updated 18.08.2016]
<b>Learning outcomes:</b> An authentic English learning atmosphere will be provided in which the student will: - acquire in-depth knowledge about the politics and economy of English-language countries - perfect their English speaking abilities and grammar with a specialized approach - learn to understand moderate to difficult newspaper articles from the British and American press - learn to understand technically relevant texts when read aloud - perfect their ability to discuss and write in English  [updated 02.06.2016]

**Module content:**

(Inter)culturally interesting and current topics oriented towards English-language countries  
Orientation on the student's day-to-day reality  
Current topics from the fields of marketing and market research, logistics, finances, stock market, etc...  
in connection with lectures from the same semester  
Newspaper and magazine articles with technical and / or (inter)cultural orientation  
Technical vocabulary in the context of the relevant topics  
Consideration of all four language skills (speaking, writing, listening, reading)  
Specialized grammar

[updated 02.06.2016]

**Teaching methods/Media:**

Lecturer presentations  
Panel und group discussions  
Group and partner work  
Multimedia language lab work  
Presentation and short lectures by the students

[updated 02.06.2016]

**Recommended or required reading:**

Texts and exercises relating to international management put together by the lecturer.  
Power Point presentations from the lecturer or equivalent forms of visualization.  
Books recommended during the course related to student requirements.  
Internet resources.

[updated 02.06.2016]

# Communication

<b>Module name (EN):</b> Communication
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-252
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Term paper with presentation (can be repeated annually)
<b>Curricular relevance:</b> MAIM-252 International Management, Master, ASPO 01.10.2016, semester 2, mandatory course MAIM-252 International Management, Master, ASPO 01.10.2020, semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Malte Beinhauer
<b>Lecturer:</b> Jennifer Conrad  [updated 18.08.2016]
<b>Learning outcomes:</b> After successfully completing the course the student should be able to, <ul style="list-style-type: none"><li>• name and describe the criteria for convincing interpersonal communication</li><li>• present the characteristic features of persuasive conversational skills both at work and in everyday life</li><li>• successfully apply communication techniques when dealing with colleagues and business partners</li><li>• manage difficult conversation scenarios with empathetic behavior and conflict-free social interaction</li><li>• explain the determinants of positive personal development (social intelligence, emotional intelligence) and use them in their personal life-long learning process by way of study, experience and application.</li><li>• evaluate practical peer exercises in the field of communication.</li><li>• Create own training situations and course outlines for introduced interpersonal communication scenarios</li></ul> [updated 16.12.2019]



**Module content:**

- Creativity
- Decision making
- Conversation theory
- Interviews, employee appraisals, sales conversations
- Argumentation patterns, discussion
- Escalating (conflict-promoting) and de-escalating (conflict-avoiding) negotiation
- Moderation, moderation techniques.

[updated 05.03.2020]

**Teaching methods/Media:**

Interactive course with a large amount of student participation, partner and group work, use of video and camera technology.

[updated 05.03.2020]

**Recommended or required reading:**

- Eunson, B.: C21 Communication in the 21st century, newest edition, Wiley
- Hackenberg, W.; Leminsky, C.; Schulz-Wofgramm, Eibo: Key Message delivered - Business Presentations with structure
- Rosenberg, M.; Chopra, D.: Nonviolent Communication: A Language of Life, Life-Changing Tools for Healthy Relationships, newest edition, Puddle dancer Press.
- Schultz von Thun, F., Miteinander reden 1-3, newest edition, Reinbeck
- Watzlawick, P., Beavin, J.H., Jackson, D.D., Pragmatics of Human Communication: A Study of Interactional Patterns, Pathologies and Paradoxes, newest edition, W.W. Norton & Company
- Hesse, J., Schrader, H. Ch., Bewerbungshandbuch, Eichborn Verlag, Frankfurt (M)2010
- Alt, J. A.; Richtig argumentieren, newest edition, Beck-Verlag
- Thiele, A., Argumentieren unter Stress, newest edition, Frankfurter Allgemeine Buch
- Weisbach, Ch. R., Professionelle Gesprächsführung, newest edition, Beck-Verlag
- Kellner, H., Konflikte verstehen, verhindern, lösen, Hanser, Munich, Vienna 1999

[updated 05.03.2020]

# Financial Management

<b>Module name (EN):</b> Financial Management
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-231
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)
<b>Curricular relevance:</b> DFMM-MAIM-231 Management Sciences, Master, ASPO 01.10.2018, semester 1, mandatory course MAIM-231 International Management, Master, ASPO 01.10.2012, semester 2, mandatory course MAIM-231 International Management, Master, ASPO 01.10.2016, semester 2, mandatory course MAIM-231 International Management, Master, ASPO 01.10.2020, semester 2, mandatory course WIMAScWPF-W10 Industrial Engineering, Master, ASPO 01.10.2014, semester 3, optional course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Prof. Dr. Matthias Gröhl Prof. Dr. Andy Junker
[updated 18.08.2016]

**Learning outcomes:**

## Corporate Finance:

Sustainable and value-oriented corporate management and business valuation achieves a special level of importance, especially in the age of digitalization and globally exposed competition. Gaining the respective competences in this Master's degree programme in its broad outlines is the overarching goal for the students of this course.

Prices traded on the financial markets, young companies valued by investors up to global corporations must withstand holistically approached valuations in order to forecast future developments and business values in a sustainable way or to assess entire strategies in a meaningful way. Traditional valuation measures, however, are now subject to a half-life in this respect. Handbooks and manuals can only help to a limited extent in the valuation of rapidly developing technologies and new conditions on the markets, as risks and opportunities have to be determined in a new way.

Students therefore learn to analyze (digital) business models and strategies holistically in order to derive assessments and business analysis estimates based on them. This goes beyond getting to know and implementing key well-known concepts of company valuation. Relevant keywords of this teaching unit: e.g. Financial and Business Analysis, Capital Market Theories, CAPM, FCF, Beta Factor, Startup Evaluations and Evaluation of New Technologies and Innovations.

Building on the knowledge of corporate finance and investment, this course enables students to evaluate real and current examples in order to form the link between the objectives of strategic (financial) management, e.g. from the perspective of the Board of Directors of a company, as well as the position of a company on the capital markets, or by investors' perception.

In addition, students are able to develop key components of a company's business plan (including financial and liquidity planning) and, based on this, make recommendations for decision makers, and corporate value preservation or increase.

## Financial Risk Management:

After successfully completing this module, students will be able to interpret the general concept of risk and distinguish it from the concept of financial risk. In addition, they will be able to map the risk management process.

Students will be able to:

- present and evaluate the different types of stock options and assess their applicability,
- describe and evaluate interest rate futures (long and short) and assess their applicability,
- describe FX forwards with regard to the essential influencing factors and calculate them in real cases,
- explain interest rate swaps and currency swaps with regard to their structure and areas of application, and calculate them in specific cases,
- explain interest rate limit contracts with regard to their structure and areas of application, and calculate them specific cases.

[updated 09.03.2020]

**Module content:**

## Corporate Finance:

- 1 Basics of Corporate Finance
- 2 Digitalization and new business models
- 3 Price versus business valuation
- 4 Basics of business valuation methods
- 5 Case studies and project team work

## Financial Risk Management

- 1 Fundamentals of Financial Risk Management
- 2 Options
- 3 Futures
- 4 Currency Exchange Hedging
- 5 Swap Agreements
- 6 Interest Rate Agreements

[updated 09.03.2020]

**Teaching methods/Media:**

Corporate Finance:

- Real case(s) (studies) (project based team work and cooperation with companies)
- Exercises, research and analysis work prepared by sub-teams

Financial Risk Management:

Lecture with case studies, exercises and research work.

[updated 09.03.2020]

**Recommended or required reading:**

Corporate Finance:

- Current business and company information (depends on current project or case studies)
- Most recent case studies and statistics
- Most recent relevant papers

Handbooks:

- Berens, W.: Due Diligence bei Unternehmensakquisitionen, akt. Aufl., Stuttgart.
- Brealey, R. A./Myers, S. C.: Principles of corporate finance, akt. Aufl., New York.
- Bruner, R. F./Eades, K. M./Schill, M. J.: Case studies in finance: managing for corporate value creation, akt. Aufl., Boston.
- Damodaran, A., Corporate Finance: Theory and Practice, akt. Aufl., Hoboken/New Jersey.
- Damodaran, A., Valuation: Security Analysis for Investment and Corporate Finance, akt. Aufl., Hoboken/New Jersey.
- Damodaran, A.: Applied corporate finance, akt. Aufl., Hoboken/New Jersey.
- Ernst, D.: Applied international corporate finance, akt. Aufl., München.
- Fernandez, P., Valuation Methods and Shareholder Value Creation, akt. Aufl., (Academic Press).
- Gardner, C., The Valuation of Information Technology: A Guide for Strategy Development, Valuation, and Financial Planning (Financial Management Book 2), akt. Aufl., Hoboken/New Jersey.
- Hommel, M./Dehmel, I.: Unternehmensbewertung case by case, akt. Aufl., Frankfurt.
- Müller-Stewens, G./Kunisch, S./Binder, A.: Mergers & Acquisitions: Analysen, Trends und Best Practices, Stuttgart 2010.
- Poland, S., Founder's Pocket Guide: Startup Valuation, akt. Aufl.
- Ross, S. A./Westerfield, R./Jaffe, J., Modern Financial Management, akt. Aufl., Boston.

Financial Risk Management:

Albrecht, P. / Maurer, R.: Investment- und Risikomanagement, latest edition, Schaeffer-Poeschel, Stuttgart.

Allen, S: Financial Risk Management, John Wiley & Sons, latest edition, New Jersey.

Bloss, M. / Ernst, D.: Derivate, latest edition, München und Wien.

Bösch, M.: Derivate, München 2011.

Eilenberger, G.: Währungsrisiken, Währungsmanagement und Devisenkurssicherung von Unternehmen, latest edition, Frankfurt a.M..

Eller, R.(Hrsg.): Handbuch derivativer Instrumente, latest edition, Stuttgart.

Geyer, C. / Uttner, V.: Praxishandbuch Börsentermingeschäfte, latest edition, Wiesbaden.

Heidorn, T.: Finanzmathematik in der Bankpraxis, latest edition, Wiesbaden.

Hull, J. C.: Options, Futures and other Derivatives, latest edition, New Jersey.

Kruse, S.: Aktien-, Zins- und Währungsderivate, latest edition, Springer Gabler, Wiesbaden.

Starobom, H.: Corporate Finance Teil 1: Grundlagen, Zins- und Währungsmanagement, latest edition, Springer Gabler, Wiesbaden.

Uszczapowski, I. / Müller, H.G.: Optionen und Futures verstehen, latest edition, München.

[updated 09.03.2020]

# International Accounting and Taxation

<b>Module name (EN):</b> International Accounting and Taxation
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-122
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Written exam (120 minutes / can be repeated semesterly)
<b>Curricular relevance:</b> DFMM-MAIM-122 Management Sciences, Master, ASPO 01.10.2018, semester 1, mandatory course MAIM-122 International Management, Master, ASPO 01.10.2016, semester 1, mandatory course MAIM-122 International Management, Master, ASPO 01.10.2020, semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Jochen Pilhofer
<b>Lecturer:</b> Prof. Dr. Andy Junker Prof. Dr. Jochen Pilhofer
[updated 18.08.2016]

**Learning outcomes:**

Sub-module "IFRS":

Students will be able to:

- describe, summarize and interpret the conceptual and institutional basics of International Financial Reporting Standards (IFRS)
- analyze and reflect accounting principles according to International Financial Reporting Standards (IFRS)
  - with respect to selected (complex) accounting topics (for example, intangible assets, deferred taxes, accruals, leasing, revenue recognition, financial instruments, impairment testing etc.) and summarize the differences compared to national accounting law
- illustrate accounting options, accounting estimates and accounting judgments based on practical case studies

Sub-module "International Taxation":

At the end of the course, students should be able to,

- to define the term "taxes", to distinguish between different types of taxes and to know the most important terms of taxation
- reproduce the seven types of income with their special features,
- to show differences in the income taxation of partnerships and corporations and to calculate a comparison of tax burdens,
- reproduce characteristics and essence of corporate tax,
- to reflect the characteristics and essence of the trade tax and calculate the trade tax,
- to deal with the basic features of value added tax,
- applying the principles of international tax law to a variety of problems.

[updated 14.01.2020]

**Module content:**

Sub-module "IFRS":

I Introduction to International Financial Reporting Standards

1. Objectives, Definition and Requirements of Financial Statements
2. Financial Accounting versus Business Reporting
3. History of the IASB
4. EU Regulation 1606/2002
5. EU Endorsement Process

II Reflection of selected accounting topics based on practical case studies

1. Property, Plant and Equipment
2. Intangibles
3. Leasing
4. Inventories
5. Liabilities, Provisions and Contingent Liabilities
6. Financial Instruments
7. Deferred Taxes
8. Revenue Recognition
9. Impairment of Assets

III Outlook

Sub-module "International Taxation":

1. General Taxation
2. Income Tax
3. Corporate Tax
4. Trade Tax
5. VAT (Value Added Tax)
6. International Tax Law

[updated 14.01.2020]

**Teaching methods/Media:**

The course combines lectures, case studies, group and individual work and requires a large amount of student participation

[updated 05.03.2020]

**Recommended or required reading:**

Sub-module "IFRS":

Christian/Lüdenbach: IFRS Essentials, current edition.

Coenenberg et al.: Jahresabschluss und Jahresabschlussanalyse, Landsberg/Lech, current edition.

Pellens et al.: Internationale Rechnungslegung, Stuttgart, current edition.

Zülch/Hendler: Bilanzierung nach International Financial Reporting Standards, Weinheim, current edition.

Sub-module "International Taxation":

Djanani, C. et al.: German Income Tax, Frankfurt am Main, current edition

[updated 14.01.2020]

# International Economics

<b>Module name (EN):</b> International Economics
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-333
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 3
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination + term paper with presentation
<b>Curricular relevance:</b> MAIM-333 International Management, Master, ASPO 01.10.2016, semester 3, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Leonhard Firlus
<b>Lecturer:</b> Prof. Dr. Leonhard Firlus  [updated 18.08.2016]
<b>Learning outcomes:</b> <ul style="list-style-type: none"><li>- The students are able to explain the creation of a simultaneous equilibrium on money and foreign exchange markets and analyze the effects of data changes.</li><li>- They can explain in detail and evaluate the possibilities and limits of an expansionary demand policy under flexible and fixed exchange rates.</li><li>- They can explain the positive welfare effects (gains from trade and gains from specialization) of international trade.</li><li>- They can explain the effects of customs duties and regional free trade agreements.</li><li>- They are able to name and evaluate the central economic problems in developing countries.</li></ul> [updated 02.06.2016]



**Module content:**

- International trade theory and policy
- International monetary theory
- The macroeconomics of open economies
- Economics of the European Union
- Economics of developing countries

[updated 02.06.2016]

**Teaching methods/Media:**

The module consists of a lecture and group work and requires a large amount of student participation. The students must write and present papers on selected international economics topics. Term papers may be required depending on the size of the groups.

[updated 02.06.2016]

**Recommended or required reading:**

- Feenstra, Robert C. and Alan M. Taylor: International Economics. Worth Publishers, New York, newest edition.
- Jones, Robert A. The Politics and Economics of the European Union. Edward Elgar Publishing, Cheltenham, newest edition.
- Krugman, Paul / Obstfeld, Maurice: International Economics. Addison-Wesley, Reading Mass., newest edition.
- Meier, Gerald M. / Rauch, James E.: Leading Issues in Economic Development. Oxford University Press, Oxford, newest edition.
- Salvatore, Dominick: International Economics. John Wiley & Sons Inc., New York, newest edition.

[updated 02.06.2016]

# International Human Resources and Cultural Diversity

<b>Module name (EN):</b> International Human Resources and Cultural Diversity
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-132
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination and presentation
<b>Curricular relevance:</b> MAIM-132 International Management, Master, ASPO 01.10.2016, semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Prof. Dr. Petra Garnjost Prof. Dr. Stefanie Jensen
<i>[updated 31.08.2016]</i>

**Learning outcomes:**

After successfully completing this module the student should be able to ...

- explain the content and purpose of international human resource management
- explain and reflect on compensation models, employee selection and employee deployment in a global environment
- explain the specifics of international human resources management in practice.
- name and evaluate cultural influences on human resources management.
- explain the principles and fields of application of cultural diversity
  - identify the tools used for personnel development and assess their application and potential.
- form and justify an opinion about selected topics from the field of international human resource management.

(• successfully work within a work group towards a specific goal within a specific timeframe. This comprises literature research, the independent distribution of work packages within the group, their respective completion by the individual group members and the combination of these to form a group effort. This also includes solving possible conflicts within the group resp. escalating them to the lecturer.)

[updated 02.06.2016]

**Module content:**

Background, purpose and organization of human resource strategies in multinational companies

- Compensation, planning and implementation of personnel deployment
- Human resources development in multinational companies
- Cultural behavioral patterns and their effect on international human resource work
- Intercultural cooperation in mixed teams
- Diversity management

[updated 02.06.2016]

**Teaching methods/Media:**

Lecture, group work, case studies and structured discussions

[updated 02.06.2016]

**Recommended or required reading:**

in the newest edition:

- Briscoe/Schuler, International Human Resource Management, London.
- Dowling/Festing/Engle, International Human Resource Management: managing people in a multinational context, Andover.
- Mendenhall/Oddou, Readings and Cases in IHRM, Cincinnati.
- Hall/Hall, Understanding cultural differences, Boston.
- Hofstede, Culture 's consequences, comparing values, behaviors, institutions, and organizations across nations, Thousand Oaks.
- Scholz/Böhm, Human Resource Management in Europe –Comparative analysis and contextual understanding, Routledge.

Current expert articles in English-language business magazines such as the Harvard Business Review

[updated 02.06.2016]

# International Law

<b>Module name (EN):</b> International Law
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-222
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination + term paper with presentation
<b>Curricular relevance:</b> MAIM-222 International Management, Master, ASPO 01.10.2016, semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Holger Buck
<b>Lecturer:</b> Prof. Dr. Holger Buck
<i>[updated 19.12.2019]</i>

**Learning outcomes:**

The students

- are familiar with the important legal framework for international business
- understand the function and mechanisms of contract, competition and corporate law in international legal relations
- can work with the regulations in international agreements, EU law and various national laws independently and link them in compliance with the norm hierarchy
- understand the importance of the norms for the day-to-day life of an international corporation
- develop solutions for concrete cases and contracts from international business law by classifying the problem, subsuming the situation using the relevant provisions and then deriving a result
- create design proposals for international contractual and corporate practices
- acknowledge the result based on general legal value assessments.

[updated 02.06.2016]

**Module content:****1. International Competition Law:**

International competition law and territoriality principle; European and international industrial property rights; international conventions; market freedoms; EU cartel law with its references to national cartel law

**2. International Contracts and Companies:**

Contractual design and safeguards for international sales contracts; special features when working with especially important contracts; conflict resolution; Company statutes and structures; corporate governance and compliance in globally active corporations; mergers; insolvency

[updated 02.06.2016]

**Teaching methods/Media:**

Interactive lecture based on practical examples and exercises  
Visualization of keywords on a presentation board, transparencies  
Learning material via Internet (graphs, diagrams, exercises)  
Online exercises for researching international/European legal sources

[updated 02.06.2016]

**Recommended or required reading:**

- Annand, R.: Blackstone's Guide to the Community Trade Mark, Blackstone, London, current edition
- Cook, T.: EU Intellectual Property Law, Oxford University Press, Oxford, current edition
- Dabbah, M.: International and Comparative Competition Law, Cambridge University Press, Cambridge, current edition
- Fairhurst, J.: Law of the European Union, Pearson, Harlow, current edition
- Gildeggen, R. & Willburger A.: Internationale Handelsgeschäfte, Vahlen, Munich, current edition
- Herdegen, M.: Internationales Wirtschaftsrecht, Beck, Munich, current edition
- Huber, P. (ed.): Rome II Regulation – Pocket Commentary, Sellier, Munich, current edition
- Jones A. & Sufrin, B.: EU Competition Law, Oxford University Press, Oxford, current edition
- Kilian, W.: Europäisches Wirtschaftsrecht, Beck, Munich, current edition
- Mo, J.: International commercial law. Butterworths, Sydney, current edition
- Twigg-Flesner, C. (ed.), European Union Private Law, Cambridge University Press, Cambridge, current edition
- Van Hulle, K. & Gesell, H. (eds.). European Corporate Law, Nomos, Baden-Baden, current edition
- Walz, R. (Hrsg.). Beck'sches Formularbuch Zivil-, Wirtschafts- und Unternehmensrecht Deutsch – English. Beck, Munich, current edition
- Yu, P.: International Intellectual Property Law and Policy, Carolina Academic Press, Durham, current edition

[updated 02.06.2016]

# International Marketing

<b>Module name (EN):</b> International Marketing
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-212
<b>Hours per semester week / Teaching method:</b> 4S (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Term paper with presentation (can be repeated annually)
<b>Curricular relevance:</b> DFMM-MAIM-212 Management Sciences, Master, ASPO 01.10.2018, semester 1, mandatory course MAIM-212 International Management, Master, ASPO 01.10.2016, semester 2, mandatory course MAIM-212 International Management, Master, ASPO 01.10.2020, semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> <a href="#">MAIM-112</a> International Strategic Management  [updated 31.08.2016]
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Frank Hälsig
<b>Lecturer:</b> Prof. Dr. Frank Hälsig Prof. Dr. Tatjana König  [updated 31.08.2016]

**Learning outcomes:**

After successfully completing the course the students should be able to:

- Handle and discuss the scientific, as well as practice-oriented specialist literature on current international marketing topics
- Develop guidelines from selected marketing theories for practical use in a company
- Analyze marketing challenges in international organizations and present solutions to these in a structured manner  
under consideration of a data base
- Appreciate and evaluate the discussions and presentations of the other participants.

[updated 05.03.2020]

**Module content:**

Intensify knowledge about current marketing topics from, for example, the following areas:

- Intercultural buyer behavior
- Global marketing strategies (for example: international brand management, international marketing alliances)
- Approaches and methods of international market segmentation
- Country-/culture-specific differences in the fields of customer satisfaction management, customer retention management and complaint management
- Potentials of marketing tools under consideration of cultural and economic differences.

[updated 05.03.2020]

**Teaching methods/Media:**

Lecture and group work with presentation of the results by the students

[updated 29.01.2020]

**Recommended or required reading:**

Bradley, Frank: International Marketing Strategy, current edition, (Prentice Hall) New York.  
Cateora, Philip R. ; Gilly, Mary C. ; Graham, John L.: International marketing, current edition, (McGraw-Hill Irwin) Boston.  
Hollensen, Sven: Global Marketing: A Decision-Oriented Approach, current edition, (Prentice Hall FIT) New York.  
Keegan, Warren J.; Green, Mark: Global Marketing, current edition, (Pearson) Upper Saddle River.  
Kotabe, Masaaki; Helsen, Kristiaan: Global Marketing Management, current edition, (Wiley) Hoboken.  
Morschett, Dirk; Schramm-Klein, Hanna; Zentes, Joachim: Strategic International Management: Text and Cases, current edition, (Gabler) Wiesbaden  
Zentes, Joachim; Morschett, Dirk; Schramm-Klein, Hanna: Strategic Retail Management: Text and International Cases, current edition, (Gabler) Wiesbaden  
Zentes, Joachim; Swoboda, Bernhard; Schramm-Klein, Hanna: International Marketing, current edition, (Vahlen).

[updated 29.01.2020]



# International Operations Management

<b>Module name (EN):</b> International Operations Management
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-245
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination + term paper with presentation
<b>Curricular relevance:</b> MAIM-245 International Management, Master, ASPO 01.10.2016, semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Thomas Korne
<b>Lecturer:</b> Prof. Dr. Thomas Bousonville Prof. Dr. Steffen H. Hütter Prof. Dr. Thomas Korne  [updated 18.08.2016]

**Learning outcomes:**

At the end of the module the students should be able to,

- 1a) explain what a supply chain is and which objectives supply chain management pursues
- 1b) describe approaches and advantages of organizational and information technological company cooperation
- 1c) describe the concepts of SCM in business and the consumer goods industry with its advantages and disadvantages
- 1d) apply qualitative and quantitative methods for planning international production and distribution networks  
in a target-oriented manner and modify them with relation to the context
- 2a) discuss the reasons for the increase in importance of "supply management" for a company's success
- 2b) provide an overview of the methods of strategic procurement management, in particular
- 2c) carry out procurement market research
- 2d) carry out a supplier evaluation
- 2e) describe the applications of e-procurement
- 3a) analyze and evaluate sourcing strategies in case studies.

[updated 02.06.2016]

**Module content:**

International Logistics and Supply Chain Management

- Definition, significance and goals of supply chain management
- Bullwhip effect (beer game)
- Integration possibilities in a supply chain
- Supply chain management in trade
- Planning international production networks
- Structure of advanced planning systems

International Procurement and Supply Management

- Tasks of strategic supply management
- Material group analysis
- procurement market analysis
- Supplier evaluation und supplier selection strategy
- E-procurement

[updated 02.06.2016]

**Teaching methods/Media:**

Lecture, instructive discourse, case studies, presentations

[updated 02.06.2016]

**Recommended or required reading:**

- Large, R.: Strategisches Beschaffungsmanagement. Eine praxisorientierte Einführung mit Fallstudien. 3rd ed., Wiesbaden: Gabler 2006.
- Heß, G.: Supply-Strategien in Einkauf und Beschaffung. Wiesbaden: Gabler 2008.
- van Weele, A. J.: Purchasing and Supply Chain Management, 4th ed., London 2005.
- Chopra, S, Meindl, P. Supply Chain Management, 4th ed. Upper Saddle NJ: Pearson 2010.
- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E.: Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 3rd ed., Boston 2008.
- Stadtler, H, Kilger, C.: Supply Chain Management and Advanced Planning, 4th ed. Berlin Heidelberg: Springer; 2008.
- Schieck, Arno: Internationale Logistik, Oldenbourg Verlag, Munich 2008.

[updated 02.06.2016]

# International Strategic Management

<b>Module name (EN):</b> International Strategic Management
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-112
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination + term paper with presentation
<b>Curricular relevance:</b> DFMM-MAIM-112 Management Sciences, Master, ASPO 01.10.2018, semester 1, mandatory course MAIM-112 International Management, Master, ASPO 01.10.2016, semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b> <a href="#">MAIM-212</a> International Marketing <a href="#">MAIM-321</a> Internationaler Management Workshop  [updated 19.08.2020]
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Prof. Dr. Malte Beinhauer Prof. Dr. Stefanie Jensen  [updated 31.08.2016]

**Learning outcomes:**

After successfully completing this module the student should be able to...

- Critically discuss the reasons and catalysts for international business activities and their consequences, as well as reflect upon this from an ethical-moral standpoint,
- Discuss selected internationalization theories and evaluate their usefulness,
- Discuss and explain the steps of the strategic international management process,
- Discuss the dimensions of internationalization strategies, use and evaluate them,
- Understand and reflect on the implementation of strategies as a methodological challenge and apply the most important methods of strategy implementation,
- Apply the methods learned to their own business idea in a transdisciplinary manner and create a business plan as an instrument of their own independently developed business idea,
- Present the developed business plan in a structured manner,
- In teams, intensify their knowledge about interaction, communication, motivation and moderation in team work and strengthen their empathy, communication, negotiation and argumentation skills.

[updated 25.05.2016]

**Module content:**

- Understanding of corporate activities within an international framework
- Internationalization theories
- Dimensions and the process of strategic management in international resp. globalized companies
- Strategy building (considerations), implementation and control techniques
- Business planning/ business models
- Project marketing and sales
- Main features and content of a business plan
- Risk management
- Change management
- Decision making
- Project management as an enabler for strategy implementation

[updated 25.05.2016]

**Teaching methods/Media:**

Lecture with integrated tutorial, term paper, group work and case studies

[updated 25.05.2016]

**Recommended or required reading:**

Glowik, M: Market Entry Strategies : Internationalization Theories, Network Concepts and Cases of Asian Firms, Munich  
Wheelen/Hunger (current edition), Strategic Management and Business Policy  
Kutschker/Schmid (current edition), Internationales Management  
Morschett/Schramm-Klein/Zentes (current edition), Strategic International Management  
Osterwalder/Pigneur (current edition), Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.  
Mintzberg/Quinn/Lampel/Goshal (current edition), The Strategy Process  
DeThomas, Derammelaere (current edition): Writing a Convincing Business Plan,  
Current expert articles in English-language business magazines, such as the Harvard Business Review

[updated 25.05.2016]

# International Tourism Management

<b>Module name (EN):</b> International Tourism Management
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-244
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 2
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Project
<b>Curricular relevance:</b> DFMM-MAIM-244 Management Sciences, Master, ASPO 01.10.2018, semester 1, mandatory course MAIM-244 International Management, Master, ASPO 01.10.2016, semester 2, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Ralf Rockenbauch
<b>Lecturer:</b> Dozenten des Studiengangs  [updated 18.08.2016]
<b>Learning outcomes:</b> The students develop, extend and intensify their know-how and methodological knowledge about: <ul style="list-style-type: none"><li>• The sustainable management of international tourism companies (for example: goal and result orientation, ability to reduce complexity, mental flexibility, network thinking)</li><li>• The economic dimensions in tourism in particular, with regard to the developments and perspectives in international tourism management</li><li>• The approaches of modern consumerism theory in international tourism</li><li>• The theoretical understanding of conception, marketing (presentation) and implementation in sustainable international tourism</li><li>• The theoretical understanding about the specifics in marketing international tourist offers</li><li>• The organization of international tourism companies and their practical fields of activity</li></ul>

- The strategic planning and operational implementation of marketing tools in international tourism.

#### The students

- get insight into the international tourism management of touristic organizations and can analyze and present process and structure organizational issues in organizations (organizational change; specifics of international tourism organizations)

#### International and intercultural references

- Discussions about international companies and organizations in the tourism, sport, leisure and transport sector
- Within the framework of examples from international organizations, as well as companies in the tourism, sport, leisure and transport sector
- Introduction to the reality of the professional praxis of sustainable international tourism management

#### Practice-oriented references:

- Management and policy concepts in the tourism, sport, leisure and transport sector
- Business and economic methods in the tourism, sport, leisure and transport sector
- Social competence
- Projects, guest lectures, study trips (together with students from different semesters and courses of study)
- In particular, management concepts and methods with a high relevancy for sustainable international management in the tourism, sport, leisure and transport sectors.  
The students will extend and deepen their abilities in using modern presentation techniques, in project and team work and in scientific work.

#### After successfully completing this module the students can

- understand and analyze the service-oriented issues in and specifics of international tourism management and represent them in planning models
- apply planning and controlling methods to international tourism management ( the strategic planning of marketing tools, as well as the operational implementation within the framework of projects)
- describe, develop, plan and design service-specific processes in international tourism management,
- plan, implement and control service-oriented strategies and concepts in international tourism management (process politics within the framework of the marketing mix in international tourism management)
- cooperate and evaluate within the framework of project management (focusing / project definition, planning, project structuring, prioritization/derivation of analyses, activity planning, execution and performance review)
- use expert knowledge and methodological skills from process management to the establishment of control processes
- communicate more efficiently (pyramid principle), as well as interaction with external guests and groups
- use expert knowledge and methodological skills from the fields of motivation and teamwork (improvement of leadership competency, such as for example, initiative, the ability to work in a team, integration, delegation, the ability to deal with conflicts, assertiveness, self-confidence, sense of responsibility and risk-bearing capacity)

[updated 02.06.2016]

**Module content:**

- International production and service management in tourism
- Sustainable tourism management
- Advanced knowledge in international tourism management
- Sustainable bid management in international tourism companies
- Conception, marketing (presentation) and realization of touristic offers in the international sector
- Strategic planning and operational implementation of marketing tools in international tourism companies
- Marketing-mix tools (product, pricing, communication, distribution and process policies) in a regional, national, international, as well as inter- and intra-modal context
- Quality management in tourism (EFQM)
- Balanced score card in tourism
- Business planning in tourism
- Implementation controlling in tourism
- Bionics and modern consumerism theory in tourism

[updated 02.06.2016]

**Teaching methods/Media:**

- Lecture
- "Sailing – Self-regulated learning"
- Case studies ( possibly study trip)
- Role play
- Group and project work (develop concept independently, as well as present and possibly, implement it)
- Discussions with students and guests
- Presentations and creation of documentation/term paper

With selected data material and case studies the students will be guided towards the independent development of concepts, as well as their realization and reflection.

[updated 02.06.2016]

**Recommended or required reading:**

- Baum, T. (u. a.) (Hrsg.), *Saisonalität in tourism*, current edition
- Bastian, H., Born, K. (Hrsg.), *Der integrierte Touristikkonzern*, Oldenbourg, Munich, 2004
- Beniers, C.: *Managerwissen kompakt: Interkulturelle Kommunikation*, Munich 2004
- Bernet, B., Bieger, T., *Finanzierung im Tourismus*, Haupt, Bern, current edition
- Bieger, T., *Tourismuslehre – Ein Grundriss*, Haupt, Bern u. a., current edition
- Bieger, T., Keller, P., (Hrsg.), *Managing Change in Tourism: Creating Opportunities - Overcoming Obstacles*, Berlin, current edition
- Bowdin, G., Allen, J., O´Toole, W., Harris, R., & Mc Donnell, I., *Events Management*, Great Britain: Elsevier, current edition
- Böventer, E. von, *Ökonomische Theorie des Tourismus*, Campus, Frankfurt, current edition.
- Breidenbach, R., *Freizeitwirtschaft und Tourismus*, current edition
- Brähmig, K., (2011), *Ausschuss für Tourismus*, Deutscher Bundestag, *Stellungnahme Freizeitparks*, [http://www.bundestag.de/bundestag/ausschuesse17/a20/anhoerungen/anhoerung\\_freizeitparks/Stellungnahmen/Stellungnahme-Hahne.pdf](http://www.bundestag.de/bundestag/ausschuesse17/a20/anhoerungen/anhoerung_freizeitparks/Stellungnahmen/Stellungnahme-Hahne.pdf)
- Buck, M., Conrady, R., (Hrsg.), *Trends and Issues in Global Tourism 2007 ff*, Springer, Heidelberg, 2007 ff
- Cooper, C. (u. a.) (Hrsg.), *Tourism development – environmental and community issues*, current edition
- Csikszentmihalyi, M.: *Das Flow-Erlebnis*. Stuttgart 1993
- Csikszentmihalyi, M./Jackson, S.A.: *Flow im Sport*. Munich 2000
- Deresky, *Global Management, Strategic and Interpersonal*, New Jersey
- Dettmer, H. (Hrsg.), *Tourismus-Marketing-Management*, Oldenbourg, Munich, 1999
- Dülfer, E.: *International Management in Diverse Cultural Areas / Internationales Management in unterschiedlichen Kulturbereichen*, Munich/Vienna 1999 (bilingual book!).

- Dowling, Michael: Gründungsmanagement. Springer, current edition
- FdSnow, Fachzeitschrift für den Skisport, Freunde des Skisports im Deutschen Skiverband
- Forsberg, K. et al, (2000), Visualizing Project Management, A model for business and technical success,  
Second Edition, John Wiley and Sons Inc.
- Freyer, W., Sport-Marketing: Modernes Marketing-Management für die Sportwirtschaft, Berlin, current edition
- Freyer, W., Tourismus-Marketing, Oldenbourg, Munich, current edition
- Freyer, W. (Hrsg.), Tourismus: Einführung in die Fremdenverkehrsökonomie, current edition.
- Green Champions in Sport and Environment, Guide to environmentally-sound large sporting events, German  
Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, German Olympic Sports Confederation, Berlin, 2007
- Haedrich, G., Kaspar, C. u. a. (Hrsg.), Tourismus-Management, 3rd edition, de Gruyter, Berlin u. a., 1998
- Hasenstab, M.: Interkulturelles Management, Berlin 1999.
- Hayes, N., Saving Sailing, Crickhollow, Milwaukee, 2009, How ... and more importantly ... why? A provocative argument and action plan – sure to appeal to sailors everywhere – for the revival of family sailing and quality uses of free time for rewarding intergenerational pastimes, lifelong hobbies,  
and free-time pursuits.
- Hobel, B. and Schütte, S. (2006), Projektmanagement, Wiesbaden, Betriebswirtschaftlicher Verlag Gabler
- Hofstede, G.; Interkulturelle Zusammenarbeit. Kulturen - Organisationen - Management, Wiesbaden 1993
- Holloway, C., The business of tourism, 7th edition, Pearson Education, London, 2006
- Hoye, R., Sport management: principles and applications, 2nd edition, Elsevier, Amsterdam u. a., 2009
- Hoyle, L., Event marketing how to successfully promote events, festivals, conventions and expositions,  
Wiley, New York, current edition
- Hungenberg, H., Problemlösung und Kommunikation, Munich, current edition
- Institut für Mobilitätsforschung (Hrsg.), Erlebniswelten und Tourismus, Springer, Berlin, 2004
- Jones, M. (2010). Sustainable Event Management - A Practical Guide. London: Earthscan
- Kaspar, C., Die Tourismuslehre im Grundriss, current edition
- Kieser, A.,Walgenbach, P., Organisation. current edition
- Kotler, Ph., Bliemel, F.: Marketing-Management, Stuttgart current edition.
- Kirstges, T., Management von Tourismusunternehmen, Oldenbourg, Munich, current edition
- Kornmeier, M., Wissenschaftstheorie und wissenschaftliches Arbeiten -  
Eine Einführung für Wirtschaftswissenschaftler, current edition
- Kubr, Thomas, u.a: Planen, gründen, wachsen. Ueberreuter, 2002
- Letzner, V., Tourismusökonomie – Volkswirtschaftliche Aspekte rund ums Reisen, Oldenbourg, Munich, 2010
- Lidke, H. (2007), Projektmanagement, Methoden, Techniken, Verhaltensweisen, Evolutionäres Projektmanagement, Munich: Carl Hanser Verlag, current edition
- Meffert, H., Burmann, C., Kirchgeorg, M., Marketing: Grundlagen marktorientierter Unternehmensführung,  
Konzepte - Instrumente – Praxisbeispiele, Wiesbaden, 2008
- Meredith, J., (2012), Project Management, A Managerial Approach, John Wiley & Sons Inc., current edition
- Minto, B., Das Pyramiden-Prinzip – Logisches Denken und Formulieren, Econ, Düsseldorf, 1993 (Urheberin und Ex-McKinsey)
- Müller, H., Qualitätsorientiertes Tourismus-Management, Haupt, Bern, 2004
- Mundt, J., Einführung in den Tourismus, current edition
- Mundt, J., Tourismuspolitik, Wien, current edition
- Nufer, G., Bühler, A., (Hrsg.), Management und Marketing im Sport – Betriebswirtschaftliche Grundlagen  
und Anwendungen der Sportökonomie, Berlin, current edition for more see:  
<http://homepages.uni-tuebingen.de/gerd.nufer/index.html>
- Nufer, G, Event-Marketing und –Management. Theorie und Praxis unter besonderer Berücksichtigung  
von Imagewirkungen, DUV, Wiesbaden, current edition



- Neumann, P.: Das Wagnis im Sport. Schorndorf 1999
- Opaschowski, H.W.: Xtrem – Der kalkulierte Wahnsinn. Hamburg 2000
- Opaschowski, H.W.: Deutschland 2020. Wie wir morgen leben – Prognosen der Wissenschaft. Wiesbaden 2006
- Opaschowski, H.W.: Freizeitökonomie – Marketing von Erlebniswelten. Opladen 1995
- Opaschowski, H., Das gekaufte Paradies, Germa Press, Hamburg, current edition
- Opaschowski, H., Tourismus, Leske und Budrich, Opladen, current edition
- Page, S., Tourism Management, Oxford: Butterworth-Heinemann, current edition
- Paxmann, Stephan; Fuchs, Gerhard: Der unternehmensinterne Businessplan - Neue Geschäftsmöglichkeiten entdecken, präsentieren, durchsetzen. Campus Verlag, 2005
- Pompl, W., Lieb, M. (Hrsg.), Internationales Tourismus-Management, Vahlen, Munich, current edition
- Pompl, W., Touristikmanagement 1, Springer, Heidelberg u. a., current edition
- Pompl, W., Touristikmanagement 2, Springer, Heidelberg u. a., current edition
- Raj, R., & Musgrave, J. (2009). Event Management and Sustainability. Oxfordshire: CAB International
- Robbins, Organizational Behavior, New Jersey
- Rodrigues, C.; International Management: A Cultural Approach, Cincinnati (Ohio) current edition
- Sahlmann, William: How to write a great Business Plan. Harvard Business Review July/August 1997 p.98-108
- Sahlmann, William: Ihr Geschäftsplan muss Investoren überzeugen Harvard Business Manager 1998
- Schawel, C. (2009), Top 100 Management Tools, Wiesbaden, GWV-Fachverlage, aktuellste Auflage
- Schröder, A., Das Phänomen der Low Cost Carrier und deren Beeinflussung raum-zeitlicher Systeme im Tourismus, Materialien zur Fremdenverkehrsgeografie, Heft 68
- Schugk, M.: Interkulturelle Kommunikation, Munich 2004.
- Schulz et al.: Grundlagen des Tourismus. Lehrbuch in 5 Modulen, Munich, 2010
- Schulz von Thun, F.; Miteinander reden 1-3, Reinbeck 2005 bzw. 2006
- Schulze, G.: Die Erlebnisgesellschaft, Kultursoziologie der Gegenwart, Frankfurt 1995
- Singler, Axel: Businessplan, Rudolf Haufe Verlag, Munich, current edition
- Steinecke, A. (Hrsg.), Erlebnis- und Konsumwelten, Oldenbourg, Munich, 2000
- Stutely, Richard: Der professionelle Businessplan - Ein Praxisleitfaden für Manager und Unternehmensgründer. 2nd edition, Pearson Business, Munich 2007
- Theisen, M.R., Wissenschaftliches Arbeiten, Verlag Vahlen, Munich, current edition
- Vogt, G.; Erfolgreiche Rhetorik, Munich, Wien, current edition
- Wöhe, G., Döring, U, Ei

[updated 02.06.2016]

# Internationaler Management Workshop

<b>Module name (EN):</b> Internationaler Management Workshop
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-321
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 3
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Term paper with presentation
<b>Curricular relevance:</b> MAIM-321 International Management, Master, ASPO 01.10.2012, semester 3, mandatory course MAIM-321 International Management, Master, ASPO 01.10.2016, semester 3, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> <a href="#">MAIM-112</a> International Strategic Management  [updated 19.08.2020]
<b>Recommended as prerequisite for:</b> <a href="#">MAIM-431</a> Master-Thesis (Abschlussarbeit)  [updated 31.10.2019]
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Prof. Dr. Stefanie Jensen  [updated 05.11.2018]

**Learning outcomes:**

After successfully completing this module, students will...

- be able to develop and present practical problem solving strategies for a fictitious, yet realistic case,
- be able to discuss and implement strategic project management methods,
- be able to describe management tools such as PEST analyses, Balanced Scorecard and Management Cockpit and apply them to specific cases,
- be able to take the perspective of an internationally active manager and independently develop solutions for selected entrepreneurial subareas (e.g. in marketing / sales / branch management / international project manager activities / international consultant) with regard to given objectives,
- be able to work successfully and independently in a project group towards a given goal and deadline. This includes assigning work packages to the individual members of the group, the preparation and successful completion of the respective work packages and a final group presentation. This also includes resolving any conflicts that might arise within the group or escalating them to the lecturers, where necessary.
- be able to prepare a written composition in English, taking into account scientific principles, and give English presentations within a specified time frame.

[updated 05.11.2018]

**Module content:**

"Going Global" business simulation with additional exercises, written assignments and presentations.

[updated 05.11.2018]

**Teaching methods/Media:**

"Going Global" business simulation game, evaluation and discussion of results, group work, presentations, reflection paper.

[updated 05.11.2018]

**Additional information:**

Attendance is compulsory during the workshop.

[updated 05.11.2018]

**Recommended or required reading:**

"Going Global" handbook  
Additional literature as required

[updated 05.11.2018]

# Management Information Systems and Financial Analysis

<b>Module name (EN):</b> Management Information Systems and Financial Analysis
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-143
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination
<b>Curricular relevance:</b> MAIM-143 International Management, Master, ASPO 01.10.2016, semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Prof. Dr. Otmar Adam Prof. Dr. Matthias Gröhl
[updated 18.08.2016]

**Learning outcomes:**

Sub-module "Management Information Systems":

The students

- can explain the problems related to information management for controlling and management;
- are capable of describing and developing a management reporting resp. management information system;
- are familiar with different IT solutions for management information systems and can apply them to a specific software system.

Sub-module "Financial analysis":

- The students can explain and discuss the goals and course of the annual account analysis. In doing so, they can derive the difficulties of the analysis from observing the annual account politics.
- The participants are made familiar with central aspects within the framework of the analysis of the profit, financial and liquidity situation. The analyses will be seen predominantly from the investor's perspective who is debating a company takeover or participation in a company.
- In order to understand a company's profitability, the students will learn about the central analyses within the framework of the profit and loss statement. In addition, they will learn about the importance of profitability figures and profit adjustments.
- The analysis of the financial standing targets fundamental assets and liabilities. In addition participants become familiar with the terms "working capital" and "net financial liabilities" and understand their relevancy within the framework of determining the purchase price for a company takeover. They will also learn about the important key figures of the assets, liabilities and shareholder's equity.
- The students will become familiar with cash flow calculation in the analysis of the liquidity situation. Based on this, they will learn about the main cash flow drivers and investment analyses. Finally, they will learn about the most important key figures when evaluating a company's liquidity.
- The students can apply their theoretical knowledge to a range of practice-related exercises.

[updated 02.06.2016]

**Module content:**

Sub-module „Management Information Systems“:

- Management and information systems
- Conceptual development of management information systems (information model, process model)
- Technological implementation and current applications of management information systems
- Implementation of a case study

Sub-module Financial Analysis:

I. Introduction to financial analysis

II. Analysis of earnings

1. P&L analysis
2. Profitability ratios and earnings adjustments

III. Analysis of balance sheet

1. Analysis of assets and liabilities
2. Working capital and net debt
3. Asset and capital structure ratios

IV. Analysis of cashflow and liquidity

1. Cashflow calculation
2. Cashflow and capex analysis
3. Asset cover and liquidity ratios

[updated 02.06.2016]

**Teaching methods/Media:**

Lecture with case studies, exercises and research tasks

[updated 02.06.2016]

**Recommended or required reading:**

Sub-module “Management Information Systems“:

Chamoni, P., Gluchowski, P. (Hrsg.): Analytische Informationssysteme, Berlin u. a., current edition.

Turban, E., Sharda, R., Aronson, J.E., King, D.: Business Intelligence – A Managerial Approach, Upper Saddle River, current edition.

Zell, M.: Kosten- und Performance Management, Wiesbaden 2008.

Zell, M.: Reporting und Analyse – Informationssysteme für Management und Mitarbeiter, Saarbrücken 2011.

Sub-module “Financial Analysis“:

Financial Analysis:

Behringer, S.: Cash Flow und Unternehmensbeurteilung, 9 th edition, Berlin 2007.

Brealey, R. A. / Myers, S. C.: Principles of Corporate Finance, 9 th edition, Boston 2008.

Coenenberg, A. G. et al.: Jahresabschluss und Jahresabschlussanalyse, 21st edition, Landsberg am Lech 2009.

Gräfer, H.: Bilanzanalyse, 10 th edition, Herne 2008.

Higgins, R. C.: Analysis for Financial Management, 9th edition, Boston 2009.

Hillier, D. et al: Corporate Finance, European edition, London 2010.

Kimmel, P.D. et al.: Financial Accounting, 5th edition, Hoboken 2009.

Küting, K. / Weber, C.-P.: Die Bilanzanalyse, 9 th edition, Stuttgart 2009.

Schult, E. / Brösel, G.: Bilanzanalyse, 12 th edition, Berlin 2008.

Wild, J. J. et al.: Financial Statement Analysis, 9th edition, Boston 2007.

[updated 02.06.2016]

# Master-Colloquium

<b>Module name (EN):</b> Master-Colloquium
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-421
<b>Hours per semester week / Teaching method:</b> 2S (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 4
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> According to General Study and Examination Regulations of htw saar (ASPO); can be repeated semesterly
<b>Curricular relevance:</b> MAIM-421 International Management, Master, ASPO 01.10.2012, semester 4, mandatory course MAIM-421 International Management, Master, ASPO 01.10.2016, semester 4, mandatory course MAIM-421 International Management, Master, ASPO 01.10.2020, semester 4, mandatory course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Prof. Dr. Stefanie Jensen
[updated 18.08.2016]

**Learning outcomes:**

After successfully completing this module the student should be able to...

- present the core content of their master thesis and their practical study phase in a clear and comprehensible manner within a given time frame,
- position their own scientific work in the existing knowledge environment,
- link and present their theoretical and practical findings,
- carry out a scientific discussion with a critical audience,
- critically examine their approaches and outline the limits of their own scientific work,
- associate with the group in the sense of a constructive dialogue
- immerse into the Thesis Topics of the peer students incl. asking relevant questions to peers

[updated 17.12.2019]

**Module content:**

The colloquium accompanies the student while he/she is writing their master thesis in the 3rd semester. It will take place in the form of block seminars in which the problems, approaches, solutions and limits of the master theses will be presented and discussed with fellow students and the lecturer. In addition, an overview of the experiences made during the practical study phase will be provided. The exchange of experience between the students will be emphasized here, as well as feedback from the students.

[updated 10.12.2019]

**Teaching methods/Media:**

Oral presentation, expert discussions

[updated 07.01.2016]

**Recommended or required reading:**

Dependent on the topic of the master thesis

[updated 07.01.2016]



# Master-Thesis (Abschlussarbeit)

<b>Module name (EN):</b> Master-Thesis (Abschlussarbeit)
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-431
<b>Hours per semester week / Teaching method:</b> -
<b>ECTS credits:</b> 22
<b>Semester:</b> 4
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> According to General Study and Examination Regulations of htw saar (ASPO; can be repeated semesterly)
<b>Curricular relevance:</b> MAIM-431 International Management, Master, ASPO 01.10.2012, semester 4, mandatory course MAIM-431 International Management, Master, ASPO 01.10.2016, semester 4, mandatory course MAIM-431 International Management, Master, ASPO 01.10.2020, semester 4, mandatory course
<b>Workload:</b> The total student study time for this course is 660 hours.
<b>Recommended prerequisites (modules):</b> <a href="#">MAIM-311</a> Seminar International Management <a href="#">MAIM-321</a> Internationaler Management Workshop  [updated 31.10.2019]
<b>Recommended knowledge:</b> Prerequisite for registration is proof of participation in the modules from the first three semesters with a scope of 60 ECTS points.  [updated 03.06.2016]
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Dozenten des Studiengangs  [updated 31.10.2019]

**Learning outcomes:**

The students are able to

- develop their own research approaches,
- create their own working hypotheses,
- test these hypotheses independently,
- apply the theoretical, methodological and argumentative competence from their studies
- analyze complex issues and describe and evaluate correct economics terminology.

[updated 02.06.2016]

**Module content:**

The master thesis is a special academic performance. It is based on the selected course contents or areas of concentration agreed upon by the student and the supervisor. The student is given 20 weeks to complete the master thesis. It must be written in English, French or Spanish.

[updated 29.11.2019]

**Teaching methods/Media:**

Supervised independent research work.

[updated 07.01.2016]

**Recommended or required reading:**

Dependent on topic

[updated 07.01.2016]

# Practical Training I (8 weeks)

<b>Module name (EN):</b> Practical Training I (8 weeks)
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-341
<b>Hours per semester week / Teaching method:</b> -
<b>ECTS credits:</b> 10
<b>Semester:</b> 3
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Required academic prerequisites (ASPO):</b> Modules of the first two semesters
<b>Assessment:</b> Recognition in accordance with the general study and examination regulations (ASPO - Allgemeine Studien- und Prüfungsordnung); can be repeated semesterly
<b>Curricular relevance:</b> MAIM-341 International Management, Master, ASPO 01.10.2012, semester 3, mandatory course MAIM-341 International Management, Master, ASPO 01.10.2016, semester 3, mandatory course MAIM-341 International Management, Master, ASPO 01.10.2020, semester 3, mandatory course
<b>Workload:</b> The total student study time for this course is 300 hours.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended knowledge:</b> Modules of the first two semesters  [updated 02.06.2016]
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Dozenten des Studiengangs  [updated 18.08.2016]

**Learning outcomes:**

After completing the module the students will be able to put their theoretical knowledge into practice by working in a firm and contributing to the solution of concrete problems.

The students

- test their practical skills in operational projects and work groups,
- gain experience in a potential occupational field,
- use the knowledge gained in their studies to make creative decisions,
- have the possibility to gather ideas in practice for their master thesis.

[updated 02.06.2016]

**Module content:**

The practical study phase is a supervised training period that corresponds with the content of the student's studies and that is integrated into the course of study. It is usually done in a firm or other institution that corresponds with the field of study.

The student should undertake tasks in the firm which correspond to the occupational profile of the business economist and if possible, also correspond with the content of the course of study.

The practical study phase must be done in a foreign non-German-speaking country. Foreign students whose native language is not German may do their practical study in Germany. The practical phase comprises a block period of at least 12 weeks, of which according to the curriculum 8 weeks are completed in the 3rd semester (Practical Training I) and 4 weeks in the 4th semester (Practical Training II). On request, an interruption can be authorized by the examination board upon reasonable grounds. Continuous periods of practical training are not obligatory for students studying according to the cooperative study model.

The student will enter into a contract with the company before the practical phase begins; the department for practical training must approve before the contact is closed.

The student must prepare a report about their experiences during the practical study phase. It must be turned in to the department for practical training 4 weeks after completing the practical study phase.

[updated 23.12.2019]

**Teaching methods/Media:**

Practical work; study report about the practical work

[updated 29.11.2019]

**Recommended or required reading:**

[updated 29.11.2019]

# Practical Training II (4 weeks)

<b>Module name (EN):</b> Practical Training II (4 weeks)
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-411
<b>Hours per semester week / Teaching method:</b> -
<b>ECTS credits:</b> 5
<b>Semester:</b> 4
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Required academic prerequisites (ASPO):</b> Modules of the first two semesters
<b>Assessment:</b> Recognition in accordance with the general study and examination regulations (ASPO - Allgemeine Studien- und Prüfungsordnung); can be repeated semesterly
<b>Curricular relevance:</b> MAIM-411 International Management, Master, ASPO 01.10.2012, semester 4, mandatory course MAIM-411 International Management, Master, ASPO 01.10.2016, semester 4, mandatory course MAIM-411 International Management, Master, ASPO 01.10.2020, semester 4, mandatory course
<b>Workload:</b> The total student study time for this course is 150 hours.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Dozenten des Studiengangs  [updated 18.08.2016]
<b>Learning outcomes:</b> After completing the module the students will be able to put their theoretical knowledge into practice by working in a firm and contributing to the solution of concrete problems. The students - test their practical skills in operational projects and work groups, - gain experience in a potential occupational field, - use the knowledge gained in their studies to make creative decisions, - have the possibility to gather ideas in practice for their master thesis.  [updated 02.06.2016]

**Module content:**

The practical study phase is a supervised training period that corresponds with the content of the student's studies and that is integrated into the course of study. It is usually done in a firm or other institution that corresponds with the field of study.

The student should undertake tasks in the firm which correspond to the occupational profile of the business economist and if possible, also correspond with the content of the course of study.

The practical study phase must be done in a foreign non-German-speaking country. Foreign students whose native language is not German may do their practical study in Germany. The practical phase comprises a block period of at least 12 weeks, of which according to the curriculum 8 weeks are completed in the 3rd semester (Practical Training I) and 4 weeks in the 4th semester (Practical Training II). On request, an interruption can be authorized by the examination board upon reasonable grounds. Continuous periods of practical training are not obligatory for students studying according to the cooperative study model.

The student will enter into a contract with the company before the practical phase begins; the department for practical training must approve before the contact is closed.

The student must prepare a report about their experiences during the practical study phase. It must be turned in to the department for practical training 4 weeks after completing the practical study phase.

*[updated 23.12.2019]*

**Teaching methods/Media:**

Practical work; study report about the practical work

*[updated 07.01.2016]*

**Recommended or required reading:**

*[updated 29.11.2019]*

# Quantitative Methods

<b>Module name (EN):</b> Quantitative Methods
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-151
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Written examination
<b>Curricular relevance:</b> MAIM-151 International Management, Master, ASPO 01.10.2012, semester 1, mandatory course MAIM-151 International Management, Master, ASPO 01.10.2016, semester 1, mandatory course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Teresa Melo
<b>Lecturer:</b> Prof. Dr. Tatjana König Prof. Dr. Teresa Melo  [updated 18.08.2016]

**Learning outcomes:**

Sub-topic International Market Research and Analysis:

At the end of the course the students should be able to:

- Analyze a company's information requirements for a defined transnational problem and conceive a data collection design based upon this.
- Transfer questions from the field of market research to different cultures
- Take a critical look at transnational data and attribute an appropriately high value to the ethical requirements of international market research

Sub-topic - Quantitative Methods:

At the end of the course the students should be able to:

- use different methods to conduct statistical estimation and hypothesis testing,
- prepare and carry out a computer-aided data analysis for problems with an international background and interpret the results,
- explain and discuss the structure and procedure of non-parametric methods and use these for the analysis of empirical data,
- identify and critically discuss the limits of the statistical methods used.

[updated 02.06.2016]

**Module content:**

Sub-topic - International Market Research and Analysis:

- Design international market research studies (questions, survey design, types of scale and culture-specific response behavior)
- Challenges in executing and evaluating international market research studies (data comparability, room for interpretation, data compression and loss of information)
- Problems and error sources in international data acquisition and evaluations
- Traditional vs. innovative survey techniques (trends from the USA)

Sub-topic - Quantitative Methods:

- Sampling distributions (basic terms, sampling statistics, central limit theorem)
- Parameter estimation (point and interval estimation)
- Hypothesis testing (for example, sample mean and sample variance)
- Non-parametric methods: goodness-of-fit tests, independence tests and homogeneity tests, distribution-free methods
- Selected methods of multivariate data analysis (for example: analysis of variance, factor analysis and cluster analysis)
- Statistical software (for example: SPSS, Excel Data Analysis)

[updated 02.06.2016]



**Teaching methods/Media:**

Lecture and discussion, supported by overhead transparencies (beamer) and presentation board (theory and examples).

The sub-topic "Quantitative Methods" will also include exercises. In order to support independent work, exercise sheets will be made available. These will cover the wide application spectrum of the methods taught. The solutions will be discussed with the students subsequently (in part with statistics software). The lecture, as well as the exercises will be available to the students in electronic form.

[updated 06.01.2016]

**Recommended or required reading:**

Sub-topic - International Market Research and Analysis:

Birn, R.J.: The Handbook of International Market Research Techniques, 2nd ed., Kogan Page, 2002

Craig, S.C., Douglas, S.P.: International Market Research, John Wiley & Sons, latest ed.

Kumar, V.: International Marketing Research, Prentice Hall, latest ed.

Sub-topic - Quantitative Methods:

Bowerman, B.L., O'Connell, R.T., Murphree, E.S.: Business Statistics in Practice, 6th edition, McGraw-Hill/Irvin, 2011

Dretzke, B.: Statistics with Microsoft Excel, 5th edition, Pearson, 2012

Downing, D., Clark, J.: Business Statistics: Application of statistical methods to business situations, 5th edition, Barron's Educational Series, 2010

Field, A.: Discovering Statistics using IBM SPSS Statistics, 4th edition, SAGE Publications, 2013

Groebner, D.F., Shannon, P.W., Fry, P.C., Smith, K.D.: Business Statistics: A decision-making approach, 9th edition, Prentice Hall, 2013

Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E.: Multivariate Data Analysis, 7th edition, Prentice Hall, 2010

Sweeney, D.J., Williams, T.A., Anderson, D.R.: Fundamentals of Business Statistics, 6th edition, Cengage Learning Emea, 2011

[updated 06.01.2016]

# Seminar International Management

<b>Module name (EN):</b> Seminar International Management
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-311
<b>Hours per semester week / Teaching method:</b> 6S (6 hours per week)
<b>ECTS credits:</b> 8
<b>Semester:</b> 3
<b>Mandatory course:</b> yes
<b>Language of instruction:</b> English
<b>Assessment:</b> Term paper with presentation (can be repeated annually)
<b>Curricular relevance:</b> MAIM-311 International Management, Master, ASPO 01.10.2012, semester 3, mandatory course MAIM-311 International Management, Master, ASPO 01.10.2016, semester 3, mandatory course MAIM-311 International Management, Master, ASPO 01.10.2020, semester 3, mandatory course
<b>Workload:</b> 90 class hours (= 67.5 clock hours) over a 15-week period. The total student study time is 240 hours (equivalent to 8 ECTS credits). There are therefore 172.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b> <a href="#">MAIM-431</a> Master-Thesis (Abschlussarbeit)  [updated 31.10.2019]
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Prof. Dr. Stefanie Jensen  [updated 31.08.2016]

**Learning outcomes:**

After successfully completing this module the student should be able to...

- independently deal with a topic from a selected problem field in international management,
- structure the contents of a problem logically, search for suitable theoretical and practical sources and conduct a corresponding analysis by using scientific standards,
- link theoretical principles and concepts with practical examples and examine them critically resp. find solutions for them,
- present the findings in the form of a presentation within a given time frame,
- lead a discussion with their fellow students about their findings.
- prepare a paper about the topic by using scientific standards

[updated 10.12.2019]

**Module content:**

Written term paper and presentation about

- culturally related management and the influence of national particularities in Management and/or
- selected topics about management disciplines in the context of international operations and/or
- different international market scenarios for different industries

[updated 10.12.2019]

**Teaching methods/Media:**

Term paper; presentation of results and group discussion. Lectures, Team consultations (coaching sessions, input sessions with company representatives.

[updated 10.12.2019]

**Recommended or required reading:**

Use of international management literature depending on topic. The students will select their literature themselves.

Intensive offline and online research required

[updated 07.01.2016]

# **International Management Master - optional courses**

# Balancing Risk & Finance

<b>Module name (EN):</b> Balancing Risk & Finance
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-166
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination
<b>Curricular relevance:</b> MAIM-166 International Management, Master, ASPO 01.10.2016, semester 1, optional course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Dozenten des Studiengangs  [updated 07.11.2018]

**Learning outcomes:**

## 1 Professional Competencies

## 1.1 Knowledge

The Students can/know/apply

- explain the environments of economic risk parameters regarding an potential international investment.
- the latest state of methods regarding the strategic application of diversity related models.
- interpret qualitative and quantitative data and present appropriate and coherent recommendations that lead to effective marketing and business decisions

## 1.2 Skills

The Students can/know/apply

- specialised problem-solving skills required in research and/or innovation in order to develop new knowledge and procedures and to integrate knowledge from different fields.
- describe specific country risks from a macroeconomic perspective.
- interpret quantitative research on international risk.
- apply tools for optimising international portfolio investments.

## 2 Personal Competencies

## 2.1 Social Competencies

The Students can/know/apply

- lead and coordinate teams in a results-oriented fashion.
- present and prudently defend results in a complex and demanding environment.

## 2.2 Autonomy

The Students can/know/apply

- manage and transform work or study contexts that are complex, unpredictable and require new strategic approaches.
- reflect operational challenges of a company in the background of international challenges.

[updated 02.06.2016]

**Module content:**

The first part of this module introduces concepts of dealing with international investment risks and returns. In the first section an overview of international financial market is given. The main focus here will be toward the emerging and frontier financial markets of Europe, their different features compared with advanced financial market. Through this focus the course will address those professionals who intend to expand their business toward emerging and frontier economies through the mergers and acquisitions that can be developed through the respective security markets. Moreover, the idea of international portfolio diversification is developed. Part two shows the macroeconomic perspective of a firm acting in an international environment. Finally the consequences for the strategy of an individual firm are discussed. Intensive focus is given to techniques and methods that are capable to balance the risks resulting from Foreign Direct Investments. The course is targeted at those professionals who have taken over or acquire for a strategic planning position and have basic knowledge of financial management and economic relations.

The second part takes the form of a seminar discusses scientific papers and case studies in the field of the lecture. Lectures in scientific methods (statistics, econometrics, economic concepts) are given. Students will prepare their presentations.

[updated 02.06.2016]

**Teaching methods/Media:**

- Lectures
- Seminar on scientific paper
- Presentations

[updated 02.06.2016]

**Additional information:**

[updated 02.06.2016]

**Recommended or required reading:**

- Brealey, R. A., Myers, S. C., Allen, F. (2010), Principles of Corporate Finance, Mcgraw-Hill Publ.Comp.
- Krugman, Obstfeld, Melitz, (2011): International Economics: Theory and Policy, Prentice Hall International.
- Various Papers, references given in the lecture.
- Arouri, M.E.H., Jawadi, F., Nguyen, D.K. (2010): The Dynamics of Emerging Stock Markets, Physica-Verlag
- Ball, L.M. (2012): Money, Banking and Financial Markets, Worth Publishers
- Gamble, W.B. (2011): Investing in Emerging Markets, Apress
- Gregoriou, G.N. ed. (2010): Emerging Markets: Performance, Analysis and Innovation, CRC Press (Taylor & Francis Group)

[updated 07.11.2018]

# Corporate Governance & Management Control Systems

<b>Module name (EN):</b> Corporate Governance & Management Control Systems
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-167
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination
<b>Curricular relevance:</b> MAIM-167 International Management, Master, ASPO 01.10.2016, semester 1, optional course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Dozenten des Studiengangs  [updated 18.08.2016]



**Learning outcomes:**

## 1 Professional Competencies

## 1.1 Knowledge

The students understand the influence of international regulations for running a company. The students are aware of the stakeholder and shareholder approach as basic principles to define an individual company's interest. The students can apply the responsibilities and obligations of the board of directors or the management board and the supervisory board in an international context. The students know about the concepts concerning management control systems and risk managements which are necessary to prevent any kind of liability for the board members. The students are abreast of the latest regulations and the ongoing problems concerning the implementation in the field of corporate governance by the firms.

## 1.2 Skills

The students can interpret the ongoing discussion concerning corporate governance from a theoretical perspective. The students are able to predict the impact of a new law in the field of corporate governance on a globalized company. The students can deal with resulting problems with a deeper understanding of the shareholder and stakeholder approach and their implementation in different countries. They can assess a corporate governance system and have a fundamental understanding of the ways to improve it by using different applications of the management control system and the risk management system.

## 2 Personal Competencies

## 2.1 Social Competencies

The students develop an understanding of group decisions in a board of directors, a management board and a supervisory board. The students improve their skills to understand a problem within a group in a short period of time and deliver a presentation with the most important facts at a glance. Dealing with different influences on corporate governance gives the students a deeper understanding of different aims and the meaning of collaboration and reliability.

## 2.2 Autonomy

The students are also able to understand difficult problems in the field of corporate governance on their own. The students are able to identify the most important theoretical principals in a practical problem and develop own ideas for the solution.

[updated 02.06.2016]

**Module content:**

Corporate governance in a multinational enterprise

- o Theory and purpose of a company
- o Stakeholder and shareholder value
- o One tier model and the two tier model
- o Board of directors, management board and supervisory board
- o Fiduciary obligations; responsibilities of the board(s) for the management control system and the risk management system
- o Corporate control
- o New institutional economics (principal-agent problem)
- o International comparisons of corporate governance structures
- o Balancing trade-offs resulting from differences in local regulations in corporate governance

Management control systems / subsidiary controlling

- o Designing and implementing MCS
- o Segmentation by responsibility, measures of performance, and principles of transfer pricing
- o Strategic planning, control and performance measurement by operating business units / subsidiaries
- o Management reporting systems (MRS) and benchmarking
- o performance through reporting for intercompany comparison
- o Controlling Collaborations with external partners.

[updated 02.06.2016]

**Teaching methods/Media:**

- Lectures incl. practitioners' best practices
- (Short) presentations
- Interactive case studies

[updated 02.06.2016]

**Recommended or required reading:**

- Laudon, K. C., Laudon, J. (2011): Management Information Systems W/MyLab, Prentice Hall International.
- Kaura, M. N. (2002): Management Control and Reporting Systems: Harmonising Design and Implementation, Sage Pub.
- Schlegel, D. (2011): Subsidiary Controlling with Strategically Aligned Performance Measurement Systems, Josef Eul Verlag.
- Keasey, K., Tompson, S., Wright, M. (2005), Corporate Governance: Accountability, Enterprise and International Comparisons, Wiley & Sons.
- Kim, K. A. (2011) Global Corporate Finance: A Focused Approach, World Scientific.
- Kluyver, C. A. (2009): A Primer on Corporate Governance, McGraw-Hill.
- Robin, J. A. (2010): International Corporate Finance, McGraw-Hill.
- Tricker, Bob: Corporate Governance. Principles, Policies and Practices, Oxford 2009.
- Goergen, M. (2012), International Corporate Governance, Prentice Hall.

[updated 02.06.2016]

# Cross Border Team Projects

<b>Module name (EN):</b> Cross Border Team Projects
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-168
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> English
<b>Assessment:</b> term paper with presentation
<b>Curricular relevance:</b> MAIM-168 International Management, Master, ASPO 01.10.2016, semester 1, optional course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Dr. Otto Schmidt
<i>[updated 18.08.2016]</i>

**Learning outcomes:**

After successfully completing this module the students should be able to...

- develop and present practical problem solving strategies for a fictive realistic case,
- reflect on and implement methods for strategic project management,
- present and use management tools such as scenario techniques, Pestle analyses and portfolio analyses on a specific case
- take the point of view of an internationally active manager and develop solutions independently for selected corporate sub-divisions (for example: marketing/sales/branch direction/international project manager/international consultant) with regard to the given goals.
  
- elaborate on and consider the cultural particularities/challenges that a manager in a globally active company resp. in a different cultural setting must deal with,
- work towards a given goal within a specific time frame in a work group successfully and independently. This includes the distribution of work packages within the group, the completion of these packages by the respective group members and the combination of all these work packages to form a group effort. This also includes solving possible conflicts within the group resp. their escalation to the lecturer.
- write a composition in English under consideration of scientific principles and give a presentation in English within a given time frame.

[updated 03.06.2016]

**Module content:**

Case studies and concrete studies on the management of international corporate activities, for example from the branches service providers, consulting firms and international business development.

[updated 03.06.2016]

**Teaching methods/Media:**

Evaluation and discussion of current use cases from theory and practice, group work, presentation

[updated 03.06.2016]

**Additional information:**

[updated 03.06.2016]

**Recommended or required reading:**

Each in the most current edition:

Schneider/Barsoux, Managing Across Cultures, Harlow (UK)

Deresky, Global Management, New Jersey

Rothlauf, Interkulturelles Management, Munich/Vienna

Rodrigues, C.; International Management: A Cultural Approach, Cincinnati (Ohio)

Backhaus, K. u.a.: Internationales Marketing, 5th edition, Stuttgart 2003

Müller, S., Gelbrich: Interkulturelles Marketing, Munich 2004

Welge u.a.: Internationales Management, Stuttgart 2003

Project Management Institute: A Guide to the Management Body of Knowledge, PMI, Campus Boulevard, Newton Square, PA 19073-32299 USA, 3rd edition, 2004

Cronenbroec, W. : Internationales Projektmanagement, Berlin 2004

Jolivot, Anne-Gaëlle: Marketing international, Collection Les Topos, Dunod, Paris, 2008

[updated 03.06.2016]

# Cross-Cultural Management and Leadership

<b>Module name (EN):</b> Cross-Cultural Management and Leadership
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-165
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination + presentation
<b>Curricular relevance:</b> MAIM-165 International Management, Master, ASPO 01.10.2016, semester 1, optional course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Prof. Dr. Stefanie Jensen
<i>[updated 18.08.2016]</i>

**Learning outcomes:**

After successfully completing this module the student should be able to ...

- explain the content and purpose of international human resource management
- explain and reflect on compensation models, employee selection and employee deployment in a global environment
- explain the specifics of international human resources management in practice.
- name and evaluate cultural influences on human resources management.
- explain the principles and fields of application of cultural diversity.
- identify the tools used for personnel development and assess their application and potential.
- form and justify an opinion about selected topics from the field of international human resource management.

(• successfully work within a work group towards a specific goal within a specific timeframe. This comprises literature research, the independent distribution of work packages within the group, their respective completion by the individual group members and the combination of these to form a group effort. This also includes solving possible conflicts within the group resp. escalating them to the lecturer.)

[updated 03.06.2016]

**Module content:**

- Background, purpose and organization of human resource strategies in multinational companies
- Compensation, planning and implementation of personnel deployment
- Human resources development in multinational companies
- Cultural behavioral patterns and their effect on international human resource work
- Intercultural cooperation in mixed teams
- Diversity management

[updated 03.06.2016]

**Teaching methods/Media:**

Lecture, group work, case studies and structured discussions

[updated 03.06.2016]

**Recommended or required reading:**

in the newest edition:

- Briscoe/Schuler, International Human Resource Management, London.
- Dowling/Festing/Engle, International Human Resource Management: managing people in a multinational context, Andover.
- Mendenhall/Oddou, Readings and Cases in IHRM, Cincinnati.
- Hall/Hall, Understanding cultural differences, Boston.
- Hofstede, Culture ´s consequences, comparing values, behaviors, institutions, and organizations across nations, Thousand Oaks.
- Scholz/Böhm, Human Resource Management in Europe –Comparative analysis and contextual understanding, Routledge.

Current expert articles in English-language business magazines such as the Harvard Business Review

[updated 03.06.2016]

# Different Economic Institutions, Challenges, Strategies

<b>Module name (EN):</b> Different Economic Institutions, Challenges, Strategies
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-162
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination
<b>Curricular relevance:</b> MAIM-162 International Management, Master, ASPO 01.10.2016, semester 1, optional course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Dozenten des Studiengangs
<i>[updated 18.08.2016]</i>

## **Learning outcomes:**

### 1 Professional Competencies

#### 1.1 Knowledge

The Students can/know/apply

- the most recent developments in institutional economics,
- the basic instruments of institutional analysis like opportunity costs, asset specificity, opportunism, transaction costs,
- the meaning of the institutional framework of a society for economic development, growth and welfare,
- the relevance of the institutional environment for operational success and strategic setting of multinational enterprises,
- basic instruments of institutional analysis to real institutional networks like societies and/or regions of economic integration.

#### 1.2 Skills

The Students can/know/apply

- sophisticated methodological tools from institutional economics like transaction cost analysis, asset specificity, governance, rent-seeking and commitment as well as selected topics from game theory for analysing different institutional settings,
- uses these instruments comprehensively for the whole institutional range of an institutional network, i.e.
  - economic, legal and social institutions,
- discretely analyse and assess the institutional terms of real institutional networks by applying these tools to
  - real markets,
- use tools and instruments of institutional analysis for the benefit of multinational companies in context of
  - market entrance, market penetration and other market strategies,
- transform quantitative and qualitative data regarding the institutional setting of a relevant institutional network into metrics supporting managerial decision making.

### 2 Personal Competencies

#### 2.1 Social Competencies

The Students can/know/apply

- due to team oriented case study work as part of this course, reflect, assess and communicate their knowledge of
  - and their findings on real institutions in teams,
- lead and coordinate teams in a results-oriented fashion,
- present and prudently defend team results in a complex and demanding environment.

#### 2.2 Autonomy

The Students can/know/apply

- reflect the meaning of social, economic, legal and political institutions for economic development, growth
  - and welfare of a society,
- manage and transform the theoretical issues of this course with regard to complex and diffuse institutional settings (e.g. a new market region) in order to generate new strategic directions,
- reflect challenges of a company in the background of the institutional setting of a market,
- the interplay between economic regulation and institutional framework and the strategic outline of a company and
  - is able to derive an own mind on it,
- work out independent ideas and can transform these into a sustainable management initiative.

[updated 02.06.2016]



**Module content:**

Part a.): A systematic study of institutions that underpin political, social, and economic interactions is crucial for getting an understanding of how differences between markets and societies affect operations and strategic direction of a multinational enterprise. The first part of this course therefore starts with an examination of how formal and informal legal structures protect property rights and enforce contracts. It shows how constitutions and legislative and case law, as well as arbitration and other mechanisms of private order contribute to the efficiency of these structures. In addition, it deals with the study of the networks that constitute the structure of social interactions and the norms that govern their function. Finally, the workings of these institutions and organizations in different cultures is analysed and compared across societies. It will be shown that each society has worked out its own institutional structure and network to be known and to be taken into account for successfully performing cross border operations and strategies. The resulting differences in law, regulation, norms, contractual enforcement and other formal and informal institution have a decisive impact on the incentive structure of a society. Students will not only learn to systematically classify and to capture these coherencies but as well learn how to anticipate them in the context of different market strategies like market entry, market penetration or market defence. In addition, this part describes how a wide range of players' (organizations) private businesses, policy makers, interest groups and other are involved in the process of designing these market environments.

Part b.): In the second part of the course students learn how to apply this theoretical grid to current structures of economic, legal, political and social - 2 - institutions of current societies and economically integrated regions (such as ASEAN, NAFTA, SACN, SAARC, MERCOSUR, the European Union, and the Eurasian Economic Community).

*[updated 02.06.2016]*

**Teaching methods/Media:**

Lectures,

- Seminar,
- Team based case studies
- Results-oriented presentations in oral and written form

*[updated 02.06.2016]*

### **Recommended or required reading:**

Literatur:

- Acemoglu, D., Robinson, J. A. (2012), Why Nations Fail: The Origins of Power, Prosperity and Poverty, Profile Books.
- Armstrong, S. (2011): The Politics and the Economics of Integration in Asia and the Pacific, Routledge Chapman & Hall.
- Baldwin, R., Wyplosz, C. (2012): The Economics of European Integration, Mcgraw-Hill Professional.
- Brousseau, E., Glachant, J.-M. (2008) New Institutional Economics: A Guidebook, Cambridge University Press.
- Burki, J. S. (2012): South Asia in the New World Order: The Role of Regional Cooperation, Routledge Contemporary South Asia.
- Cai, K. G. (2010): The Politics of Economic Regionalism: Explaining Regional Economic Integration in East Asia, Palgrave.
- Chavance, B. (2013), Institutional Economics, Routledge.
- Coffey, P. (2008): Latin America - MERCOSUR (International Handbooks on Economic Integration), Springer.
- Dabene, O. (2009): The Politics of Regional Integration in Latin America: Theoretical and Comparative Explorations, Palgrave.
- Ghemawat, P. (2011): World 3.0: Global Prosperity and How to Achieve It, Harvard Business Review Press.
- Groenewegen, J., Spithoven, A., and Van Den Berg, Annette (2010), Institutional Economics: An Introduction, Palgrave Macmillan.
- Lim, T. W. (2011): Economic Integration and Regionalism in Asia, World Scientific Publishing.
- Kasper, W., Streit, M. E., Boettke, P. J. (2012), Institutional Economics: Property, Competition, Policies, Edward Elgar Publishing.
- Oster, S. M. (1999), Modern Competitive Analysis, Oxford University Press.
- Roland, G. (2004), Transition and Economics: Politics, Markets, and Firms, MIT Press.
- Taube, M., Lamsdorff, J. G., Schramm, M. (2006), The New Institutional Economics of Corruption, Routledge.
- Thornton, P. H., Ocasio, W., Lounsbury, M. (2012), The Institutional Logics Perspective: A New Approach to Culture, Structure and Process, Oxford University Press.
- Scott, W. R. (2013) Institutions and Organizations, Sage Publications.

[updated 02.06.2016]

# International Academies

<b>Module name (EN):</b> International Academies
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-291
<b>Hours per semester week / Teaching method:</b> -
<b>ECTS credits:</b> 6
<b>Semester:</b> according to optional course list
<b>Mandatory course:</b> no
<b>Language of instruction:</b> German
<b>Assessment:</b> Term paper with presentation (can be repeated annually)
<b>Curricular relevance:</b> MAIM-291 International Management, Master, ASPO 01.10.2016, optional course MAIM-291 International Management, Master, ASPO 01.10.2020, optional course WIMAScWPF-FÜ9 Industrial Engineering, Master, ASPO 01.10.2014, semester 2, optional course, general subject, course inactive since 10.02.2020
<b>Workload:</b> The total student study time for this course is 180 hours.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Lecturers from the Europa Akademie Otzenhausen Lecturers from the faculty  [updated 10.12.2018]

**Learning outcomes:**

Learning outcomes:

This module enables students to fully understand the many facets of their host country (economy, domestic and foreign policy, social and cultural situation, etc...) and to reflect on the relationships between these facets. The situation in the host country will be compared with the situation in the European Union with regard to the above and other aspects. This allows students to compare the situation of an individual country with that of a group of states within the EU, given that European countries are transferring more and more competences to the EU in important policy areas, from jurisprudence and economic policy to consumer and environmental protection.

After successfully completing this module, students will be able to:

- prepare intensively for the different circumstances (economy, politics, social affairs, culture, etc.) in their host country and combine the information received about different fields from people with different backgrounds to form an overall picture of the respective host country, to critically analyze this information and to adopt a position of their own.
- understand and reflect on the EU's position on selected topics such as the monetary union, external and economic relations, energy policy, climate policy, and law-making. Students will study and learn to appreciate the differences in the positions and requirements of the host country and the EU.
- develop and present complex issues from heterogeneous subject areas in English (if necessary without the aids typically available in lecture halls).
- work in mixed groups with foreign students. After completing this module, students will have improved their social and language skills through meetings with students and representatives from their host country. They will also have demonstrated a high degree of commitment, motivation, independence and creativity.
- In addition, students will learn to prepare for business visits and meetings abroad in a structured manner.

[updated 10.12.2018]

**Module content:**

- Study trip to the foreign partner university including lectures, workshops and discussions on economics, domestic and foreign policy, society, as well as special topics from the host country and visits to companies and institutions in the vicinity of the partner university or the region visited.
- Study trip to the European Academy Otzenhausen covering current European issues (e.g. financial and economic policy, external economic relations (e.g. WTO, trade agreements, foreign policy, environmental policy, consumer protection, refugees), as well as the importance of selected central European institutions.
- Creation of a term paper and presentation in English on a specific topic
- Intercultural communication skills and their use in a team

[updated 10.12.2018]

**Teaching methods/Media:**

Lectures/talks, interactive workshops, group work, short impulse presentations, exchange with foreign students, sightseeing.

[updated 05.03.2020]

**Additional information:**

This module will take place within the framework of two study trips (to Mexico and to Otzenhausen); attendance is compulsory for all on-site events and for the preparatory workshop.

[updated 10.12.2018]

**Recommended or required reading:**

To be announced within the course.

*[updated 10.12.2018]*

# Managing Diverse Markets

<b>Module name (EN):</b> Managing Diverse Markets
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-164
<b>Hours per semester week / Teaching method:</b> 4V (4 hours per week)
<b>ECTS credits:</b> 6
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination
<b>Curricular relevance:</b> MAIM-164 International Management, Master, ASPO 01.10.2016, semester 1, optional course
<b>Workload:</b> 60 class hours (= 45 clock hours) over a 15-week period. The total student study time is 180 hours (equivalent to 6 ECTS credits). There are therefore 135 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Prof. Dr. Stefanie Jensen
<i>[updated 18.08.2016]</i>

**Learning outcomes:**

After successfully completing this module the student should be able to...

- Critically discuss the reasons and catalysts for international business activities and their consequences, as well as reflect upon this from an ethical-moral standpoint,
- Discuss selected internationalization theories and evaluate their usefulness,
- Discuss and explain the steps of the strategic international management process,
- Discuss the dimensions of internationalization strategies, use and evaluate them,
- Understand and reflect on the implementation of strategies as a methodological challenge and apply the most important methods of strategy implementation,
- Apply the methods learned to their own business idea in a transdisciplinary manner and create a business plan as an instrument of their own independently developed business idea,
- Present the developed business plan in a structured manner,
- In teams, intensify their knowledge about interaction, communication, motivation and moderation in team work and strengthen their empathy, communication, negotiation and argumentation skills.

[updated 03.06.2016]

**Module content:**

- Understanding of corporate activities within an international framework
- Internationalization theories
- Dimensions and the process of strategic management in international resp. globalized companies
- Strategy building (considerations), implementation and control techniques
- Business planning/ business models
- Project marketing and sales
- Main features and content of a business plan
- Risk management
- Change management
- Decision making
- Project management as an enabler for strategy implementation

[updated 03.06.2016]

**Teaching methods/Media:**

Lecture with integrated tutorial, term paper, group work and case studies

[updated 03.06.2016]

**Recommended or required reading:**

Glowik, M: Market Entry Strategies : Internationalization Theories, Network Concepts and Cases of Asian Firms, Munich  
Wheelen/Hunger (current edition), Strategic Management and Business Policy  
Kutschker/Schmid (current edition), Internationales Management  
Morschett/Schramm-Klein/Zentes (current edition), Strategic International Management  
Osterwalder/Pigneur (current edition), Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.  
Mintzberg/Quinn/Lampel/Goshal (current edition), The Strategy Process  
DeThomas, Derammelaere (current edition): Writing a Convincing Business Plan,  
Current expert articles in English-language business magazines, such as the Harvard Business Review

[updated 03.06.2016]

# Social Values & Corporate Social Responsibility

<b>Module name (EN):</b> Social Values & Corporate Social Responsibility
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-163
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> English
<b>Assessment:</b> written examination
<b>Curricular relevance:</b> MAIM-163 International Management, Master, ASPO 01.10.2016, semester 1, optional course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Matthias Gröhl
<b>Lecturer:</b> Dozenten des Studiengangs  [updated 18.08.2016]



**Learning outcomes:**

## 1 Professional Competencies

## 1.1 Knowledge

The Students can/know/apply

- explain personal, cultural, and organizational parameters of corporate social responsibility,
- the latest state of knowledge regarding CSR and related models,
- critically assess the global impact of CSR and the implication of responsibility for managers in multinational enterprises and societies,
- the international CSR standards and initiatives like ISO 26000, the UN Global Compact and the Global Reporting Initiative with a view to handling business problems that result from a spread of stakeholders in  
diverse cultures,
- the future CSR megatrends

## 1.2 Skills

The Students can/know/apply

- detect and identify CSR related challenges for multinational enterprises,
- CSR and related concepts to different business settings and environments
- CSR and related concepts in order to develop tailored solutions for new applications,
- the societal, moral, and intercultural dimension of CSR by combining knowledge from different fields
- the international CSR standards and initiatives like ISO 26000, the UN Global Compact and the Global Reporting Initiative

## 2 Personal Competencies

## 2.1 Social Competencies

The Students can/know/apply

- the societal, ethical, and intercultural dimension of CSR and its meaning for a responsible leadership,
- justify and defend the core dimensions of CSR and contributes their expertise in teams.

## 2.2 Autonomy

The Students can/know/apply

- manage and transform CSR contexts with respect to new business challenges,
- reflect the CSR dimensions of a firm in the background of social values and intercultural relations,
- the interplay between ethics, culture, and business and are able to derive an own mind on it,
- work out independent ideas and can do what is necessary to carry out a sustainable management initiative.

[updated 02.06.2016]

**Module content:**

In the rapidly changing global environment the notion that businesses take on social and environmental responsibilities has grown significantly. Financial results remain a must but companies are expected to achieve those results by operating in a socially responsible manner. This implies that managers must develop pertinent reasoning skills and subject their strategies and decisions to social/environmental as well as financial considerations.

The seminar commences by establishing an advanced understanding of the new challenges to business in the global market and the concept of CSR in the context of related approaches like f.i. Business Ethics and Sustainability.

In the next part the focus will on the intercultural dimension of CSR. Comparative approaches to CSR are analysed and the conceptual framework is applied to surveys of selected countries. International CSR standards and initiatives like ISO 26000, the UN Global Compact and the Global Reporting Initiative will analysed with a view to handling business problems that result from a spread of stakeholders in diverse cultures.

The seminar will conclude with an evaluation of the potential and implications of CSR on a global scale and a critical assessment of the implications of responsibility.

[updated 02.06.2016]

**Teaching methods/Media:**

- Lectures incl. practitioners' best practices
- Case studies
- Seminar

[updated 02.06.2016]

**Recommended or required reading:**

- Acemoglu, D., Robinson, J. A. (2012), Why Nations Fail: The Origins of Power, Prosperity and Poverty, Profile Books.
- Armstrong, S. (2011): The Politics and the Economics of Integration in Asia and the Pacific, Routledge Chapman & Hall.
- Baldwin, R., Wyplosz, C. (2012): The Economics of European Integration, McGraw-Hill Professional.
- Brousseau, E., Glachant, J.-M. (2008) New Institutional Economics: A Guidebook, Cambridge University Press.
- Burki, J. S. (2012): South Asia in the New World Order: The Role of Regional Cooperation, Routledge Contemporary South Asia.
- Cai, K. G. (2010): The Politics of Economic Regionalism: Explaining Regional Economic Integration in East Asia, Palgrave.
- Chavance, B. (2013), Institutional Economics, Routledge.
- Coffey, P. (2008): Latin America - MERCOSUR (International Handbooks on Economic Integration), Springer.
- Dabene, O. (2009): The Politics of Regional Integration in Latin America: Theoretical and Comparative Explorations, Palgrave.
- Ghemawat, P. (2011): World 3.0: Global Prosperity and How to Achieve It, Harvard Business Review Press.
- Groenewegen, J., Spithoven, A., and Van Den Berg, Annette (2010), Institutional Economics: An Introduction, Palgrave Macmillan.
- Lim, T. W. (2011): Economic Integration and Regionalism in Asia, World Scientific Publishing.
- Kasper, W., Streit, M. E., Boettke, P. J. (2012), Institutional Economics: Property, Competition, Policies, Edward Elgar Publishing.
- Oster, S. M. (1999), Modern Competitive Analysis, Oxford University Press.
- Roland, G. (2004), Transition and Economics: Politics, Markets, and Firms, MIT Press.
- Taube, M., Lambsdorff, J. G., Schramm, M. (2006), The New Institutional Economics of Corruption, Routledge.
- Thornton, P. H., Ocasio, W., Lounsbury, M. (2012), The Institutional Logics Perspective: A New Approach to Culture, Structure and Process, Oxford University Press.
- Scott, W. R. (2013) Institutions and Organizations, Sage Publications.

[updated 02.06.2016]

# Strategic Management Toolbox

<b>Module name (EN):</b> Strategic Management Toolbox
<b>Degree programme:</b> International Management, Master, ASPO 01.10.2016
<b>Module code:</b> MAIM-161
<b>Hours per semester week / Teaching method:</b> 2V (2 hours per week)
<b>ECTS credits:</b> 3
<b>Semester:</b> 1
<b>Mandatory course:</b> no
<b>Language of instruction:</b> English
<b>Assessment:</b> term paper with presentation
<b>Curricular relevance:</b> MAIM-161 International Management, Master, ASPO 01.10.2016, semester 1, optional course
<b>Workload:</b> 30 class hours (= 22.5 clock hours) over a 15-week period. The total student study time is 90 hours (equivalent to 3 ECTS credits). There are therefore 67.5 hours available for class preparation and follow-up work and exam preparation.
<b>Recommended prerequisites (modules):</b> None.
<b>Recommended as prerequisite for:</b>
<b>Module coordinator:</b> Prof. Dr. Stefanie Jensen
<b>Lecturer:</b> Prof. Dr. Malte Beinhauer
<i>[updated 18.08.2016]</i>

**Learning outcomes:**

After successfully completing this module the student should be able to...

- Critically discuss the reasons and catalysts for international business activities and their consequences, as well as reflect upon this from an ethical-moral standpoint,
- Discuss selected internationalization theories and evaluate their usefulness,
- Discuss and explain the steps of the strategic international management process,
- Discuss the dimensions of internationalization strategies, use and evaluate them,
- Understand and reflect on the implementation of strategies as a methodological challenge and apply the most important methods of strategy implementation,
- Apply the methods learned to their own business idea in a transdisciplinary manner and create a business plan as an instrument of their own independently developed business idea,
- Present the developed business plan in a structured manner,
- In teams, intensify their knowledge about interaction, communication, motivation and moderation in team work and strengthen their empathy, communication, negotiation and argumentation skills.

[updated 03.06.2016]

**Module content:**

- Understanding of corporate activities within an international framework
- Internationalization theories
- Dimensions and the process of strategic management in international resp. globalized companies
- Strategy building (considerations), implementation and control techniques
- Business planning/ business models
- Project marketing and sales
- Main features and content of a business plan
- Risk management
- Change management
- Decision making
- Project management as an enabler for strategy implementation

[updated 03.06.2016]

**Teaching methods/Media:**

Lecture with integrated tutorial, term paper, group work and case studies

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**Recommended or required reading:**

Glowik, M: Market Entry Strategies : Internationalization Theories, Network Concepts and Cases of Asian Firms, Munich

Wheelen/Hunger (current edition), Strategic Management and Business Policy

Kutschker/Schmid (current edition), Internationales Management

Morschett/Schramm-Klein/Zentes (current edition), Strategic International Management

Osterwalder/Pigneur (current edition), Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.

Mintzberg/Quinn/Lampel/Goshal (current edition), The Strategy Process

DeThomas, Derammelaere (current edition): Writing a Convincing Business Plan,

Current expert articles in English-language business magazines, such as the Harvard Business Review

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