



COURSE CATALOGUE – FALL & SPRING
GRADUATE EXCHANGE SEMESTER
MASTER INNOVATION AND ENTREPRENEURSHIP

PROGRAM DESCRIPTION

Visiting graduate business students will have the opportunity to study in the Master of Innovation and Entrepreneurship program for one semester integrated with our degree students.

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

KEY FACTS

Semester Dates:	Fall: Early September through mid-December Spring: Mid-January through end of May
Orientation Days:	Fall: End of August Spring: Mid-January
Language of Instruction	English
English Requirements:	IELTS 6.5/TOEFL 85
Number of ECTS credits:	15-30 ECTS
Tuition:	Please check our website. Students from MBS partner institutions may receive a tuition waiver in the frame of cooperation agreements on student exchange.
Website:	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.**



INDEX

PROGRAM DESCRIPTION	1
Important Information and Procedures for Course Registration	4
Innovation and Entrepreneurship	5
IE 750 Innovation and Entrepreneurship: Strategy and Business Design (Fall) – 6 ECTS	5
IE 751 Ideation and Prototyping (Fall) – 6 ECTS	10
IE 851 Sustainable Growth & Venture Scaling (Spring) - 6 ECTS	15
IE 854 Venture Creation & Development (Spring) – 6 ECTS	20
IE 752 Innovation and Entrepreneurship Project Fall-Spring 2 semester course – 6 ECTS	30
Spring Semester Electives	34
IE 852 Technology Trends (Spring) - 3 ECTS	34
IE 853 Understanding Social Startups (Spring) - 3 ECTS	36
MGMT 811 Success Factor Happiness (Spring)- 3 ECTS	39
FIN 871 Private Equity and Venture Capital (Spring) – 3 ECTS	42
IMBM 855 Thought Leadership and Personal Branding (Spring) – 3 ECTS	44
Master Core Electives	47
IB 752 International Business (Fall) - 6 ECTS	47
EXEC 752 Communication in International Business (Fall) – 6 ECTS	53
EXEC 852 Responsible Leadership in a Global Context (Spring) – 5 ECTS	60
International Focus Only 1 international Focus allowed	68
GEU 770 Business in Germany (Fall) – 3 ECTS	68
GEU 870 Business in Europe (Spring) – 3 ECTS	71
LAT 770 Business in Latin America (Fall) – 3 ECTS	74
LAT 870 Doing Business in Latin America: Case Studies and Scenarios (Spring) – 3 ECTS	77
APA 770 Business in China (Fall) – 3 ECTS	81
APA 870 Doing Business in China: Case Studies and Scenarios (Spring) – 3 ECTS	85
IB 851 Business in the USA and Canada (Spring) – 3 ECTS	89
IB 852 Business in Emerging Economies - Africa (Spring) – 3 ECTS	92
Business Project	95
MGMT 421 International Business Project (Fall) – 6 ECTS	95
MGMT 411 European Business Project (Spring) – 6 ECTS	97
GER 751 German A1.1 I (Fall) 3 ECTS	99
GER 851 German A1.1. II (Spring) 3 ECTS	102
GER 752 German A1.2 I (Fall) 3 ECTS	105
GER 852 German A1.2 II (Spring) 3 ECTS	107
GER 753 German A2.1 I (Fall) 3 ECTS	110
GER 853 German A2.1 II (Spring) 3 ECTS	113





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.



Innovation and Entrepreneurship

IE 750 Innovation and Entrepreneurship: Strategy and Business Design (Fall) – 6 ECTS

Modul-Nr. / <i>Module code</i>	IE 750
Modulbezeichnung / <i>Module name</i>	Innovation and Entrepreneurship: Strategy and Business Design
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	IE 750-1 Entrepreneurial Mindset and Business Design IE 750-2 Innovation Strategy
Inhalte des Moduls / <i>Module content</i>	<p>IE 750-1 Entrepreneurial Mindset and Business Design</p> <ul style="list-style-type: none">• The entrepreneurship paradigm• Entrepreneurial mindset and decision-making• Entrepreneurial teams, support systems, and networks• Different types of entrepreneurship & business design approaches (e.g., sustainable & social entrepreneurship, corporate entrepreneurship, family & small businesses, academic entrepreneurship)• Entrepreneurial strategies for new entries• Domestic and international entrepreneurial opportunity identification, assessment, and development• Key elements and activities along the entrepreneurial process <p>IE 750-2 Innovation Strategy</p> <ul style="list-style-type: none">• The innovation imperative• Sources and types of innovation• Innovation patterns and models• The wider context of innovation• Market adoption and technology diffusion• Innovation and new product development strategies• Capabilities and approaches facilitating innovation and new product development within firms• Collaboration strategies and customer/user interaction• Protecting innovation and intellectual property
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	On successful completion of this module, students will be able to:



	<ul style="list-style-type: none"> • evaluate cultural, behavioral, organizational, and personal factors impacting innovation and entrepreneurship • describe and justify various types of entrepreneurship and types, patterns, and sources of innovation • identify and assess new opportunities • synthesize fundamental innovation and entrepreneurship strategies considering respective contexts • select and apply various innovation models and business design approaches • explain success factors for new product development 	
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 innovation and entrepreneurship.	IE 750-1 IE 750-2
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of innovation and entrepreneurship.	IE 750-1 IE 750-2
	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.	IE 750-1 IE 750-2
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IE 750-1 IE 750-2
	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.	IE 750-1 IE 750-2
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	IE 750-1 IE 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.	IE 750-1 IE 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 the fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	60 contact hours 120 self-study hours 180 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core	
Verwendbarkeit des Moduls / Usability of the module	Master Innovation and Entrepreneurship	
Voraussetzungen für die Teilnahme / Prerequisites	Basic knowledge of business administration	
Modulverantwortliche(r) / Module leader	<ul style="list-style-type: none">• Prof. Dr. Nadine Chochoiek	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<ul style="list-style-type: none">• Prof. Dr. Nadine Chochoiek• 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 examination 90 min. (60%)• Course work (40%)	



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">• Interactive seminar type lectures• Practice in small groups• Presentations and discussion rounds• Case studies and short assignments• Short videos• Online tools
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Industry expert /alumni guest lecture(s)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<p>Entrepreneurial Mindset and Opportunity Development:</p> <ul style="list-style-type: none">• Hisrich, R.D., Peters, M.P., Shepherd, D.A., (2017). <i>Entrepreneurship</i> (10th Edition). McGraw Hill, New York.• Bessant, J., & Tidd, J. (2015). <i>Innovation and entrepreneurship</i> (3rd Edition). John Wiley & Sons, Chichester, UK.• Sarasvathy, S. D. (2001). Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. <i>Academy of Management Review</i>, 26(2), 243-263.• Shepherd, D. A., Williams, T. A., & Patzelt, H. (2015). Thinking about entrepreneurial decision making: Review and research agenda. <i>Journal of Management</i>, 41(1), 11-46.• Baker, T., & Nelson, R. E. (2005). Creating something from nothing: Resource construction through entrepreneurial bricolage. <i>Administrative Science Quarterly</i>, 50(3), 329-366.• O'Reilly 3rd, C. A., & Tushman, M. L. (2004). The ambidextrous organization. <i>Harvard Business Review</i>, 82(4), 74.• Klotz, A. C., Hmieleski, K. M., Bradley, B. H., & Busenitz, L. W. (2014). New venture teams: A review of the literature and roadmap for future research. <i>Journal of Management</i>, 40(1), 226-255.



- Gans, J., Scott, E. L., & Stern, S. (2018). Strategy for start-ups. *Harvard Business Review*, 96(3), 44–51

Innovation Strategy and Management:

Required

- Schilling, M. (2020). *Strategic management of technological innovation* (6th Edition). McGraw-Hill Education, New York.

Recommended

- Trott, P. (2017). *Innovation management and new product development* (6th Edition). Pearson education, Harlow, UK.
- Christensen, Clayton M. (2016). *The innovator's dilemma: When new technologies cause great firms to fail*. Harvard Business Review Press.
- Christensen, Clayton M. (2013). *The innovator's solution*. Harvard Business Review Press.
- Downes, L., & Nunes, P. (2018). Finding your company's second act. *Harvard Business Review*, 2018, 98-107.
- Kirsner, S. (2019). What companies that are good at innovation get right. *Harvard Business Review Digital Articles*, 2–4.
- O'Connor, G. (2019). Real Innovation requires more than an R&D budget. *Harvard Business Review Digital Articles*, 1–4.
- Pisano, G. P. (2015). You need an innovation strategy. *Harvard Business Review*, 93(6), 44–54.

Required readings and further literature recommendations will be shared during the course



IE 751 Ideation and Prototyping (Fall) – 6 ECTS

Modul-Nr. / <i>Module code</i>	IE 751
Modulbezeichnung / <i>Module name</i>	Ideation and Prototyping
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	
Inhalte des Moduls / <i>Module content</i>	<p>Part 1: Design Thinking, Business Modelling & Pitching</p> <ul style="list-style-type: none">• Identifying and analyzing a problem/business idea• Applying the Design Thinking approach• Applying creativity and creativity techniques• Ideating and developing business ideas in teams• Visualizing ideas & rapid prototyping• Building the business model using the Lean Canvas• Testing and iterating business ideas• Storytelling and pitching ideas and business models <p>Part 2: Lean Startup, Usability Testing & Prototyping</p> <ul style="list-style-type: none">• The Lean Startup and MVP approach• Hypotheses-driven prototyping and testing• Principles of user experience and user interfaces• Usability testing techniques (quantitative/ qualitative methods) and tools
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none">• identify and evaluate a human-centered problem• apply and select creativity and ideation techniques for developing new business ideas• apply and implement Design Thinking, prototyping methods, and the Lean Canvas• justify an entrepreneurial business idea and innovative solution in a pitch• iteratively design, present and defend a prototype/a minimum viable product (MVP)• modify a prototype/MVP based on the application of customer interviews, usability tests and tools



	<ul style="list-style-type: none"> operate and collaborate in a new business idea development team
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 innovation and entrepreneurship. IE 751
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of innovation and entrepreneurship. IE 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. IE 751
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience. IE 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 environment. IE 751
	G3 Objective 2: Graduates appraise and apply human-centered business practices. IE 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. IE 751
	Studiensemester / Semester



Dauer des Moduls / <i>Duration of the module</i>	1 semester
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in the fall semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS
Gesamtworkload / <i>Total workload</i>	60 contact hours 120 self-study hours 180 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 Innovation and Entrepreneurship
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	<ul style="list-style-type: none">• Basic business administration skills• Basic research skills (e.g., collecting and analyzing quantitative and qualitative data)
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Nadine Chochoiek
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none">• Prof. Dr. Nadine Chochoiek• Alexander Daamen
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Project report (30%) Presentation (50%) Course work (20%)
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">• Interactive seminar type lectures• Practice and exercises in small groups• Presentations and discussion rounds



	<ul style="list-style-type: none"> • Case studies and short assignments • Short videos • Real life cases • Online tools
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i></p>	<ul style="list-style-type: none"> • Online tools for prototyping, usability tests and testing metrics • Pitching in front of entrepreneurs/players in the startup ecosystem
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i></p>	<p>Part 1: Design Thinking, Business Modelling & Pitching</p> <ul style="list-style-type: none"> • Bessant, J., & Tidd, J. (2015). <i>Innovation and entrepreneurship</i> (3rd Edition). John Wiley & Sons, Chichester, UK. • Hisrich, R.D., Peters, M.P., Shepherd, D.A., (2017). <i>Entrepreneurship</i> (10th Edition). McGraw Hill, New York. • Lewrick, M., Link, P., & Leifer, L. (2018). <i>The design thinking playbook: Mindful digital transformation of teams, products, services, businesses and ecosystems</i>. John Wiley & Sons, Hoboken, New Jersey. • Osterwalder, A., & Pigneur, Y. (2010). <i>Business model generation: A handbook for visionaries, game changers, and challengers</i>. John Wiley & Sons, Hoboken, New Jersey. • Bason, C., & Austin, R. D. (2019). The right way to lead Design Thinking. <i>Harvard Business Review</i>, 97(2), 82–91. • Birkinshaw, J., Liang-Hong Ke, D., & de Diego, E. (2019). The Kind of Creative Thinking That Fueled WeChat’s Success. <i>Harvard Business Review Digital Articles</i>, 2–7. • Brown, T. (2008). Design thinking. <i>Harvard Business Review</i>, 86(6), 84. • Liedtka, J. (2018). Why design thinking works. <i>Harvard Business Review</i>, 96(5), 72–79. <p>Part 2: Lean Startup, Usability Testing & Prototyping</p> <ul style="list-style-type: none"> • Cagan, M. (2018). <i>INSPIRED: How to create tech products customers love</i>. John Wiley & Sons, Hoboken, New Jersey.



- Knapp, J. & Zeratsky, J., (2016). *Sprint: How to solve big problems and test new ideas in just five days*. Simon and Schuster, New York.
- Olsen, D. (2015). *The lean product playbook: How to innovate with minimum viable products and rapid customer feedback*. John Wiley & Sons, Hoboken, New Jersey.
- Osterwalder, A., & Pigneur, Y. (2019). *Testing business ideas: A field guide for rapid experimentation*. John Wiley & Sons, Hoboken, New Jersey.
- Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Crown Books, New York.

Required readings and further literature recommendations will be shared during the course



IE 851 Sustainable Growth & Venture Scaling (Spring) - 6 ECTS

Module code	IE 851
Module name	Sustainable Growth & Venture Scaling
Courses in the module	IE 851-1 Open & Sustainable Innovation IE 851-2 Advanced Innovation Management IE 852-3 Scaling Strategies
Module content	<p>IE 851-1 Open & Sustainable Innovation</p> <ul style="list-style-type: none">• Open innovation<ul style="list-style-type: none">○ Purpose, types, players, and applications○ Managing and organizing open innovation○ Benefits and pitfalls○ Real world open innovation challenge• Sustainable innovation implications, drivers, challenges, players, strategies, and approaches <p>IE 851-2 Advanced Innovation Management</p> <ul style="list-style-type: none">• Evaluating and choosing innovation projects (quantitative and qualitative methods)• Organizing for innovation• Managing the new product development process (objectives, processes, tools, and performance measurement)• Managing new product development teams (team composition, internal collaboration (agile), structure, administration, leadership)• Innovation deployment planning <p>IE 851-3 Scaling Strategies</p> <ul style="list-style-type: none">• Sustainable innovation implications, drivers, challenges, players, strategies, and approaches• Open innovation<ul style="list-style-type: none">○ Purpose, types, players, and applications○ Managing and organizing open innovation○ Benefits and pitfalls○ Real world open innovation challenge
Learning outcomes of the module	On successful completion of this module, students will be able to



	<ul style="list-style-type: none"> • assess growth determinants in startups, distinguish between growth modes, and apply growth strategies • detect managerial challenges related to startup growth, and propose and implement required changes and actions • evaluate and prepare exit strategies and steps for dealing with failure, bankruptcy, and managing a turnaround • evaluate and select innovation projects • detect, plan, and introduce organizational and team related measures to foster innovation • determine and plan activities for managing a new product development process • evaluate, discuss, develop, and realize open innovation projects • assess and select open and closes innovation activities and strategies 																		
<p>Alignment with “Assurance of Learning” competency goals</p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1" data-bbox="639 1055 1493 2022"> <tr> <td colspan="2" data-bbox="639 1055 1493 1111">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td data-bbox="639 1111 1321 1249">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of innovation and entrepreneurship.</td> <td data-bbox="1321 1111 1493 1249">IE 851-1 IE 851-2 IE 851-3</td> </tr> <tr> <td data-bbox="639 1249 1321 1391">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of innovation and entrepreneurship.</td> <td data-bbox="1321 1249 1493 1391">IE 851-1 IE 851-2 IE 851-3</td> </tr> <tr> <td colspan="2" data-bbox="639 1391 1493 1447">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> <tr> <td data-bbox="639 1447 1321 1592">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 1447 1493 1592">IE 851-1 IE 851-2 IE 851-3</td> </tr> <tr> <td data-bbox="639 1592 1321 1738">G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.</td> <td data-bbox="1321 1592 1493 1738">IE 851-1 IE 851-2 IE 851-3</td> </tr> <tr> <td colspan="2" data-bbox="639 1738 1493 1794">Goal 3: Graduates practice a human-centered business approach.</td> </tr> <tr> <td data-bbox="639 1794 1321 1883">G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.</td> <td data-bbox="1321 1794 1493 1883">IE 851-3</td> </tr> <tr> <td data-bbox="639 1883 1321 2022">G3 Objective 2: Graduates appraise and apply human-centered business practices.</td> <td data-bbox="1321 1883 1493 2022">IE 851-1 IE 851-2 IE 851-3</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 innovation and entrepreneurship.	IE 851-1 IE 851-2 IE 851-3	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of innovation and entrepreneurship.	IE 851-1 IE 851-2 IE 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.	IE 851-1 IE 851-2 IE 851-3	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IE 851-1 IE 851-2 IE 851-3	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.	IE 851-3	G3 Objective 2: Graduates appraise and apply human-centered business practices.	IE 851-1 IE 851-2 IE 851-3
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	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.	IE 851-1 IE 851-2 IE 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 total workload hours	
Type of Module (core/elective, etc.)	Core	
Usability of the module	Master Innovation and Entrepreneurship	
Prerequisites	<ul style="list-style-type: none"> • Completion of MA IE semester 1 • Basic knowledge of business administration 	
Module leader	Prof. Dr. Sebastian Planck	
Lecturer(s)	<ul style="list-style-type: none"> • Prof. Dr. Sebastian Planck 	
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	7,5%	
Learning activities and teaching methods	<ul style="list-style-type: none"> • Interactive seminar type lectures • Practice in small groups • Presentations and discussion rounds • Case studies and short assignments • Short videos • Online tools 	



Specifics	<ul style="list-style-type: none"> • Industry expert /alumni guest lecture(s) • Real case innovation challenge
Recommended or required reading	<p>IE 851-1 Open & Sustainable Innovation</p> <ul style="list-style-type: none"> • Trott, P. (2017). <i>Innovation management and new product development</i> (6th Edition). Pearson education, Harlow, UK. • Chesbrough, H., Vanhaverbeke, W., & West, J. (Eds.). (2014). <i>New frontiers in open innovation</i>. Oxford University Press, UK. • Dahlander, L., & Wallin, M. (2020). Why now is the time for “Open Innovation”. <i>Harvard Business Review</i>, 08-27. • Deichmann, D., Rozentale, I., & Barnhoorn, R. (2017). Open Innovation Generates Great Ideas, So Why Aren’t Companies Adopting Them? <i>Harvard Business Review Digital Articles</i>, 2–6. • Chesbrough, H., Lettl, C., & Ritter, T. (2018). Value creation and value capture in open innovation. <i>Journal of Product Innovation Management</i>, 35(6), 930-938. • Frankenberger, K., Takacs, F., & Stechow, R. (2021). A Step Toward Making Your Company More Sustainable. <i>Harvard Business Review Digital Articles</i>, 1–6. • Burchman, S., & Jones, B. (2019). 5 Steps for Tying Executive Compensation to Sustainability. <i>Harvard Business Review Digital Articles</i>, 2–7. • Atasu, A., Dumas, C., & Wassenhove, L. N. V. (2021). The Circular Business Model. <i>Harvard Business Review</i>, 99(4), 72–81. • Winston, A. (2021). Sustainable Business Went Mainstream in 2021. <i>Harvard Business Review Digital Articles</i>, 1–9. • Serafeim, G. (2020). Social-Impact efforts that create real value. <i>Harvard Business Review</i>, 98(5), 38–48. • Geissdoerfer, M., Vladimirova, D., & Evans, S. (2018). Sustainable business model innovation: A review. <i>Journal of Cleaner Production</i>, 198, 401-416. <p>IE 851-2 Advanced Innovation Management</p>



- Schilling, M. (2017). *Strategic management of technological innovation* (5th Edition). McGraw-Hill Education, New York.
- Bessant, J., & Tidd, J. (2015). *Innovation and entrepreneurship*, (3rd edition). John Wiley & Sons, Chichester, UK.
- Garza-Reyes, J. A., Kumar, V., Martinez-Covarrubias, J. L., & Lim, M. K. (2017). *Managing innovation and operations in the 21st century*. Productivity Press. Boca Raton, FL.

IE 851-3 Scaling Strategies

- Shepherd, D. A., & Patzelt, H. (2017). *Trailblazing in entrepreneurship: Creating new paths for understanding the field*. Springer Nature.
- Ries, E. (2017). *The Startup Way: How modern companies use entrepreneurial management to transform culture and drive long-term growth*. New York: Currency.
- Wasserman, N. (2008). The founder's dilemma. *Harvard Business Review*, 86 (2), 102–109.
- Greiner, L. E. (1998). Evolution and revolution as organizations grow. *Harvard Business Review*, 76(3), 55-64
- Nuscheler, D., Engelen, A., & Zahra, S. A. (2019). The role of top management teams in transforming technology-based new ventures' product introductions into growth. *Journal of Business Venturing*, 34(1), 122-140.
- Gulati, R. (2019). The Soul of a Start-Up. *Harvard Business Review*, 97(4), 84–91.
- Eisenmann, T. R. (2021). Why startups fail: A new roadmap for entrepreneurial success. *Harvard Business Review Digital Articles*.
- Fisch, C., & Block, J. H. (2021). How does entrepreneurial failure change an entrepreneur's digital identity? Evidence from Twitter data. *Journal of Business Venturing*, 36(1), <https://doi.org/10.1016/j.jbusvent.2020.106015>.



IE 854 Venture Creation & Development (Spring) – 6 ECTS

Module code	IE 854
Module name	Venture Creation & Development
Courses in the module	IE 854-1 Strategic Resource Acquisition IE 854-2 Market Strategy & Brand Growth IE 854-3 Venture Design & Business Planning
Module content	<p>IE 854-1: Strategic Resource Acquisition</p> <p>Learning about the acquisition of resources required to realize an own business idea and build a company:</p> <ul style="list-style-type: none">• Formalities and legal requirements• Protecting intellectual property• Acquisition of financial capital• Acquisition of human, social, and physical capital• Creating your online presence <p>IE 854-2: Market Strategy & Brand Growth</p> <ul style="list-style-type: none">• Building a brand: strategy, key concepts, plan, execution, and personal branding• Fundamentals of digital marketing mix: (Early) User segmentation, targeting, and positioning; digital marketing campaigns• Internal and external innovation storytelling and selling• Establishing sales channels for innovations and managing sales partners• Personal selling models, processes, and techniques <p>IE 854-3: Venture Design & Business Planning</p> <ul style="list-style-type: none">• Structure, challenges, and purpose of business plans• Creating a business plan for an own business idea including:<ul style="list-style-type: none">○ Product/Service description○ Market & competition○ Company description○ Organization & management○ Production & operations○ Commercialization plan○ Implementation plan & risks○ Financial plan• Pitching a business plan in front of an expert jury to acquire support and funding



<p>Learning outcomes of the module</p>	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • identify and prepare the necessary activities for setting up a new venture (in Germany) and acquire the required resources • develop, implement, and optimize an innovation brand positioning • create, implement, and test digital marketing campaigns for innovations • select and apply internal and external selling models and practices for innovations • formulate a branding strategy for an innovation • evaluate, write, and pitch a business plan for creating a new venture 														
<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> <table border="1" data-bbox="639 1010 1493 1211"> <tr> <td data-bbox="639 1010 1321 1111">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of innovation and entrepreneurship.</td> <td data-bbox="1321 1010 1493 1111">IE 854-1 IE 854-2</td> </tr> <tr> <td data-bbox="639 1111 1321 1211">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of innovation and entrepreneurship.</td> <td data-bbox="1321 1111 1493 1211">IE 854-1 IE 854-2</td> </tr> </table> <p>Goal 2: Graduates develop a global understanding and mindset.</p> <table border="1" data-bbox="639 1267 1493 1480"> <tr> <td data-bbox="639 1267 1321 1384">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 1267 1493 1384">IE 854-1 IE 854-2</td> </tr> <tr> <td data-bbox="639 1384 1321 1480">G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.</td> <td data-bbox="1321 1384 1493 1480">IE 854-1 IE 854-2</td> </tr> </table> <p>Goal 3: Graduates practice a human-centered business approach.</p> <table border="1" data-bbox="639 1541 1493 1742"> <tr> <td data-bbox="639 1541 1321 1641">G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.</td> <td data-bbox="1321 1541 1493 1641">IE 854-1 IE 854-2</td> </tr> <tr> <td data-bbox="639 1641 1321 1742">G3 Objective 2: Graduates appraise and apply human-centered business practices.</td> <td data-bbox="1321 1641 1493 1742">IE 854-1 IE 854-2</td> </tr> </table> <p>Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</p> <table border="1" data-bbox="639 1832 1493 1944"> <tr> <td data-bbox="639 1832 1321 1944">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 1832 1493 1944">IE 854-1 IE 854-2</td> </tr> </table>	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of innovation and entrepreneurship.	IE 854-1 IE 854-2	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of innovation and entrepreneurship.	IE 854-1 IE 854-2	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	IE 854-1 IE 854-2	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IE 854-1 IE 854-2	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IE 854-1 IE 854-2	G3 Objective 2: Graduates appraise and apply human-centered business practices.	IE 854-1 IE 854-2	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.	IE 854-1 IE 854-2
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<p>Semester</p>	<p>2</p>														



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 total workload hours
Type of Module (core/elective, etc.)	Core
Usability of the module	Master Innovation and Entrepreneurship
Prerequisites	<ul style="list-style-type: none">• Completion of MA IE semester 1• Basic knowledge of business administration
Module leader	Sarah Lorenz
Lecturer(s)	IE 854-1: Strategic Resource Acquisition <ul style="list-style-type: none">• Sarah Lorenz• Bierer Kristina• Tim Schwichtenberg IE 854-2: Market Strategy & Brand Growth <ul style="list-style-type: none">• Stephanie Wißmann IE 854-3: Venture Design & Business Planning <ul style="list-style-type: none">• Sarah Lorenz• Prof. Dr. Eva Stumpfegger
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none">• Course work (40%),• Homework assignment (20%),• Project report (40%)
Grade weighting in the overall grade	7,5%
Learning activities and teaching methods	<ul style="list-style-type: none">• Interactive seminar type lectures• Practice in small groups• Presentations and discussion rounds



	<ul style="list-style-type: none"> • Case studies and short assignments • Short videos • Online tools
Specifics	Industry expert /alumni guest lecture(s)
Recommended or required reading	<p>IE 854-1 Strategic Resource Acquisition</p> <ul style="list-style-type: none"> • Hisrich, R.D., Peters, M.P., Shepherd, D.A., (2017). <i>Entrepreneurship</i>, 10th ed. McGraw-Hill, New York • Kanze, D., & Iyengar, S. S. (2017). Startups That Seek to “Disrupt” Get More Funding Than Those That Seek to “Build.” <i>Harvard Business Review Digital Articles</i>, 2–5. • Baehr, E. (2016). Startups Need Relationships Before They Ask for Money. <i>Harvard Business Review Digital Articles</i>, 2–5. • Maio, C. (2016). What I Look for in Candidates Interviewing at My Startup. <i>Harvard Business Review Digital Articles</i>, 2–4. • Lazarow, A. (2020). Startups, It’s Time to Think Like Camels – Not Unicorns. <i>Harvard Business Review Digital Articles</i>, 2–5. • Wei Zhang, White, S., Liyan Wang, & Jianxi Luo. (2021). 3 Strategies to Convince People That Your Startup Is Legit. <i>Harvard Business Review Digital Articles</i>, 1–5. <p>IE 854-2: Market Strategy & Brand Growth</p> <ul style="list-style-type: none"> • Keller, K. (2019). <i>Strategic brand management: Building, measuring, and managing brand equity, global edition</i> (5th edition). Upper Saddle River: Prentice Hall. • Kotler, K. & Keller, K. (2015). <i>Marketing management, global edition</i>. Munich: Addison Wesley. <p>IE 854-3: Venture Design & Business Planning</p> <ul style="list-style-type: none"> • Sellars, D. (2009). <i>Business plan project: A step-by-step guide to writing a business plan</i>. Business Expert Press, New York.



	<ul style="list-style-type: none"> • Keever, M. (2017). <i>How to write a business plan</i> (13th Edition). Nolo, Berkeley, CA. • Brinckmann, J., Grichnik, D., & Kapsa, D. (2010). Should entrepreneurs plan or just storm the castle? A meta-analysis on contextual factors impacting the business planning–performance relationship in small firms. <i>Journal of Business Venturing</i>, 25(1), 24-40. • Brinckmann, J., Dew, N., Read, S., Mayer-Haug, K., & Grichnik, D. (2019). Of those who plan: A meta-analysis of the relationship between human capital and business planning. <i>Long Range Planning</i>, 52(2), 173-188. • Greene, F. J., & Hopp, C. (2017). Research: Writing a business plan makes your startup more likely to succeed. <i>Harvard Business Review Digital Articles</i>, 2–4. • Greene, F. J., & Hopp, C. (2018). When should entrepreneurs write their business plans? <i>Harvard Business Review Digital Articles</i>, 2–4 <p>Required readings and further literature recommendations will be shared during the course</p>
Module code	IE 854
Module name	Innovation and Business Creation and Management
Courses in the module	IE 854-1 Resource Acquisition IE 854-2 Innovation Branding, Marketing, & Sales IE 854-3 Business Planning
Module content	<p>IE 854-1: Resource Acquisition</p> <p>Learning about the acquisition of resources required to realize an own business idea and build a company:</p> <ul style="list-style-type: none"> • Formalities and legal requirements • Protecting intellectual property • Acquisition of financial capital • Acquisition of human, social, and physical capital • Creating your online presence <p>IE 854-2: Innovation Branding, Marketing, & Sales</p> <ul style="list-style-type: none"> • Building a brand: strategy, key concepts, plan, execution, and personal branding



	<ul style="list-style-type: none"> • Fundamentals of digital marketing mix: (Early) User segmentation, targeting, and positioning; digital marketing campaigns • Internal and external innovation storytelling and selling • Establishing sales channels for innovations and managing sales partners • Personal selling models, processes, and techniques <p>IE 854-3: Business Planning</p> <ul style="list-style-type: none"> • Structure, challenges, and purpose of business plans • Creating a business plan for an own business idea including: <ul style="list-style-type: none"> ○ Product/Service description ○ Market & competition ○ Company description ○ Organization & management ○ Production & operations ○ Commercialization plan ○ Implementation plan & risks ○ Financial plan • Pitching a business plan in front of an expert jury to acquire support and funding
<p>Learning outcomes of the module</p>	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • identify and prepare the necessary activities for setting up a new venture (in Germany) and acquire the required resources • develop, implement, and optimize an innovation brand positioning • create, implement, and test digital marketing campaigns for innovations • select and apply internal and external selling models and practices for innovations • formulate a branding strategy for an innovation • evaluate, write, and pitch a business plan for creating a new venture
<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>



	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of innovation and entrepreneurship.	IE 854-1 IE 854-2
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of innovation and entrepreneurship.	IE 854-1 IE 854-2
	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.	IE 854-1 IE 854-2
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IE 854-1 IE 854-2
	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.	IE 854-1 IE 854-2
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	IE 854-1 IE 854-2
	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.	IE 854-1 IE 854-2
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 total workload hours
Type of Module (core/elective, etc.)	Core
Usability of the module	Master Innovation and Entrepreneurship
Prerequisites	<ul style="list-style-type: none">• Completion of MA IE semester 1• Basic knowledge of business administration
Module leader	Prof. Dr. Nadine Chochoiek
Lecturer(s)	<ul style="list-style-type: none">• Prof. Dr. Nadine Chochoiek• Sarah Lorenz• Prof. Dr. Eva Stumpfegger• Dr. Barbara Wolf• Michel Geolier• Stephanie Wißmann
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none">• Course work (40%),• Homework assignment (20%),• Project report (40%)
Grade weighting in the overall grade	7,5%
Learning activities and teaching methods	<ul style="list-style-type: none">• Interactive seminar type lectures• Practice in small groups• Presentations and discussion rounds• Case studies and short assignments• Short videos• Online tools
Specifics	Industry expert /alumni guest lecture(s)
Recommended or required reading	IE 854-1 Resource Acquisition <ul style="list-style-type: none">• Hisrich, R.D., Peters, M.P., Shepherd, D.A., (2017). <i>Entrepreneurship</i>, 10th ed. McGraw-Hill, New York• Kanze, D., & Iyengar, S. S. (2017). Startups That Seek to “Disrupt” Get More Funding Than Those That Seek to “Build.” <i>Harvard Business Review Digital Articles</i>, 2–5.



- Baehr, E. (2016). Startups Need Relationships Before They Ask for Money. *Harvard Business Review Digital Articles*, 2–5.
- Maio, C. (2016). What I Look for in Candidates Interviewing at My Startup. *Harvard Business Review Digital Articles*, 2–4.
- Lazarow, A. (2020). Startups, It's Time to Think Like Camels – Not Unicorns. *Harvard Business Review Digital Articles*, 2–5.
- Wei Zhang, White, S., Liyan Wang, & Jianxi Luo. (2021). 3 Strategies to Convince People That Your Startup Is Legit. *Harvard Business Review Digital Articles*, 1–5.

IE 854-2: Business Planning

- Sellars, D. (2009). *Business plan project: A step-by-step guide to writing a business plan*. Business Expert Press, New York.
- Kever, M. (2017). *How to write a business plan* (13th Edition). Nolo, Berkeley, CA.
- Brinckmann, J., Grichnik, D., & Kapsa, D. (2010). Should entrepreneurs plan or just storm the castle? A meta-analysis on contextual factors impacting the business planning–performance relationship in small firms. *Journal of Business Venturing*, 25(1), 24-40.
- Brinckmann, J., Dew, N., Read, S., Mayer-Haug, K., & Grichnik, D. (2019). Of those who plan: A meta-analysis of the relationship between human capital and business planning. *Long Range Planning*, 52(2), 173-188.
- Greene, F. J., & Hopp, C. (2017). Research: Writing a business plan makes your startup more likely to succeed. *Harvard Business Review Digital Articles*, 2–4.
- Greene, F. J., & Hopp, C. (2018). When should entrepreneurs write their business plans? *Harvard Business Review Digital Articles*, 2–4

IE 854-3: Innovation Branding, Marketing, & Sales

- Keller, K. (2019). *Strategic brand management: Building, measuring, and managing brand equity, global edition* (5th edition). Upper Saddle River: Prentice Hall.



- Kotler, K. & Keller, K. (2015). *Marketing management, global edition*. Munich: Addison Wesley.

Required readings and further literature recommendations will be shared during the course



IE 752 Innovation and Entrepreneurship Project Fall-Spring 2 semester course – 6 ECTS

Modul-Nr. / <i>Module code</i>	IE 752
Modulbezeichnung / <i>Module name</i>	Innovation and Entrepreneurship Project
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p><u>Semester 1</u></p> <p>Lectures:</p> <ul style="list-style-type: none">• Business partner collaboration• Powerful meetings• Structured working approach• Project management (basics and agile) and reporting• Chart design• Collaboration and project management tools• Market analysis <p><u>Semester 2:</u></p> <p>Lectures:</p> <ul style="list-style-type: none">• Market entry strategy• Developing a value proposition• Preparing and presenting project deliverables• Content topic of choice depending on business projects <p>Project:</p> <ul style="list-style-type: none">• Dealing with and solving a current intellectual problem of an external business partner in the field of entrepreneurship/ innovation in small teams• Project content, including milestones, working modes and objectives is defined in collaboration with the business partner• Independent project work monitored by an MBS lecturer and a representative of the business partner• Multiple business partner meetings
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none">• apply the knowledge acquired in the entrepreneurship and innovation core modules



	<ul style="list-style-type: none"> • apply practical project work: planning and managing tasks; defining and assigning roles and responsibilities; mastering challenges in reaching milestones • work effectively in an international team under time pressure • use adequate tools for project management and team collaboration <p>Specific project outcomes:</p> <ul style="list-style-type: none"> • scope, execute, and deliver an intellectual project for a business partner in the field of entrepreneurship/ innovation • professionally collaborate with a business partner • apply a structured working approach, conduct sound market analyses, and derive recommendations for action • develop and present high quality project deliverables 	
<p>Beitrag zu „Assurance of Learning“ Kompetenzziele / <i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p>	
	<p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p>	
	<p>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of innovation and entrepreneurship.</p>	<p>IE 752</p>
	<p>Goal 2: Graduates develop a global understanding and mindset.</p>	
	<p>G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.</p>	<p>IE 752</p>
	<p>Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.</p>	
<p>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.</p>	<p>IE 752</p>	
<p>Studiensemester / Semester</p>	<p>1 and 2</p>	



Dauer des Moduls / <i>Duration of the module</i>	2 semesters
Häufigkeit des Angebots des Moduls / <i>Semester when the module is delivered</i>	Annually in the fall and spring semester
Zahl der zugeteilten ECTS-Credits / <i>Number of ECTS credits allocated</i>	6 ECTS
Gesamtworkload / <i>Total workload</i>	20 contact hours (10 hours for each semester) 160 self-study hours (80 hours for each semester) 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 Innovation and Entrepreneurship
Voraussetzungen für die Teilnahme / <i>Prerequisites</i>	<ul style="list-style-type: none">• Basic business administration skills• Basic research skills (e.g., collecting and analyzing quantitative and qualitative data)
Modulverantwortliche(r) / <i>Module leader</i>	Prof. Dr. Nadine Chochoiek
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<ul style="list-style-type: none">• Prof. Dr. Nadine Chochoiek
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Project report (70%) Presentation (30%)
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	8 %
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none">• Interactive seminar type lectures to prepare for project work and discuss project progress and preliminary results• Team exercises and presentations



	<ul style="list-style-type: none">• Independent work in small teams coached by instructors• Use of cloud-based/online tools for project and teamwork
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Collaboration with business partners
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none">• Minto, B. (2009). <i>The pyramid principle: Logic in writing and thinking</i>, 3rd edition. Pearson Education, London.• Saunders, M., Lewis, P., & Thornhill, A. (2019). <i>Research methods for business students</i>, 8th edition. Pearson Education, Essex, U.K.• Dillman, D. A., Smyth, J. D., & Christian, L. M. (2014). <i>Internet, phone, mail, and mixed-mode surveys: The tailored design method</i>. John Wiley & Sons, Hoboken, New Jersey. <p>Further literature recommendations will be shared during the course</p>



Spring Semester Electives

IE 852 Technology Trends (Spring) - 3 ECTS

Module code	IE 852
Module name	Technology Trends
Courses in the module	-
Module content	<ul style="list-style-type: none">• Introduction of recent technology trends such as e.g.,<ul style="list-style-type: none">○ Artificial Intelligence and machine learning○ Autonomous transport and robotics○ Immersive experience (virtual/augmented reality)○ Internet of Things (smart spaces)• Joint identification and assessment of additional novel technology trends• Technology trend definitions, origins, and development/diffusion/adoption statuses• Benefits and challenges of technology trends• Technology trend applications (products, services, processes, industries) and example cases• Business models, management/societal implications of technology trends
Learning outcomes of the module	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none">• comprehend, explain, discuss, and defend recent technology trends and their current and future practical applications in a professional environment• assess opportunities, threats, strengths, and weaknesses of technology trends for different use cases and contexts• explore, evaluate and propose different business models and use cases related to specific technology trends• detect and predict implications of technology trends and their application for management and society
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 Innovation and Entrepreneurship Master International Marketing and Brand Management
Prerequisites	Basic knowledge of business administration
Module leader	Prof. Dr. Heiko Seif
Lecturer(s)	<ul style="list-style-type: none">• Prof. Dr. Heiko Seif• Björn Götzfried• Fabien Bartel• Dr. Hans Dörmann
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%
Learning activities and teaching methods	<ul style="list-style-type: none">• Interactive seminar type lectures• Practice in small groups• Presentations and discussion rounds• Case studies and short assignments• Short videos• Online tools
Specifics	<ul style="list-style-type: none">• Guest lectures from industry experts• Event visits/practical applications (if possible)
Recommended or required reading	Provided by lecturers regarding specific topics



IE 853 Understanding Social Startups (Spring) - 3 ECTS

Module code	IE 853
Module name	Understanding Social Startups
Courses in the module	-
Module content	<p>Social entrepreneurship is experiencing increasing momentum recently, motivated amongst others by the desire of dedicated social entrepreneurs to create a better and more just society.</p> <p>Introduction: What is social entrepreneurship?</p> <ul style="list-style-type: none"> • Social entrepreneurship as an emerging field at the intersection of entrepreneurship and social change • Origins, historic development and current trends • Theories, terms and definitions • Practical examples of social entrepreneurs worldwide <p>Social entrepreneurship and value creation</p> <ul style="list-style-type: none"> • The role of social innovation • The social value proposition and identifying a social business opportunity • Social business models • Sustainability of impact <p>Scaling social impact</p> <ul style="list-style-type: none"> • Scaling strategies for social enterprises • Assessing organizational capacity for scaling • Analyzing organizations, which have successfully scaled up • Governance, leadership, legal and organizational structures • Social Finance and Impact Investing • The blended value concept and the triple bottom line • Financing mechanisms for social enterprises • Venture philanthropy and social venture capital • Guest lecture impact investor <p>Social Impact Measurement</p> <ul style="list-style-type: none"> • Importance and challenges • Approaches and methods • Application of selected impact measurement methods
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> • Be introduced to the history, theory and emerging activities of social entrepreneurship around the world



	<ul style="list-style-type: none">• Develop knowledge about the phenomenon of social entrepreneurship• Understand the role of social entrepreneurs as drivers of change• Deepen their understanding of social business models, scaling of social impact as well as social performance measurement• Be inspired to apply this knowledge in their current business environment
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 Innovation and Entrepreneurship
Prerequisites	-
Module leader	Jasper Schlump
Lecturer(s)	Jasper Schlump
Language of instruction	English
Examination and credit assignment	Homework assignment 100% (The students will work in teams on specific topics from the lecture developing a short paper and present the findings. This could be, e.g., the in-depth description of a Sustainable Development Goal (SDG) and the illustration of existing social business models in this field.)
Grade weighting in the overall grade	4%



Learning activities and teaching methods	<ul style="list-style-type: none">• Interactive seminar type lectures• Practice in small groups• Presentations and discussion rounds• Case studies and short assignments• Short videos
Specifics	Guest lectures from the industry
Recommended or required reading	<p>Mandatory:</p> <p>Rodriguez, K. <i>Why Social Entrepreneurs Are Taking The Lead</i>. Retrieved from https://execed.economist.com/career-advice/industry-trends/why-social-entrepreneurs-are-taking-lead.</p> <p>Supplemental:</p> <p>Martin, R. L. & Osberg, S (2007). <i>Social Entrepreneurship: The Case for Definition</i>. <i>Stanford Social Innovation Review</i>, Spring 2007</p>



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.),



	<ul style="list-style-type: none">• 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)	<ul style="list-style-type: none">• 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



	<ul style="list-style-type: none">• 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



FIN 871 Private Equity and Venture Capital (Spring) – 3 ECTS

Module code	FIN 871
Module name	Private Equity and Venture Capital
Courses in the module	-
Module content	<p>Introduction to Alternative Investments: Overview, key terminology, and regulatory framework.</p> <p>Private Equity Investment Process: From deal identification to value creation and maximizing returns.</p> <p>Venture Capital Fundamentals: Characteristics, investment process, sources, instruments, and legal aspects.</p> <p>Documentation and Regulation: Essential legal and regulatory requirements in private equity and venture capital deals.</p> <p>Case Studies: Practical applications including deal analysis, investment process simulation, and financial due diligence.</p> <p>Investment Instruments and Strategies: Exploration of various tools and approaches used in private equity and venture capital.</p>
Learning outcomes of the module	<p>develop a solid understanding of alternative investments, focusing on private equity and venture capital, including key processes, instruments, and regulatory frameworks.</p> <p>analyze and apply the private equity and venture capital investment processes, from deal identification to value creation and financial due diligence.</p> <p>utilize practical case studies to enhance decision-making skills in investment analysis, valuation, and execution within the alternative investment landscape.</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 hours of total workload
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Business / Finance
Prerequisites	Basic understanding of finance: Familiarity with fundamental finance concepts, including investment principles, financial markets, and the types of financial instruments. Analytical skills: Ability to critically analyze data and financial information, and to apply quantitative techniques to solve complex financial problems.
Module leader	Dr. Sascha Haggenmüller, CPA
Lecturer(s)	Dr. Sascha Haggenmüller, CPA
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none">• 40% Course Work (Group project/case presentation)• 60% Written Exam: 90 minutes
Grade weighting in the overall grade	4,0%
Learning activities and teaching methods	Interactive lecture, discussions, case studies, exercises
Specifics	Guest lecture if suitable
Recommended or required reading	n/a



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

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



	<ul style="list-style-type: none"> Evaluate how authenticity and consistency shape a credible leadership reputation. Develop a strategic personal branding and thought leadership approach for themselves or a client.
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Marketing and Brand Management Master International Business Master Innovation & Entrepreneurship Master International Business Sports Management and Media
Prerequisites	None
Module leader	Giulia Donato
Lecturer(s)	Giulia Donato
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none"> Group Project (60%) – Development and presentation of a thought leadership and personal branding strategy for a real client. Individual Assignment (40%) – short reflective essay on individual positioning.
Grade weighting in the overall grade	4.0%
Learning activities and teaching methods	Seminar-like classes Case Studies Guest lecture, The People Branding Company
Specifics	Students will complete a group project for a real-life client.
Recommended or required reading	Core:



- Dorie Clark (2021). *The Long Game: How to Be a Long-Term Thinker in a Short-Term World*. Harvard Business Review Press.
- Warren Berger (2014). *A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas*. Bloomsbury.

Supplementary:

- Dorie Clark (2015). *Stand Out: How to Find Your Breakthrough Idea and Build a Following Around It*. Portfolio Penguin.
- Chris Brogan (2014). *The Freaks Shall Inherit the Earth: Entrepreneurship for Weirdos, Misfits, and World Dominators*. Wiley Books.
- Edelman & LinkedIn (2022). *The B2B Thought Leadership Impact Study* (available online).
- *Stand Out: How to Find Your Breakthrough Idea and Build a Following Around It*. By Dorie Clark. Portfolio Penguin (2015)
- *The Freaks Shall Inherit the Earth: Entrepreneurship for Weirdos, Misfits, and World Dominators*. By Chris Brogan. Wiley Books (2014)
- *A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas*. By Warren Berger. Bloomsbury: New York (2014)



Master Core Electives

IB 752 International Business (Fall) - 6 ECTS

*In order to receive 6 ECTS all submodules have to be taken and are mandatory (IB 752-1, IB 752-2, IB 752-3)

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 ○ Conscious culture and management • Inspiring case studies of conscious businesses in the world



	<ul style="list-style-type: none">• 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 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 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 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.



	<ul style="list-style-type: none"> 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. 	
Beitrag zu „Assurance of Learning“ Kompetenzziele / 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 752-1 IB 752-2 IB 752-3
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 752-2 IB 752-3
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	IB 752-1 IB 752-2 IB 752-3
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IB 752-2 IB 752-3
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 752-2 IB 752-3
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	IB 752-2 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 • Prof. Dr. Michael Hans Rüdiger IB 752-2 • N.N. IB 752-3 • Prof. Dr. Christian Schmidkonz
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	IB 752-1 (34% of IB 752) • Written final course examination 60 min. (60%) • Course work (40%) IB 752-2 (33% of IB 752) • 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 Talks by industry representatives</p> <p>IB 752-2 and IB 752-3 At least one guest lecture by a company representative</p>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<p>IB 752-1</p> <ul style="list-style-type: none"> • 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 <p>IB 752-2</p> <ul style="list-style-type: none"> • 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. <p>IB 752-3</p> <ul style="list-style-type: none"> • 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
- Tindell, K. (2014). *Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives*, New York
- Wahl, D. (2016). *Designing Regenerative Cultures*. Axminster: Triarchy Press.



EXEC 752 Communication in International Business (Fall) – 6 ECTS

*In order to receive 6 ETCS all submodules have to be taken and are mandatory (EXEC 752-1, EXEC 752-2, EXEC 752-3)

Modul-Nr. / Module code	EXEC 752
Modulbezeichnung / Module name	Kommunikation im international 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 harassment, fraud, financial misconduct, privacy issues,



	<p>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 tactics, 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</p> <ul style="list-style-type: none">• understand requirements for effective communication in general and in an intercultural context,• 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
<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> <hr/> <p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p>



	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	



	<p>40 self-study hours</p> <p>EXEC 752-3 20 contact hours 40 self-study hours</p> <p>180 hours of total workload</p>
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<p>EXEC 752-1</p> <ul style="list-style-type: none"> • Dr. Franz Sauter <p>EXEC 752-2</p> <ul style="list-style-type: none"> • Hashem Zarafat • Dr. Sebastian Planck <p>EXEC 752-3</p> <ul style="list-style-type: none"> • Dr. Dominik Doll
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<p>Portfolio examination:</p> <p>EXEC 752-1 (34% of EXEC 752)</p> <ul style="list-style-type: none"> • Course Work (100%) <p>EXEC 752-2 (33% of EXEC 752)</p> <ul style="list-style-type: none"> • Written final course examination 60 min. (60%) • Course Work (40%) <p>EXEC 752-3 (33% of EXEC 752)</p> <ul style="list-style-type: none"> • Written final course examination 60 min. (80%) • Course work/participation (20%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<p>Seminar-type lectures</p> <p>Group discussions</p> <p>Presentations</p> <p>Pair and Group Work</p> <p>Simulations</p>



Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	EXEC 752-2 Individual Online Research
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	EXEC 752-1 <ul style="list-style-type: none">• Dethmer, J., Chapman D., Warner Klemp, K.: <i>The 15 Commitments of Conscious Leadership – A new paradigm for sustainable success</i>, 2015• Kofman, F.: <i>Conscious Business – How to build value through values</i>, Boulder, 2013• Hofstede, G., et al.: <i>Cultures and Organizations</i>, London, 2010• Trompenaars, F., Hampden-Turner, C.: <i>Riding the Waves of Culture</i>, London, 2012 EXEC 752-2 <ul style="list-style-type: none">• Ferrell, O.C., Fraedrich, J., and Ferrel, L. (2022). <i>Business Ethics: Ethical Decision Making and Cases</i> (13th ed). Cengage.• Crane & Matten (2010). <i>Business Ethics</i> (latest edition). The United Kingdom: Oxford.• Mele, D. (2019). <i>Business Ethics in Action</i> (2nd edition). The United Kingdom: Macmillian Internationl.• Werhane, P.H. (2019). The normative/descriptive distinction in methodologies of business ethics. <i>Systems Thinking and Moral Imagination: Rethinking Business Ethics with Patricia Werhane</i>, pp.21-25.• A Portfolio of Articles from Harvard Business Reviews (HBR) Available at: https://hbr.org/topic/subject/business-ethics EXEC 752-3 <ul style="list-style-type: none">• Raiffa, H., & Metcalfe, D. (2002): <i>Negotiation Analysis: The Science and Art of Collaborative Decision Making</i>. Harvard University Press. Lewicki, R., Saunders, D., & Barry, B. (2014): <i>Negotiation</i>. McGraw-Hill/Irwin; 7. Edition.• Fisher, R., Ury, W.L., & Patton, B. (2011): <i>Getting to Yes</i>, Penguin Books.• Fisher, R., Shapiro, D. L. (2005): <i>Beyond Reason – Using Emotions as You Negotiate</i>, New York: Penguin Books.• Lewicki, R. J., Saunders, D. M., Barry, B., & Lewicki, R. J. (2006). <i>Negotiation</i>. Boston, Mass: McGraw-Hill Irwin.





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

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

Module code	EXEC 852
Module name	Responsible Leadership in a Global Context
Courses in the module	<ul style="list-style-type: none">• 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 from 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 | Only 1 international Focus allowed

GEU 770 Business in Germany (Fall) – 3 ECTS

*Strongly recommended for international students

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>	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	GEU 770
	Goal 2: Graduates develop a global understanding and mindset.	



	G2 Objective 1: Graduates generate a solid understanding of economy and business 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	Prof. Dr. Christopher Weilage	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Christopher Weilage	
Lehrsprache / Language of instruction	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<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">• Lectures• Group Exercises• Presentations• Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Often includes a company visit or guest presentation
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<p>Recommended literature:</p> <ul style="list-style-type: none">• Begin, J. P. (1999). Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization, Berlin• Dörrenbächer, C. (2004). Fleeing or Exporting the German Model? – the Internationalization of German Multi-nationals in the 1990s. Competition & Change 8(4), 443-456.• Porter, M.E. (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press, New York• Porter, M.E.: The Competitive Advantage of Nations: Harvard Business Review, Mar-Apr 1990, Brighton• Reuvid, J. and Millar, R. (Ed.) (2000). Doing Business with Germany. London: Kogan Page• Turner, B.(Ed.) (1999). Germany Profiled. New York: Saint Martin's Press.• Schroll-Machl, S. (2005). Doing Business with Germans: Their Perception, Our Perception. Gottingen: Vandenhoeck & Ruprecht• Simon, H. (1996). You Don't Have to be German to be a Hidden Champion. London Business School, Business Strategy Review 7(2), 1-13.• Simon, H. (2009). Hidden Champions of the Twenty-First Century: The Success Strategies of Unknown World Market Leaders. Springer, New York• Weaver, K. S. (1995). Human resource management and organizational strategies in German- and US-owned companies. The International Journal of Human Resource Management 6(3)



GEU 870 Business in Europe (Spring) – 3 ECTS

*Strongly recommended for international students

Modul-Nr. / Module code	GEU 870	
Modulbezeichnung / Module name	Wirtschaft in Europa Business in Europe	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / 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 	
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 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. 	
Beitrag zu „Assurance of Learning” Kompetenzzielen /	This module contributes most strongly to the following Master programs competency goals:	
<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 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
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	-	
Modulverantwortliche(r) / Module leader	Dr. Franz Sauter	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Dr. Franz Sauter	
Lehrsprache / Language of instruction	English	



<p>Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment</p>	<ul style="list-style-type: none"> • Written final course examination 90 min. (60%) • Course work (40%)
<p>Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods</p>	<ul style="list-style-type: none"> • Lectures • Group Exercises • Case studies • Discussion • Presentations
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics</p>	<p>One company visit or guest lecture</p>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading</p>	<ul style="list-style-type: none"> • Begin, J. P. (1999). Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization, Berlin • El-Agraa, A. M. (2004). The European Union; Economics and Policies. Pearson Prentice Hall, Saddle River, NJ • Frankland, E. G. (2005). Europe (Global Studies). Dushkin. • Harris, P. and McDonald, F. (2004). European Business and Marketing. Sage Publications, Thousand Oaks, CA • Hofstede, G. (2010). Cultural Dimensions for International Business. • McCormick, J. (2008). Understanding the European Union: A Concise Introduction. Palgrave Macmillan, Basingstoke, UK • McDonald, F. and Dearden, S. (2005). European Economic Integration. Pearson Prentice Hall, Saddle River, NJ • Pelkmans, J. (2006). European Integration. FT Prentice-Hall, Saddle River, NJ • Porter, M. (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press. • Porter, M. (1990). Competitive Advantage of Nations. Harvard Business Review. • Senior-Nello, S. (2005). The European Union; Economics, Politics and History. McGraw Hill, New York • Suder, G. (2012). Doing Business in Europe. Sage Publications, Thousand Oaks, CA



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 • Doing business in Latin America (incl. cultural peculiarities) • Latin American labor market (incl. country specific differences) • In-depth look at Argentina • In-depth look at Brazil • In-depth look at Chile • In-depth look at Colombia • In-depth look at Peru • “The remaining Latin American countries” • Current issues of the Latin American region • The Latin American consumer <p>HR management in Latin America</p>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> • 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, Colombia and Perú, • 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, <p>be able to use the different tools to evaluate countries and customer segments in a Latin American setting.</p>
Beitrag zu „Assurance of Learning“ Kompetenzziele /	This module contributes most strongly to the following Master programs competency goals:



Alignment with "Assurance of Learning" competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	LAT 770
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	LAT 770
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	LAT 770
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	LAT 770
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective	
Voraussetzungen für die Teilnahme / Prerequisites	-	
Modulverantwortliche(r) / Module leader	N.N.	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	N.N.	



Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<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 / Learning activities and teaching methods	<ul style="list-style-type: none">• Seminar-Type Lectures• Group Discussions• Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Two guest lectures by business people from Latin America (if possible, MBS Alumni)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none">• Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics), New York (Mandatory)• Rodriguez, F.: An Empty Revolution, The Unfulfilled Promises of Hugo Chávez, Foreign Affairs, March/April 2008• 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 <p>Gallagher, K.: China and the Latin American Commodity Boom, PERI Report, 2009, Amherst, MA</p>



LAT 870 Doing Business in Latin America: Case Studies and Scenarios (Spring) – 3 ECTS

Modul-Nr. / Module code	LAT 870
Modulbezeichnung / Module name	Wirtschaft in Lateinamerika: Fallstudien und Szenarios (en) Doing Business in Latin America: Case Studies and Scenarios
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	<ul style="list-style-type: none">• Overview of current important events and developments in Latin America:<ul style="list-style-type: none">○ Political○ Economic○ Societal• Columbia's road to political stability and economic development (Whole of Government Approach)• Latin American environmental opportunities and challenges• Entrepreneurship in Latin America (focus Mexico, Argentina and Paraguay)• Accountability Corruption Prevention in a Latin American environment• Luxury Goods Industry in Latin America (special emphasis on Brazil, Mexico and Colombia)• Management consulting in Latin America



<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<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 environmental challenges and opportunities, • deeply understand the Latin American consumer and the business environment, • be able to apply the learnings of the course in order to manage business operations for an international corporation in a Latin American environment, • be able to apply the learnings of the course to work effectively and efficiently for a Latin American company in Latin America or abroad, • be able to proactively apply adapt the tools and management approaches learned in a business master's program to a Latin American environment, • appreciate the peculiarities of certain industries, such as management consulting, luxury goods, etc. in a number of Latin American countries and transfer the learnings regarding these countries to other Latin American nations. 										
<p>Beitrag zu „Assurance of Learning“ Kompetenzziele /</p> <p><i>Alignment with “Assurance of Learning” competency goals</i></p>	<p>This module contributes most strongly to the following Master programs competency goals:</p> <table border="1" data-bbox="643 1290 1481 1975"> <tr> <td colspan="2" data-bbox="643 1290 1481 1397">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> </tr> <tr> <td data-bbox="643 1397 1254 1547">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td data-bbox="1254 1397 1481 1547">LAT 870</td> </tr> <tr> <td data-bbox="643 1547 1254 1697">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td data-bbox="1254 1547 1481 1697">LAT 870</td> </tr> <tr> <td colspan="2" data-bbox="643 1697 1481 1805">Goal 2: Graduates develop a global understanding and mindset.</td> </tr> <tr> <td data-bbox="643 1805 1254 1975">G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</td> <td data-bbox="1254 1805 1481 1975">LAT 870</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.	LAT 870	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	LAT 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.	LAT 870
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	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 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.	LAT 870
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	-	
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%) 	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> • Seminar-type, discussion-based lectures • Group Work • Case Studies 	
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<ul style="list-style-type: none"> • Guest lectures (Alumni, honorary consul) • Skype Call with business contact in Latin America 	



<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading</p>	<p>Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics, London)</p> <p>The course focusses heavily on current economic, political and social developments in Latin America. A multitude of readings from different internet portals will be made available to the students to ensure the currentness of reading materials.</p> <p>Additionally, articles, videos and interviews will be made available to the students by the lecturers.</p>
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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) <i>Business in China</i>
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 it's 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,



	<ul style="list-style-type: none"> be able to characterize the role of the Chinese Internet in reaching consumers. 	
Beitrag zu „Assurance of Learning” Kompetenzzielen /	This module contributes most strongly to the following Master programs competency goals:	
<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 international business.	APA 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.	APA 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.	APA 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.	APA 770
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>	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Prof. Dr. Christian Schmidkonz
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	<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>	Mandatory readings (usually articles and book chapters as well as studies) are shared during the course as uploads to the course page or as printouts. Recommended books: <ul style="list-style-type: none">• 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

Modul-Nr. / Module code	APA 870	
Modulbezeichnung / Module name	Wirtschaft in China: Fallstudien und Szenarios (en) Doing Business in China: Case Studies and Scenarios	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / 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 	
Beitrag zu „Assurance of Learning“ Kompetenzzielen /	This module contributes most strongly to the following Master programs competency goals:	
<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 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
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 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 factor 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. 	
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	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	<ul style="list-style-type: none"> • Prof. Dr. Christian Schmidkonz • Eva Nell
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<ul style="list-style-type: none"> • Seminar paper (60%) • Course Work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> • Interactive seminar lecture • LingHe compute- based simulation of running a Chinese company • Reading and writing case studies • Elements of immersion at home experiences
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / 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.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / 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

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

Modul-Nr. / Module code	IB 851	
Modulbezeichnung / Module name	Wirtschaft in den USA und Kanada (en) Business in the USA and Canada	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / 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 foreign entrepreneurs and 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 an insight into the frameworks of each country's legal systems 	
Beitrag zu „Assurance of Learning“ Kompetenzziele /	This module contributes most strongly to the following Master programs competency goals:	
<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 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
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will <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. 	
Dauer des Moduls / Duration of the module	One semester	
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	-	
Modulverantwortliche(r) / Module leader	Prof. Dr. Chris Weilage	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Chris Weilage	
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%) 	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> • Lectures • Relevant articles and readings provided or recommended by the lecturer 	



	<ul style="list-style-type: none">• 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• Class participation
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Guest-speakers with special expertise in each of the countries
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / 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. / Module code	IB 852	
Modulbezeichnung / Module name	Wirtschaft in Schwellenländern (en) Business in Emerging Economies	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / Module content	Africa <ul style="list-style-type: none"> • Africa's Diversity • Characteristics of Markets • Emerging Economies' Sub-Saharan Africa • Business Opportunities and Challenges 	
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will <ul style="list-style-type: none"> • be able to define Emerging Markets, Frontier Markets and Developed Markets and to distinguish the differences between them, • be able to recognise both challenges and opportunities in Emerging Markets, • be able to estimate the true potential of Emerging Market, • be able to develop strategies of doing business in Emerging Economies and particularly in Sub-Saharan 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
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Offered annually in spring semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective	
Voraussetzungen für die Teilnahme / Prerequisites	-	
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Antoine Gnofame (Africa)	
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%) 	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lecture combined with seminar-type elements Presentations Case Studies	
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Two lecturers from the two regions taught in the course	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	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 Hayton, Bill (2011). "Vietnam: Rising Dragon", New Haven	



	<p>Chiedu Moghalu, K. (2014). <i>Emerging Africa: How the Global Economy's "Last Frontier" Can Prosper and Matter</i>, Penguin Books, London</p> <p>Ncube, M., Leyeka Lufumpa, C. (2014). „The Emerging Middle Class in Africa“, Routledge, London</p> <p>Ogbor, J.O. (2009). <i>Entrepreneurship in Sub-Saharan Africa: A Strategic Management Perspective</i>, Author House, Bloomington, IN</p> <p>Bitzer, V., Hamann, R., Hall, M., Wosu Griffin, E. (2015). „The Business of Social and Environmental Innovation: New Frontiers in Africa“, Springer, Heidelberg</p>
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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</p>



	<p>industry sector, comparing the conditions of their home 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</p>



	German market based on market research and industry analysis.
Course Objectives	<p>By the end of the course, students will be able to:</p> <ol style="list-style-type: none">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>	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.



	The goal is to reach the first half of the A 1.1 level of the Common European Framework of Reference for Languages (GEFR).
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 semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtwirkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Verwendbarkeit des Moduls / Usability of the module	All Master programs
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Simone Bénard
Lehrsprache / Language of instruction	German and 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	N/A



Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none">• 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>	<ul style="list-style-type: none">• 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> <ul style="list-style-type: none">• The articles in general• The definite and indefinite articles and their declination in Nominativ and Akkusativ• The numbers• Verb conjugation (regular and irregular)• Präteritum of the verb „sein“• Personal pronouns, Nominativ and Akkusativ• Possessive articles, Nominativ and Akkusativ• The modal verbs „mögen“, „können“ and „müssen“• Perfekt constructions• Asking and answering what time it is• Separable verbs in the present and past• Ordinal numbers• Lexical field unit 4: Shopping• Lexical field unit 5: Family• Lexical field unit 6: Weather and Time• Lexical field unit 7: Everyday life situations
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,• 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.



	The goal is to reach the second half of the A 1.1 level of the Common European Framework of Reference for Languages (GEFR), unit 4 till 7 in the book "Ja genau, A 1 Band 1, Kurs- und Übungsbuch".
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	All Master programs
Prerequisites	Successful completion of level A1.1 I
Module leader	Simone Bénard
Lecturer(s)	Simone Bénard
Language of instruction	English and German
Examination and credit assignment	<ul style="list-style-type: none">• Written final course examination 90 min. (60%),• Course work (40%)
Grade weighting in the overall grade	N/A
Learning activities and teaching methods	<ul style="list-style-type: none">• 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 availability 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: Personal pronouns and in-/ definite articles in Dative Nouns in Dative Plural Changing prepositions plus Dative and Accusative Perfect tense: repeating structures and all verbs Preterite: "haben" and "sein" Personal pronouns in Accusative Comparative structure of "to like" The modal verb "wollen"</p> <p>Lexical fields: Looking for/ living in an apartment Professional life and working places All about shopping</p>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will 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> <p>The goal is to reach the first half of the A1.2 level of the Common European Framework of Reference for Languages (GEFR), unit 8, 9 and 10 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".</p>
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

*Level availability depends on the demand

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> <ul style="list-style-type: none">• Personal pronouns and in-/ definite articles in Dative• Nouns in Dative Plural• Changing prepositions plus Dative and Accusative• Perfect tense: repeating structures and all verbs• Preterite: "haben" and "sein"• Personal pronouns in Accusative• Comparative structure of "to like"• The modal verb "wollen" <p>Lexical fields:</p> <ul style="list-style-type: none">• Looking for/ living in an apartment• Professional life and working places• All about shopping
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 (GEFR), unit 8, 9 and 10 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".</p>
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>	Successful completion of Level A1.1
Modulverantwortliche(r) / <i>Module leader</i>	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Simone Bénard
Lehrsprache / <i>Language of instruction</i>	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>	N/A
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none">• 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>	<ul style="list-style-type: none">• 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) 3ECTS

*Level availability depends on the demand

Modul-Nr. / <i>Module code</i>	GER 753
Modulbezeichnung / <i>Module name</i>	German 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> <ul style="list-style-type: none">• Adjective declension after the indefinite article• Subordinate clause connectors "dass" and "als"• Switching direct questions to indirect speech with the connector "ob"• Modal verbs in preterite• Reflexive pronouns/ reflexive verbs• Verbs with fixed prepositions, creating questions and answers• Prepositions plus Dative/ Accusative <p>Lexical fields:</p> <ul style="list-style-type: none">• Commuting people, advantages and disadvantages• Vocabulary about work, profession, tasks and working time• Children and professional life – how does this work?• Talking about the first working day• Vocabulary about time and how it passes• Friday, 13th – a day like the others?• Long days – short days, changing the clocks• Looking forward to ...?, Complaining about ...?, Thinking about ...?• Old and young people coming together• An old man is telling his story• Childhood memories• What did you do when you were x years old?
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 verbally on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics,



	<ul style="list-style-type: none">• 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. <p>The goal is to reach the first half of the A2.1 level of the Common European Framework of Reference for Languages (GEFR), unit 1, 2 and 3 in the book “Ja genau! A 2 Band 1, Kurs- und Übungsbuch”.</p>
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	Schoon, Silke
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Schoon, Silke
Lehrsprache / Language of instruction	German ch
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%)



Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none">• 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>	<ul style="list-style-type: none">• 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

*Level availability depends on the demand

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>	Linguistic content / grammar: <ul style="list-style-type: none">• Changing prepositions plus Dative/ Accusative plus typical verbs in this context• Causal subordinate sentences, connector "weil"• Adjective declension after the definite article• Comparative sentences• Personal pronouns in Dative• Intransitive verbs plus Dative• Superlative constructions of adverbs and adjectives• Conditional subordinate sentences, connector "wenn"• Lexical field unit 4: My home and my apartment• Lexical field unit 5: All about money• Lexical field unit 6: Living together• Lexical field unit 7: Different kinds of sport
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. <p>The goal is to reach the second half of the A2.1 level of the Common European Framework of Reference for Languages</p>



	(GEFR), unit 4, 5, 6 and 7 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".
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
Gesamtwoad / 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	<ul style="list-style-type: none"> • Written final course examination 90 min. (60%) • Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin