



## **COURSE CATALOG – FALL & SPRING**

### **GRADUATE EXCHANGE SEMESTER**

### **MASTER in FINANCE**

#### **PROGRAM DESCRIPTION**

Visiting graduate business students will have the opportunity to study in the Master in Finance Program for one semester integrated with our degree students.

Students may choose from a variety of courses offered during the fall and/or the spring semester. Advanced knowledge of English and good academic standing is a prerequisite for admissions into the program.

#### **KEY FACTS**

Semester Dates:	Fall: Early September through mid-December Spring: Mid-January through end of May
Orientation Days:	Fall: End of August Spring: Mid-January
Language of Instruction:	English
English Requirements:	IELTS 6.5/TOEFL 85
Number of ECTS credits:	15-30 ECTS
Tuition:	Please check our website. Students from MBS partner institutions may receive a tuition waiver in the frame of cooperation agreements on student exchange.
Website:	<a href="http://www.munich-business-school.de/international">www.munich-business-school.de/international</a>
Contact:	<a href="mailto:incoming@munich-business-school.de">incoming@munich-business-school.de</a>

**Information as of February 2026. Please note that information and course availability may change.**



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## Important Information and Procedures for Course Registration

1. Please consult with your home institution regarding course selection, the required number of ECTS, and the specific credit transfer requirements.
2. At Munich Business School, exchange students must enroll in courses with a minimum of 15 ECTS.
3. It is not possible to add courses from a different study program. You can only choose the courses listed on the course registration form.
4. Please check the pre-requisites to ensure you have the necessary background to take the course.
5. **Please note that course availability is subject to change. A minimum enrollment of six participants is required for a course to be held as scheduled.**
6. **Please note that course selections are final once submitted.** We encourage you to review your choices carefully before clicking submit, as further changes cannot be made.
7. Once enrolled in classes, attending lectures is mandatory, and students must submit assignments and write exams.
8. Not taking the exam will result in a "FAILED" mark on your transcript for that course.



**FALL SEMESTER**

**Finance**

**FIN 760 Corporate Financial Management and Reporting (6 ECTS)**

Modul-Nr. / <i>Module code</i>	FIN 760
Modulbezeichnung / <i>Module name</i>	Corporate Financial Management and Reporting
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	FIN 760-1 Corporate Finance & Governance FIN 760-2 Financial Statement Analysis
Inhalte des Moduls / <i>Module content</i>	<p><b>FIN 760-1 Corporate Finance &amp; Governance</b></p> <ul style="list-style-type: none"> <li>• The finance function in a firm and the role of the finance manager</li> <li>• The Time Value of Money concept and financial decision making (NPV, IRR, Payback)</li> <li>• Corporate Structures and Strategies</li> <li>• Corporate Ownership and Governance (Stakeholder Theory, Agency Theory, Shareholder Value Theory)</li> <li>• Corporate Financing Decisions</li> <li>• Strategic Corporate Finance:</li> <li>• Corporate Actions (dividend policy, stock splits, share buyback, and spin-offs)</li> <li>• Combinations (mergers and acquisitions), and</li> <li>• Restructuring (divestitures, spin-offs, or debt restructuring, LBOs, LBI, bankruptcy procedures)</li> <li>• Market Efficiency and rational investor behavior (Efficient Market Hypothesis)</li> <li>• The Weighted Average Cost of Capital</li> <li>• Introduction to behavioral finance</li> <li>• Capital flows: raising capital, distributing returns, and collecting fees/carried interest</li> <li>• Economic Analysis and Setting Capital Market Expectations</li> <li>• Applications of Economic Factors in the Investment Process</li> <li>• Transactional Finance: Deal structuring, financing, and negotiation</li> <li>• Management of Assets, execution of value creation strategies, and exit strategies</li> </ul> <p><b>FIN 760-2 Financial Statement Analysis</b></p> <ul style="list-style-type: none"> <li>• Analysis of Financial Statements</li> <li>• Financial Reporting Quality</li> <li>• Ratio and Financial Analysis</li> </ul>



	<ul style="list-style-type: none"> <li>• Analysis of Off-Balance-Sheet Assets and Liabilities</li> <li>• Analysis of Stock Compensation and Other Employee Benefits</li> <li>• Analysis of Intercorporate Investments and Business Combinations</li> <li>• Analysis of Global Operations</li> <li>• Building a Company Financial Model</li> <li>• Financial Analysis of Banks and Insurance Companies</li> </ul>								
<p>Lernergebnisse des Moduls /  <i>Learning outcomes of the module</i></p>	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"> <li>• <b>recognize</b> the role of the finance function within a company and the responsibilities of a finance manager, and <b>understand</b> its importance for strategic direction and value creation</li> <li>• <b>apply</b> the concept of Time Value of Money (TVM) to evaluate investment decisions, including methods such as Net Present Value (NPV), Internal Rate of Return (IRR), and the Payback method</li> <li>• <b>analyze</b> different corporate structures, corporate governance models, and strategic decision-making processes, and <b>understand</b> the relevance of Stakeholder, Agency, and Shareholder Value theories for corporate management</li> <li>• <b>evaluate</b> various corporate financing decisions, including capital structure, dividend policies, share buybacks, and the use of debt and equity, and <b>understand</b> the implications of the Weighted Average Cost of Capital (WACC) for investment decisions</li> <li>• <b>conduct</b> financial analyses, including the assessment of financial reporting quality and ratio analysis, and <b>critically evaluate</b> off-balance-sheet items, compensation models, and international investment structures</li> <li>• <b>develop</b> financial models to analyze a company's financial situation and strategic options, and <b>assess</b> the impact of mergers, acquisitions, restructurings, and other strategic corporate decisions on company value</li> </ul>								
<p>Beitrag zu „Assurance of Learning“        Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i></p>	<table border="1"> <tr> <td data-bbox="643 1637 1283 1742">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice</td> <td data-bbox="1283 1637 1493 1742"></td> </tr> <tr> <td data-bbox="643 1742 1283 1883">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the financial field</td> <td data-bbox="1283 1742 1493 1883">FIN 760-1 FIN 760-2</td> </tr> <tr> <td data-bbox="643 1883 1283 2024">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the financial field</td> <td data-bbox="1283 1883 1493 2024">FIN 760-1 FIN 760-2</td> </tr> <tr> <td data-bbox="643 2024 1493 2083">Goal 2: Graduates develop a global understanding and mindset</td> <td data-bbox="1283 2024 1493 2083"></td> </tr> </table>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the financial field	FIN 760-1 FIN 760-2	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the financial field	FIN 760-1 FIN 760-2	Goal 2: Graduates develop a global understanding and mindset	
Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice									
G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the financial field	FIN 760-1 FIN 760-2								
G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the financial field	FIN 760-1 FIN 760-2								
Goal 2: Graduates develop a global understanding and mindset									



	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work	FIN 760-1 FIN 760-2
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	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level	FIN 760-1 FIN 760-2
Studiensemester / Semester	1	
Dauer des Moduls / Duration of the module	1 semester	
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	60 contact hours 120 self-study hours  180 hours of total workload	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core	
Verwendbarkeit des Moduls / Usability of the module	Master in Finance	
Voraussetzungen für die Teilnahme / Prerequisites	<ul style="list-style-type: none"> <li>• Basic understanding of core finance concepts (e.g., Time Value of Money, Net Present Value)</li> <li>• Basic knowledge of corporate governance and business structures</li> <li>• Fundamental understanding of financial statements and financial analysis techniques</li> </ul>	
Modulverantwortliche(r) / Module leader	Prof. Dr. Johannes Hofinger	



Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Prof. Dr. Johannes Hofinger Dr. Sascha Haggenmüller
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	7.5%
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Seminar-like classes</li><li>• case studies</li><li>• exercises in small groups</li><li>• presentations</li><li>• group workshops</li><li>• book reviews</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• <b>Berk, J., &amp; DeMarzo, P. (2020).</b> <i>Corporate Finance</i> (5th edition). Boston: Pearson.</li><li>• <b>Damodaran, A. (2012).</b> <i>Investment Valuation: Tools and Techniques for Determining the Value of Any Asset</i> (3rd edition). New York: Wiley.</li><li>• <b>Ross, S., Westerfield, R., &amp; Jaffe, J. (2019).</b> <i>Corporate Finance</i> (12th edition). Boston: McGraw-Hill.</li><li>• <b>Bruner, R. F. (2004).</b> <i>Applied Mergers and Acquisitions</i>. New York: Wiley.</li><li>• <b>Penman, S. H. (2013).</b> <i>Financial Statement Analysis and Security Valuation</i> (5th edition). New York: McGraw-Hill.</li><li>• <b>Brealey, R. A., Myers, S. C., &amp; Allen, F. (2020).</b> <i>Principles of Corporate Finance</i> (13th edition). Boston: McGraw-Hill.</li></ul>



## FIN 761 Valuation and Investment Strategies (6 ECTS)

Modul-Nr. / <i>Module code</i>	FIN 761
Modulbezeichnung / <i>Module name</i>	Valuation and Investment Strategies
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	FIN 761-1 Investment and Portfolio Analysis FIN 761-2 Valuation
Inhalte des Moduls / <i>Module content</i>	<p><b>FIN 761-1 Investment and Portfolio Analysis</b></p> <ul style="list-style-type: none"><li>• The Investment Policy Statement</li><li>• Modern Portfolio Theory and the Capital Asset Pricing Model</li><li>• Modern Portfolio Management Concepts</li><li>• Asset Allocation</li><li>• Investment Vehicles (including ETFs and Mutual Funds) and Market Indexes</li><li>• Market Efficiency, Active vs. Passive Investing</li><li>• Fixed Income Securities</li><li>• Types of Fixed Income Securities and Markets</li><li>• Fundamental Fixed Income Management</li><li>• The Yield Curve and Yield Spreads</li><li>• Valuation of Individual Fixed Income Securities</li><li>• Types of Alternative Investments (Real Estate, Real Assets (including Infrastructure, Timber and Farmland), Private Capital (including Private Equity, Private Credit and Venture Capital), Hedge Funds, Commodities</li><li>• Portfolio Construction and Revision</li><li>• Liability – Driven Investments (including Asset Liability Management and Goal-Based Investing)</li><li>• Sector Rotation Strategy, economic and Business Cycle</li><li>• Execution of Portfolio Decisions (including Trading and Market Microstructure)</li><li>• Tax Impact of Investment Decisions</li><li>• Performance Attribution and Appraisal</li></ul> <p><b>FIN 761-2 Valuation</b></p> <ul style="list-style-type: none"><li>• Analyzing the Firm and Industry Organization</li><li>• Types of Equity Securities and Markets</li><li>• Fundamental Equity Analysis</li><li>• Valuation of Individual Equity Securities (asset valuation, DCF, Earnings multiples)</li><li>• Equity Market Valuation (EPS, PE)</li><li>• Valuing Bonds with Embedded Options</li><li>• Valuing Structured Products</li></ul>



	<ul style="list-style-type: none"><li>• Types of Derivative Instruments and Markets</li><li>• Valuation of Forwards and Futures Contracts</li><li>• Valuation of Option Contracts</li><li>• Valuation of Swap Contracts</li><li>• Story telling in Valuation, Understanding Business Models and Operations, and competitive advantages (moats) for valuation</li></ul>
<p>Lernergebnisse des Moduls / <i>Learning outcomes of the module</i></p>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• <b>develop</b> an Investment Policy Statement (IPS) and <b>understand</b> its role in defining investment objectives, constraints, and guidelines for managing client portfolios.</li><li>• <b>apply</b> Modern Portfolio Theory (MPT) and the Capital Asset Pricing Model (CAPM) to <b>assess</b> risk and return characteristics of investment portfolios.</li><li>• <b>understand</b> modern portfolio management concepts and <b>implement</b> strategies that balance risk and return, including diversification techniques.</li><li>• <b>construct</b> and <b>evaluate</b> asset allocation strategies, taking into account factors such as risk tolerance, time horizon, and market conditions.</li><li>• identify and compare different investment vehicles (e.g., ETFs and mutual funds) and market indexes, and evaluate their suitability for various investment strategies.</li><li>• differentiate between market efficiency, active and passive investing, and assess their implications for portfolio management.</li><li>• <b>analyze</b> fixed income securities and markets, <b>understand</b> fundamental fixed income management principles, and <b>apply</b> concepts like yield curves, yield spreads, and valuation techniques for individual bonds.</li><li>• <b>recognize</b> and <b>evaluate</b> different types of alternative investments, including real estate, real assets (e.g., infrastructure, timber, farmland), private capital (e.g., private equity, private credit, venture capital), hedge funds, and commodities.</li><li>• <b>design</b> and <b>revise</b> investment portfolios based on evolving market conditions, client needs, and investment objectives.</li><li>• <b>apply</b> liability-driven investment strategies, including asset-liability management (ALM) and goal-based investing, to align investment portfolios with specific liabilities or goals.</li><li>• <b>implement</b> sector rotation strategies based on economic and business cycle analysis to <b>optimize</b> portfolio performance.</li></ul>



Beitrag zu „Assurance of Learning“ Kompetenzziele / <i>Alignment with “Assurance of Learning” competency goals</i>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the financial field	FIN 761
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the financial field	FIN 761
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level	FIN 761
Studiensemester / <i>Semester</i>	1	
Dauer des Moduls / <i>Duration of the module</i>	1 semester	
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS	
Gesamtworkload / <i>Total workload</i>	60 contact hours 120 self-study hours 180 hours of total workload	
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Core	
Verwendbarkeit des Moduls / <i>Usability of the module</i>	Master in Finance	
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	<ul style="list-style-type: none"> <li>• Basic understanding of financial concepts, such as time value of money, risk and return, and fundamental valuation techniques.</li> <li>• Basic knowledge of financial markets and instruments, including stocks, bonds, and mutual funds.</li> </ul>	



	<ul style="list-style-type: none"><li>• Familiarity with core economic principles (e.g., supply and demand, business cycles, and market structures).</li><li>• Basic skills in financial analysis and interpretation of financial statements, including balance sheets and income statements.</li><li>• Understanding of quantitative methods and statistics for analyzing financial data (e.g., probability distributions, correlation, and regression analysis).</li></ul>
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Eva Stumpfegger
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Prof. Dr. Eva Stumpfegger Prof. Dr. Laurenz Czempiel
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio Examination <ul style="list-style-type: none"><li>• Homework assignment (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	7.5%
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Seminar type lectures</li><li>• audio-visual materials</li><li>• case study discussions</li><li>• group research projects</li><li>• exercises in small groups</li><li>• posters and presentations</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	<ul style="list-style-type: none"><li>• Guest lectures</li><li>• Workshop with external experts</li></ul>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• Bodie, Z., Kane, A., &amp; Marcus, A. J. (2021). Investments (12th edition). New York: McGraw-Hill Education.</li><li>• CFA Institute (2023). CFA Program Curriculum Level I-III. Charlottesville: CFA Institute.</li><li>• Fabozzi, F. J. (2018). Fixed Income Analysis (3rd edition). Hoboken: Wiley.</li><li>• Markowitz, H. M. (1952). Portfolio Selection. Journal of Finance, 7(1), 77-91.</li><li>• Elton, E. J., Gruber, M. J., Brown, S. J., &amp; Goetzmann, W. N. (2014). Modern Portfolio Theory and Investment Analysis (9th edition). Hoboken: Wiley.</li></ul>



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|  | <ul style="list-style-type: none"><li>• Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd edition). New York: Wiley.</li></ul> |
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**FIN 762 Finance Project (6 ECTS)**

Module code	FIN 762	
Module name	Finance Project	
Courses in the module	-	
Module content	<p>Students will be assigned to real-life cases as submitted by companies to MBS. Within these groups, students will work under the supervision of an MBS professor over the course of two semesters and prepare a project for their company. Several meetings and interim presentation dates ensure continuous monitoring of the progress by both MBS and the respective company.</p> <ul style="list-style-type: none"> <li>• Project management</li> <li>• Client relations</li> <li>• Market research</li> <li>• Strategy development</li> </ul>	
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have deepened their knowledge of project work, teamwork, collaboration and communication as part of a group</li> <li>• be able to apply their knowledge on a practical project work</li> <li>• have gained experience in working together with an international team under time pressure</li> <li>• be able to use project management software, respectively, cloud-based software for the project work: Slack, Trello, Toggle, Google Docs, Dropbox, etc.</li> <li>• have established or intensified contacts that, e.g., can help them writing their Master Thesis.</li> </ul>	
Alignment with “Assurance of Learning” competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice	
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international marketing and brand management	FIN 762
	Goal 2: Graduates develop a global understanding and mindset	
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience	FIN 762



	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level	FIN 762
Semester	1 and 2	
Duration of the module	2 semesters	
Semester when the module is delivered	Annually in fall semester	
Number of ECTS credits allocated	6 ECTS	
Total workload	60 contact hours 120 self-study hours  180 hours of total workload	
Type of Module (core/elective, etc.)	Core	
Usability of the module	Master in Finance	
Prerequisites	-	
Module leader	Prof. Dr. Johannes Hofinger	
Lecturer(s)	Prof. Dr. Johannes Hofinger Prof. Dr. Eva Stumpfegger	
Language of instruction	English	
Examination and credit assignment	Project Report <ul style="list-style-type: none"><li>• Project report (70%)</li><li>• Presentation (30%)</li></ul>	
Grade weighting in the overall grade	8%	



Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Interactive seminar type lectures to prepare for project work and discuss project progress and preliminary results</li><li>• Team exercises and presentations</li><li>• Independent work in small teams coached by instructors</li></ul>
Specifics	-
Recommended or required reading	



## International Business

### IB 752 International Business and Management (6 ECTS)

Modul-Nr. / Module code	IB 752
Modulbezeichnung / Module name	International Business and Management
Lehrveranstaltungen des Moduls / Courses in the module	IB 752-1 International Strategic Management IB 752-2 Organizational Behavior IB 752-3 Conscious Business
Inhalte des Moduls / Module content	<p>IB 752-1 International Strategic Management</p> <ul style="list-style-type: none"><li>• Drivers and challenges for International Management</li><li>• Overview on International Market Entry Strategies</li><li>• Strategy Identification and Implementation process</li><li>• Analyzing a company's strategic position</li><li>• Identifying strategic options</li><li>• Applying most apt strategies (e.g., Blue Ocean Strategy, Porter's 5 Forces, Porter's Diamond)</li><li>• Integrating different strategies for different units</li></ul> <p>IB 752-2 Organizational Behavior</p> <ul style="list-style-type: none"><li>• Introduction to Organizational Behavior</li><li>• Individuals in organizations</li><li>• Group behavior and work teams</li><li>• Communication</li><li>• Motivation</li><li>• Leadership</li><li>• Organizational Culture</li><li>• Diversity in organizations</li></ul> <p>IB 752-3 Conscious Business</p> <ul style="list-style-type: none"><li>• Introduction and definition of Conscious Business</li><li>• The four tenets of Conscious Business and their integration into business<ul style="list-style-type: none"><li>○ Higher purpose</li><li>○ Stakeholder integration</li><li>○ Conscious leadership</li><li>○ Conscious culture and management</li></ul></li><li>• Inspiring case studies of conscious businesses in the world</li></ul>



	<ul style="list-style-type: none"><li>• Alternatives to traditional goals for businesses: B Corps, Economy for Common Good, social and purpose-based business</li></ul>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>IB 752-1</p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand the drivers of globalization, the options to enter new markets and intercultural issues (examples and cases),</li><li>• understand strategic models in order to be able to apply them in business life (case studies of representative companies),</li><li>• are able to transfer the international business know-how to operational business (case study of a company).</li></ul> <p>IB 752-2</p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand fundamental concepts and theories in organizational behavior.</li><li>• develop critical thinking skills for analyzing organizational behavior.</li><li>• explore factors influencing individual behavior and their impact on motivation, performance and well-being.</li><li>• gain knowledge of different leadership styles and their influence on organizational behavior.</li><li>• improve communication and teamwork skills for effective interaction in organizational settings.</li><li>• understand the role of organizational culture within organizations.</li><li>• be able to apply concepts to real-world scenarios and proposing strategies for improvement.</li></ul> <p>IB 752-3</p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• have an understanding of alternative business practices compared to traditional profit orientation as the core goal.</li><li>• understand the fundamentals of regenerative business practices and biomimicry contrary to sustainability</li></ul>



	<ul style="list-style-type: none"> <li>• get an insight into companies that incorporate a higher purpose in their business practices and strategies.</li> <li>• be able to critically examine the evidence on the impact of running a Conscious Business on the tangible and intangible well-being of all stakeholders.</li> <li>• understand in detail the importance of the four tenets of a Conscious Business and possibilities to integrate them into daily business.</li> <li>• be acquainted with best practices in the field of Conscious Business.</li> </ul>																		
Beitrag zu „Assurance of Learning“ Kompetenzziele /	This module contributes most strongly to the following Master programs competency goals:																		
Alignment with “Assurance of Learning” competency goals	<table border="1"> <tr> <td colspan="2" data-bbox="632 810 1452 913">           Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.         </td> </tr> <tr> <td data-bbox="632 922 1254 1115">           G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.         </td> <td data-bbox="1260 922 1452 1115">           IB 752-1 IB 752-2 IB 752-3         </td> </tr> <tr> <td data-bbox="632 1124 1254 1258">           G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.         </td> <td data-bbox="1260 1124 1452 1258">           IB 752-2 IB 752-3         </td> </tr> <tr> <td colspan="2" data-bbox="632 1267 1452 1370">           Goal 2: Graduates develop a global understanding and mindset.         </td> </tr> <tr> <td data-bbox="632 1379 1254 1572">           G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.         </td> <td data-bbox="1260 1379 1452 1572">           IB 752-1 IB 752-2 IB 752-3         </td> </tr> <tr> <td data-bbox="632 1581 1254 1715">           G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.         </td> <td data-bbox="1260 1581 1452 1715">           IB 752-2 IB 752-3         </td> </tr> <tr> <td colspan="2" data-bbox="632 1724 1452 1827">           Goal 3: Graduates practice a human-centered business approach.         </td> </tr> <tr> <td data-bbox="632 1836 1254 1971">           G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.         </td> <td data-bbox="1260 1836 1452 1971">           IB 752-2 IB 752-3         </td> </tr> <tr> <td data-bbox="632 1980 1254 2060">           G3 Objective 2: Graduates appraise and apply human-centered business practices.         </td> <td data-bbox="1260 1980 1452 2060">           IB 752-2         </td> </tr> </table>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.		G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	IB 752-1 IB 752-2 IB 752-3	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 752-2 IB 752-3	Goal 2: Graduates develop a global understanding and mindset.		G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	IB 752-1 IB 752-2 IB 752-3	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IB 752-2 IB 752-3	Goal 3: Graduates practice a human-centered business approach.		G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 752-2 IB 752-3	G3 Objective 2: Graduates appraise and apply human-centered business practices.	IB 752-2
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		IB 752-3
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	IB 752-1 IB 752-2 IB 752-3
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	IB 752-1 20 contact hours 40 self-study hours  IB 752-2 20 contact hours 40 self-study hours  IB 752-3 20 contact hours 40 self-study hours  180 hours of total workload	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core	



Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	IB 752-1 <ul style="list-style-type: none"><li>• Prof. Dr. Michael Hans Rüdiger</li></ul> IB 752-2 <ul style="list-style-type: none"><li>• Prof. Dr. Maxim Egorov</li></ul> IB 752-3 <ul style="list-style-type: none"><li>• Prof. Dr. Christian Schmidkonz</li></ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio Examination  IB 752-1 (34% of IB 752) <ul style="list-style-type: none"><li>• Written final course Examination 60 min. (60%)</li><li>• Course work (40%)</li></ul> IB 752-2 (33% of IB 752) <ul style="list-style-type: none"><li>• Written final course Examination 60 min. (60%)</li><li>• Course work (40%)</li></ul> IB 752-3 (33% of IB 752) <ul style="list-style-type: none"><li>• Course work (100%)</li></ul>



Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	7.5%
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Seminar-type lectures</li><li>• Presentations</li><li>• Group workshops</li><li>• Role plays</li><li>• Journaling exercise</li><li>• Poster presentations</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	<p><b>IB 752-1</b></p> <p>Talks by industry representatives</p> <p><b>IB 752-2 and IB 752-3</b></p> <p>At least one guest lecture by a company representative</p>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<p><b>IB 752-1</b></p> <ul style="list-style-type: none"><li>• Cullen, J.B., Parboteeah, K.P. (2014). "Multinational Management – A strategic approach", Mason</li><li>• Hill, C.W.L., Hult, G.T.M (2017). "International business: Competing in the Global Marketplace", New York</li><li>• Mead, R., Andrews, T.G. (2009). "International Management", West Sussex</li></ul> <p><b>IB 752-2</b></p> <ul style="list-style-type: none"><li>• Zacher, H. &amp; Lehmann-Willenbrock, N. (2022). Work, Organizational, and Business Psychology: An Introductory Textbook. Stuttgart: Kohlhammer Verlag.</li><li>• Robbins, S.P., &amp; Judge, T.A. (2022). Essentials of Organizational Behavior. Harlow: Pearson</li><li>• Steffens, N. K., Ryan, M. K., &amp; Rink, F. (2022). Organisational Psychology: Revisiting the Classic Studies. London: SAGE.</li></ul> <p><b>IB 752-3</b></p> <ul style="list-style-type: none"><li>• Braungart, M., &amp; McDonough, W. (2002). Cradle to Cradle: Remaking the Way We Make Things. New York: North Point Press.</li></ul>



- Chouinard, Y. (2016). *Let My People Go Surfing: The Education of a Reluctant Businessman*. New York: Penguin Books.
- Gelles, D. (2015). *Mindful Work – How Meditation Is Changing Business from the Inside Out*, New York
- Hurst, A. (2014). *The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World*, Boise
- Kofman, F. (2006). *Conscious Business – How to Build Value Through Values*, Boulder
- Mackey, J., McIntosh, S., Phipps, C. (2020). *Conscious Leadership – Elevating Humanity Through Business*, New York
- Mackey, J., Sisodia, R. (2014). *Conscious Capitalism – Liberating the Heroic Spirit of Business*, Boston
- Polman, P., & Winston, A. (2021). *Net positive: how courageous companies thrive by giving more than they take*. Boston: Harvard Business Review Press.
- Rennollet, I., Schmidkonz, C., & Kraft, P. (2020). The role of purpose in consumer choice: a comparison between baby boomers and millennials in Germany with a focus on sustainability and consciousness. *World Review of Entrepreneurship, Management and Sustainable Development*, 16(3), S. 241-261.
- Scharmer, O. (2016). *Theory U: Leading from the Future as It Emerges*. Oakland: Berrett-Koehler Publishers.
- Sinek, S. (2009). *Start with why: How great leaders inspire everyone to take action*. London: Penguin Books Ltd.
- Sisodia, R., Gelb, M. J. (2019). *The Healing Organization: Awakening the Conscience of Business to Help Save the World*, New York
- Stahlhofer, N., Schmidkonz, C., & Kraft, P. (2018). *Conscious Business in Germany - Assessing the Current Situation and Creating an Outlook for a New Paradigm*. Cham: Springer.
- Tate, C. (2015). *Conscious Marketing – How to create an awesome business with a new approach to marketing*, Milton
- Tindell, K. (2014). *Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives*, New York
- Wahl, D. (2016). *Designing Regenerative Cultures*. Axminster: Triarchy Press.



## Executive Skills

### EXEC 752 Communication in International Business (6 ECTS)

Modul-Nr. / Module code	EXEC 752
Modulbezeichnung / Module name	International Business Communication
Lehrveranstaltungen des Moduls / Courses in the module	EXEC 752-1 Business Communication EXEC 752-2 Business Ethics EXEC 752-3 Negotiation Skills
Inhalte des Moduls / Module content	<p><b>EXEC 752-1 Business Communication</b></p> <p>Leadership expresses itself in applied, sophisticated communication. We will try to understand what makes good, conscious business communication, both in general as well as in an intercultural business environment. Content:</p> <ul style="list-style-type: none"><li>• 7 attitudes and behaviours of conscious business communication that a good leader should apply</li><li>• Communication skills in an international business environment</li><li>• Scientific concepts to understand different cultures around the world and how to apply leadership communication in these different contexts</li><li>• Intercultural communication in different business fields (HR, marketing)</li></ul> <p><b>EXEC 752-2 Business Ethics</b></p> <p>We will explore ethical perspectives and dilemmas within diverse organizational and business environments, allowing us to delve into the practical aspects of ethical decision-making in the real world. Throughout the lectures and this course, we will gain insights into:</p> <ul style="list-style-type: none"><li>• Topical and controversial business and corporate ethics issues</li><li>• Foundations of business ethics, including basic ethical considerations and philosophical sources</li><li>• Social Contract theory at both national and global levels</li><li>• Business ethics principles and developments</li><li>• Historical and emerging business ethics issues, such as labor laws, misuse of company time and resources, abusive and intimidating behavior, lying, sexual</li></ul>



	<p>harassment, fraud, financial misconduct, privacy issues, political correctness, sustainability, personal responsibility, corruption, and more.</p> <ul style="list-style-type: none"><li>• Specific aspects of business ethics such as CEO compensation, child labor, labor conditions, product quality, marketing, customer relations, intellectual property, data privacy, and more.</li></ul> <p><b>EXEC 752-3 Negotiation Skills</b></p> <p>Social organization in the negotiation context includes topics such as understanding and influencing leverage, communicating effectively, differentiating interests from positions, using effective acts, and optimally closing the deal:</p> <ul style="list-style-type: none"><li>• Frameworks of Negotiation Settings</li><li>• Effective Communications</li><li>• Interest-based negotiations</li><li>• Negotiation Tactics</li></ul>
<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<p><b>EXEC 752-1</b></p> <p>On successful completion of this module, students will understand requirements for effective communication in general and in an intercultural context,</p> <ul style="list-style-type: none"><li>• have developed competencies in conscious, intercultural communication; they are able to apply these competencies effectively in a business context, both as a leader and when working in international teams</li><li>• be able to connect the scientific concepts on intercultural communication with real-life experiences and to evaluate real-life intercultural communication situations in light of these scientific concepts,</li><li>• understand different cultures and how they affect the patterns of behavior in business and non-business situations,</li><li>• be able to reflect one's own values, attitudes and preconceptions when approaching an intercultural business situation and how they are perceived by others,</li></ul>



	<ul style="list-style-type: none"><li>• have used the international composition of the group for a lively exchange of thoughts, perceptions and attitudes.</li></ul> <p><b>EXEC 752-2</b></p> <p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"><li>• make contributions to the social discussion of changing values,</li><li>• analyze and explain the shifting power between (national) politics and (international) corporations,</li><li>• assess, decide and act from a strengthened sense of responsibility and understanding - both from a humane and a global perspective,</li><li>• successfully cope with cross-cultural interactions with different regions and mentalities in the minefield of converging globalization and diverging regionalization as well as with value systems of different societies and the Corporate Social Responsibility (CSR) within multinational corporations,</li><li>• evaluate and develop corporate ethics codes in theory and implement them in practice,</li><li>• apply theoretical modes of analyses to specific ethical issues and cases in order to define their own ethical position, behavior and measures to be taken.</li></ul> <p><b>EXEC 752-3</b></p> <p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"><li>• define key elements for the preparation of distributive and integrative negotiations</li><li>• differentiate between distributive and integrative negotiation settings</li><li>• identify negotiation partners' negotiation strategies and to adapt own strategies</li><li>• classify negotiation strategies regarding aims in the context of negotiation settings</li><li>• understand the relevance of emotions in negotiations and to incorporate such considerations in the preparation, conduction, and review of negotiation</li></ul>
Beitrag zu „Assurance of Learning“ Kompetenzziele /	This module contributes most strongly to the following Master programs competency goals:



Alignment with "Assurance of Learning" competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	EXEC 752-1 EXEC 752-2 EXEC 752-3
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	EXEC 752-1 EXEC 752-3
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	EXEC 752-1 EXEC 752-3
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	EXEC 752-2
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	EXEC 752-1 EXEC 752-2
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	EXEC 752-2
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	<b>EXEC 752-1</b>	



	<p>20 contact hours 40 self-study hours</p> <p><b>EXEC 752-2</b></p> <p>20 contact hours 40 self-study hours</p> <p><b>EXEC 752-3</b></p> <p>20 contact hours 40 self-study hours</p> <p>180 hours of total workload</p>
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<p><b>EXEC 752-1</b></p> <ul style="list-style-type: none"><li>• Dr. Franz Sauter</li></ul> <p><b>EXEC 752-2</b></p> <ul style="list-style-type: none"><li>• Hashem Zarafat</li><li>• Dr. Sebastian Planck</li></ul> <p><b>EXEC 752-3</b></p> <ul style="list-style-type: none"><li>• Dr. Dominik Doll</li></ul>



Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio Examination  <b>EXEC 752-1 (34%)</b> <ul style="list-style-type: none"><li>• Course Work (100%)</li></ul> <b>EXEC 752-2 (33%)</b> <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%)</li><li>• Course Work (40%)</li></ul> <b>EXEC 752-3 (33%)</b> <ul style="list-style-type: none"><li>• Written final course examination 60 min. (80%)</li><li>• Course work (20%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-type lectures</li><li>• Group discussions</li><li>• Presentations</li><li>• Pair and Group Work</li><li>• Simulations</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<b>EXEC 752-2</b>  Individual Online Research
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<b>EXEC 752-1</b> <ul style="list-style-type: none"><li>• Dethmer, J., Chapman D., Warner Klemp, K.: The 15 Commitments of Conscious Leadership – A new paradigm for sustainable success, 2015</li><li>• Kofman, F.: Conscious Business – How to build value through values, Boulder, 2013</li><li>• Hofstede, G., et al.: Cultures and Organizations, London, 2010</li><li>• Trompenaars, F., Hampden-Turner, C.: Riding the Waves of Culture, London, 2012</li></ul> <b>EXEC 752-2</b>



- Ferrell, O.C., Fraedrich, J., and Ferrel, L. (2022). Business Ethics: Ethical Decision Making and Cases (13th ed). Cengage.
- Crane & Matten (2010). Business Ethics (latest edition ). The United Kingdom: Oxford.
- Mele, D. (2019). Business Ethics in Action (2nd edition). The United Kingdom: Macmillan International.
- Werhane, P.H. (2019). The normative/descriptive distinction in methodologies of business ethics. Systems Thinking and Moral Imagination: Rethinking Business Ethics with Patricia Werhane, pp.21-25.
- A Portfolio of Articles from Harvard Business Reviews (HBR) Available at: <https://hbr.org/topic/subject/business-ethics>

#### **EXEC 752-3**

- Raiffa, H., & Metcalfe, D. (2002): Negotiation Analysis: The Science and Art of Collaborative Decision Making. Harvard University Press.
- Lewicki, R., Saunders, D., & Barry, B. (2014): Negotiation. McGraw-Hill/Irwin; 7. Edition.
- Fisher, R., Ury, W.L., & Patton, B. (2011): Getting to Yes, Penguin Books.
- Fisher, R., Shapiro, D. L. (2005): Beyond Reason – Using Emotions as You Negotiate, New York: Penguin Books.
- Lewicki, R. J., Saunders, D. M., Barry, B., & Lewicki, R. J. (2006). Negotiation. Boston, Mass: McGraw-Hill Irwin.



### MBS 750 MBS Engagement (1 ECTS)

Module code	MBS 750
Module name	MBS Engagement
Courses in the module	-
Module content	<p>Students become extracurricularly involved with their university. They take on responsibility and manage realistic projects, e.g., event planning and management. Students from different class years, study programs and cultural backgrounds are integrated together to get to know each other.</p> <p>These social and faculty-related activities not only help to preserve MBS` culture and foster personality development, but students also develop s sense of entrepreneurship and the skills of a responsible and ethically thinking manager, respectively entrepreneur.</p>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• have learned more about different extracurricular offerings at MBS,</li><li>• have gotten to know fellow students across study programs and class years,</li><li>• feel a stronger sense of belonging to the MBS community.</li></ul>
Semester	1 and 2
Duration of the module	Two semesters
Semester when the module is delivered	Offered annually in fall and spring semester
Number of ECTS credits allocated	1
Total workload	30 total workload hours
Type of Module (core/elective, etc.)	Core
Usability of the module	For students in all study programs
Prerequisites	-
Module leader	Prof. Dr. Gabriella Maráz
Lecturer(s)	Depends on project or event



Language of instruction	English
Examination and credit assignment	Proof of participation (100%)
Grade weighting in the overall grade	-
Learning activities and teaching methods	<p>Students have free choice of activities and dedication to the different activity fields. These can e. g. cover:</p> <ul style="list-style-type: none"><li>• Founding and volunteering in a student initiative</li><li>• Planning, organizing, supporting and participating in extracurricular events</li><li>• Supporting foreign students and freshmen (Buddy program)</li><li>• Assisting the assessment center for future students</li><li>• Supporting the MBS Career Center</li><li>• Backing alumni activities</li><li>• Dedication as student representative</li><li>• Dedication as spokesperson of the course</li></ul> <p>The activity extend is reflected in a point system graded by effort. Students can gather more than the required minimum.</p> <p>Activities within the regular curriculum and paid jobs (eg. assistant) are not included.</p>
Specifics	-
Recommended or required reading	-



**International Focus**

**GEU 770 Business in Germany (3 ECTS)**

Modul-Nr. / Module code	GEU 770	
Modulbezeichnung / Module name	Business in Germany	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> <li>• German management</li> <li>• Strengths and weaknesses of the German market</li> <li>• Political system</li> <li>• Educational system</li> <li>• Societal influence</li> <li>• Hidden Champions</li> </ul>	
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have a better understanding of home market in comparison to German management,</li> <li>• understand the business practices of German companies,</li> <li>• be able to apply analytical tools to German industries and businesses,</li> <li>• appreciate and understand the strengths, weaknesses and development of the German market (industries and businesses),</li> <li>• understand the political, economic, societal impacts on the German economy,</li> <li>• understand what a hidden champion is,</li> <li>• ground reasonings for what the future development of the German economy could look like.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzzielen /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	GEU 770
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business	GEU 770



	practices in different countries and apply this international perspective to their work.	
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	GEU 770
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	GEU 770
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective	
Voraussetzungen für die Teilnahme / Prerequisites	-	
Modulverantwortliche(r) / Module leader	Prof. Dr. Christopher Weilage	



Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Christopher Weilage
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / Grade weighting in the overall grade	4.0%
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Lectures</li><li>• Group Exercises</li><li>• Presentations</li><li>• Case Studies</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Often includes a company visit or guest presentation
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Recommended literature: <ul style="list-style-type: none"><li>• Begin, J. P. (1999). Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization, Berlin</li><li>• Dörrenbächer, C. (2004). Fleeing or Exporting the German Model? – the Internationalization of German Multinationals in the 1990s. Competition &amp; Change 8(4), 443-456.</li><li>• Porter, M.E. (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press, New York</li><li>• Porter, M.E.: The Competitive Advantage of Nations: Harvard Business Review, Mar-Apr 1990, Brighton</li><li>• Reuvid, J. and Millar, R. (Ed.) (2000). Doing Business with Germany. London: Kogan Page</li><li>• Turner, B.(Ed.) (1999). Germany Profiled. New York: Saint Martin's Press.</li></ul>



- Schroll-Machl, S. (2005). *Doing Business with Germans: Their Perception, Our Perception*. Gottingen: Vandenhoeck & Ruprecht
- Simon, H. (1996). You Don't Have to be German to be a Hidden Champion. *London Business School, Business Strategy Review* 7(2), 1-13.
- Simon, H. (2009). *Hidden Champions of the Twenty-First Century: The Success Strategies of Unknown World Market Leaders*. Springer, New York
- Weaver, K. S. (1995). Human resource management and organizational strategies in German- and US-owned companies. *The International Journal of Human Resource Management* 6(3)



### LAT 770 Business in Latin America (3 ECTS)

Modul-Nr. / Module code	LAT 770
Modulbezeichnung / Module name	Business in Latin America
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none"><li>• Overview of Latin America</li><li>• Historical background and development of Latin America</li><li>• Doing business in Latin America (incl. cultural peculiarities)</li><li>• Latin American labor market (incl. country specific differences)</li><li>• In-depth look at Argentina</li><li>• In-depth look at Brazil</li><li>• In-depth look at Chile</li><li>• In-depth look at Colombia</li><li>• In-depth look at Peru</li><li>• "The remaining Latin American countries"</li><li>• Current issues of the Latin American region</li><li>• The Latin American consumer</li></ul> <p>HR management in Latin America</p>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand the complexities of the Latin American business environment from a cultural, economic, political and legal perspective,</li><li>• appreciate and understand Latin American Trade Alliances on market developments and business opportunities (particularly USMCA, Mercosur, Pacific Alliance and EU-Mercosur),</li><li>• understand the markets and business opportunities in Brazil, Argentina, Chile, Colombia and Perú,</li><li>• be able to apply the knowledge of business climate and politics in different Latin American countries on business decisions,</li><li>• be able to apply the knowledge about the importance of cultural differences in Latin American business attitudes to managing fruitful business relationships with Latin American suppliers and customers,</li></ul> <p>be able to use the different tools to evaluate countries and customer segments in a Latin American setting.</p>



Beitrag zu „Assurance of Learning“ Kompetenzziele /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	LAT 770
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	LAT 770
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	LAT 770
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	LAT 770
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours  60 self-study hours  90 total workload hours	



Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	N. N.
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	N. N.
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	4.0%
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-Type Lectures</li><li>• Group Discussions</li><li>• Case Studies</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Two guest lectures by business people from Latin America (if possible, MBS Alumni)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"><li>• Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics), New York (Mandatory)</li><li>• Rodriguez, F.: An Empty Revolution, The Unfulfilled Promises of Hugo Chávez, Foreign Affairs, March/April 2008</li></ul>



- Crespi, G., Pluvia, Z.: Innovation and Productivity: Evidence from Six Latin American Countries, InterAmerican Development Bank Report, 2012, Washington, DC
- Black, B.S., Gedson de Carvalho, A., Gorga, E.: An Overview of Brazilian Corporate Governance, Cornell Law Library Publication, July 2008
- Mahon, J.: Was Latin America Too Rich to Prosper?, Journal of Development Studies, 1992
- Gallagher, K.: China and the Latin American Commodity Boom, PERI Report, 2009, Amherst, MA



### APA 770 Business in China (3 ECTS)

Modul-Nr. / <i>Module code</i>	APA 770
Modulbezeichnung / <i>Module name</i>	Business in China
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<ol style="list-style-type: none"><li>1. China's road from a planned economy to a market economy<ol style="list-style-type: none"><li>a. China's regions and its disparities</li><li>b. Underlying mega-trends in Chinese economic development</li><li>c. Current topics in China's economic strategy</li><li>d. China's position in the global economy</li></ol></li><li>2. Media literacy: News from and about China</li><li>3. "Greater China"<ol style="list-style-type: none"><li>a. Taiwan's political and economic relationship with China: opportunities and risks</li><li>b. Hong Kong's changing role as a (former?) financial hub for China</li></ol></li><li>4. 1.3 billion Chinese consumers<ol style="list-style-type: none"><li>a. Special characteristics of Chinese consumers</li><li>b. The role of the Internet in business</li></ol></li></ol> <p>Introduction to marketing and branding in China</p>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to explain the main driving factors for China's economic development since the opening in 1978,</li><li>• be able to examine the effects of China's political system on the economic development as well as on doing business in China,</li><li>• be able to interpret strategic actions by the People's Republic of China, Taiwan as well as Hong Kong in the context of history, politics, economics and business,</li><li>• be able to critically assess news from and about China</li><li>• recognize the role of foreign companies in the development of the Chinese economy and identify turning points of dependence,</li><li>• be able to illustrate the peculiarities of the Chinese consumer goods market,</li><li>• be able to identify a consumer target group in a Chinese context,</li><li>• be able to characterize the role of the Chinese Internet in reaching consumers.</li></ul>



<p>Beitrag zu „Assurance of Learning“ Kompetenzziele /</p> <p><i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p> <table border="1" data-bbox="627 533 1466 685"> <tr> <td data-bbox="627 533 1254 685">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td data-bbox="1254 533 1466 685">APA 770</td> </tr> </table> <p>Goal 2: Graduates develop a global understanding and mindset.</p> <table border="1" data-bbox="627 790 1466 981"> <tr> <td data-bbox="627 790 1254 981">G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td data-bbox="1254 790 1466 981">APA 770</td> </tr> </table> <p>Goal 3: Graduates practice a human-centered business approach.</p> <table border="1" data-bbox="627 1086 1466 1238"> <tr> <td data-bbox="627 1086 1254 1238">G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.</td> <td data-bbox="1254 1086 1466 1238">APA 770</td> </tr> </table> <p>Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</p> <table border="1" data-bbox="627 1344 1466 1536"> <tr> <td data-bbox="627 1344 1254 1536">G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.</td> <td data-bbox="1254 1344 1466 1536">APA 770</td> </tr> </table>	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	APA 770	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	APA 770	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	APA 770	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	APA 770
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<p>Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i></p>	<p>Annually in fall semester</p>								
<p>Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i></p>	<p>3 ECTS</p>								
<p>Gesamtworkload / <i>Total workload</i></p>	<p>30 contact hours</p> <p>60 self-study hours</p> <p>90 total workload hours</p>								



Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Prof. Dr. Christian Schmidkonz
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	4.0%
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Interactive seminar lecture</li><li>• Elements of immersion at home experiences</li><li>• Pecha-Kucha presentations by students</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	A guest speaker is invited to talk about her/his experience in doing business in China.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Mandatory readings (usually articles and book chapters as well as studies) are shared during the course as uploads to the course page or as printouts.  Recommended books: <ul style="list-style-type: none"><li>• European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels</li><li>• Fernandez, J. A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore</li></ul>



- Gerth, K. (2010). "As China Goes, So Goes the World: How Chinese Consumers Are Transforming Everything", New York
- Kotler, P., Lane Keller, K. et al. (2009). "Marketing Management in China", Singapore
- Lee, K.-F. (2018). "AI superpowers: China, Silicon Valley, and the new world order", Boston
- Lin, Y. J. (2012). "Demystifying the Chinese Economy", New York
- Miller, C. (2022). Chip War: The Fight for the World's Most Critical Technology. New York: Simon & Schuster Ltd.
- National Bureau of Statistics (2019). "China Statistical Year-book", Beijing
- Schmidkonz, C., Taube M. (2009). "Meyers Atlas China: Auf dem Weg zur Weltmacht", Mannheim
- Shum, D. (2021). Red Roulette: An Insider's Story of Wealth, Power, Corruption and Vengeance in Today's China. London: Simon & Schuster UK Ltd.
- Slingerland, E. (2015). "Trying Not to Try: Ancient China, Modern Science, and the Power of Spontaneity", New York

Students who would like to learn more about Chinese classical philosophy the following MOOC is recommended: "Chinese Thought: Ancient Wisdom Meets Modern Science" (UBCx: China300x) by Prof. Edward Slingerland on edX



## Business Project

### MGMT 421 International Business Project (6 ECTS)

Course Code	MGMT 421
Course Name	International Business Project
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	3 semesters of bachelor studies, preferably in business
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of instruction plus 120 hours of self-study/assignments
Assessment / Requirements for Assignment of Credits	Will be announced in class.
Course Outline	<p>Within the framework of the project, students will deal with the comparison of a business element or aspect and compare this to the German market and their home countries. This will require that the students take the specific macroeconomic, legal, political, and cultural conditions of the German market into account, and where applicable, compare them with the conditions of their home country. Further, based on a comprehensive analysis the students will present future predictions.</p>
Teaching and Learning Methods	Lectures, research



## Foreign Language

### GER 751 German A1.1 I (3 ECTS)

Modul-Nr. / <i>Module code</i>	GER 751
Modulbezeichnung / <i>Module name</i>	German A1.1 I
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p><b>Grammatical content:</b></p> <ul style="list-style-type: none"><li>• Declension of the definite articles in Nominative and Accusative</li><li>• Declension of the indefinite articles (positive / negative) in Nominative and Accusative</li><li>• Personal pronouns in Nominative</li><li>• The cardinal numbers</li><li>• Verb conjugation in present tense (regular and irregular)</li><li>• Preterite of the verb "sein"</li></ul> <p><b>Thematic content of the chapters (1-3):</b></p> <ul style="list-style-type: none"><li>• Typical first questions and answers</li><li>• Introducing oneself</li><li>• Naming things in the class room</li><li>• Talking about activities in class</li><li>• General information about oneself</li><li>• Passport information / holiday checklist</li><li>• Reading and talking about little job offers</li></ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate very short texts with short and simple sentences for everyday situations,</li><li>• be able to use simple communication, asking and answering questions about daily life/ familiar topics,</li><li>• be able to read understand very short and simple texts, descriptions with pictures,</li><li>• be able to listen to and understand simple words, phrases or conversations concerning oneself or well known topics.</li></ul> <p>The goal is to reach the first half of the A 1.1 level of the Common European Framework of Reference for Languages (GEFR).</p>
Studiensemester / <i>Semester</i>	1



Dauer des Moduls / <i>Duration of the module</i>	One semester
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtworkload / <i>Total workload</i>	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Verwendbarkeit des Moduls / <i>Usability of the module</i>	All Master programs
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) / <i>Module leader</i>	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Simone Bénard
Lehrsprache / <i>Language of instruction</i>	German and English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	N/A
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ group exercises</li><li>• Role plays</li></ul>



	<ul style="list-style-type: none"><li>• Private study</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 1, Berlin</li></ul>



### GER 752 German A1.2 I (3 ECTS)

Modul-Nr. / <i>Module code</i>	GER 752
Modulbezeichnung / <i>Module name</i>	German A1.2 I
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p><b>Grammatical content:</b></p> <ul style="list-style-type: none"><li>• Definite and indefinite articles in Dative</li><li>• Personal pronouns in Accusative and Dative</li><li>• Changing prepositions (plus Dative or Accusative)</li><li>• Prepositions plus Dative</li><li>• Perfect tense (repeating all structures)</li><li>• Preterite of the verbs "haben" and "sein"</li><li>• Comparative structure of "to like"</li><li>• The modal verb "wollen"</li></ul> <p>Thematic content of the chapters (8-10):</p> <ul style="list-style-type: none"><li>• Looking for / living in an apartment</li><li>• Naming rooms of the apartment</li><li>• Talking about furniture and colors</li><li>• Professional life and working places</li><li>• Office routine, having conversations with colleagues</li><li>• Curriculum Vitae / searching for and finding a job</li><li>• All about shopping</li><li>• Naming cloths and accessories</li><li>• Finding one's way in the supermarket / department store</li><li>• Personal preferences, what does one like to eat/drink?</li></ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate very short texts with short and simple sentences about everyday situations,</li><li>• be able to use simple communication, asking and answering questions about daily life/ familiar topics,</li><li>• be able to read understand very short and simple texts, descriptions with pictures,</li></ul>



	<ul style="list-style-type: none"><li>• be able to listen to and understand simple texts or conversations concerning oneself or well known topics.</li></ul> <p>The goal is to reach the first half of the A1.2 level of the Common European Framework of Reference for Languages (GEFR), unit 8, 9 and 10 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".</p>
Studiensemester / <i>Semester</i>	1
Dauer des Moduls / <i>Duration of the module</i>	One semester
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtworkload / <i>Total workload</i>	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Verwendbarkeit des Moduls / <i>Usability of the module</i>	All Master programs
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	Successful completion of Level A1.1
Modulverantwortliche(r) / <i>Module leader</i>	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Simone Bénard
Lehrsprache / <i>Language of instruction</i>	German and English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li></ul>



<i>/ Examination and credit assignment</i>	<ul style="list-style-type: none"><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	N/A
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ group exercises</li><li>• Role plays</li><li>• Private study</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 2, Berlin</li></ul>



### GER 753 German A2.1 I (3 ECTS)

Modul-Nr. / <i>Module code</i>	GER 753
Modulbezeichnung / <i>Module name</i>	German A2.1 I
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p>Linguistic content / grammar:</p> <ul style="list-style-type: none"><li>• Adjective declension after the indefinite article</li><li>• Subordinate clause connectors "dass" and "als"</li><li>• Switching direct questions to indirect speech with the connector "ob"</li><li>• Modal verbs in preterite</li><li>• Reflexive pronouns/ reflexive verbs</li><li>• Verbs with fixed prepositions, creating questions and answers</li><li>• Prepositions plus Dative/ Accusative</li></ul> <p>Lexical fields:</p> <ul style="list-style-type: none"><li>• Commuting people, advantages and disadvantages</li><li>• Vocabulary about work, profession, tasks and working time</li><li>• Children and professional life – how does this work?</li><li>• Talking about the first day at work</li><li>• Vocabulary about time and how it passes</li><li>• Friday, 13<sup>th</sup> – a day like any other?</li><li>• Long days – short days, changing the clocks</li><li>• Looking forward to ...?, Complaining about ...?, Thinking about ...?</li><li>• Old and young people coming together</li><li>• An old man is telling his story</li><li>• Childhood memories</li><li>• What did you do when you were x years old?</li></ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate short letters/ texts on a more advanced level, including the known grammar, regarding familiar topics and everyday situations,</li></ul>



	<ul style="list-style-type: none"><li>• be able to communicate verbally on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics,</li><li>• be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams,</li><li>• be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information.</li></ul> <p>The goal is to reach the first half of the A2.1 level of the Common European Framework of Reference for Languages (GEFR), unit 1, 2 and 3 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".</p>
Studiensemester / <i>Semester</i>	1
Dauer des Moduls / <i>Duration of the module</i>	One semester
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in winter semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	3 ECTS
Gesamtwirkload / <i>Total workload</i>	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Verwendbarkeit des Moduls / <i>Usability of the module</i>	All Master programs
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	None
Modulverantwortliche(r) / <i>Module leader</i>	Silke Schoon
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Silke Schoon



Lehrsprache / <i>Language of instruction</i>	German
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	N/A
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ group exercises</li><li>• Role plays</li><li>• Private study</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin</li></ul>



## SPRING SEMESTER

### Finance

#### FIN 860 Global Finance and Risk Strategies

Modul-Nr. / <i>Module code</i>	FIN 860
Modulbezeichnung / <i>Module name</i>	Global Finance and Risk Strategies
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	FIN 860-1 International Finance and Regulation/ Ethics FIN 860-2 Risk Management and Derivatives
Inhalte des Moduls / <i>Module content</i>	<p><b>FIN 860-1 International Finance and Regulation/ Ethics</b></p> <ul style="list-style-type: none"><li>• The International monetary systems and exchange rates</li><li>• Monetary policy &amp; Fiscal Policy</li><li>• International Monetary Systems and exchange rates</li><li>• International Trade and Capital Flows, Balance of Payments, International finance trade and instruments</li><li>• Currency Exchange Rates, the Foreign Exchange Market and Exchange Rate Determination</li><li>• Inflation and Deflation</li><li>• Economic Growth and Development, and effects of Geopolitics on economies and investment markets</li><li>• Regulation in International Finance &amp; Ethics</li><li>• International Financial Market Regulation (Basel III, ICMA)</li><li>• Financial Market Regulation in the EU</li><li>• Effects of Regulations</li><li>• Professional Standards of Practice</li><li>• Ethical Practices</li><li>• Asset Manager Code of Professional Conduct</li><li>• The Principles of Responsible Investments (PRI)</li></ul> <p><b>FIN 860-2 Risk Management and Derivatives</b></p> <ul style="list-style-type: none"><li>• Types of Financial Risks (market, credit, operational, liquidity)</li><li>• Risk Factors (including environmental and social)</li><li>• Financial Risk Management Models (Value-at-Risk, Monte Carlo simulations)</li><li>• Risk Management Approaches (internal and external including Environmental Risk)</li><li>• Comprehensive Risk Analysis</li><li>• Analysis of Interest Rate Risk</li><li>• Analysis of (Equity) Price Risk</li><li>• Analysis of Currency Risk (transaction, translation, and economic)</li></ul>



	<ul style="list-style-type: none"> <li>• Analysis of Commodity Risk</li> <li>• Analysis of Credit Risk</li> <li>• Analysis of Country Risk</li> <li>• Types of Derivative Instruments and Markets</li> <li>• Hedging Techniques Derivatives Investment Strategies</li> <li>• Back-testing, Simulation, and Scenario Analysis</li> </ul>
<p>Lernergebnisse des Moduls / <i>Learning outcomes of the module</i></p>	<ul style="list-style-type: none"> <li>• <b>understand</b> the structure of international monetary systems and <b>analyze</b> how exchange rates are determined within these systems.</li> <li>• <b>explain</b> the roles and interactions of monetary and fiscal policy in shaping economic conditions and <b>assess</b> their impact on global financial markets.</li> <li>• <b>analyze</b> international trade and capital flows, including the balance of payments, and <b>evaluate</b> the use of international finance instruments.</li> <li>• understand the functioning of the foreign exchange market, <b>determine</b> exchange rates, and <b>evaluate</b> the impact of currency fluctuations on global trade and investments.</li> <li>• <b>differentiate</b> between the effects of inflation and deflation on economies and <b>assess</b> their implications for investment markets.</li> <li>• <b>evaluate</b> the factors influencing economic growth and development, including the role of geopolitics, and <b>analyze</b> their effects on global economies and investment decisions.</li> </ul>
<p>Beitrag zu „Assurance of Learning“ Kompetenzzielen / <i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p> <p>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the financial field</p> <p>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the financial field.</p> <p>Goal 2: Graduates develop a global understanding and mindset.</p> <p>G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</p> <p>G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.</p>



	Goal 3: Graduates practice a human-centered business approach.
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.
	G3 Objective 2: Graduates appraise and apply human-centered business practices.
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.
Studiensemester / <i>Semester</i>	1
Dauer des Moduls / <i>Duration of the module</i>	1 semester
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in the spring semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS
Gesamtworkload / <i>Total workload</i>	60 contact hours 120 self-study hours  180 hours of total workload
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Core
Verwendbarkeit des Moduls / <i>Usability of the module</i>	Master in Finance
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	<ul style="list-style-type: none"> <li>• Basic understanding of economic principles: Kenntnisse der grundlegenden ökonomischen Konzepte, einschließlich Angebot und Nachfrage, Marktstrukturen und internationalem Handel.</li> <li>• Fundamental knowledge of finance: Vertrautheit mit den Grundlagen der Unternehmensfinanzierung, einschließlich</li> </ul>



	<p>Finanzinstrumenten, Analysemethoden und Bewertungsansätzen.</p> <ul style="list-style-type: none"><li>• Familiarity with financial markets: Grundkenntnisse über die Funktionsweise von Finanzmärkten, einschließlich der Geld- und Kapitalmärkte sowie der internationalen Finanzmärkte.</li><li>• Basic skills in quantitative analysis: Fähigkeit zur Anwendung grundlegender statistischer und mathematischer Methoden zur Analyse von Finanzdaten, einschließlich der Interpretation von Daten und der Durchführung einfacher Berechnungen.</li><li>• Understanding of risk management concepts: Kenntnisse über grundlegende Risikomanagementkonzepte, einschließlich der Identifizierung und Analyse von finanziellen Risiken.</li><li>• Proficiency in financial statement analysis: Grundkenntnisse in der Analyse von Finanzberichten, einschließlich Bilanz, Gewinn- und Verlustrechnung und Cashflow-Statement.</li></ul>
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Johannes Hofinger
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Dr. Dirk Stauder N. N.
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	7.5%
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Seminar-like classes</li><li>• case studies</li><li>• exercises in small groups</li><li>• presentations</li><li>• group workshops</li><li>• book reviews</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-



Literatur (Pflichtlektüre/zusätzlich  
empfohlene Literatur) /  
*Recommended or required reading*

- Berk, J., & DeMarzo, P. (2020). Corporate Finance (5th edition). Boston: Pearson.
- Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd edition). New York: Wiley.
- Ross, S., Westerfield, R., & Jaffe, J. (2019). Corporate Finance (12th edition). Boston: McGraw-Hill.
- Bruner, R. F. (2004). Applied Mergers and Acquisitions. New York: Wiley.
- Penman, S. H. (2013). Financial Statement Analysis and Security Valuation (5th edition). New York: McGraw-Hill.
- Brealey, R. A., Myers, S. C., & Allen, F. (2020). Principles of Corporate Finance (13th edition). Boston: McGraw-Hill.



## FIN 861 Innovative Finance: Sustainability and Technology (6 ECTS)

Module code	FIN 861
Module name	Innovative Finance: Sustainability and Technology
Courses in the module	FIN 861-1 Sustainable Finance & Impact Investing FIN 861-2 Decentralized Finance and AI in Finance
Module content	<p><b>FIN 861-1 Sustainable Finance &amp; Impact Investing</b></p> <ul style="list-style-type: none"><li>• Sustainable Finance and ESG Criteria</li><li>• Sustainable Development Goals (SDGs)/Transition Planning/CO2 Accounting</li><li>• Environmental, Social, and Governance (ESG) Investing</li><li>• ESG Ratings</li><li>• ESG in the EU the EU taxonomy, the Corporate Sustainability Reporting Directive, the Sustainable Finance Disclosure Regulation (SFDR)</li><li>• Green Financial Products (Green Bonds/Loans, ESG-linked Bonds/Loans)</li><li>• Greenwashing</li><li>• ESG considerations in Financial Statement Analysis</li><li>• ESG considerations in:<ul style="list-style-type: none"><li>• Equity Investments</li><li>• Fixed Income</li><li>• Alternative Investments</li><li>• Impact Investing and Social Finance</li><li>• Impact Investing models (IRIS+)</li></ul></li></ul> <p><b>FIN 861-2 Decentralized Finance and AI in Finance</b></p> <ul style="list-style-type: none"><li>• DeFi, Digital &amp; Crypto currencies</li><li>• Blockchain Technology in the Financial Industry</li><li>• Tokenisation and securitisation</li><li>• Fin. Apps and smart financial contracts</li><li>• High Frequency Trading and Machine learning Artificial Intelligence/Machine Learning and Big Data Analysis and Applications in Finance and Investment</li></ul>
Learning outcomes of the module	<ul style="list-style-type: none"><li>• <b>understand</b> the principles of sustainable finance and <b>apply</b> ESG criteria to assess the sustainability of investments.</li><li>• <b>explain</b> the Sustainable Development Goals (SDGs) and <b>develop</b> transition plans that align with these goals, including CO2 accounting methods.</li><li>• <b>analyze</b> environmental, social, and governance (ESG) factors in investment decisions and <b>evaluate</b> their impact on financial performance and risk.</li><li>• <b>assess</b> ESG ratings and <b>understand</b> their implications for investment strategies and portfolio management.</li></ul>



	<ul style="list-style-type: none"> <li>• <b>evaluate</b> the EU taxonomy, Corporate Sustainability Reporting Directive, and the Sustainable Finance Disclosure Regulation (SFDR) to <b>understand</b> their roles in promoting sustainable finance in Europe.</li> <li>• <b>identify</b> and <b>analyze</b> green financial products, including green bonds and ESG-linked bonds, and evaluate their suitability for investment portfolios.</li> <li>• <b>understand</b> decentralized finance (DeFi) and its implications for traditional financial systems, and <b>analyze</b> the role of digital and cryptocurrencies in the financial industry.</li> <li>• <b>evaluate</b> the impact of blockchain technology on financial services, including its potential for increased efficiency and transparency.</li> <li>• <b>understand</b> the concepts of tokenization and securitization and <b>assess</b> their applications in modern finance.</li> <li>• <b>examine</b> the use of financial applications and smart contracts, and <b>analyze</b> their role in automating financial transactions and reducing costs.</li> <li>• <b>explore</b> the impact of high-frequency trading on market dynamics and <b>evaluate</b> how machine learning can enhance trading strategies and risk management.</li> </ul>	
Alignment with “Assurance of Learning” competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the financial field	FIN 861
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the financial field	FIN 861
	Goal 3: Graduates develop a global understanding and mindset	
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level	FIN 861
Semester	2	
Duration of the module	One semester	



Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	6 ECTS
Total workload	60 contact hours 120 self-study hours 180 hours of total workload
Type of Module (core/elective, etc.)	Core
Usability of the module	Master in Finance
Prerequisites	
Module leader	Prof. Dr. Johannes Hofinger
Lecturer(s)	Prof. Dr. Johannes Hofinger Dr. Dirk Stauder
Language of instruction	English
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	7.5%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Interactive seminar type lectures</li><li>• Practice in small groups</li><li>• Presentations and discussion rounds</li><li>• Case studies and short assignments</li><li>• Short videos Case studies</li></ul>
Specifics	-
Recommended or required reading	<ul style="list-style-type: none"><li>• Berk, J., &amp; DeMarzo, P. (2020). Corporate Finance (5th edition). Boston: Pearson.</li><li>• Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset (3rd edition). New York: Wiley.</li></ul>



- Ross, S., Westerfield, R., & Jaffe, J. (2019). Corporate Finance (12th edition). Boston: McGraw-Hill.
- Bruner, R. F. (2004). Applied Mergers and Acquisitions. New York: Wiley.
- Penman, S. H. (2013). Financial Statement Analysis and Security Valuation (5th edition). New York: McGraw-Hill.
- Brealey, R. A., Myers, S. C., & Allen, F. (2020). Principles of Corporate Finance (13th edition). Boston: McGraw-Hill.



## **FIN 762 Finance Project**

See module description in [Semester 1](#).



## Electives

### FIN 871 Private Equity and Venture Capital (3 ECTS)

Module code	FIN 871
Module name	Private Equity and Venture Capital
Courses in the module	-
Module content	<p><b>Overview Alternative Investments</b></p> <ul style="list-style-type: none"><li>• Definition and characteristics of alternative investments</li><li>• Key terminology in private equity and venture capital</li><li>• Regulation - the AIFM Directive and the Capital Requirements Regulation (CRR) of the European Union</li><li>• Categories of alternative investments (private equity and private debt, venture capital, real assets und real estate, infrastructure including renewables, crypto-assets, hedge funds)</li></ul> <p><b>Private Equity</b></p> <ul style="list-style-type: none"><li>• Key characteristics of Private Equity</li><li>• Identification and sourcing of Private Equity deals</li><li>• Structure a Private Equity finance transaction</li><li>• Deal value creation and key Private Equity metrics</li><li>• Step by step Private Equity deal process</li><li>• The Private Equity Due Diligence process (including ESG)</li><li>• Valuation and pricing of Private Equity deals (including LBO, MBO)</li><li>• Assessment of risks and returns in Private Equity transactions</li><li>• Exit scenarios, trade sales, M&amp;A, IPOs, liquidations and recapitalizations</li></ul> <p><b>Venture Capital</b></p> <ul style="list-style-type: none"><li>• The Venture Capital investment process (early-stage financing)</li><li>• Sources of Venture Capital/investment structures (corporate venture capital, venture capital funds private/business angel investments, public subsidies)</li></ul>



	<ul style="list-style-type: none"><li>• VC investment instruments (equity instruments, debt instruments, warrants/(subscription) rights/convertible loans and bonds)</li><li>• Documentation (investment agreement, shareholders' agreement, employee participation)</li><li>• Legal requirements and regulation (founder vesting, dilution protection, corporate governance, guarantees, non-competition clauses, exit rules)</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• gain a thorough overview of various alternative investment opportunities available</li><li>• understand the applicable regulations governing the alternative investments markets</li><li>• learn about the differences of private equity transactions and venture capital provisions</li><li>• understand the structure of PE transactions from due diligence to deal valuation and closing of the transactions</li><li>• assess the risks and returns of PE transactions</li><li>• recognize the challenges of early-stage venture capital financing</li><li>• Learn the various types of VC financing on the debt and equity side.</li><li>• Evaluate deal documentation as well as legal and regulatory requirements.</li><li>• the role of the finance function within a company and the responsibilities of a finance manager, and understand its importance for strategic direction and value creation</li></ul>
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 total workload hours



Type of Module (core/elective, etc.)	Elective
Usability of the module	<ul style="list-style-type: none"><li>• Master in Finance</li><li>• Master International Business</li></ul>
Prerequisites	-
Module leader	Prof. Dr. Johannes Hofinger
Lecturer(s)	Dr. Sascha Haggemüller
Language of instruction	English
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	4%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-like classes</li><li>• case studies</li><li>• exercises in small groups</li><li>• presentations</li><li>• group workshops</li><li>• book reviews</li></ul>
Specifics	-
Recommended or required reading	<ul style="list-style-type: none"><li>• Cyril Demaria (2010). Introduction to Private Equity. New York: Wiley</li><li>• Josh Lerner, Felda Hardyman, Ann Leamon (2012). Venture Capital and Private Equity: A Casebook, 5th Edition. New York: Wiley</li></ul>



### FIN 872 Quantitative Business Methods for Finance (3 ECTS)

Module code	FIN 872
Module name	Quantitative Business Methods for Finance
Courses in the module	-
Module content	<ul style="list-style-type: none"><li>• Quantitative finance versus financial engineering</li><li>• Mathematical models for (extremely) large datasets to analyze financial markets and securities</li><li>• Regression analysis, linear programming, and data mining</li><li>• Pricing of derivative securities (options, futures, swaps)</li><li>• Risk management for products and portfolios</li></ul>
Learning outcomes of the module	<ul style="list-style-type: none"><li>• distinguish between quantitative finance and financial engineering and understand their respective roles in financial analysis and product development.</li><li>• apply mathematical models to analyze (extremely) large datasets, enabling the identification of patterns and trends in financial markets and securities.</li><li>• conduct regression analysis and utilize linear programming techniques to optimize financial decision-making and employ data mining methods to extract meaningful insights from complex financial datasets.</li><li>• price derivative securities, including options, futures, and swaps, using appropriate pricing models and techniques, and analyze the factors influencing their value.</li></ul>
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours  90 hours of total workload



Type of Module (core/elective, etc.)	Elective
Usability of the module	Master in Finance Master International Business
Prerequisites	<ul style="list-style-type: none"><li>• Basic understanding of finance: Familiarity with fundamental finance concepts, including investment principles, financial markets, and the types of financial instruments.</li><li>• distinguish between quantitative finance and financial engineering and understand their respective roles in financial analysis and product development.</li><li>• Proficiency in mathematics: Strong foundation in mathematical concepts, particularly in calculus, linear algebra, and statistics, to effectively analyze financial models and data.</li><li>• Knowledge of statistics and probability: Understanding of basic statistical methods and probability theory, which are essential for conducting regression analysis and risk assessment.</li><li>• Familiarity with programming languages: Basic knowledge of programming languages such as Python, R, or MATLAB, as they are commonly used in quantitative finance for data analysis and modeling.</li><li>• Analytical skills: Ability to critically analyze data and financial information, and to apply quantitative techniques to solve complex financial problems.</li><li>• Understanding of financial derivatives: Basic knowledge of derivative instruments, including options, futures, and swaps, and their role in financial markets.</li></ul>
Module leader	Prof. Dr. Johannes Hofinger
Lecturer(s)	Prof. Dr. Johannes Hofinger Hashem Zarafat
Language of instruction	English
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%),</li><li>• Course work (40%)</li></ul>



Grade weighting in the overall grade	4%
Learning activities and teaching methods	Lecture, supported by PPT presentation Various case studies, solutions are worked out interactively (PPT presentation or whiteboard)
Specifics	-
Recommended or required reading	<ul style="list-style-type: none"><li>• Hull, J. C. (2017). <i>Options, Futures, and Other Derivatives</i> (10th ed.). Pearson.</li><li>• Shreve, S. E. (2004). <i>Stochastic Calculus for Finance I: The Binomial Asset Pricing Model and Stochastic Calculus for Finance II: Continuous-Time Models</i>. Springer.</li><li>• Greene, W. H. (2018). <i>Econometric Analysis</i> (8th ed.). Pearson.</li></ul>



### FIN 873 Bank Management (3 ECTS)

Module code	FIN 873
Module name	Bank Management
Courses in the module	-
Module content	<ul style="list-style-type: none"><li>• Bank's governance, organization, and operating models</li><li>• Value-based management (strategic planning, capital allocation, pricing)</li><li>• Treasury function</li><li>• Risk, liquidity &amp; capital management</li><li>• Bank regulation (CRD/CRR, Basel III)</li><li>• Transformation of banks' business models towards digitization and ESG</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"><li>• understand the principles of bank governance, organization, and operating models, and analyze how these structures influence decision-making and overall bank performance.</li><li>• apply value-based management concepts to strategic planning processes, including capital allocation and pricing strategies, and evaluate their impact on a bank's financial performance.</li><li>• examine the treasury function within a bank, including liquidity management, funding strategies, and the role of the treasury in overall risk management.</li></ul>
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours  90 hours of total workload
Type of Module (core/elective, etc.)	Elective



Usability of the module	Master in Finance Master International Business
Prerequisites	<ul style="list-style-type: none"> <li>• Basic understanding of financial markets and banking: Knowledge of the fundamental principles of the financial system, including the functions of banks and financial institutions.</li> <li>• Fundamental knowledge of financial management: Familiarity with basic concepts of financial management, including capital allocation, risk management, and business valuation.</li> <li>• Basic understanding of corporate governance: Understanding of the essential elements of corporate governance, particularly in the context of financial institutions.</li> <li>• Familiarity with regulatory frameworks: Basic knowledge of the relevant laws and regulations affecting the banking sector, including Basel III and EU directives.</li> <li>• Analytical skills: Ability to analyze and interpret financial data and reports to make informed decisions.</li> </ul>
Module leader	Hashem Zarafat
Lecturer(s)	Hashem Zarafat
Language of instruction	English
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"> <li>• Written final course examination 60 min. (60%),</li> <li>• Course work (40%)</li> </ul>
Grade weighting in the overall grade	4.0%
Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Seminar-like classes</li> <li>• Case Studies</li> <li>• Group projects</li> </ul>
Specifics	-
Recommended or required reading	<ul style="list-style-type: none"> <li>• Mishkin, F. S., &amp; Eakins, S. G. (2018). Financial Markets and Institutions (8th ed.). Pearson.</li> </ul>



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|--|--|
|  | <ul style="list-style-type: none"><li>• Gup, B. E. (2014). <i>Banking and Financial Institutions: A Guide for Directors, Investors, and Consultants</i> (3rd ed.). Wiley.</li><li>• Basel Committee on Banking Supervision (2011). <i>Basel III: A Global Regulatory Framework for More Resilient Banks and Banking Systems</i>. Bank for International Settlements.</li></ul> |
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### FIN 865 Consolidated Financial Statements (3 ECTS)

Module code	FIN 865
Module name	Consolidated Financial Statements
Courses in the module	-
Module content	<ul style="list-style-type: none"><li>• Why do companies publish consolidated financial statements (CFSs)?</li><li>• Parent-subsidiary control relationship as a precondition for CFSs</li><li>• Technical Consolidation: the way from single financial statements to CFSs</li><li>• Consolidating subsidiaries: Consolidation technique</li><li>• Purchase accounting: purchase price allocation and accounting for goodwill</li><li>• Consolidating partially owned subsidiaries: Accounting for minority interest</li><li>• Preparing CFSs in practice: timing, process and challenges</li><li>• Equity method</li><li>• Further components of CFSs: Segment reporting, statement of changes in equity and statement of cash flows</li><li>• Management report to the CFSs (§ 315 GCC)</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand what makes the difference between an individual and a consolidated financial statement,</li><li>• understand when an enterprise has to prepare and publish a consolidated financial statement,</li><li>• understand how the consolidation perimeter is defined,</li><li>• understand how consolidation technique (elimination of intragroup transactions) works,</li><li>• understand which challenges apply in practice when preparing a consolidated financial statement,</li><li>• understand how investments in affiliates are accounted for using the so-called “equity method”,</li><li>• understand consolidation technique and are able to prepare the necessary consolidation entries by themselves.</li></ul>



Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours  90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Business Master in Finance
Prerequisites	-
Module leader	Prof. Dr. Christian Schmidkonz
Lecturer(s)	Dr. Dirk Stauder
Language of instruction	English
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	4.0%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Lecture, supported by PPT presentation</li><li>• Various case studies, solutions are worked out interactively (PPT presentation or whiteboard)</li><li>• Current real-life example: IFRS consolidated financial statement of a DAX30 enterprise, e.g. BMW, Volkswagen or Continental</li></ul>
Specifics	-



Recommended or required reading

**Recommended reading:**

- Gallimberti, C., Marra, A., Prencipe, A. (2013) Consolidation. Preparing and understanding consolidated financial statements under IFRS; McGraw-Hill, New York



### MGMT 811 Success Factor Happiness (Spring) – 3 ECTS

Modul-Nr. / Module code	MGMT 811
Modulbezeichnung / Module name	Erfolgsfaktor Glück   Success Factor Happiness
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<p>Introduction to “Happiness”</p> <p>The psychology of Happiness</p> <p>A brief insight into the philosophy of Happiness</p> <p>Happiness at work: Designing Happiness as part of corporate culture and leadership</p> <p>Happiness in marketing and branding: a business model of customer happiness</p> <p>Transformative technologies for increasing subjective well-being</p> <p>Happiness economics – Why “Gross National Happiness” seizes the world</p>
Lernergebnisse des Moduls / Learning outcomes of the module	<ul style="list-style-type: none"><li>- On successful completion of this module, students will</li><li>- be able to demonstrate a deep understanding of different concepts of happiness and subjective well-being,</li><li>- be able to explain what effects positive and negative subjective-wellbeing has in a work context and how it can be changed,</li><li>- be able to make use of simple but effective concepts in order to generate happiness in the (work) environment in different positions (leadership, management, employee, ...),</li><li>- be able to create small mindfulness projects in order to increase, among others, resilience at the work place,</li><li>- be able to create customer happiness campaigns for brands,</li><li>- be able to identify effects of technology use on happiness incl. the effects of transformative technologies,</li><li>- understand how governments focus on happiness of the people (e.g. through GNH (Gross National Happiness) indicators, well-being budgets, etc.),</li></ul>



	- be able to use specific exercises to increase the subjective well-being in a short as well as a long term.
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtwirkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Christian Schmidkonz
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Course Work 100%
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Exercises to experience the psychology of happiness Selected case studies: Zappos.com, Coca Cola, Patagonia and others Tracking happiness during the course with the help of an app Workshops on topics related to happiness in business Interactive lectures and group work



	<p>Multiple opportunities for self-reflection</p> <p>Guest lecturers during the "Success factor happiness evening event" at MBS</p>
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics</p>	<p>In general, the course has a highly self-reflective component stimulated through in class as well as assigned exercises;</p> <p>Guest lecturers during the "Success factor happiness evening event" at MBS</p>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading</p>	<p>A reader including scientific papers, the last "World Happiness Reports" as well as articles is uploaded to the Virtual Campus.</p> <p>Further recommended readings:</p> <p>Achor, S. (2010). <i>The Happiness Advantage</i>, New York</p> <p>Ben-Shahar, T. (2007). <i>Happier: Learn the Secrets to Daily Joy and Lasting Fulfillment</i>, New York</p> <p>Gelles, D. (2015). <i>Mindful Work – How Meditation Is Changing Business from the Inside Out</i>, New York</p> <p>Hsieh, T. (2010). <i>Delivering Happiness: A Path to Profits, Passion, and Purpose</i>, New York</p> <p>Layard, R. (2011). <i>Happiness – Lessons from a new science</i>, 2nd edition, London</p> <p>Lenoir, F. (2015). <i>Happiness – A Philosopher's Guide</i>, New York</p> <p>Schmitt, B. (2012). <i>Happy Customers Everywhere</i>, New York</p> <p>Steiner, A. D., Hefele, C. und Schmidkonz, C. (2018). <i>Happiness im Business – Zufriedene Mitarbeiter – glückliche Manager – erfolgreiche Unternehmen</i>, Weinheim</p>



### IMBM 855 Thought Leadership and Personal Branding (Spring) – 3 ECTS

Module code	IMBM 855
Module name	Thought Leadership & Personal Branding
Courses in the module	-
Module content	<p>In a world where professional expertise alone is no longer enough to stand out, thought leadership and personal branding have become key capabilities for building visibility, credibility, and influence.</p> <p>This course explores the interplay between personal branding and thought leadership, showing how individuals define what they stand for, articulate their expertise, and translate it into ideas that inspire others. Students will learn how a strong personal brand provides the foundation for effective thought leadership, and how thought leadership, in turn, strengthens one's professional and personal brand reputation.</p> <p>The module combines strategic theory and hands-on application. Students will analyze real-world examples, reflect on their own positioning, and design actionable approaches to developing and communicating their unique perspective.</p> <p>If you have ambitions towards a leadership position, possibly in the C-suite, then this course is an essential for you!</p> <p>Topics include:</p> <ul style="list-style-type: none"><li>• <b>Career differentiation:</b> In a saturated job market, a strong personal brand provides decisive advantages.</li><li>• <b>Networking:</b> Thought leadership opens doors to important industry contacts and mentors.</li><li>• <b>Leadership skills:</b> The ability to communicate complex ideas in an understandable way is indispensable today.</li><li>• <b>Personal Branding:</b> The synergy with thought leadership: How clarity in self-positioning amplifies credibility and influence.</li><li>• <b>Entrepreneurial perspective:</b> for aspiring entrepreneurs, thought leadership and personal branding become business growth factor</li></ul>
Learning outcomes of the module	On successful completion of this module, students will be able to:



	<ul style="list-style-type: none"><li>• Understand the relationship between personal branding and thought leadership and their strategic role in modern business contexts.</li><li>• Identify and critically analyze real-life case studies and best practices.</li><li>• Evaluate how authenticity and consistency shape a credible leadership reputation.</li><li>• Develop a strategic personal branding and thought leadership approach for themselves or a client.</li></ul>
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Marketing and Brand Management Master International Business Master Innovation & Entrepreneurship Master International Business   Sports Management and Media
Prerequisites	None
Module leader	Giulia Donato
Lecturer(s)	Giulia Donato
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none"><li>• Group Project (60%) – Development and presentation of a thought leadership and personal branding strategy for a real client.</li><li>• Individual Assignment (40%) – short reflective essay on individual positioning.</li></ul>
Grade weighting in the overall grade	4.0%



Learning activities and teaching methods	Seminar-like classes  Case Studies  Guest lecture, The People Branding Company
Specifics	Students will complete a group project for a real-life client.
Recommended or required reading	Core: <ul style="list-style-type: none"><li>• Dorie Clark (2021). <i>The Long Game: How to Be a Long-Term Thinker in a Short-Term World</i>. Harvard Business Review Press.</li><li>• Warren Berger (2014). <i>A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas</i>. Bloomsbury.</li></ul> Supplementary: <ul style="list-style-type: none"><li>• Dorie Clark (2015). <i>Stand Out: How to Find Your Breakthrough Idea and Build a Following Around It</i>. Portfolio Penguin.</li><li>• Chris Brogan (2014). <i>The Freaks Shall Inherit the Earth: Entrepreneurship for Weirdos, Misfits, and World Dominators</i>. Wiley Books.</li><li>• Edelman &amp; LinkedIn (2022). <i>The B2B Thought Leadership Impact Study</i> (available online).</li><li>• <i>Stand Out: How to Find Your Breakthrough Idea and Build a Following Around It</i>. By Dorie Clark. Portfolio Penguin (2015)</li><li>• <i>The Freaks Shall Inherit the Earth: Entrepreneurship for Weirdos, Misfits, and World Dominators</i>. By Chris Brogan. Wiley Books (2014)</li><li>• <i>A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas</i>. By Warren Berger. Bloomsbury: New York (2014)</li></ul>



## Executive Skills

### EXEC 852 Responsible Leadership in a Global Context (5 ECTS)

\*In order to receive 5 ECTS all submodules have to be taken and are mandatory (EXEC 852-1, EXEC 852-2, EXEC 852-3)

Module code	EXEC 852
Module name	Responsible Leadership in a Global Context
Courses in the module	<ul style="list-style-type: none"><li>• EXEC 852-1 Responsible Leadership</li><li>• EXEC 852-2 Business and Society</li><li>• EXEC 852-3 Master Thesis Preparation</li></ul>
Module content	<p><b>EXEC 852-1 Responsible Leadership</b></p> <ul style="list-style-type: none"><li>• Elaborate the HRM-Lifecycle and the impact on recruiting and retaining people</li><li>• Becoming responsible Leader and Manager and recognize the differences of the two roles</li><li>• Distinguish and apply different leadership styles including situational Leadership</li><li>• Learn how to motivate</li><li>• Gather know-how how to build teams</li><li>• Career booster by HRM Training &amp; Development and Business Coaching</li><li>• Develop agile and communications in virtual teams</li><li>• Learn critical review on psychological diagnostics of personality tests/Assessment centers</li><li>• Understand change management and restructuring of organizations from an HRM perspective</li><li>• Cope with difficult people (mediation)</li><li>• Diagnose and cope with Burn-out/Bore-out</li></ul> <p><b>EXEC 852-2 Business and Society</b></p> <ul style="list-style-type: none"><li>• Build an awareness of the relationship between business and society in which it operates as well as politics</li><li>• Reflect upon the “social contract” which exists between business and society / the citizens</li></ul>



	<ul style="list-style-type: none"><li>• Discuss current concepts and key debates in business and society (e.g., “Green New Deal”, “Ethical Supply Chains”, “Globalization”)</li><li>• Recognize and understand the impact of organizational decisions on the local society as well as the global community</li><li>• Understand mutual influences between business and government, and the impetus for regulation and deregulation</li><li>• Gain insight into the extent of ethical misconduct in the workplace and the pressures for unethical behavior</li><li>• Understand the importance of recognizing and challenging one’s own assumptions and prejudices</li></ul> <p><b>EXEC 852-3 Master Thesis Preparation</b></p> <p>The perspective of academic research in business administration:</p> <ul style="list-style-type: none"><li>• Comprehensive training in the basics of academic writing and structured argumentation.</li><li>• Defining precise research questions and selecting appropriate research designs.</li><li>• Deep dive into the formal requirements of a Master’s thesis, including registration, timelines, supervision, and stylistic editing.</li><li>• Preparing and writing a seminar paper in the chosen subdiscipline</li></ul> <p>The course begins with a mandatory Kick-Off Session during the first meeting. The lecturer will provide a comprehensive roadmap of the semester, outlining the course objectives, detailed expectations, and the specific milestones for student success.</p>
Learning outcomes of the module	<p><b>EXEC 852-1 Responsible Leadership</b></p> <p>On successful completion of this course, students will</p> <ul style="list-style-type: none"><li>• understand and are able how to lead and manage people (360 Degree) in business in a responsible way,</li><li>• know how to motivate, and support people depending on situations, personality and cultures,</li></ul>



- be able to transfer HRM Strategy and HRM operations into managers daily business reflecting their role and responsibility.

#### **EXEC 852-2 Business and Society**

On successful completion of this course, students will

- be able to recognize the origin and development of different ethical codes in the context of their cultural (historical) background and their (problematic) legitimacy,
- understand the links between value systems on the one hand and cultural core beliefs and philosophical key issue on the other,
- be able to retrace and evaluate lines of arguments in key texts,
- understand the cohesion of historical development, (hence resulting) innovation (waves) and consequences for the society,
- be able to carry out a contrastive analysis of significant economic and political developments, identify common grounds and distinctive characteristics (bases, view on the world, objectives, etc.),
- be able to explain and argue about the origin, nature and mechanism of technological developments and their impact on social order, economic and political systems and the world order, relate to the present-day situation and draw conclusions for business management in different societies (in competition with each other).

#### **EXEC 852-3 Master Thesis Preparation**

On successful completion of this course, students will

- be able to formulate an academic research question on the basis of informed research,
- be able to collect, evaluate, assess and present the state of the art in the academic discipline regarding a specific research question,
- be able to complete a master thesis complying with the formal and specific professional requirements of the discipline.



Alignment with “Assurance of Learning” competency goals	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	EXEC 852-1 EXEC 852-2 EXEC 852-3
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	EXEC 852-3
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	EXEC 852-1 EXEC 852-2
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	EXEC 852-1 EXEC 852-2
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	EXEC 852-1
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	EXEC 852-1 EXEC 852-3
	Semester	2
Duration of the module	One semester	
Semester when the module is delivered	Annually in spring semester	



Number of ECTS credits allocated	5 ECTS
Total workload	<b>EXEC 852-1</b> 20 contact hours 40 self-study hours  <b>EXEC 852-2</b> 20 contact hours 40 self-study hours  <b>EXEC 852-3</b> 10 contact hours 20 self-study hours  150 total workload hours
Type of Module (core/elective, etc.)	Core
Usability of the module	Master International Business Master Innovation and Entrepreneurship Master International Marketing and Brand Management Master in Finance
Prerequisites	Successful completion of IB 752 and EXEC 752
Module leader	Prof. Dr. Christian Schmidkonz



Lecturer(s)	<p><b>EXEC 852-1</b></p> <ul style="list-style-type: none"><li>• Prof. Dr. Arnd Albrecht</li></ul> <p><b>EXEC 852-2</b></p> <ul style="list-style-type: none"><li>• Dr. Ramona Greiner</li></ul> <p><b>EXEC 852-3</b></p> <ul style="list-style-type: none"><li>• Dr. Giulia Parola</li></ul> <p><b>Supervisors depending which concentration you want to write in</b></p> <ul style="list-style-type: none"><li>• Prof. Dr. Röhm Thomas - FAM</li><li>• Prof. Dr. Johannes Hofinger - FIN</li><li>• Prof. Dr. Seif Heiko - IDB</li><li>• Prof. Dr. Carsten Rennhak - MKT</li><li>• Prof. Dr. Nancy Landrum - SUST</li><li>• Prof. Dr. Nadine Chochoiek – IE</li><li>• For Specialized Master Programs<ul style="list-style-type: none"><li>○ International Marketing and Brand Management: Prof. Sophie Hieke</li><li>○ Innovation and Entrepreneurship: Prof. Dr. Nadine Chochoiek</li><li>○ Finance: Prof. Dr. Johannes Hofinger, Prof. Dr. Eva Stumpfegger</li></ul></li></ul>
Language of instruction	English
Examination and credit assignment	<p>Submodule Examinations</p> <p><b>EXEC 852-1 (40%)</b></p> <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%),</li><li>• Course work (40%)</li></ul> <p><b>EXEC 852-2 (40%)</b></p> <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%),</li><li>• Course work (40%)</li></ul>



	<p><b>EXEC 852-3 (20%)</b></p> <ul style="list-style-type: none"><li>• Seminar Paper, 10 Pages (100%) in a chosen concentration. Students are expected to produce a high-quality paper based on pre-determined criteria and a specific academic writing style.</li></ul>
Grade weighting in the overall grade	6.0%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-Style Lectures</li><li>• Class Discussion</li><li>• Case Studies</li><li>• Guest lectures</li><li>• Role Plays</li><li>• Presentations</li><li>• Pair and Group Work</li><li>• Consultation with Paper Supervisor</li></ul>
Specifics	<p><b>EXEC 852-1</b></p> <p>Talks by industry representatives, experts from Psychiatric Hospitals, Business Coaching Senior Coaches</p> <p><b>EXEC 852-2</b></p> <p>Online research, evaluation and structured presentation, discussion</p> <p><b>EXEC 852-3</b></p> <p>Visit to the Bayerische Staatsbibliothek (National Library of Bavaria) with introduction to research tools and resources</p>
Recommended or required reading	<p><b>EXEC 852-1</b></p> <p>Required:</p> <p>BT: Albrecht, A. (2021), Zukunftsgerecht führen, Springer Verlag</p> <p>Recommended:</p> <ul style="list-style-type: none"><li>• Albrecht, A. (2016), Internationales Management, Berliner Wissenschaftsverlag</li><li>• Albrecht, E. (2018), Business Coaching, deGruyter, Berlin</li></ul>



- Becker, B.E. et al. (2001), The HR Scorecard, Harvard Business Press
- Covey, S. (1989), 7 Habits of highly Effective people, Simon + Schuster, London.
- Drucker, P.F. (1954/1986), The practice of Management, Harper Business, New York
- Goleman D., Boyatzis, R. and McKee, A. (2002), Primal Leadership - learning to lead with emotional intelligence, Harvard Business School Press
- Grossman, R. (2007), New Competencies for HR, HR Magazine Jun 2007
- Handy, C.: Understanding Organizations, Penguin, London
- Harvard Business Review on Leadership (1998), Harvard Business School Press
- Hofstede, G. (1991), Cultures and Organizations, Profile Books, London
- Kotter, J.P. (2001), What Leaders really do. Harvard Business Review

**EXEC 852-2**

- Atkinson, S. (senior editor), DK (2011). The Philosophy Book. Big Ideas Simply Explained, London, New York, Melbourne, Delhi. ISBN 978-0-7566-6861-7

**EXEC 852-3**

- Guidelines for the Style and Editing of Academic Papers (Version 3/2017), Munich Business School



## International Focus

### GEU 870 Business in Europe (3 ECTS)

Module code	GEU 870
Module name	Business in Europe
Courses in the module	-
Module content	<ul style="list-style-type: none"><li>• Economy of the European Union</li><li>• Doing business in the European Union</li><li>• European Labor market</li><li>• European monetary Integration</li><li>• European financial crisis</li><li>• Key European policies of relevance to business</li><li>• Competitive status of the EU</li><li>• The European consumer</li><li>• European HR management</li><li>• Historical background</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• have gained insight into the complexities of the European business environment from a political and legal perspective,</li><li>• understand the influence of European Union institutions on the market,</li><li>• be able to explain the history of most of the European countries,</li><li>• be able to explain the various institutions of the EU<ul style="list-style-type: none"><li>○ Understanding the main reasons for forming the EU</li><li>○ Gaining understanding for European regulation,</li></ul></li><li>• understand the cultural differences in Europe and business attitudes,</li><li>• be able to explain the history of the financial crisis,</li><li>• begin to appreciate the nuances of the European customer.</li></ul>
Alignment with "Assurance of Learning" competency goals	This module contributes most strongly to the following Master programs competency goals:



	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	GEU 870
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	GEU 870
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	GEU 870
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	GEU 870
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	GEU 870
Semester	2	
Duration of the module	One semester	
Semester when the module is delivered	Annually in spring semester	
Number of ECTS credits allocated	3 ECTS	
Total workload	30 contact hours 60 self-study hours  90 total workload hours	



Type of Module (core/elective, etc.)	Elective
Usability of the module	All Master programs
Prerequisites	-
Module leader	Dr. Franz Sauter
Lecturer(s)	Dr. Franz Sauter
Language of instruction	English
Examination and credit assignment	Portfolio Examinations <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	4.0%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Lectures</li><li>• Group Exercises</li><li>• Case studies</li><li>• Discussion</li><li>• Presentations</li></ul>
Specifics	One company visit or guest lecture
Recommended or required reading	<ul style="list-style-type: none"><li>• Begin, J. P. (1999). Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization, Berlin</li><li>• El-Agraa, A. M. (2004). The European Union; Economics and Policies. Pearson Prentice Hall, Saddle River, NJ</li><li>• Frankland, E. G. (2005). Europe (Global Studies). Dushkin.</li><li>• Harris, P. and McDonald, F. (2004). European Business and Marketing. Sage Publications, Thousand Oaks, CA</li><li>• Hofstede, G. (2010). Cultural Dimensions for International Business.</li><li>• McCormick, J. (2008). Understanding the European Union: A Concise Introduction. Palgrave Macmillan, Basingstoke, UK</li><li>• McDonald, F. and Dearden, S. (2005). European Economic Integration. Pearson Prentice Hall, Saddle River, NJ</li></ul>



- Pelkmans, J. (2006). European Integration. FT Prentice-Hall, Saddle River, NJ
- Porter, M. (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press.
- Porter, M. (1990). Competitive Advantage of Nations. Harvard Business Review.
- Senior-Nello, S. (2005). The European Union; Economics, Politics and History. McGraw Hill, New York
- Suder, G. (2012). Doing Business in Europe. Sage Publications, Thousand Oaks, CA



### APA 870 Doing Business in China: Case Studies and Scenarios (3 ECTS)

Module code	APA 870
Module name	Doing Business in China: Case Studies and Scenarios
Courses in the module	-
Module content	<ul style="list-style-type: none"><li>• Intercultural management in China<ul style="list-style-type: none"><li>○ Preparing and holding meetings with Chinese</li><li>○ The importance of Guanxi</li><li>○ Negotiation tactics in a Chinese context</li><li>○ HR management in a Chinese company</li></ul></li><li>• Classic Chinese philosophies applied in daily business</li><li>• Success factors of running a Chinese company</li><li>• Case studies<ul style="list-style-type: none"><li>○ Case studies of foreign companies in China</li><li>○ Case studies of Chinese companies abroad</li></ul></li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand fundamental differences in the business culture in China from outside China,</li><li>• be able to perform productive meetings with Chinese,</li><li>• fundamentally understand Guanxi and the special characteristics for doing business in China,</li><li>• be able to design simple negotiation strategies in a Chinese context,</li><li>• be able to examine actions by Chinese professionals and identify appropriate actions/responses,</li><li>• be able to evaluate business actions by Chinese managers based on traditional Chinese philosophies,</li><li>• be able to examine and identify success factor as well as critical factors of doing business in China in different industries,</li><li>• understand and evaluate expansion strategies of Chinese companies,</li><li>• be able to evaluate the main chances and risks for a foreign company of a business activity in China.</li></ul>



Alignment with “Assurance of Learning” competency goals	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	APA 870
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	APA 870
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	APA 870
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	APA 870
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	APA 870
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	APA 870	
Semester	2	
Duration of the module	One semester	
Semester when the module is delivered	Annually in spring semester	



Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	All Master programs
Prerequisites	-
Module leader	Prof. Dr. Christian Schmidkonz
Lecturer(s)	<ul style="list-style-type: none"><li>• Prof. Dr. Christian Schmidkonz</li><li>• Eva Nell</li></ul>
Language of instruction	English
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Seminar Paper, 10 Pages (60%)</li><li>• Course Work (40%)</li></ul>
Grade weighting in the overall grade	4.0%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Interactive seminar lecture</li><li>• LingHe computer-based simulation of running a Chinese company</li><li>• Reading and writing case studies</li><li>• Elements of immersion at home experiences</li></ul>
Specifics	A guest speaker is invited to talk about her/his experience in doing business in China. Usually, one class is held in the original Asian gardens at Westpark in Munich.
Recommended or required reading	Mandatory readings (several case studies as well as related articles) are shared during the course as uploads to the Virtual Campus or as print-outs.  Recommended books: <ul style="list-style-type: none"><li>• Fernandez, J.A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore</li></ul>



- European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels
- Glowik, M. (2009). "Market Entry Strategies - Internationalization Theories, Network Concepts and Cases of Asian firms", München
- Huang, W. (2016). Dedication – The Huawei Philosophy of Human Resource Management, London
- Lee, K.-F. (2018). "AI superpowers: China, Silicon Valley, and the new world order", New York
- National Bureau of Statistics (2019). "China Statistical Yearbook", Beijing
- Schmidkonz, C., Taube, M. (2009). "Meyers Atlas China: Auf dem Weg zur Weltmacht", Mannheim
- Slingerland, E. (2015). "Trying Not to Try: Ancient China, Modern Science, and the Power of Spontaneity", New York

For students who would like to learn more about Chinese classical philosophy the following MOOC is recommended:  
"Chinese Thought: Ancient Wisdom Meets Modern Science" (UBCx: China300x) by Prof. Edward Slingerland on edX



### IB 851 Business in the USA and Canada (3 ECTS)

Module code	IB 851	
Module name	Business in the USA and Canada	
Courses in the module	-	
Module content	<p>The seminar introduces the students to business practices U.S. and Canada, offering insights into business and cultural insights:</p> <ul style="list-style-type: none"> <li>• On how business is done in both countries from the perspective of companies entering those markets and establishing businesses in each</li> <li>• Allows participants to gain an understanding of the U.S. and Canadian economies, regional and national demographics, and cultural dynamics</li> <li>• Offers a brief insight into the frameworks of each country's legal systems</li> </ul>	
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to describe the economies of the U.S. and Canada,</li> <li>• understand essential economic and cross-cultural differences when doing business in both North American markets.</li> </ul>	
Alignment with "Assurance of Learning" competency goals	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	IB 851
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 851
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business	IB 851



	practices in different countries and apply this international perspective to their work.	
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 851
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	IB 851
Semester	2	
Duration of the module	One semester	
Semester when the module is delivered	Annually in spring semester	
Number of ECTS credits allocated	3 ECTS	
Total workload	30 contact hours 60 self-study hours 90 total workload hours	
Type of Module (core/elective, etc.)	Elective	
Usability of the module	All Master programs	
Prerequisites	-	
Module leader	Prof. Dr. Christopher Weilage	
Lecturer(s)	Prof. Dr. Christopher Weilage	
Language of instruction	English	
Examination and credit assignment	Portfolio Examinations <ul style="list-style-type: none"> <li>Written final course examination 90 min. (60%),</li> </ul>	



	<ul style="list-style-type: none"><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	4.0%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Lectures</li><li>• Relevant articles and readings provided or recommended by the lecturer</li><li>• Case discussion</li><li>• Cultural analysis through film and media</li><li>• Class discussion of current events of relevance in both countries</li><li>• An academic research paper supplemented by a PPT presentation outlining the key findings and conclusions of the research paper</li><li>• Class participation</li></ul>
Specifics	Guest-speakers, when available
Recommended or required reading	Participants are expected to keep themselves up-to-date on major business, economic and political events taking place in the US and Canada



**IB 852 Business in Emerging Economies (3 ECTS)**

Modul-Nr. / <i>Module code</i>	IB 852	
Modulbezeichnung / <i>Module name</i>	Business in Emerging Economies	
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-	
Inhalte des Moduls / <i>Module content</i>	<p><b>Africa</b></p> <ul style="list-style-type: none"> <li>• Africa at a Glance</li> <li>• Global Economy</li> <li>• Emerging Economies</li> <li>• Emerging Economies' Africa</li> <li>• Doing Business in Africa</li> </ul>	
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to develop awareness about Africa's diversity in light of its historical and economic background,</li> <li>• be able to define Emerging Markets, Frontier Markets and Developed Markets and to distinguish different levels of countries' economic development,</li> <li>• be able to recognize both challenges and opportunities in Emerging Markets,</li> <li>• be able to estimate the true potential of Emerging Markets,</li> <li>• be able to develop curiosity about the entrepreneurial ecosystem in Africa,</li> <li>• be able to become aware of African business culture,</li> <li>• be able to develop strategies of doing business in Emerging Economies and particularly in Africa.</li> </ul>	
Beitrag zu „Assurance of Learning“ Kompetenzzielen /  <i>Alignment with “Assurance of Learning” competency goals</i>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	IB 852



	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 852
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	IB 852
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 852
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	IB 852
Studiensemester / Semester	2	
Dauer des Moduls / Duration of the module	One semester	
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Offered annually in spring semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours	



Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective
Verwendbarkeit des Moduls / <i>Usability of the module</i>	All Master programs
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"><li>• Antoine Gnofame</li></ul>
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	4.0%
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Lecture: interactive combined with seminar-type elements and videos (interviews of entrepreneurs and others from the business world),</li><li>• Case Studies combined with group work and discussions,</li><li>• Presentations.</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Probably one guest lecture
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• Maathai, Wangari (2010). "The Challenge for Africa", New York</li><li>• Mahajan, Vijay (2008). "Africa Rising: How 900 Million African Consumers Offer More Than You Think", New Jersey</li></ul>



- Chiedu Moghalu, K. (2014). *Emerging Africa: How the Global Economy's "Last Frontier" Can Prosper and Matter*, Penguin Books, London
- Ncube, M., Leyeka Lufumpa, C. (2014). „The Emerging Middle Class in Africa“, Routledge, London
- Ogbor, J.O. (2009). *Entrepreneurship in Sub-Saharan Africa: A Strategic Management Perspective*, Author House, Bloomington, IN
- Bitzer, V., Hamann, R., Hall, M., Wosu Griffin, E. (2015). „The Business of Social and Environmental Innovation: New Frontiers in Africa“, Springer, Heidelberg
- Jaco, Maritz (2018). „How we made it in Africa“ (Building a successful business: Five lessons from top African entrepreneurs), Maritz Africa
- Nicolas Friederici, Michel Wahome and Mark Graham (2020). „Digital Entrepreneurship in Africa: How a Continent Is Escaping Silicon Valley's Long Shadow“, Cambridge, UK



## Business Project

### MGMT 411 European Business Project (6 ECTS)

Course Code	MGMT 411
Course Name	European Business Project
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g., self-study, contact hours)	30 hours of instruction plus 120 hours of self-study/assignments
Assessment / Requirements for Assignment of Credits	The final project will include individual and group grades through business and status reports as well as presentations.
Course Outline	<p>This course provides students with a comprehensive introduction to international business project management through the development of a practical, research-driven market entry project. Working individually and in teams, students will analyze how an existing physical product or service from their home country can be successfully introduced into the German market, with emphasis on achieving a viable physical presence in Germany rather than relying solely on online market entry-driven market-entry project.</p> <p>Within the framework of the project, students will explore and compare key business elements, structures, or industry aspects across Germany, selected European markets, and their home countries. This comparative approach requires students to consider and critically evaluate the relevant macroeconomic, legal, political, and cultural conditions that influence business opportunities and constraints across different markets. Where applicable, students will contrast these conditions with those of their home country to build a well-rounded understanding of cross-border business environments.</p> <p>Throughout the course, students will apply essential analytical tools—such as PESTLE, SWOT, the Marketing Mix, and Porter’s Five Forces—to assess market attractiveness, competitive landscapes, and positioning strategies for the chosen product or service. They will analyze its current positioning in the home market and determine the ideal strategic positioning for the</p>



	German market based on market research and industry analysis.
Course Objectives	<p>By the end of the course, students will be able to:</p> <ol style="list-style-type: none"><li>1. Understand key elements of international business project management and apply them in a real-world context.</li><li>2. Analyze a specific German business sector or industry and compare it to the equivalent sector in their home country.</li><li>3. Apply key analytical frameworks such as PESTLE, SWOT, the Marketing Mix, and Porter's Five Forces to evaluate a business opportunity or issue.</li><li>4. Develop academic writing, research, and professional presentation skills.</li><li>5. Work effectively in teams to design and implement a comprehensive market-entry project.</li><li>6. Evaluate market positioning in both the home country and the German market, considering macroeconomic, legal, political, and cultural conditions.</li><li>7. Identify suitable market entry modes, potential partners, and distribution channels within Germany.</li><li>8. Prepare basic financial estimates, including cost projections and a marketing budget.</li><li>9. Create a realistic implementation timeline with milestones and mid- to long-term strategic goals.</li></ol>
Teaching and Learning Methods	Lectures, research, paper, presentation
Readings	<ul style="list-style-type: none"><li>• Armstrong, Gary and Kotler, Philip, Marketing: An Introduction, Pearson Education; 9th. ed. (2008) ISBN-13: 978-1408222003</li><li>• Clements, Gido, Effective Project Management, South-Western Cengage Learning, 5th Revised International Edition 2011 ISBN-13: 978-1111824051</li><li>• Hollensen, Svend, Global Marketing, 5th Ed. Prentice Hall, ISBN-13 978 0 273 72622 7</li><li>• Kotler, Philip, Marketing 3.0; John Wiley &amp; Sons, (2010), ISBN-13: 978-0470598825</li><li>• Pinto, Jeffery (2020), Project Management Achieving Competitive Advantage, 5th Edition Pearson Education</li></ul>



### MGMT 421 International Business Project (6 ECTS)

Course Code	MGMT 421
Course Name	International Business Project
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g., self-study, contact hours)	60 hours of instruction plus 120 hours of self-study/assignments
Assessment / Requirements for Assignment of Credits	The final project will include individual and group grades through business and status reports as well as presentations.
Course Objectives	<p>By the end of this course, students will be able to:</p> <ol style="list-style-type: none"><li>1. Master Analytical Tools: Successfully apply standard business frameworks to analyze complex international market issues.</li><li>2. Execute Comparative Research: Contrast the German, home-country, and MINT-country business environments to identify competitive advantages or obstacles.</li><li>3. Develop Market Entry Strategies: Design a viable market entry plan that includes partnership identification, distribution strategy, and financial forecasting.</li><li>4. Forecast Business Outcomes: Present data-driven mid- and long-term goals and future predictions based on comprehensive market analysis.</li><li>5. Refine Professional Soft Skills: Enhance academic business writing, high-level presentation skills, and the ability to collaborate effectively in a diverse team environment.</li></ol>
Course Outline	<p>This course provides a comprehensive framework for managing international business projects, with a specific focus on market entry and comparative analysis. Students will work in teams to develop a strategic project centered on introducing a physical product or service (B2B or B2C) into one of the MINT markets (Mexico, Indonesia, Nigeria, or Turkey).</p> <p>A core component of the course is the Comparative Market Analysis. Students will evaluate a business element or specific industry sector, comparing the conditions of their home countries with those of the German market and their target MINT market.</p>



	<p>Strategic Scope &amp; Requirements:</p> <ul style="list-style-type: none"><li>• Physical Presence: Projects must focus on establishing a tangible physical presence in the chosen MINT market; an online-only strategy is insufficient.</li><li>• Analytical Frameworks: Students will apply professional tools including PESTLE, SWOT, Porter’s Five Forces, and the Marketing Mix to assess business opportunities.</li><li>• Environmental Factors: Analysis must account for macroeconomic, legal, political, and cultural conditions, critically contrasting these across different geographical markets.</li><li>• Market Entry &amp; Logistics: Research will cover modes of entry, identification of potential business partners, and appropriate distribution channels.</li><li>• Financials &amp; Planning: Students are expected to produce basic financial cost calculations, a marketing budget, and a realistic project timeline with milestones.</li></ul>
Teaching and Learning Methods	<ul style="list-style-type: none"><li>• In-Class: Lectures, case studies, and optional tutorials.</li><li>• Independent Research: A significant portion of the course requires extensive individual and group work outside of class.</li><li>• Guidance: Instructor office hours are integrated to provide iterative feedback and guidance during project development.</li></ul>
Readings	<ul style="list-style-type: none"><li>• Armstrong, Gary and Kotler, Philip, Marketing: An Introduction, Pearson Education; 9th. ed. (2008) ISBN-13: 978-1408222003</li><li>• Clements, Gido, Effective Project Management, South-Western Cengage Learning, 5th Revised International Edition 2011 ISBN-13: 978-1111824051</li><li>• Hollensen, Svend, Global Marketing, 7th Ed. Prentice Hall, ISBN-13 978 0 273 72622 7</li><li>• Kotler, Philip, Marketing 3.0; John Wiley &amp; Sons, (2010), ISBN-13: 978-0470598825</li><li>• Pinto, Jeffery (2020), Project Management Achieving Competitive Advantage, 5th Edition Pearson Education</li></ul>



## Foreign Language

### GER 851 German A1.1. II (3 ECTS)

Module code	GER 851
Module name	German A 1.1 II
Courses in the module	-
Module content	<p><b>Linguistic context/grammar:</b></p> <ul style="list-style-type: none"><li>• The articles in general</li><li>• The definite and indefinite articles and their declination in Nominativ and Akkusativ</li><li>• The numbers</li><li>• Verb conjugation (regular and irregular)</li><li>• Präteritum of the verb „sein“</li><li>• Personal pronouns, Nominativ and Akkusativ</li><li>• Possessive articles, Nominativ and Akkusativ</li><li>• The modal verbs „mögen“, „können“ and „müssen“</li><li>• Perfekt constructions</li><li>• Asking and answering what time it is</li><li>• Separable verbs in the present and past</li><li>• Ordinal numbers</li><li>• Lexical field unit 4: Shopping</li><li>• Lexical field unit 5: Family</li><li>• Lexical field unit 6: Weather and Time</li><li>• Lexical field unit 7: Everyday life situations</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate very short texts with short and simple sentences for everyday situations, e.g. simple messages, notes, forms, postcards,</li><li>• be able to ask and answer questions about everyday situations/ familiar topics, asking for advices,</li><li>• be able to read and understand very short and simple texts, descriptions containing pictures, short and simple orders,</li><li>• be able to listen to and understand simple words, conversations and phrases concerning oneself, well known people and topics; questions and orders.</li></ul>



	The goal is to reach the second half of the A 1.1 level of the Common European Framework of Reference for Languages (GEFR), unit 4 till 7 in the book "Ja genau, A 1 Band 1, Kurs- und Übungsbuch".
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	All Master programs
Prerequisites	Successful completion of level A1.1 I
Module leader	Simone Bénard
Lecturer(s)	Simone Bénard
Language of instruction	English and German
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	N/A
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Communicative lectures</li><li>• Group workshop</li><li>• Role plays</li><li>• Private studies</li></ul>
Specifics	-



Recommended or required reading

- Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 1, Berlin



### GER 852 German A1.2. II (3 ECTS)

Module code	GER 852
Module name	German A1.2 II
Courses in the module	-
Module content	<p>Linguistic content / grammar:</p> <ul style="list-style-type: none"><li>• The modal verbs "sollen" and "dürfen"</li><li>• Prepositions plus Dative</li><li>• Repeating all Dative articles</li><li>• The 3 different types of imperative</li><li>• Formulating polite questions</li><li>• The conjunctions "denn" and "aber"</li><li>• Two-way prepositions regarding the questions "Where?" and "Where to?"</li><li>• Lexical field unit 11: Orientation in a city</li><li>• Lexical field unit 12: All about health</li><li>• Lexical field unit 13: Living in an apartment</li><li>• Lexical field unit 14: Germany, Austria and Switzerland</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate very short texts with short and simple sentences about everyday situations,</li><li>• be able to hold a simple communication, asking and answering questions about everyday situations/ familiar topics,</li><li>• be able to read and understand very short and simple texts, descriptions with pictures, short and simple orders,</li><li>• be able to listen to and understand simple texts or conversations concerning oneself or well-known people and topics.</li></ul> <p>The goal is to reach the second half of the A1.2 level of the Common European Framework of Reference for Languages (GEFR), unit 11, 12, 13 and 14 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".</p>



Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	All Master programs
Prerequisites	Successful completion of level A1.2 I
Module leader	Simone Bénard
Lecturer(s)	Simone Bénard
Language of instruction	English and German
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	N/A
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ Group exercises</li><li>• Role Plays</li><li>• Private study</li></ul>
Specifics	-
Recommended or required reading	<ul style="list-style-type: none"><li>• Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 2, Berlin</li></ul>



### GER 853 German A2.1 II (3 ECTS)

Module code	GER 853
Module name	German A2.1 II
Courses in the module	-
Module content	<p><b>Linguistic content / grammar:</b></p> <ul style="list-style-type: none"><li>• Changing prepositions plus Dative/ Accusative plus typical verbs in this context</li><li>• Causal subordinate sentences, connector "weil"</li><li>• Adjective declension after the definite article</li><li>• Comparative sentences</li><li>• Personal pronouns in Dative</li><li>• Intransitive verbs plus Dative</li><li>• Superlative constructions of adverbs and adjectives</li><li>• Conditional subordinate sentences, connector "wenn"</li><li>• Lexical field unit 4: My home and my apartment</li><li>• Lexical field unit 5: All about money</li><li>• Lexical field unit 6: Living together</li><li>• Lexical field unit 7: Different kinds of sport</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate short letters/ texts on a more advanced level, including the known grammar, regarding familiar topics and everyday situations.</li><li>• be able to communicate on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics.</li><li>• be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams.</li><li>• be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information.</li></ul> <p>The goal is to reach the second half of the A2.1 level of the Common European Framework of Reference for Languages</p>



	(GEFR), unit 4, 5, 6 and 7 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	All Master programs
Prerequisites	Successful completion of level A2.1 I
Module leader	N. N.
Lecturer(s)	N. N.
Language of instruction	English and German
Examination and credit assignment	Portfolio Examination <ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	N/A
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ Group exercises</li><li>• Role plays</li><li>• Private study</li></ul>
Specifics	-
Recommended or required reading	<ul style="list-style-type: none"><li>• Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin</li></ul>