



COURSE CATALOGUE – FALL & SPRING

GRADUATE EXCHANGE SEMESTER

MASTER INTERNATIONAL BUSINESS | SPORTS MANAGEMENT AND MEDIA

PROGRAM DESCRIPTION

Visiting graduate business students will have the opportunity to study in the Master International Business | Sports Management and Media 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
Orientation Days:	Spring: Mid-January through end of May
	Fall: End of August
Language of Instruction:	Spring: Mid-January
	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:	www.munich-business-school.de/international
Contact:	incoming@munich-business-school.de

***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.



Sports Management and Media

SPO 750 Sports Communication and Media (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	SPO 750
Modulbezeichnung / <i>Module name</i>	Sports Communication and Media
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	SPO 750-1 Corporate Communication and Public Relations SPO 750-2 Foundations of Communication Studies and Media Markets
Inhalte des Moduls / <i>Module content</i>	<p>SPO 750-1</p> <ul style="list-style-type: none">• Corporate Communication and PR in Sports Business• Internal Corporate Communication• External Corporate Communication• Crisis Communication• Storytelling• Foundations of PR• PR theory• PR in sports business <p>SPO 750-2</p> <ul style="list-style-type: none">• Foundations of media studies• Foundations of media sports markets• Media types and formats• Research on media use and impact in general and in sports business• Research on audiences and media content in general and in sports business• International media markets and systems <p>Interdisciplinary Skills:</p> <ul style="list-style-type: none">• Presentation Skills• Communication skills (journalistic skills etc.)• Self-motivation• Ethical competence
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	On successful completion of this module, students will <ul style="list-style-type: none">• be able to assess corporate messages and plan efficient and strategically viable PR measures while using different media



	<ul style="list-style-type: none"> • have a profound understanding of the German and international media market • know potential tasks in media in sports business and apply their knowledge to industry specific projects and challenges 	
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 field of sports management and media	SPO 750-1 SPO 750-2
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media	SPO 750-1
	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	SPO 750-2
	G3 Objective 2: Graduates appraise and apply human-centered business practices	SPO 750-2
	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	SPO 750-1 SPO 750-2
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	3 ECTS	
Gesamtworkload / Total workload	SPO 750-1 15 contact hours 30 self-study hours SPO 750-2 15 contact hours 30 self-study hours 90 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 International Business / Sports Management and Media
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	None
Modulverantwortliche(r) / <i>Module leader</i>	Lea Ricarda Krähhahn
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	SPO 750-1 Dr. Martin Böttger (15 UE) SPO 750-2 Lea Krähhahn (15 UE)
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Portfolio Examination: SPO 750-1: 50% <ul style="list-style-type: none">• Written final course examination 45 min. (60%),• Course work (40%) SPO 750-2: 50% <ul style="list-style-type: none">• Written final course examination 45 min. (60%)• Course work (40%)
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	3,75 %
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	Seminar-like classes



Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) <i>/ Specifics</i>	Presentations
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none">• L'Etange, Jacquie (2013): Sports Public Relations. Sage Publications.• Pedersen, Paul M. (2015): Routledge Handbook of Sport Communication• Pedersen, Paul et al. (2016): Strategic Sport Communication. Human Kinetics.• Wilcox, Dennis et al. (2013): Public Relations Strategies and Tactics. Pearson.



SPO 751 International Sports Business (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	SPO 751
Modulbezeichnung / <i>Module name</i>	International Sports Business
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	SPO 751-1 Introduction to Sports Business SPO 751-2 Innovative Leadership in Sports Management
Inhalte des Moduls / <i>Module content</i>	<p>SPO 751-1 Introduction to Sports Business</p> <p>Global sports business:</p> <ul style="list-style-type: none">• An overview of the global sports business• Professional versus amateur sport• The unique qualities of the sports business (in comparison to other industries)• Sports performance versus sports management• Sportspeople and the sporting life• Products and services in the sports business• Business models in sports• Strategy in sports• Strategic tools and cognitive biases in sports management• A comparison of the US and European sporting environment• Sports organizations (FIFA, DOSB, DFB etc.) <p>Sporting goods management:</p> <ul style="list-style-type: none">• Fashion brands• Equipment brands• Fitness and wellbeing• Sports data consultancies <p>SPO 751-2 Innovative Leadership in Sports Management</p> <ul style="list-style-type: none">• Sports governance• Leading sports performance• People leadership and talent management in sports (Human resources)• Financial management in sports• Entrepreneurial and innovative thinking and acting• Innovative and influential leadership• Cognitive and intuitive decision making <p>Interdisciplinary Skills:</p> <ul style="list-style-type: none">• Leadership styles and capabilities• Teamwork capabilities• Strategic thinking• Communication skills (Visionary, motivating, feedback-giving, listening)



	<ul style="list-style-type: none"> • Entrepreneurial thinking and acting • Self-management and learning • Intercultural skills 																				
<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"> • explain the primary similarities and differences comparing the sports industry and other industries including the unique attributes of the sports industry and the implications for executing business in the sporting industry • explain the relationship between amateur and professional sports (sports participation pyramid) and their unique characteristics with respect to sports business • explain the difference between how sport is organized in the US and Europe and their relative advantages and disadvantages • know and discuss the products and services of sport, their nature and their relative financial contribution • differentiate between sports management and (athletic) performance and develop and analyze business strategies in a sports business context • explain innovative and entrepreneurial thinking and acting and how they differ to managerial thinking and acting in the sports industry • understand the principles of leadership and apply teamwork and leadership skills in the workplace 																				
<p>Beitrag zu „Assurance of Learning“ Kompetenzziele / <i>Alignment with “Assurance of Learning” competency goals</i></p>	<table border="1"> <tr> <td colspan="2" data-bbox="647 1272 1485 1317">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice</td> </tr> <tr> <td data-bbox="647 1323 1321 1413">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of sports management and media</td> <td data-bbox="1321 1323 1485 1413">SPO 751-1 SPO 751-2</td> </tr> <tr> <td data-bbox="647 1420 1321 1509">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media</td> <td data-bbox="1321 1420 1485 1509">SPO 751-1</td> </tr> <tr> <td colspan="2" data-bbox="647 1516 1485 1561">Goal 2: Graduates develop a global understanding and mindset</td> </tr> <tr> <td data-bbox="647 1568 1321 1657">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="1321 1568 1485 1657">SPO 751-2</td> </tr> <tr> <td colspan="2" data-bbox="647 1664 1485 1709">Goal 3: Graduates practice a human-centered business approach</td> </tr> <tr> <td data-bbox="647 1715 1321 1805">G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment</td> <td data-bbox="1321 1715 1485 1805">SPO 751-1</td> </tr> <tr> <td data-bbox="647 1812 1321 1901">G3 Objective 2: Graduates appraise and apply human-centered business practices</td> <td data-bbox="1321 1812 1485 1901">SPO 751-2</td> </tr> <tr> <td colspan="2" data-bbox="647 1908 1485 1953">Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways</td> </tr> <tr> <td data-bbox="647 1960 1321 2049">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="1321 1960 1485 2049">SPO 751-1 SPO 751-2</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 sports management and media	SPO 751-1 SPO 751-2	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media	SPO 751-1	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	SPO 751-2	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	SPO 751-1	G3 Objective 2: Graduates appraise and apply human-centered business practices	SPO 751-2	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	SPO 751-1 SPO 751-2
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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	3 ECTS	
Gesamtworkload / Total workload	SPO 751-1 15 contact hours 30 self-study hours SPO 751-2 15 contact hours 30 self-study hours 90 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 Sports Management and Media	
Voraussetzungen für die Teilnahme / Prerequisites	Basic knowledge of Marketing, Sales and Finance	
Modulverantwortliche(r) / Module leader	Prof. Dr. Heiko Seif	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	SPO 751-1 Prof. Dr. Heiko Seif (7,5 UE) Johannes Curtius (7,5 UE) SPO 751-2 Philipp Harrold (5 UE with focus on leadership) Prof. Dr. David Wagner (10 UE including ISPO)	
Lehrsprache / Language of instruction	English	



<p>Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i></p>	<p>SPO 751-1: 50%</p> <ul style="list-style-type: none">- Written final course examination 30 min. (60%)- Course work (40%) <p>SPO 751-2: 50%</p> <ul style="list-style-type: none">- Written final course examination 30 min. (60%)- Course work (40%)
<p>Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i></p>	<p>3,75 %</p>
<p>Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i></p>	<ul style="list-style-type: none">• Get-to-know you camp• camp exercises• in class exercises and training• case studies, projects• excursions or site visits• discussions/dialogues• dynamic experiments• (team-based) games
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i></p>	<ul style="list-style-type: none">• Guest lectures• Blended Learning
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i></p>	<ul style="list-style-type: none">• Hoye, Russell; Nicholson, Matthew; Westerbeek, Hans; Smith, Aaron; Stewart, Bob (2012). Sport Management, Routledge, Business & Economics.• Tyler, David and Joe Cobbs (2015), "Rival conceptions of rivalries: Why some competitions mean more than others" in European Sport Management Quarterly.• KPMG Football Benchmark, "How top European clubs maximise their matchday revenue"• Dimitrov, D., Helmenstein, C., Kleissner, A., Moser, B., Schindler, J. (2006). Die makroökonomischen Effekte des Sports in Europa, Studie im Auftrag des Bundeskanzleramts, Sektion Sport, Wien.



FIN 751 Corporate Finance (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	FIN 751	
Modulbezeichnung / <i>Module name</i>	Corporate Finance	
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-	
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> • Introduction to Corporate Finance • Financial Statements, Taxes and Cash Flow • Time Value of Money • Discounted Cash Flow Valuation • Interest Rates and Bond Valuation • Stock Valuation • Net Present Value and Other Investment Criteria • Financial Leverage and Capital Structure 	
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>After successfully completing this module the students are able to</p> <ul style="list-style-type: none"> • Apply and practice fundamental calculation methods as a basis for finance decisions, • Establish and apply criteria for investment, finance and distribution decisions with value-based management, • Understand components for calculating 	
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.	FIN 751
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	FIN 751
	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 751
	Goal 3: Graduates practice a human-centered business approach	
	G3: Objective 1: Graduates explain and interpret the impact of doing business on society and the environment	FIN 751
	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 751	



Studiensemester / Semester	1
Dauer des Moduls / Duration of the module	One semester
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall and 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.) / Type of Module (core/elective, etc.)	Core
Verwendbarkeit des Moduls / Usability of the module	Master International Business
Voraussetzungen für die Teilnahme / Prerequisites	Basic knowledge of finance and accounting (Bachelor level)
Modulverantwortliche(r) / Module leader	Prof. Dr. Eva Stumpfegger
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<ul style="list-style-type: none">• Prof. Dr. Eva Stumpfegger
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<ul style="list-style-type: none">• Written exam 90 minutes (100%)
Gewichtung der Note in der Gesamtnote / Grade weighting in the overall grade	4,0%



Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	Interactive lecture given by the lecturer, discussions, case studies, exercises.
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Ross, S., Westerfield, R., Jordan, B.: Fundamentals of Corporate Finance, McGraw Hill Slides (moodle) Excel Exercises (moodle)



MKT 750 International Service Marketing (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	MKT 750								
Modulbezeichnung / <i>Module name</i>	Internationales Dienstleistungsmarketing (de/en) <i>International Service Marketing</i>								
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-								
Inhalte des Moduls / <i>Module content</i>	<ul style="list-style-type: none"> • Introduction to the concept of services • The role of the consumer • Market research (and how to create customer relationships) • Setting up services: design, innovation and quality • Delivering services: the role of employees and customers in service performance • Challenges in delivering services: yield management, digitalisation and service recovery • Digitalisation workshop • Service profitability: pricing, bottom line and RoM 								
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"> • understand and know how to design, implement and monitor the relevant marketing and management strategies in a service context, • understand the relevance of service in today's business ('everything is service') and how recent and future developments (will) affect the service theorem we currently observe, • be knowledgeable on relevant concepts, frameworks and can explain their application via real-life business examples, • have a holistic understanding of the role of marketing in corporate (branding) strategy and management as well as the ties to consumer and market insights. 								
Beitrag zu „Assurance of Learning“ Kompetenzzielen / <i>Alignment with “Assurance of Learning” competency goals</i>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1"> <tr> <td colspan="2">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td>MKT 750</td> </tr> <tr> <td>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td>MKT 750</td> </tr> <tr> <td colspan="2">Goal 2: Graduates develop a global understanding and mindset.</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.	MKT 750	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	MKT 750	Goal 2: Graduates develop a global understanding and mindset.	
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	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	MKT 750
	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.	MKT 750
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.)	Required	
Voraussetzungen für die Teilnahme / Prerequisites	-	
Modulverantwortliche(r) / Module leader	N.N.	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<ul style="list-style-type: none"> N.N. 	
Lehrsprache / Language of instruction	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<ul style="list-style-type: none"> Written exam 90 minutes (60%) Course work (40%) 	



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">• Case Studies & real-life business examples• Group discussions• Lectures
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Students have to prepare a real-life case study focussing on the service aspect of a business and applying frameworks taught in class. These examples are then discussed in plenum. This module contains a unique practical application in the form of a workshop on digitalisation, where students learn how to program their own website for a service-marketing concept.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none">• Grönroos, C.: <i>Service Marketing Management and Marketing</i>, 4th Edition, Wiley & Sons, Ltd, 2007, Hoboken• Wilson, A., Zeithaml, V.A., Bitner, M.J., Gremler, D.D.: <i>Services Marketing: Integrating Customer Focus Across the Firm</i>, 3rd Edition, McGraw-Hill Education Ltd. (USA)• Wirtz, J. & Lovelock, C.: <i>Services Marketing: People, Technology, Strategy</i>, 8th Edition, World Scientific Publishing Co Inc (USA) <p>Students are furthermore sent various readings from current top-ranked scientific journals but also online sources that serve as a basis for asynchronous discussion outside of the classroom, e.g. on a digital platform such as Teams.</p>



IB 751 Business Project Fall-Spring 2 semester course – (6 ECTS)

Modul-Nr. / <i>Module code</i>	IB 751
Modulbezeichnung / <i>Module name</i>	Business Projekt (de/en) <i>Business Project</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p>Introduction to the Business Project (2h)</p> <ul style="list-style-type: none">• General structure of the business project• Teams• Assignment of companies and projects• Important dates• Expected deliverables• Basics of Consulting <p>Introduction to Project Management (6h)</p> <ul style="list-style-type: none">• Philosophy of Project Management – especially in the context of the magic triangle• Skills of a project manager• The standards and codifications of project management• Strategic project management as a tool• Agile Project Management• Risk Analysis• Project Management in international teams and international companies• Cloud-based project management tools <p>Empirical Market Research Methods (5h)</p> <ul style="list-style-type: none">• Research questions and study design• Data sources: primary vs. secondary data• Methods: qualitative vs. quantitative data collection• Data analysis and presentation <p>The main part of this module is the independent group work of the students' teams on a project provided by companies and supervised/coached by one MBS professor.</p>



<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"> • be able to execute projects in a structured and professional way, • be able to discuss the most relevant definitions and codifications of project management, • be able to plan, organize, conduct and control projects with the most common tools, methods and frameworks, • know common standards and codifications, • be able to use of several cloud-based project management tools, • have acquired an in-depth experience of communicating with a company representative – and have a first contact into the company, • be able to run a business project in a diverse, international team under time pressure, • be able to design a market/consumer research study, define the research questions, select the appropriate data collection method and analyze the results for interpretation, • be able to assess the quality and reliability of existing data/research findings based on its source, data collection method and analysis/interpretation of the findings, • have a basic understanding of why market and consumer research is imperative in product/brand development and trusting one’s gut is not a good business decision. 						
<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> <table border="1" data-bbox="625 1541 1458 1624"> <tr> <td>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td>IB 751</td> </tr> </table> <p>Goal 2: Graduates develop a global understanding and mindset.</p> <table border="1" data-bbox="625 1680 1458 1762"> <tr> <td>G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.</td> <td>IB 751</td> </tr> </table> <p>Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</p> <table border="1" data-bbox="625 1848 1458 1930"> <tr> <td>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>IB 751</td> </tr> </table>	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 751	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IB 751	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 751
G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 751						
G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IB 751						
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 751						
<p>Studiensemester / <i>Semester</i></p>	<p>1 and 2</p>						



Dauer des Moduls / <i>Duration of the module</i>	Two semesters
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in fall and spring semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS (equal workload in semester one and semester two)
Gesamtworkload / <i>Total workload</i>	19 contact hours (13 hours + 6 hours) 161 self-study hours (77 hours + 84 hours, partially coached) 180 total workload hours
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 International Business
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">• Prof. Dr. Thomas Röhm (introduction course and mentoring)• Louisa Weritz (introductions)• Prof. Dr. Christian Schmidkonz (organization and mentoring)• Prof. Dr. Eva Stumpfegger (mentoring)• Prof. Dr. Heiko Seif (SPO)
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Project Report: <ul style="list-style-type: none">• Written Project Report (70%)• Oral Presentation (30%)
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	7,5%



<p>Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i></p>	<ul style="list-style-type: none">• Seminar type lectures to introduce project set-up as well as core methodologies necessary for running the project• Intensive group work in international groups of 3-5 students coached by a MBS professor• Use of cloud-based tools for project management• Presentations
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i></p>	<p>Every project is run in collaboration with a company. All projects are real case projects where students are in regular contact with the respective company representative.</p>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i></p>	<ul style="list-style-type: none">• Burke, R. (2013). <i>Project Management Leadership: Planning and Control Techniques</i>, Wiley 5th Edition.• Caroll, J, Morris, D. (2015): <i>Agile Project Management in easy steps</i>. In <i>Easy Steps Limited</i>, 2nd Edition.• Meredith, J.R. et al. (2015). <i>Project Management: A Managerial Approach</i>, New York• McGivern (2008). <i>The Practice of Market Research: An Introduction</i>, 3rd ed., Pearson, Essex• Malhotra; N. K. (2009). <i>Marketing Research: An Applied Orientation</i>, Global ed. of 6th ed. Pearson, Essex• Nieto-Rodriguez (2021): <i>Harvard Business Review Project Management Handbook: How to Launch, Lead, and Sponsor Successful Projects</i>, Harvard Business Review Press• Berekhoven, L., Eckert, W., & Ellenrieder, P. (2009). <i>Marktforschung: Methodische Grundlagen und praktische Anwendungen</i>, 12th ed., Wiesbaden• Kuß, A. & Eisend, M. (2010). <i>Marktforschung: Grundlagen der Datenerhebung und Datenanalyse</i>, 3rd ed., Wiesbaden• Mooi, E. & Sarstedt, M. (2014). <i>A Concise Guide to Market Research The Process, Data, and Methods Using IBM SPSS Statistics</i>, Berlin



SPO 850 Sport Marketing and Sponsoring (Spring) – 6 ECTS

Module code	SPO 850
Module name	Sports Marketing and Sponsoring
Courses in the module	SPO 850-1 Sports Marketing SPO 850-2 Sports Sponsoring
Module content	<p>SPO 850-1 Sports Marketing</p> <ul style="list-style-type: none">• Introduction to sports marketing• Marketing analysis including methods for analysis• Conception including:<ul style="list-style-type: none">○ Strategy○ Goal setting○ Competitive advantage○ Unique selling proposition○ Segmenting, targeting and positioning• Execution<ul style="list-style-type: none">○ 4Ps/8Ps including 'above the line - below the line'○ Branding○ Public relations in sport (link to sports' communication in semester 2)○ User behavior○ Agencies○ Review/success control• Match/event-day, ticketing, corporate facilities & membership in sport including:<ul style="list-style-type: none">○ Match/event-day activities and income○ Membership marketing○ Ticketing sales (promotions and tactics)○ Corporate facilities <p>SPO 850-2 Sports Sponsoring</p> <ul style="list-style-type: none">• Introduction to sponsorship• Sponsorship – sporting organisation perspective including:<ul style="list-style-type: none">○ Objectives



	<ul style="list-style-type: none">○ Rights types and structures○ Rights values● Sponsorship - Sponsor perspective<ul style="list-style-type: none">○ Objectives○ Support and activation● Athlete/player sponsorship● Changing nature of sponsorship <p>Interdisciplinary Skills:</p> <ul style="list-style-type: none">● Market analysis capabilities● Communication skills (presentations, reports and marketing material)● Sales skills development● Negotiation skills development● Networking skills development● Self-management● Analytical skills● Critical and reflective thinking● Intercultural skills
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none">● understand the nature of sports marketing and sports sponsoring and their unique aspects● be able to discuss the theoretical frameworks and concepts of sport marketing and sponsorship and apply them to real-life situations● understand the various skills and demands on a sports marketer or sponsorship manager, including communication, sales, and negotiation skills● understand and be able to apply the various techniques for sports marketing and sponsorship, including the analysis, conception, execution, and review of marketing and sales activities● be able to explore and understand the workings of each of the elements in a sports marketing with focus on sponsorship and advertising in sport



	<ul style="list-style-type: none"> understand the international nature of sports marketing and sponsoring and how to prepare marketing and sponsorship plans in an international concept. 	
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 sports management and media	SPO 850-1 SPO 850-2
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media	SPO 850-1 SPO 850-2
	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	SPO 850-1
	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	SPO 850-1 SPO 850-2
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 Sports management and media	
Prerequisites	Basic Knowledge of Marketing, Sales and Finance	
Module leader	Prof. Dr. Todd Davey	
Lecturer(s)	SPO 850-1 Prof. Dr. Todd Davey (20 UE) Mike Marqués (20 UE)	



	SPO 850-2 Kostas Alexandris (20 UE)
Language of instruction	English
Examination and credit assignment	SPO 850-1: 66% <ul style="list-style-type: none">• Written final course examination 60 min. (60%),• Course work (40%) SPO 850-2: 34% <ul style="list-style-type: none">• Written final course examination 30 min. (60%),• Course work (40%)
Grade weighting in the overall grade	7.5%
Learning activities and teaching methods	<ul style="list-style-type: none">• Seminar-like classes• In class exercises and training• case studies• real projects• excursion or site visit• planning game• discussions/dialogues• dynamic experiments• (team-based) games
Specifics	Guest lectures, blended learning, practically orientated content
Recommended or required reading	<ul style="list-style-type: none">• The Marketing of Sport, John Beech, Simon Chadwick• Dec 2006, Paperback, 592 pages. ISBN13: 9780273688266, ISBN10: 027368826X• Lagae, W. (2005): Sports Sponsorship and Marketing Communications - A European Perspective, Pearson• Cornwell, Bettina (2014), Sponsorship in marketing: Effective communication through sports, arts and events, London, Routledge• Dalakas, Vassilis & Levin, Aron (2005), "The balance theory domino: How sponsorships may elicit negative consumer



attitudes" in Advances in Consumer Research, ", in NA - Advances in Consumer Research Volume 32, eds. Geeta Menon and Akshay R. Rao, Duluth, MN : Association for Consumer Research, Pages: 91-97 http://www.acrwebsite.org/volumes/v32/acr_vol32_48.pdf

- Nufer, Gerd & Fisher, Jan (2013), "Ticket pricing in European football – Analysis and implications" in Sport and Art", Sport and Art 1(2): 49-60, 2013
- Bertini, Marco and John Goulville (2012), "Pricing lessons from the London Olympics" in Harvard Business Review blog.
- Neils, Elise (2012), "Ballpark figures: Assessing brand value and the benefits of naming rights



SPO 851 Digital Sports Management (Spring) – 6 ECTS

Module code	SPO 851
Module name	Digital Sports Management
Courses in the module	SPO 851-1 Online Marketing SPO 851-2 Digital Sports SPO 851-3 Social Media Management
Module content	<p>SPO 851-1 Online Marketing</p> <ul style="list-style-type: none">• Banner Advertising• Viral Marketing• Guerilla Marketing• Blogs• Linkbuilding• Mobile Marketing• Search Engine Marketing• Search Engine Optimization (SEO)• Programmatic/Real Time Advertising <p>SPO 851-2 Digital Sports</p> <ul style="list-style-type: none">• Digital Transformation in the Sports Industry• New global players (Amazon, Google etc.) and future developments• Sports Data• Digital Sporting Solutions• E-Sports• Fantasy Sports• Sports Betting• Virtual Reality <p>SPO 851-3 Social Media Management</p> <ul style="list-style-type: none">• The history of Social Media• Social Media networks and the use of each network for corporate communications and branded content• Social Media Management in companies



	<ul style="list-style-type: none">• relations in companies• Key Performance Indicators• measurement and tools• Influencer Marketing (Legal situation, Reasons for IM, Best/worst practice)• Community Management (Service vs Entertainment) <p>Interdisciplinary Skills:</p> <ul style="list-style-type: none">• Persuasiveness• Communication Skills• Networking Skills• Selling Skills• Self-Marketing• Personal Branding• Resilience
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none">• understand the characteristics and diverse forms of digitization of the sports industry and will be able to apply and utilize them in business• expand their marketing expertise to the areas of online and social media marketing and recognize and utilize the appropriate terminology in order to interact and network with specialists of the field• recognize the special characteristics of E-Sport, its congruencies and differences to conventional sports business and its strengths and limitations as new component of the sports industry• understand and be able to explain the workings of Social Media, how a social profile is managed and which are the most important success factors in social media marketing with emphasis on social communities and influencer marketing• apply their knowledge critically and independently in the ever faster developing digital environment and be able to address stakeholders in a target group-oriented and adequate manner.
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice



Alignment with “Assurance of Learning” competency goals	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of sports management and media	SPO 851-1 SPO 851-2 SPO 851-3
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media	SPO 851-1 SPO 851-2 SPO 851-3
	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	SPO 851-2 SPO 851-3
	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	SPO 851-1 SPO 851-2 SPO 851-3
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 Sports management and media	
Prerequisites	Knowledge of the basics of marketing	
Module leader	Prof. Dr. Heiko Seif	
Lecturer(s)	SPO 851-1 Prof. Dr. David Wagner (24 UE) SPO 851-2 Prof. Dr. Heiko Seif (10 UE)	



	Steffen Schmitter (4 UE) Prof. Dr. David Wagner (5 UE) SPO 851-3 Prof. Dr. David Wagner (17 UE)
Language of instruction	English
Examination and credit assignment	SPO 851-1: 33% <ul style="list-style-type: none">• Written final course examination 30 min. (60%),• Course work (40%) SPO 851-2: 33% <ul style="list-style-type: none">• Written final course examination 30 min. (60%),• Course work (40%) SPO 851-3: 34% <ul style="list-style-type: none">• Written final course examination 30 min. (60%),• Course work (40%)
Grade weighting in the overall grade	7.5%
Learning activities and teaching methods	<ul style="list-style-type: none">• Seminar-like classes• Case studies
Specifics	Guest lecture
Recommended or required reading	<ul style="list-style-type: none">• Bühler, André; Nufer, Gerd (2014): International Sports Marketing: Principles and Perspectives. Erich Schmidt Verlag.• Hoye, Russel et al. (2018): Sport Management: Principles and Applications. Sport Management Series.• Mullin, Bernard et al. (2014): Sport Marketing. Human Kinetics.• Safko, Lon: The Social Media Bible: Tactics, Tools & Strategies For Business Success, New Jersey 2009 <p>Specific pages and recommendations for further readings will be given during the lectures.</p>



Spring Semester Electives

SPO 852 Sports Rights and Licenses (Spring) – 3 ECTS

Module code	SPO 852
Module name	Sports Rights and Licenses
Courses in the module	-
Module content	<ul style="list-style-type: none">• Media rights and their historical development• Media in the focus of Amazon, Google/YouTube and Facebook• Media strategies of• FIFA; UEFA and IOC• Sponsoring rights• Digital marketing• Marketing strategies of European football leagues and US-American leagues• Value chain• Original rights holders• Sports rights agencies• Broadcaster• OTT-Platforms• Platform neutrality• Geoblocking• Merchandizing• Selection and purchasing in Merchandizing• Online/Offline Merchandising• B2B Marketing• Key Account Management <p>Interdisciplinary Skills:</p> <ul style="list-style-type: none">• Persuasion skills• Presentation skills• Communication skills• Assertiveness



	<ul style="list-style-type: none"> • Networking skills 	
Learning outcomes of the module	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"> • understand the characteristics and particularities of the multidisciplinary sports rights industry with all players involved, such as agencies, media companies, leagues and clubs/associations • evaluate promising ideas and problem-solving approaches and create and develop them autonomously • recognize all important trends of the industry and critically evaluate them and assess their significance 	
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 sports management and media	SPO 852
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media	SPO 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	SPO 852
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	<p>30 contact hours</p> <p>60 self-study hours</p> <p>90 hours of total workload</p>	
Type of Module (core/elective, etc.)	Core	
Usability of the module	Master Sports management and media	
Prerequisites	None	



Module leader	Hagen Boßdorf
Lecturer(s)	Hagen Boßdorf
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none">• Written final course examination 45 min. (60%),• Course work (40%)
Grade weighting in the overall grade	4%
Learning activities and teaching methods	Seminar-like classes
Specifics	None
Recommended or required reading	<ul style="list-style-type: none">• Bühler, André; Nufer, Gerd (2014): International Sports Marketing: Principles and Perspectives. Erich Schmidt Verlag.• Chanavat, Nicolas et al. (2017): Routledge Handbook of Football Marketing. Routledge. <p>Specific pages and recommendations for further readings will be given during the lectures.</p>



SPO 853 Sports Event Management (Spring) – 3 ECTS

Module code	SPO 853
Module name	Sports Event Management
Courses in the module	-
Module content	<ul style="list-style-type: none">• Introduction to sports event management• Event conception in sports• Event planning in sports• Event execution and success measurement• Fan engagement• Sports tourism• Mega events• Sports events business models• Link to media rights, merchandising and sponsorship <p>Interdisciplinary Skills:</p> <ul style="list-style-type: none">• Project management• Communication skills (clarity, written, directing, listening)• Financial management and negotiation• Sales skills and networking• Creativity and out-of-the-box thinking• Creative skills• Self-motivation• Self-reflection• International competencies
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none">• understand the nature of event marketing and its relation to the sports business• be able to discuss the theoretical frameworks and concepts which have been developed to explain event marketing and management in sports• understand the various skills and demands on an event manager in sports including the technical and soft skills required



	<ul style="list-style-type: none"> • be able to plan and execute an event, following the process from analysis, concept, execution to review • be able to evaluate and apply various techniques and tools for event marketing and transfer the knowledge regarding event marketing and management into an international context • understand the characteristics and nature of mega events including important elements in review of impact of mega events • understand crucial elements in engaging fans as well as the relationship of events management with media rights, merchandising and sponsorship 	
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 sports management and media	SPO 853
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media	SPO 853
	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	SPO 853
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.)	Core	
Usability of the module	Master International Business / Sports Management and Media	
Prerequisites	Basic knowledge of Marketing, Sales and Finance	



Module leader	Prof. Dr. Todd Davey
Lecturer(s)	Prof. Dr. Todd Davey Ulrike Heise
Language of instruction	English
Examination and credit assignment	Project Report 100%
Grade weighting in the overall grade	4%
Learning activities and teaching methods	<ul style="list-style-type: none">• In class exercises and training• case studies• real projects• excursion or site visit• planning game• discussions/dialogues• dynamic experiments• (team-based) games
Specifics	Guest lectures, blended learning, practically orientated content
Recommended or required reading	<ul style="list-style-type: none">• Bowdin, Glenn; Johnny Allen, Johnny; Harris, Rob; McDonnell, Ian; O'Toole, William (2010) Event Management, Published by Routledge. ISBN 10: 1856178188• Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow• Masterman, G. (2009): Strategic sports event management: an international approach. 2. ed., Olympic ed., Elsevier Butterworth-Heinemann, Amsterdam (u.a.)• Preuss, Holger, (2007). The Conceptualisation and Measurement of Mega Sport Event Legacies, Journal of Sport & Tourism Vol. 12, Nos. 3 –4, August –November 2007, pp. 207 –227.• Fourie, Johan; Santana-Gallego Maria (2010). The impact of mega-events on tourist arrivals, Tourism Management 32 (6), 1364-1370.



- Pine, Joseph and James Gilmore (1998), "Welcome to the experience economy," in Harvard Business Review.
- Pitt, Leyland, Michael Parent, Pierre Berthon, and Peter Steyn (2010), "Event sponsorship and ambush marketing: Lessons from the Beijing Olympics" in Business Horizons.



IMBM 853 Psychology of Marketing (Spring) – 3 ECTS

Module code	IMBM 853
Module name	Psychology of Marketing
Courses in the module	-
Module content	<p>This course will introduce students to the human mind and teach them how to use insights from behavioral economics, psychology and neuroscience for more effective branding, advertising and sales. Each lecture will cover one behavioral feature of decision-making (so called effects) and the psychological theory behind it, the experiments through which behavioral economists discovered it and how it is applied to modern branding, advertising and/or sales techniques.</p> <p>Examples of these effects include:</p> <ul style="list-style-type: none">• Loss aversion• Reciprocity• Scarcity• Priming• The decoy effect• Social identity in branding• Peer comparison & social proof (theory of conformity)• Baader-Meinhof phenomenon (confirmation bias, mere exposure effect)
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none">• understand key principles of human behavior,• understand facets of consumer decision-making,• have an overview of the latest evidence in consumer psychology,• know the basics of experimental research,• have an insight into branding, advertising and sales techniques,• be able to design effective branding strategies based on consumer insights.
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 Sports and Business Communication
Prerequisites	<ul style="list-style-type: none">• Basic statistical knowledge• Basic academic writing knowledge
Module leader	Prof. Dr. Sophie Hieke
Lecturer(s)	Prof. Dr. Sophie Hieke
Language of instruction	English
Examination and credit assignment	Homework assignment (100%)
Grade weighting in the overall grade	4%
Learning activities and teaching methods	<ul style="list-style-type: none">• Lectures on theory and empirical research• Discussion of scientific literature and experiments• TED talks• Case studies• Business examples
Specifics	-
Recommended or required reading	<ul style="list-style-type: none">• Plassmann, H., Zoëga Ramsøy, T. & Milosavljevic, M. (2012). Branding the brain: A critical review and outlook. <i>Journal of Consumer Psychology</i>, 22(1), 18-36.



- Gabay, J. (2015). *Brand Psychology*. London: Kogan Page.
- Pantidos, C. (2018). *Living Brands: How Biology & Neuroscience Shape Consumer's Behaviour & Brand Desirability*. London: Lid Publishing.
- Ariely, D. (2010). *Predictably Irrational: The Hidden Forces That Shape Our Decisions (Revised and Expanded Edition)*. New York: Harper Perennial.
- Dan Ariely (2010). *The Upside of Irrationality – the unexpected benefits of defying logic at work and at home (Revised and Expanded Edition)*. New York: Harper Perennial.
- Kahneman, D. (2013). *Thinking, Fast and Slow*. New York: Farrar, Straus and Giroux.



IMBM 854 Brand Storytelling (Spring) – 3 ECTS

Module code	IMBM 854
Module name	Brand Storytelling
Courses in the module	-
Module content	<p>This course will introduce students to brand storytelling as a powerful way of communicating the essence and purpose of a brand. Brand stories deliver the key message and meaning of a brand and its vision and mission for the company – in order to create brand identity and establish relationships with consumers. Consequently, brand stories told by brands and customers (to other customers, e.g. word-of-mouth) are vital for a successful and lasting brand storytelling.</p> <p>Topics include:</p> <ul style="list-style-type: none">• Exploring the power of brands (e.g., history, evolution and definitions)• Creating a brand (e.g., identity, image, touch points)• Brand promises and the link to brand value (e.g., mission, vision, values and objectives)• Basics of storytelling (e.g., plot, key actors, problems/conflicts and solutions)
Learning outcomes of the module	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none">• understand the basics of storytelling and communication mechanisms• identify and analyze brand stories• be able to discuss brand strategies• be able to design and analyze branding campaigns
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 Sports and Business Communication
Prerequisites	<ul style="list-style-type: none"> • Basic understanding of branding • Basic understanding of communication
Module leader	Giulia Donato
Lecturer(s)	Giulia Donato
Language of instruction	English
Examination and credit assignment	Presentation (100%)
Grade weighting in the overall grade	4%
Learning activities and teaching methods	<ul style="list-style-type: none"> • Seminar-like classes • Case Studies • Group projects
Specifics	Student will complete a group project judged by a jury at the end
Recommended or required reading	<ul style="list-style-type: none"> • Keller, K. L. (2012). Strategic Brand Management (4th edition). New Jersey: Prentice Hall. • Aaker, D. (2010). Building Strong Brands. New York: Simon & Schuster UK. • McKee, R. (1999). Story: Substance, Structure, Style and the Principles of Screenwriting. London: Methuen Publishing Ltd. • Catmull, E. and Wallace, A. (2014). Creativity, Inc. Overcoming the unseen forces that stand in the way of true inspiration. Munich: Random House. • Miller, D. (2017). Building A Story Brand: Clarify Your Message So Customers Will Listen (international edition). Nashville: Thomas Nelson Publishers.



- Jiwa, B. (2013). *The Fortune Cookie Principle: The 20 keys to a great brand story and why your business needs one.* South Carolina: CreateSpace Independent Publishing Platform.
- Signorelli, J. (2014). *StoryBranding 2.0: Creating Stand-Out Brands Through The Purpose of Story.* Austin: Greenleaf Book Group LLC.



MGMT 811 Success Factor Happiness (Spring) – 3 ECTS

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



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 International Marketing and Brand Management, Master Innovation and Entrepreneurship
Prerequisites	-
Module leader	Prof. Dr. Christian Schmidkonz
Lecturer(s)	Prof. Dr. Christian Schmidkonz
Language of instruction	English
Examination and credit assignment	Course Work 100%
Grade weighting in the overall grade	3,75%
Learning activities and teaching methods	<ul style="list-style-type: none">• 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• Multiple opportunities for self-reflection• Guest lecturers during the "Success factor happiness evening event" at MBS



Specifics	In general, the course has a highly self-reflective component stimulated through in class as well as assigned exercises; Guest lecturers during the “Success factor happiness evening event” at MBS
Recommended or required reading	<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> <ul style="list-style-type: none">• Achor, S. (2010). The Happiness Advantage, New York• Ben-Shahar, T. (2007). Happier: Learn the Secrets to Daily Joy and Lasting Fulfillment, New York• Gelles, D. (2015). Mindful Work – How Meditation Is Changing Business from the Inside Out, New York• Hsieh, T. (2010). Delivering Happiness: A Path to Profits, Passion, and Purpose, New York• Layard, R. (2011). Happiness – Lessons from a new science, 2nd edition, London• Lenoir, F. (2015). Happiness – A Philosopher’s Guide, New York• Schmitt, B. (2012). Happy Customers Everywhere, New York• Steiner, A. D., Hefele, C. und Schmidkonz, C. (2018). Happiness im Business – Zufriedene Mitarbeiter – glückliche Manager – erfolgreiche Unternehmen, Weinheim



Master Core Electives

IB 752 International Business and Management (Fall) – 6 ECTS

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



	<ul style="list-style-type: none">○ Conscious culture and management● Inspiring case studies of conscious businesses in the world● Alternatives to traditional goals for businesses: B Corps, Economy for Common Good, social and purpose-based business
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">● understand the drivers of globalization, the options to enter new markets and intercultural issues (examples and cases),● understand strategic models in order to be able to apply them in business life (case studies of representative companies),● are able to transfer the international business know-how to operational business (case study of a company). <p>IB 752-2</p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none">● understand fundamental concepts and theories in organizational behavior.● develop critical thinking skills for analyzing organizational behavior.● explore factors influencing individual behavior and their impact on motivation, performance and well-being.● gain knowledge of different leadership styles and their influence on organizational behavior.● improve communication and teamwork skills for effective interaction in organizational settings.● understand the role of organizational culture within organizations.● be able to apply concepts to real-world scenarios and proposing strategies for improvement.



	<p>IB 752-3</p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> • have an understanding of alternative business practices compared to traditional profit orientation as the core goal. • understand the fundamentals of regenerative business practices and biomimicry contrary to sustainability • get an insight into companies that incorporate a higher purpose in their business practices and strategies. • 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. • understand in detail the importance of the four tenets of a Conscious Business and possibilities to integrate them into daily business. • be acquainted with best practices in the field of Conscious Business. 	
<p>Beitrag zu „Assurance of Learning“ Kompetenzziele /</p> <p>Alignment with “Assurance of Learning” competency goals</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 field of international business.</p>	<p>IB 752-1 IB 752-2 IB 752-3</p>
	<p>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</p>	<p>IB 752-2 IB 752-3</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>IB 752-1 IB 752-2 IB 752-3</p>



	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 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">• Prof. Dr. Michael Hans Rüdiger IB 752-2 <ul style="list-style-type: none">• Prof. Dr. Alexandra Hauser IB 752-3 <ul style="list-style-type: none">• Prof. Dr. Christian Schmidkonz
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">• Written final course Examination 60 min. (60%)• Course work (40%) IB 752-2 (33% of IB 752) <ul style="list-style-type: none">• Written final course Examination 60 min. (60%)• Course work (40%)



	<p>IB 752-3 (33% of IB 752)</p> <ul style="list-style-type: none"> • Course work (100%)
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"> • Seminar-type lectures • Presentations • Group workshops • Role plays • Journaling exercise • Poster presentations
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	<p>IB 752-1</p> <p>Talks by industry representatives</p> <p>IB 752-2 and IB 752-3</p> <p>At least one guest lecture by a company representative</p>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"> • IB 752-1 • Cullen, J.B., Parboteeah, K.P. (2014). "Multinational Management – A strategic approach", Mason • Hill, C.W.L., Hult, G.T.M (2017). "International business: Competing in the Global Marketplace", New York • Mead, R., Andrews, T.G. (2009). "International Management", West Sussex • • IB 752-2 • Zacher, H. & Lehmann-Willenbrock, N. (2022). Work, Organizational, and Business Psychology: An Introductory Textbook. Stuttgart: Kohlhammer Verlag. • Robbins, S.P., & Judge, T.A. (2022). Essentials of Organizational Behavior. Harlow: Pearson • Steffens, N. K., Ryan, M. K., & Rink, F. (2022). Organisational Psychology: Revisiting the Classic Studies. London: SAGE.



IB 752-3

- Braungart, M., & McDonough, W. (2002). *Cradle to Cradle: Remaking the Way We Make Things*. New York: North Point Press.
- 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



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| | <ul style="list-style-type: none">• Tindell, K. (2014). <i>Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives</i>, New York• Wahl, D. (2016). <i>Designing Regenerative Cultures</i>. Axminster: Triarchy Press. |
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EXEC 752 Communication in International Business (Fall) – 6 ECTS

Modul-Nr. / Module code	EXEC 752
Modulbezeichnung / Module name	Kommunikation im internationalen Geschäft (de/en) International Business Communication
Lehrveranstaltungen des Moduls / Courses in the module	EXEC 752-1 Business Communication Business Communication EXEC 752-2 Wirtschaftsethik Business Ethics EXEC 752-3 Verhandlungstechniken Negotiation Skills
Inhalte des Moduls / Module content	<p>EXEC 752-1- mandatory in order to get ECTS</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">• 7 attitudes and behaviours of conscious business communication that a good leader should apply• Communication skills in an international business environment• Scientific concepts to understand different cultures around the world and how to apply leadership communication in these different contexts• Intercultural communication in different business fields (HR, marketing) <p>EXEC 752-2- mandatory in order to get ECTS</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">• Topical and controversial business and corporate ethics issues• Foundations of business ethics, including basic ethical considerations and philosophical sources• Social Contract theory at both national and global levels• Business ethics principles and developments• Historical and emerging business ethics issues, such as labor laws, misuse of company time and resources, abusive and intimidating behavior, lying, sexual



	<p>harassment, fraud, financial misconduct, privacy issues, political correctness, sustainability, personal responsibility, corruption, and more.</p> <ul style="list-style-type: none">• Specific aspects of business ethics such as CEO compensation, child labor, labor conditions, product quality, marketing, customer relations, intellectual property, data privacy, and more. <p>EXEC 752-3- mandatory in order to get ECTS</p> <p>Social organization in the negotiation context includes topics such as understanding and influencing leverage, communicating effectively, differentiating interests from positions, using effective actics, and optimally closing the deal:</p> <ul style="list-style-type: none">• Frameworks of Negotiation Settings• Effective Communications• Interest-based negotiations• Negotiation Tactics
<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<p>EXEC 752-1</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">• 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• 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,• understand different cultures and how they affect the patterns of behavior in business and non-business situations,• be able to reflect one's own values, attitudes and preconceptions when approaching an intercultural business situation and how they are perceived by others,• have used the international composition of the group for a lively exchange of thoughts, perceptions and attitudes.



	<p>EXEC 752-2</p> <p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none">• make contributions to the social discussion of changing values,• analyze and explain the shifting power between (national) politics and (international) corporations,• assess, decide and act from a strengthened sense of responsibility and understanding - both from a humane and a global perspective,• 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,• evaluate and develop corporate ethics codes in theory and implement them in practice,• 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. <p>EXEC 752-3</p> <p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none">• define key elements for the preparation of distributive and integrative negotiations• differentiate between distributive and integrative negotiation settings• identify negotiation partners' negotiation strategies and to adapt own strategies• classify negotiation strategies regarding aims in the context of negotiation settings• understand the relevance of emotions in negotiations and to incorporate such considerations in the preparation, conduction, and review of negotiation
Beitrag zu „Assurance of Learning” Kompetenzziele /	<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>



Alignment with "Assurance of Learning" competency goals	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	EXEC 752-1 20 contact hours 40 self-study hours EXEC 752-2 20 contact hours 40 self-study hours	



	EXEC 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)	EXEC 752-1 <ul style="list-style-type: none">• Dr. Franz Sauter EXEC 752-2 <ul style="list-style-type: none">• Prof. Dr. Maxim Egorov EXEC 752-3 <ul style="list-style-type: none">• N.N.
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: EXEC 752-1 (34%) <ul style="list-style-type: none">• Course Work (100%)



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



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

*In order to receive 5 ETCS 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">• EXEC 852-1 Responsible Leadership• EXEC 852-2 Business and Society• EXEC 852-3 Master Thesis Preparation
Module content	<p>EXEC 852-1 Responsible Leadership</p> <ul style="list-style-type: none">• Elaborate the HRM-Lifecycle and the impact on recruiting and retaining people• Becoming responsible Leader and Manager and recognize the differences of the two roles• Distinguish and apply different leadership styles including situational Leadership• Learn how to motivate• Gather know-how how to build teams• Career booster by HRM Training & Development and Business Coaching• Develop agile and communications in virtual teams• Learn critical review on psychological diagnostics of personality tests/Assessment centers• Understand change management and restructuring of organizations form an HRM perspective• Cope with difficult people (mediation)• Diagnose and cope with Burn-out/Bore-out <p>EXEC 852-2 Business and Society</p> <ul style="list-style-type: none">• Build an awareness of the relationship between business and society in which it operates as well as politics• Reflect upon the “social contract” which exists between business and society / the citizens



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



- 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	EXEC 852-1 20 contact hours 40 self-study hours EXEC 852-2 20 contact hours 40 self-study hours EXEC 852-3 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>EXEC 852-1</p> <ul style="list-style-type: none">• Prof. Dr. Arnd Albrecht <p>EXEC 852-2</p> <ul style="list-style-type: none">• Dr. Ramona Greiner <p>EXEC 852-3</p> <ul style="list-style-type: none">• Dr. Giulia Parola <p>Supervisors depending which concentration you want to write in</p> <ul style="list-style-type: none">• Prof. Dr. Röhm Thomas - FAM• Prof. Dr. Johannes Hofinger - FIN• Prof. Dr. Seif Heiko - IDB• Prof. Dr. Carsten Rennhak - MKT• Prof. Dr. Nancy Landrum - SUST• Prof. Dr. Nadine Chochoiek – IE• For Specialized Master Programs<ul style="list-style-type: none">○ International Marketing and Brand Management: Prof. Sophie Hieke○ Innovation and Entrepreneurship: Prof. Dr. Nadine Chochoiek○ Finance: Prof. Dr. Johannes Hofinger, Prof. Dr. Eva Stumpfegger
Language of instruction	English
Examination and credit assignment	<p>Submodule Examinations</p> <p>EXEC 852-1 (40%)</p> <ul style="list-style-type: none">• Written final course examination 60 min. (60%),• Course work (40%) <p>EXEC 852-2 (40%)</p> <ul style="list-style-type: none">• Written final course examination 60 min. (60%),• Course work (40%)



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



- 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 770 Business in Germany (Fall) – 3 ECTS

Modul-Nr. / Module code	GEU 770	
Modulbezeichnung / Module name	Wirtschaft in Deutschland (en) Business in Germany	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> • German management • Strengths and weaknesses of the German market • Political system • Educational system • Societal influence • Hidden Champions 	
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> • have a better understanding of home market in comparison to German management, • understand the business practices of German companies, • be able to apply analytical tools to German industries and businesses, • appreciate and understand the strengths, weaknesses and development of the German market (industries and businesses), • understand the political, economic, societal impacts on the German economy, • understand what a hidden champion is, • ground reasonings for what the future development of the German economy could look like. 	
Beitrag zu „Assurance of Learning“ Kompetenzzielen / <i>Alignment with “Assurance of Learning” competency goals</i>	<p>This module contributes most strongly to the following Master programs competency goals:</p>	
	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 practices in different countries and apply this international perspective to their work.	GEU 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.	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	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	<ul style="list-style-type: none">• Written final course examination 90 min. (60%)• Course work (40%)	



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">• Lectures• Group Exercises• Presentations• Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Often includes a company visit or guest presentation
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<p>Recommended literature:</p> <ul style="list-style-type: none">• Begin, J. P. (1999). <i>Dynamic Human Resource Systems: Cross-National Comparisons</i>. DeGruyter Studies in Organization, Berlin• Dörrenbächer, C. (2004). Fleeing or Exporting the German Model? – the Internationalization of German Multi-nationals in the 1990s. <i>Competition & Change</i> 8(4), 443-456.• Porter, M.E. (2003). <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i>. Free Press, New York• Porter, M.E.: <i>The Competitive Advantage of Nations</i>: Harvard Business Review, Mar-Apr 1990, Brighton• Reuvid, J. and Millar, R. (Ed.) (2000). <i>Doing Business with Germany</i>. London: Kogan Page• Turner, B.(Ed.) (1999). <i>Germany Profiled</i>. New York: Saint Martin's Press.• Schroll-Machl, S. (2005). <i>Doing Business with Germans: Their Perception, Our Perception</i>. Gottingen: Vandenhoeck & Ruprecht• Simon, H. (1996). You Don't Have to be German to be a Hidden Champion. <i>London Business School, Business Strategy Review</i> 7(2), 1-13.• Simon, H. (2009). <i>Hidden Champions of the Twenty-First Century: The Success Strategies of Unknown World Market Leaders</i>. Springer, New York• Weaver, K. S. (1995). Human resource management and organizational strategies in German- and US-owned companies. <i>The International Journal of Human Resource Management</i> 6(3)



GEU 870 Business in Europe (Spring) – 3 ECTS

Module code	GEU 870	
Module name	Business in Europe	
Courses in the module	-	
Module content	<ul style="list-style-type: none"> • Economy of the European Union • Doing business in the European Union • European Labor market • European monetary Integration • European financial crisis • Key European policies of relevance to business • Competitive status of the EU • The European consumer • European HR management • Historical background 	
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> • have gained insight into the complexities of the European business environment from a political and legal perspective, • understand the influence of European Union institutions on the market, • be able to explain the history of most of the European countries, • be able to explain the various institutions of the EU <ul style="list-style-type: none"> ○ Understanding the main reasons for forming the EU ○ Gaining understanding for European regulation, • understand the cultural differences in Europe and business attitudes, • be able to explain the history of the financial crisis, • begin to appreciate the nuances of the European customer. 	
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	<ul style="list-style-type: none"> • Written final course examination 90 min. (60%), • Course work (40%) 	
Grade weighting in the overall grade	4,0%	



Learning activities and teaching methods	<ul style="list-style-type: none">• Lectures• Group Exercises• Case studies• Discussion• Presentations
Specifics	One company visit or guest lecture
Recommended or required reading	<ul style="list-style-type: none">• Begin, J. P. (1999). <i>Dynamic Human Resource Systems: Cross-National Comparisons</i>. DeGruyter Studies in Organization, Berlin• El-Agraa, A. M. (2004). <i>The European Union; Economics and Policies</i>. Pearson Prentice Hall, Saddle River, NJ• Frankland, E. G. (2005). <i>Europe (Global Studies)</i>. Dushkin.• Harris, P. and McDonald, F. (2004). <i>European Business and Marketing</i>. Sage Publications, Thousand Oaks, CA• Hofstede, G. (2010). <i>Cultural Dimensions for International Business</i>.• McCormick, J. (2008). <i>Understanding the European Union: A Concise Introduction</i>. Palgrave Macmillan, Basingstoke, UK• McDonald, F. and Dearden, S. (2005). <i>European Economic Integration</i>. Pearson Prentice Hall, Saddle River, NJ• Pelkmans, J. (2006). <i>European Integration</i>. FT Prentice-Hall, Saddle River, NJ• Porter, M. (2003). <i>Competitive Strategy: Techniques for Analyzing Industries and Competitors</i>. Free Press.• Porter, M. (1990). <i>Competitive Advantage of Nations</i>. Harvard Business Review.• Senior-Nello, S. (2005). <i>The European Union; Economics, Politics and History</i>. McGraw Hill, New York• Suder, G. (2012). <i>Doing Business in Europe</i>. Sage Publications, Thousand Oaks, CA



LAT 770 Business in Latin America (Fall) – 3 ECTS

Modul-Nr. / Module code	LAT 770
Modulbezeichnung / Module name	Wirtschaft in Lateinamerika (en) Business in Latin America
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none"> • Overview of Latin America • Historical background and development of Latin America • Cultural peculiarities of Latin America and its countries and current issues of the region • Latin American labor market (incl. country specific differences) • Doing business in Latin America and role of private companies and Entrepreneurship in the region • In-depth look at Argentina • In-depth look at Brazil • In-depth look at Chile • In-depth look at Mexico • Overview of the remaining Latin American countries • The Latin American consumer
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> • understand the complexities of the Latin American business environment from a cultural, economic, political and legal perspective, • appreciate and understand Latin American Trade Alliances on market developments and business opportunities (particularly USMCA, Mercosur, Pacific Alliance and EU-Mercosur), • understand the markets and business opportunities in Brazil, Argentina, Chile and Mexico • be able to apply the knowledge of business climate and politics in different Latin American countries on business decisions, • 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.
Beitrag zu „Assurance of Learning“ Kompetenzziele /	<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>



Alignment with "Assurance of Learning" competency goals	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	Filipa Muñoz Petersen	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Filipa Muñoz Petersen	



Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<ul style="list-style-type: none">• Written final course examination 90 min. (60%)• Course work (40%)
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">• Seminar-Type Lectures• Group Discussions• Workshop-Type Activities• Group Research and Work• Presentations and Guest Lectures
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Guest lectures by business people from Latin America or with experience in doing business with the region (if possible, MBS Alumni)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none">• GEM (Global Entrepreneurship Monitor) (2025). Global Entrepreneurship Monitor 2024/2025 Global Report: Entrepreneurship Reality Check. London: GEM.• World Intellectual Property Organization (WIPO) (2024). Global Innovation Index 2024: Unlocking the Promise of Social Entrepreneurship. Geneva: WIPO.• Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics), New York• 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 (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	APA 770
Modulbezeichnung / <i>Module name</i>	Wirtschaft in China (en) 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"> 1. China's road from a planned economy to a market economy <ol style="list-style-type: none"> a. China's regions and its disparities b. Underlying mega-trends in Chinese economic development c. Current topics in China's economic strategy d. China's position in the global economy 2. Media literacy: News from and about China 3. "Greater China" <ol style="list-style-type: none"> a. Taiwan's political and economic relationship with China: opportunities and risks b. Hong Kong's changing role as a (former?) financial hub for China 4. 1.3 billion Chinese consumers <ol style="list-style-type: none"> a. Special characteristics of Chinese consumers b. The role of the Internet in business <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"> • be able to explain the main driving factors for China's economic development since the opening in 1978, • be able to examine the effects of China's political system on the economic development as well as on doing business in China, • 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, • be able to critically assess news from and about China • recognize the role of foreign companies in the development of the Chinese economy and identify turning points of dependence, • be able to illustrate the peculiarities of the Chinese consumer goods market, • be able to identify a consumer target group in a Chinese context, • be able to characterize the role of the Chinese Internet in reaching consumers.



<p>Beitrag zu „Assurance of Learning“ Kompetenzzielen /</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="627 459 1465 548"> <tr> <td>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td>APA 770</td> </tr> </table> <p>Goal 2: Graduates develop a global understanding and mindset.</p> <table border="1" data-bbox="627 604 1465 716"> <tr> <td>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>APA 770</td> </tr> </table> <p>Goal 3: Graduates practice a human-centered business approach.</p> <table border="1" data-bbox="627 772 1465 862"> <tr> <td>G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.</td> <td>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="627 952 1465 1064"> <tr> <td>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>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
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								
<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>								
<p>Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i></p>	<p>Elective</p>								
<p>Voraussetzungen für die Teilnahme / <i>Prerequisites</i></p>	<p>-</p>								
<p>Modulverantwortliche(r) / <i>Module leader</i></p>	<p>Prof. Dr. Christian Schmidkonz</p>								



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>	<ul style="list-style-type: none">• Written final course examination 90 min. (60%)• Course work (40%)
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">• Interactive seminar lecture• Elements of immersion at home experiences• Pecha-Kucha presentations by students
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>	<p>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.</p> <p>Recommended books:</p> <ul style="list-style-type: none">• European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels• Fernandez, J. A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore• 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



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



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"> Prof. Dr. Christian Schmidkonz 	



Language of instruction	English
Examination and credit assignment	Seminar paper (60%) Course Work (40%)
Grade weighting in the overall grade	4,0%
Learning activities and teaching methods	<ul style="list-style-type: none">• Interactive seminar lecture• LingHe computer-based simulation of running a Chinese company• Reading and writing case studies• Elements of immersion at home experiences
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	<p>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.</p> <p>Recommended books:</p> <ul style="list-style-type: none">• Fernandez, J.A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore• 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 (Spring) – 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"> • On how business is done in both countries from the perspective of companies entering those markets and establishing businesses in each • Allows participants to gain an understanding of the U.S. and Canadian economies, regional and national demographics, and cultural dynamics • Offers a brief insight into the frameworks of each country's legal systems 	
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> • be able to describe the economies of the U.S. and Canada, • understand essential economic and cross-cultural differences when doing business in both North American markets. 	
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 practices in different countries and apply this international perspective to their work.	IB 851
	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	N.N.	
Lecturer(s)	N.N.	
Language of instruction	English	
Examination and credit assignment	Written final course examination 90 min. (60%), Course work (40%)	
Grade weighting in the overall grade	4,0%	
Learning activities and teaching methods	<ul style="list-style-type: none"> • Lectures • Relevant articles and readings provided or recommended by the lecturer • Case discussion • Cultural analysis through film and media • Class discussion of current events of relevance in both countries • An academic research paper supplemented by a PPT presentation outlining the key findings and conclusions of the research paper 	



	<ul style="list-style-type: none">• Class participation
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 / Africa (Spring) – 3 ECTS

Modul-Nr. / <i>Module code</i>	IB 852	
Modulbezeichnung / <i>Module name</i>	Wirtschaft in Schwellenländern (en) <i>Business in Emerging Economies</i>	
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-	
Inhalte des Moduls / <i>Module content</i>	<p>Africa</p> <ul style="list-style-type: none"> • Africa at a Glance • Global Economy • Emerging Economies • Emerging Economies' Africa • Doing Business in Africa 	
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"> • be able to develop awareness about Africa's diversity in light of its historical and economic background, • be able to define Emerging Markets, Frontier Markets and Developed Markets and to distinguish different levels of countries' economic development, • be able to recognize both challenges and opportunities in Emerging Markets, • be able to estimate the true potential of Emerging Markets, • be able to develop curiosity about the entrepreneurial ecosystem in Africa, • be able to become aware of African business culture, • be able to develop strategies of doing business in Emerging Economies and particularly in Africa. 	
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.	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 / <i>Semester</i>	2	
Dauer des Moduls / <i>Duration of the module</i>	One semester	
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Offered annually in spring 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>	Prof. Dr. Christian Schmidkonz	
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none"> • Antoine Gnofame 	



Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	<ul style="list-style-type: none">• Written final course examination 90 min. (60%),• Course work (40%)
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">• Lecture: interactive combined with seminar-type elements and videos (interviews of entrepreneurs and others from the business world),• Case Studies combined with group work and discussions,• Presentations.
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">• Maathai, Wangari (2010). "The Challenge for Africa", New York• Mahajan, Vijay (2008). "Africa Rising: How 900 Million African Consumers Offer More Than You Think", New Jersey• 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 421 International Business Project (Fall) – 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">1. Master Analytical Tools: Successfully apply standard business frameworks to analyze complex international market issues.2. Execute Comparative Research: Contrast the German, home-country, and MINT-country business environments to identify competitive advantages or obstacles.3. Develop Market Entry Strategies: Design a viable market entry plan that includes partnership identification, distribution strategy, and financial forecasting.4. Forecast Business Outcomes: Present data-driven mid- and long-term goals and future predictions based on comprehensive market analysis.5. Refine Professional Soft Skills: Enhance academic business writing, high-level presentation skills, and the ability to collaborate effectively in a diverse team environment.
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</p>



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



MGMT 411 European Business Project (Spring) – 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 German market based on market research and industry analysis.</p>



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



Foreign Language

GER 751 German A1.1 I (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	GER 751
Modulbezeichnung / <i>Module name</i>	Deutsch A1.1 I German A1.1 I
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p>Grammatical content:</p> <ul style="list-style-type: none">• Declension of the definite articles in Nominative and Accusative• Declension of the indefinite articles (positive / negative) in Nominative and Accusative• Personal pronouns in Nominative• The cardinal numbers• Verb conjugation in present tense (regular and irregular)• Preterite of the verb "sein" <p>Thematic content of the chapters (1-3):</p> <ul style="list-style-type: none">• Typical first questions and answers• Introducing oneself• Naming things in the class room• Talking about activities in class• General information about oneself• Passport information / holiday checklist• Reading and talking about little job offers
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">- be able to formulate very short texts with short and simple sentences for everyday situations,- be able to use simple communication, asking and answering questions about daily life/ familiar topics,- be able to read understand very short and simple texts, descriptions with pictures,- be able to listen to and understand simple words, phrases or conversations concerning oneself or well known topics. <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>	Written final course examination 90 min. (60%) Course work (40%)
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>	Communicative lecture Group workshop/ group exercises Role plays Private study
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 1, Berlin



GER 851 German A1.1. II (Spring) – 3 ECTS

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



	<ul style="list-style-type: none">- be able to read and understand very short and simple texts, descriptions containing pictures, short and simple orders,- be able to listen to and understand simple words, conversations and phrases concerning oneself, well known people and topics; questions and orders. <p>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".</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 A1.1 I
Module leader	Simone Bénard
Lecturer(s)	Simone Bénard
Language of instruction	English and German
Examination and credit assignment	Written final course examination 90 min. (60%), Course work (40%)
Grade weighting in the overall grade	N/A
Learning activities and teaching methods	Communicative lectures Group workshop



	Role plays Private studies
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 752 German A1.2 I (Fall) – 3 ECTS

*Level available depends on the demand

Modul-Nr. / Module code	GER 752
Modulbezeichnung / Module name	Deutsch A1.2 I German A1.2 I
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<p>Linguistic content / grammar:</p> <p>Personal pronouns and in-/ definite articles in Dative</p> <p>Nouns in Dative Plural</p> <p>Changing prepositions plus Dative and Accusative</p> <p>Perfect tense: repeating structures and all verbs</p> <p>Preterite: "haben" and "sein"</p> <p>Personal pronouns in Accusative</p> <p>Comparative structure of "to like"</p> <p>The modal verb "wollen"</p> <p>Lexical fields:</p> <p>Looking for/ living in an apartment</p> <p>Professional life and working places</p> <p>All about shopping</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">- be able to formulate very short texts with short and simple sentences about everyday situations,- be able to use simple communication, asking and answering questions about everyday situations/ familiar topics,- be able to read understand very short and simple texts, descriptions with pictures, short and simple orders,- be able to listen to and understand simple texts or conversations concerning oneself or well known people and topics.



	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".
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	Successful completion of Level A1.1
Modulverantwortliche(r) / Module leader	Heiderich, Martin, Bénard, Simone
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Heiderich, Martin, Bénard, Simone
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Communicative lecture Group workshop/ group exercises Role plays Private study



Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 2, Berlin



GER 852 German A1.2 II (Spring) – 3 ECTS

Modul-Nr. / <i>Module code</i>	GER 852
Modulbezeichnung / <i>Module name</i>	Deutsch A1.2 II <i>German A1.2 II</i>
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p>Linguistic content / grammar:</p> <p>Personal pronouns and in-/ definite articles in Dative</p> <p>Nouns in Dative Plural</p> <p>Changing prepositions plus Dative and Accusative</p> <p>Perfect tense: repeating structures and all verbs</p> <p>Preterite: "haben" and "sein"</p> <p>Personal pronouns in Accusative</p> <p>Comparative structure of "to like"</p> <p>The modal verb "wollen"</p> <p>Lexical fields:</p> <p>Looking for/ living in an apartment</p> <p>Professional life and working places</p> <p>All about shopping</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">- be able to formulate very short texts with short and simple sentences about everyday situations,- be able to use simple communication, asking and answering questions about everyday situations/ familiar topics,- be able to read understand very short and simple texts, descriptions with pictures, short and simple orders,- be able to listen to and understand simple texts or conversations concerning oneself or well known people and topics. <p>The goal is to reach the first half of the A1.2 level of the Common European Framework of Reference for Languages</p>



	(GEFR), unit 8, 9 and 10 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".
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	Successful completion of Level A1.1
Modulverantwortliche(r) / Module leader	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Simone Bénard
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / Grade weighting in the overall grade	N/A
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Communicative lecture Group workshop/ group exercises Role plays Private study



Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) <i>/ Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 2, Berlin



GER 753 German A2.1 I (Fall) – 3 ECTS

Modul-Nr. / <i>Module code</i>	GER 753
Modulbezeichnung / <i>Module name</i>	Deutsch A2.1 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> <p>Adjective declension after the indefinite article</p> <p>Subordinate clause connectors "dass" and "als"</p> <p>Switching direct questions to indirect speech with the connector "ob"</p> <p>Modal verbs in preterite</p> <p>Reflexive pronouns/ reflexive verbs</p> <p>Verbs with fixed prepositions, creating questions and answers</p> <p>Prepositions plus Dative/ Accusative</p> <p>Lexical fields:</p> <p>Commuting people, advantages and disadvantages</p> <p>Vocabulary about work, profession, tasks and working time</p> <p>Children and professional life – how does this work?</p> <p>Talking about the first working day</p> <p>Vocabulary about time and how it passes</p> <p>Friday, 13th – a day like the others?</p> <p>Long days – short days, changing the clocks</p> <p>Looking forward to ...?, Complaining about ...?, Thinking about ...?</p> <p>Old and young people coming together</p> <p>An old man is telling his story</p> <p>Childhood memories</p> <p>What did you do when you were x years old?</p>



Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	On successful completion of this module, students will <ul style="list-style-type: none">- be able to formulate short letters/ texts on a more advanced level, including the known grammar, regarding familiar topics and everyday situations,- be able to communicate verbally on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics,- be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams,- be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information.- The goal is to reach the first half of the A2.1 level of the Common European Framework of Reference for Languages (CEFR), unit 1, 2 and 3 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".
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
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
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	-
Modulverantwortliche(r) / <i>Module leader</i>	Schoon, Silke
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Schoon, Silke



Lehrsprache / <i>Language of instruction</i>	German
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	Communicative lecture Group workshop/ group exercises Role plays Private study
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin



GER 853 German A2.1 II (Spring) – 3 ECTS

Modul-Nr. / Module code	GER 853
Modulbezeichnung / Module name	Deutsch A2.1 II German A2.1 II
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p>Linguistic content / grammar:</p> <p>Changing prepositions plus Dative/ Accusative plus typical verbs in this context</p> <p>Causal subordinate sentences, connector "weil"</p> <p>Adjective declension after the definite article</p> <p>Comparative sentences</p> <p>Personal pronouns in Dative</p> <p>Intransitive verbs plus Dative</p> <p>Superlative constructions of adverbs and adjectives</p> <p>Conditional subordinate sentences, connector "wenn"</p> <p>Lexical field unit 4: My home and my apartment</p> <p>Lexical field unit 5: All about money</p> <p>Lexical field unit 6: Living together</p> <p>Lexical field unit 7: Different kinds of sport</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">- be able to formulate short letters/ texts on a more advanced level, including the known grammar, regarding familiar topics and everyday situations.- be able to communicate on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics.- be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams.- be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information.



	The goal is to reach the second half of the A2.1 level of the Common European Framework of Reference for Languages (GEFR), unit 4, 5, 6 and 7 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".
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
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	Successful completion of level A2.1 I
Modulverantwortliche(r) / Module leader	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Simone Bénard
Lehrsprache / Language of instruction	English and German
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Communicative lecture Group workshop/ Group exercises Role plays Private study



Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin