



## **COURSE CATALOG – FALL & SPRING GRADUATE EXCHANGE SEMESTER INTERNATIONAL MARKETING AND BRAND MANAGEMENT**

### **PROGRAM DESCRIPTION**

Visiting graduate business students will have the opportunity to study in the Master of International Marketing and Brand Management Program for one semester integrated with our degree students.

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

### **KEY FACTS**

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

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



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## Important Information and Procedures for Course Registration

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



## International Marketing and Brand Management

### IMBM 750 International Marketing and Brand Management (Fall) – 6 ECTS

Modul-Nr. / <i>Module code</i>	IMBM 750	
Modulbezeichnung / <i>Module name</i>	International Marketing and Brand Management	
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	IMBM 750-1 International Marketing IMBM 750-2 Brand Management	
Inhalte des Moduls / <i>Module content</i>	<p><b>IMBM 750-1:</b></p> <ul style="list-style-type: none"> <li>• “Strategic Marketing from the Boardroom” following the Harvard Case Method - 9 cases in total will be dissected and discussed</li> </ul> <p><b>IMBM 750-2:</b></p> <ul style="list-style-type: none"> <li>• Introduction – the basics of branding</li> <li>• Brand equity</li> <li>• Understanding customers</li> <li>• Brand landscape</li> <li>• Brand identity</li> <li>• Brand positioning</li> <li>• Brand expression</li> </ul>	
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"> <li>• recognise various market structures and competitive settings (commoditisation, disruption, winner-take-all, etc.) as well as their respective properties</li> <li>• deconstruct and evaluate market strategies in a global context</li> <li>• source relevant information and form a view on strategic options available to market participants</li> <li>• explain and assess brand-driven global marketing strategies for targeting customers on an international scale</li> </ul>	
Beitrag zu „Assurance of Learning” Kompetenzziele / <i>Alignment with “Assurance of Learning” competency goals</i>	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international marketing and brand management	IMBM 750-1 IMBM 750-2
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of	IMBM 750-1



	international marketing and brand management	IMBM 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	IMBM 750-1 IMBM 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	IMBM 750-1 IMBM 750-2
Studiensemester / Semester	1	
Dauer des Moduls / Duration of the module	1 semester	
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	60 contact hours 120 self-study hours 180 hours of total workload	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core	
Verwendbarkeit des Moduls / Usability of the module	Master International Marketing and Brand Management	
Voraussetzungen für die Teilnahme / Prerequisites	<ul style="list-style-type: none"> <li>• Basic understanding of the core marketing concepts (e.g., marketing mix)</li> <li>• Basic understanding of strategic management</li> </ul>	
Modulverantwortliche(r) / Module leader	Prof. Dr. Sophie Hieke	



Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	<b>IMBM 750-1</b> Arnaud d'Hubert <b>IMBM 750-2</b> Cardiano, Dino G.
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	7.5%
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Seminar-like classes</li><li>• case studies</li><li>• exercises in small groups</li><li>• presentations</li><li>• group workshops</li><li>• book reviews</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	Guest lectures from the industry
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Aaker, J. (1997). Dimensions of Brand Personality. <i>Journal of Marketing Research</i> , 34(3), 347-356. Keller, K. L. (2013). <i>Strategic Brand Management: Global Edition</i> (4th edition). London: Pearson. Keller, K. (2000). The Brand Report Card. <i>Harvard Business Review</i> , January-February 2000. Kotler, K. & Keller, K. (2015). <i>Marketing Management, Global Edition</i> . Boston: Addison Wesley. Ries, E. (2011). <i>The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses</i> . Redfern: Currency Press. Onyemah, V., Pesquera, M. R., & Ali, A. (2013). What entrepreneurs get wrong. <i>Harvard Business Review</i> , 91(5).



### IMBM 850 Integrated Brand Communication in a Digitalized World (Spring) – 6 ECTS

Module code	IMBM 850
Module name	Integrated Brand Communication in a Digitalized World
Module content	<p>Part 1: Digital Brand Communication</p> <ul style="list-style-type: none"><li>• Digital transformation</li><li>• The digital customer – a company perspective</li><li>• Segmentation</li><li>• User Journey</li><li>• Setting up a digital strategy</li><li>• CRM and Data Analytics</li><li>• Content Marketing</li><li>• User experience UX</li><li>• SEO / SEA</li><li>• Social Marketing</li><li>• Email Marketing</li><li>• Messenger Marketing</li></ul> <p>Part 2: Digital Advertising</p> <ul style="list-style-type: none"><li>• Targeting</li><li>• Data Regulation</li><li>• Programmatic Advertising Eco-System</li><li>• DMP / CDP</li><li>• Zero Friction Approach</li></ul> <p>Part 3: Communicating on social media</p> <ul style="list-style-type: none"><li>• Consumer behavior on social media</li><li>• The dark side of social media</li><li>• How to use social media in a business context</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"><li>• understand and discuss the relevant aspects of digital brand communication: personas, user journey, UX etc.</li><li>• understand the relevance and potential of MarTech &amp; Data</li><li>• understand the different digital marketing platforms</li><li>• formulate digital marketing strategies</li><li>• plan and evaluate digital advertising strategies</li><li>• understand the role and relevance of social media for integrated brand communication</li></ul>



Alignment with “Assurance of Learning” competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international marketing and brand management	IMBM 851
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international marketing and brand management	IMBM 851
	Goal 3: Graduates develop a global understanding and mindset	
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level	IMBM 851
Semester	2	
Duration of the module	One semester	
Semester when the module is delivered	Annually in spring semester	
Number of ECTS credits allocated	6 ECTS	
Total workload	60 contact hours 120 self-study hours 180 hours of total workload	
Type of Module (core/elective, etc.)	Core	
Usability of the module	Master International Marketing and Brand Management	
Prerequisites	IMBM 750 International Marketing and Brand Management IMBM 751 Customer Insights for Marketing and Brand Management	
Module leader	Prof. Dr. Sophie Hieke	
Lecturer(s)	<ul style="list-style-type: none"> <li>• Prof. Dr. Sophie Hieke</li> <li>• Raya Drenski</li> </ul>	



Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	<ul style="list-style-type: none"><li>• 7.5%</li></ul>
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Interactive seminar type lectures</li><li>• Practice in small groups</li><li>• Presentations and discussion rounds</li><li>• Case studies and short assignments</li><li>• Short guest video conferences</li></ul>
Specifics	<ul style="list-style-type: none"><li>• (Digital) Guest lectures</li><li>• Workshop with social media agency</li></ul>
Recommended or required reading	<ul style="list-style-type: none"><li>• Ryan Damian (2016). Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation (4th ed.). London: Kogan Page.</li><li>• Simon Kingsnorth (2019). Digital Marketing Strategy: An Integrated Approach to Online Marketing. London: Kogan Page.</li><li>• Dave Chaffey (2019). Digital Marketing Excellence: Planning, Optimizing and Integrating Online Marketing (5th ed.). London: Routledge.</li><li>• Blakeman Robyn (2018). Integrated Marketing Communication: Creative Strategy from Idea to Implementation (3rd ed.). Lanham: Rowman &amp; Littlefield Publishers.</li><li>• Busch Oliver (2016). Programmatic Advertising – The Successful Transformation to Automated, Data-Driven Marketing in Real-Time; Springer</li></ul>



### IMBM 751 Customer Insights for Marketing and Brand Management (Fall) – 6 ECTS

Modul-Nr. / <i>Module code</i>	IMBM 751
Modulbezeichnung / <i>Module name</i>	Customer Insights for Marketing and Brand Management
Inhalte des Moduls / <i>Module content</i>	<p>Part I: Consumer behaviour theory</p> <ul style="list-style-type: none"><li>• An introduction to consumer behaviour – history and evolution</li><li>• An introduction to consumer behaviour – affective processes</li><li>• An introduction to consumer behaviour – cognitive processes</li><li>• An introduction to consumer behaviour – external determinants</li></ul> <p>Part II: Behavioural insights</p> <ul style="list-style-type: none"><li>• System 1 and System 2</li><li>• Biases and heuristics</li><li>• Nudging</li></ul> <p>Part III: Measuring behaviour</p> <ul style="list-style-type: none"><li>• Empirical research – an introduction</li><li>• Quantitative methods</li><li>• Qualitative methods</li></ul> <p>Part IV: Applying</p> <ul style="list-style-type: none"><li>• Google workshop</li><li>• Workshop “Customer Journey and Marketing Performance”,</li><li>• Case Studies</li></ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand the principles of consumer behaviour, following the S-O-R model</li><li>• know about the foundation of behavioural economics and be able to interpret various biases and heuristics in the context of decision-making</li><li>• be able to combine qualitative and quantitative data analytics skills to gain valid and reliable customer insights</li><li>• be able to apply their skills to real-life case studies to study and evaluate consumer behaviour</li></ul>
Beitrag zu „Assurance of Learning” Kompetenzzielen /	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice



Alignment with "Assurance of Learning" competency goals	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international marketing and brand management	IMBM 751
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international marketing and brand management	IMBM 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	IMBM 751
Studiensemester / Semester	1	
Dauer des Moduls / Duration of the module	1 semester	
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	60 contact hours 120 self-study hours 180 hours of total workload	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core	
Verwendbarkeit des Moduls / Usability of the module	Master International Marketing and Brand Management	
Voraussetzungen für die Teilnahme / Prerequisites	<ul style="list-style-type: none"> <li>• Basic mathematic skills</li> <li>• Basic qualitative research skills (interviews, observations, etc.)</li> <li>• Basic quantitative research skills (surveys, experiments, etc.)</li> </ul>	
Modulverantwortliche(r) / Module leader	Prof. Dr. Sophie Hieke	



Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Prof. Dr. Sophie Hieke
Lehrsprache / <i>Language of instruction</i>	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / <i>Examination and credit assignment</i>	Homework assignment (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"><li>• Seminar type lectures</li><li>• audio-visual materials</li><li>• case study discussions</li><li>• group research projects</li><li>• exercises in small groups</li><li>• posters and presentations</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	<ul style="list-style-type: none"><li>• Guest lectures</li><li>• Workshop with external experts</li></ul>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Solomon, MR., Bamossy, GJ., Askegaard, S., Hogg, MK. (2016). Consumer Behaviour – A European Perspective (6th edition). London: Pearson. Kahneman, D. (2013). Thinking, Fast and Slow. New York: Farrar, Straus and Giroux. Ariely, D. (2010). Predictably Irrational: The Hidden Forces That Shape Our Decisions (Revised and Expanded Edition). New York: Harper Perennial. Thaler, R., Sunstein, C. (2007). Nudge – Improving Decisions about Health, Wealth, and Happiness. New Haven: Yale University Press. Sarstedt, M., Mooi, E. (2014). A Concise Guide to Market Research – The Process, Data, and Methods Using IBM SPSS Statistics. Berlin: Springer. Hair, J., Wolfinbarger, M., Money, AH., Samouel, P. (2015). Essentials of Business Research Methods (3rd edition). Abingdon-on-Thames: Routledge.



### IMBM 851 Marketing of Innovations (Spring) – 6 ECTS

Module code	IMBM 851
Module name	Marketing of Innovations
Courses in the module	-
Module content	<ol style="list-style-type: none"><li>1. Basics of innovation and its link to marketing<ul style="list-style-type: none"><li>• The innovation paradigm: Definition, necessity, and impact of innovation</li><li>• Sources of innovation and human-centric design approaches (e.g., design thinking, lean startup, open innovation, stage gate process)</li><li>• Innovation types, patterns, and models and their impact on marketing</li><li>• Innovation context, diffusion, and market adoption</li><li>• Strategies for entering innovative and new markets</li></ul></li><li>2. Planning and implementing marketing of innovations<ul style="list-style-type: none"><li>• Marketing analysis and research for innovations</li><li>• Segmentation, targeting, and positioning/value propositions for innovations</li><li>• Market orientation and cross-functional (marketing-R&amp;D) interaction</li><li>• Considerations of innovation culture and climate for marketing</li><li>• Partnerships, alliances, and customer relationships</li><li>• Technology and product management</li><li>• Distribution channels, and supply chain management for innovations</li><li>• Pricing considerations for innovations</li><li>• Marketing communication tools and strategies for innovations</li><li>• Marketing budgeting and control (systems, resources, processes, measurements) of innovations</li></ul></li></ol>
Learning outcomes of the module	On successful completion of this module, students will be able to



	<ul style="list-style-type: none"> <li>• identify sources of innovation, distinguish between different types, patterns, and models of innovation and derive appropriate marketing implications</li> <li>• detect specific innovation contexts, diffusion and adoption rates and identify required marketing tactics</li> <li>• explore and evaluate strategies for entering innovative markets</li> <li>• formulate marketing plans and strategies for innovations</li> <li>• identify and apply tactics, approaches, activities, and measures for marketing innovations</li> </ul>	
Alignment with “Assurance of Learning” competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international marketing and brand management	IMBM 852
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international marketing and brand management	IMBM 852
	Goal 3: Graduates develop a global understanding and mindset	
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level	IMBM 852
Semester	2	
Duration of the module	One semester	
Semester when the module is delivered	Annually in spring semester	
Number of ECTS credits allocated	6 ECTS	
Total workload	60 contact hours 120 self-study hours  180 hours of total workload	



Type of Module (core/elective, etc.)	Core
Usability of the module	Master International Marketing and Brand Management
Prerequisites	IMBM 750 International Marketing and Brand Strategy
Module leader	Stephanie Wißmann
Lecturer(s)	Stephanie Wißmann
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	7.5%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Interactive seminar type lectures</li><li>• Practice in small groups</li><li>• Presentations and discussion rounds</li><li>• Case studies and short assignments</li><li>• Short videos Case studies</li></ul>
Specifics	Guest lecture(s) from the industry
Recommended or required reading	<ul style="list-style-type: none"><li>• Trott, P. (2017). Innovation management and new product development (6th Edition). Pearson Education, Harlow, UK.</li><li>• Schilling, M. (2017). Strategic Management of Technological Innovation (5th Edition). McGraw-Hill Education, New York.</li><li>• Mohr, J. J., Sengupta, S., &amp; Slater, S. F. (2014). Marketing of high-technology products and innovations. Pearson Education, Harlow, UK.</li><li>• Christensen, C. M. (2016). The innovator's dilemma: When new technologies cause great firms to fail (3rd Edition). Harvard Business Review Press, Boston, MA.</li><li>• Moore, G. A. (2014). Crossing the chasm: Marketing and selling technology products to mainstream customers (3rd Edition). Harper Business, New York.</li><li>• Midgley, D. F. (2014). Innovation and new product marketing (RLE Marketing). Routledge, London, UK.</li><li>• Yohn, D. L. (2019). Why great innovation needs great marketing. Harvard Business Review Digital Articles, 2–5.</li></ul>



- Govindarajan, V., Rajgopal, S., Srivastava, A., & Ye Wang. (2019). R&D spending has dramatically surpassed advertising spending. *Harvard Business Review Digital Articles*, 2–6.
- Protexter, A., & Shumway, J. (2016). Bridging the gap between Marketing and IT. *Harvard Business Review Digital Articles*, 2–5.
- Kyriakopoulos, K., Hughes, M., & Hughes, P. (2016). the role of marketing resources in radical innovation activity: Antecedents and payoffs. *Journal of Product Innovation Management*, 33(4), 398–417.

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



## IMBM 752 International Marketing and Brand Management Project (Fall & Spring) – 6 ECTS

(2 semester course Fall-Spring)

Modul-Nr. / <i>Module code</i>	IMBM 752
Modulbezeichnung / <i>Module name</i>	International Marketing and Brand Management Project
Lehrveranstaltungen des Moduls / <i>Courses in the module</i>	-
Inhalte des Moduls / <i>Module content</i>	<p>Students will be assigned to real-life cases as submitted by companies to MBS. Within these groups, students will work under the supervision of an MBS professor over the course of two semesters and prepare a project for their company. Several meetings and interim presentation dates ensure continuous monitoring of the progress by both MBS and the respective company.</p> <p>Fall semester:</p> <ul style="list-style-type: none"> <li>• Kick-off and group/project assignment</li> <li>• Introduction to project management; methods of collaborative working and personal working methods</li> <li>• Selection of a SPOC per group</li> <li>• Message communication</li> <li>• Team work, team canvas, multiple intelligences theory</li> <li>• Questionnaire design</li> </ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have deepened their knowledge of project work, team work, collaboration and communication as part of a group</li> <li>• be able to apply their knowledge on a practical project work</li> <li>• have gained experience in working together with an international team under time pressure</li> <li>• be able to use project management software, respectively, cloud-based software for the project work: Slack, Trello, Toggle, Google Docs, Dropbox, etc.</li> <li>• have established or intensified contacts that e.g. can help them writing their Master Thesis.</li> </ul>
Beitrag zu „Assurance of Learning“ Kompetenzziele /	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice



Alignment with "Assurance of Learning" competency goals	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international marketing and brand management	IMBM 752
	Goal 2: Graduates develop a global understanding and mindset	
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience	IMBM 752
	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	IMBM 752
Studiensemester / Semester	1+2	
Dauer des Moduls / Duration of the module	2 semesters	
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Fall semester and spring semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	20 contact hours 160 self-study hours 180 hours of total workload	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core	
Verwendbarkeit des Moduls / Usability of the module	Master International Marketing and Brand Management	
Voraussetzungen für die Teilnahme / Prerequisites	Project management (waterfall and agile)	
Modulverantwortliche(r) / Module leader	Prof. Dr. Sophie Hieke	



Hochschullehrer der Lehrveranstaltungen / <i>Lecturer(s)</i>	Prof. Dr. Sophie Hieke Dino G. Cardiano
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"><li>• On-site seminar type lecture, group work</li><li>• Intense group workshops in international small groups coached by instructors</li><li>• Use of cloud-based tools for the project work</li><li>• Presentations</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	<ul style="list-style-type: none"><li>• Business partners from real-life companies</li><li>• On-site kick-off meetings and presentations</li></ul>
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	Burke, R. et al. (2007): Project Management Leadership: Building Creative Teams, n/a Lester, A. (2017): Project Management: Planning & Control, Cambridge Meredith, J.R. et al. (2015): Project Management: A Managerial Approach, New York McGivern (2008): The Practice of Market Research An Introduction, 3rd ed. Malhotra; N. K. (2009): Marketing Research. An Applied Orientation, Global ed. of 6th ed. Berekhoven, L., Eckert, W., & Ellenrieder, P. (2009): Marktforschung Methodische Grundlagen und praktische Anwendungen, 12th ed. Kuß, A. & Eisend, M. (2010): Marktforschung Grundlagen der Datenerhebung und Datenanalyse, 3rd ed. Moi, E. & Sarstedt, M. (2014): A Concise Guide to Market Research The Process, Data, and Methods Using IBM SPSS Statistics



## 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><b>IB 752-1-- mandatory in order to get ECTS</b></p> <ul style="list-style-type: none"><li>• Drivers and challenges for International Management</li><li>• Overview on International Market Entry Strategies</li><li>• Strategy Identification and Implementation process</li><li>• Analyzing a company's strategic position</li><li>• Identifying strategic options</li><li>• Applying most apt strategies (e.g. Blue Ocean Strategy, Porter's 5 Forces, Porter's Diamond)</li><li>• Integrating different strategies for different units</li></ul> <p><b>IB 752-2-- mandatory in order to get ECTS</b></p> <ul style="list-style-type: none"><li>• Introduction to Organizational Behavior</li><li>• Individuals in organizations</li><li>• Group behavior and work teams</li><li>• Communication</li><li>• Motivation</li><li>• Leadership</li><li>• Organizational Culture</li><li>• Diversity in organizations</li></ul> <p><b>IB 752-3-- mandatory in order to get ECTS</b></p> <ul style="list-style-type: none"><li>• Introduction and definition of Conscious Business</li><li>• The four tenets of Conscious Business and their integration into business<ul style="list-style-type: none"><li>○ Higher purpose</li><li>○ Stakeholder integration</li><li>○ Conscious leadership</li><li>○ Conscious culture and management</li></ul></li><li>• Inspiring case studies of conscious businesses in the world</li><li>• Alternatives to traditional goals for businesses: B Corps, Economy for Common Good, social and purpose-based business</li></ul>



<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<p>IB 752-1 On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand the drivers of globalization, the options to enter new markets and intercultural issues (examples and cases),</li><li>• understand strategic models in order to be able to apply them in business life (case studies of representative companies),</li><li>• are able to transfer the international business know-how to operational business (case study of a company).</li></ul> <p>IB 752-2 On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand fundamental concepts and theories in organizational behavior.</li><li>• develop critical thinking skills for analyzing organizational behavior.</li><li>• explore factors influencing individual behavior and their impact on motivation, performance and well-being.</li><li>• gain knowledge of different leadership styles and their influence on organizational behavior.</li><li>• improve communication and teamwork skills for effective interaction in organizational settings.</li><li>• understand the role of organizational culture within organizations.</li><li>• be able to apply concepts to real-world scenarios and proposing strategies for improvement.</li></ul> <p>IB 752-3 On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• have an understanding of alternative business practices compared to traditional profit orientation as the core goal.</li><li>• understand the fundamentals of regenerative business practices and biomimicry contrary to sustainability</li><li>• get an insight into companies that incorporate a higher purpose in their business practices and strategies.</li><li>• be able to critically examine the evidence on the impact of running a Conscious Business on the tangible and intangible well-being of all stakeholders.</li><li>• understand in detail the importance of the four tenets of a Conscious Business and possibilities to integrate them into daily business.</li><li>• be acquainted with best practices in the field of Conscious Business.</li></ul>
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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 <ul style="list-style-type: none"><li>• Prof. Dr. Michael Hans Rüdiger</li></ul> IB 752-2 <ul style="list-style-type: none"><li>• N.N.</li></ul> IB 752-3 <ul style="list-style-type: none"><li>• Prof. Dr. Christian Schmidkonz</li></ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	IB 752-1 (34% of IB 752) <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%)</li><li>• Course work (40%)</li></ul> IB 752-2 (33% of IB 752) <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%)</li><li>• Course work (40%)</li></ul> IB 752-3 (33% of IB 752) <ul style="list-style-type: none"><li>• Course work (100%)</li></ul>
Gewichtung der Note in der Gesamtnote / Grade weighting in the overall grade	7,5%



<p>Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods</p>	<ul style="list-style-type: none"> <li>• Seminar-type lectures</li> <li>• Presentations</li> <li>• Group workshops</li> <li>• Role plays</li> <li>• Journaling exercise</li> <li>• Poster presentations</li> </ul>
<p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics</p>	<p><b>IB 752-1</b>          Talks by industry representatives</p> <p><b>IB 752-2 and IB 752-3</b>          At least one guest lecture by a company representative</p>
<p>Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading</p>	<p><b>IB 752-1</b></p> <ul style="list-style-type: none"> <li>• Cullen, J.B., Parboteeah, K.P. (2014). "Multinational Management – A strategic approach", Mason</li> <li>• Hill, C.W.L., Hult, G.T.M (2017). "International business: Competing in the Global Marketplace", New York</li> <li>• Mead, R., Andrews, T.G. (2009). "International Management", West Sussex</li> </ul> <p><b>IB 752-2</b></p> <ul style="list-style-type: none"> <li>• Zacher, H. &amp; Lehmann-Willenbrock, N. (2022). Work, Organizational, and Business Psychology: An Introductory Textbook. Stuttgart: Kohlhammer Verlag.</li> <li>• Robbins, S.P., &amp; Judge, T.A. (2022). Essentials of Organizational Behavior. Harlow: Pearson</li> <li>• Steffens, N. K., Ryan, M. K., &amp; Rink, F. (2022). Organisational Psychology: Revisiting the Classic Studies. London: SAGE.</li> </ul> <p><b>IB 752-3</b></p> <ul style="list-style-type: none"> <li>• Braungart, M., &amp; McDonough, W. (2002). Cradle to Cradle: Remaking the Way We Make Things. New York: North Point Press.</li> <li>• Chouinard, Y. (2016). Let My People Go Surfing: The Education of a Reluctant Businessman. New York: Penguin Books.</li> <li>• Gelles, D. (2015). Mindful Work – How Meditation Is Changing Business from the Inside Out, New York</li> <li>• Hurst, A. (2014). The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World, Boise</li> <li>• Kofman, F. (2006). Conscious Business – How to Build Value Through Values, Boulder</li> </ul>



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



	<p>political correctness, sustainability, personal responsibility, corruption, and more.</p> <ul style="list-style-type: none"><li>• Specific aspects of business ethics such as CEO compensation, child labor, labor conditions, product quality, marketing, customer relations, intellectual property, data privacy, and more.</li></ul> <p><b>EXEC 752-3- mandatory in order to get ECTS</b></p> <p>Social organization in the negotiation context includes topics such as understanding and influencing leverage, communicating effectively, differentiating interests from positions, using effective actics, and optimally closing the deal:</p> <ul style="list-style-type: none"><li>• Frameworks of Negotiation Settings</li><li>• Effective Communications</li><li>• Interest-based negotiations</li><li>• Negotiation Tactics</li></ul>
<p>Lernergebnisse des Moduls / Learning outcomes of the module</p>	<p><b>EXEC 752-1</b></p> <p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand requirements for effective communication in general and in an intercultural context,</li><li>• have developed competencies in conscious, intercultural communication; they are able to apply these competencies effectively in a business context, both as a leader and when working in international teams</li><li>• be able to connect the scientific concepts on intercultural communication with real-life experiences and to evaluate real-life intercultural communication situations in light of these scientific concepts,</li><li>• understand different cultures and how they affect the patterns of behavior in business and non-business situations,</li><li>• be able to reflect one's own values, attitudes and preconceptions when approaching an intercultural business situation and how they are perceived by others,</li><li>• have used the international composition of the group for a lively exchange of thoughts, perceptions and attitudes.</li></ul> <p><b>EXEC 752-2</b></p> <p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"><li>• make contributions to the social discussion of changing values,</li><li>• analyze and explain the shifting power between (national) politics and (international) corporations,</li></ul>



	<ul style="list-style-type: none"> <li>• assess, decide and act from a strengthened sense of responsibility and understanding - both from a humane and a global perspective,</li> <li>• successfully cope with cross-cultural interactions with different regions and mentalities in the minefield of converging globalization and diverging regionalization as well as with value systems of different societies and the Corporate Social Responsibility (CSR) within multinational corporations,</li> <li>• evaluate and develop corporate ethics codes in theory and implement them in practice,</li> <li>• apply theoretical modes of analyses to specific ethical issues and cases in order to define their own ethical position, behavior and measures to be taken.</li> </ul> <p><b>EXEC 752-3</b></p> <p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"> <li>• define key elements for the preparation of distributive and integrative negotiations</li> <li>• differentiate between distributive and integrative negotiation settings</li> <li>• identify negotiation partners' negotiation strategies and to adapt own strategies</li> <li>• classify negotiation strategies regarding aims in the context of negotiation settings</li> <li>• understand the relevance of emotions in negotiations and to incorporate such considerations in the preparation, conduction, and review of negotiation</li> </ul>						
<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="624 1541 1457 1980"> <tr> <td data-bbox="624 1541 1254 1644">Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</td> <td data-bbox="1254 1541 1457 1644"></td> </tr> <tr> <td data-bbox="624 1644 1254 1850">G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</td> <td data-bbox="1254 1644 1457 1850">EXEC 752-1 EXEC 752-2 EXEC 752-3</td> </tr> <tr> <td data-bbox="624 1850 1254 1980">G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</td> <td data-bbox="1254 1850 1457 1980">EXEC 752-1 EXEC 752-3</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 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 1: Graduates synthesize and apply relevant knowledge in both theory and practice.							
G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	EXEC 752-1 EXEC 752-2 EXEC 752-3						
G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	EXEC 752-1 EXEC 752-3						



	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	EXEC 752-1 EXEC 752-3
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	EXEC 752-2
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	EXEC 752-1 EXEC 752-2
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	EXEC 752-2
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	<p><b>EXEC 752-1</b> 20 contact hours 40 self-study hours</p> <p><b>EXEC 752-2</b> 20 contact hours 40 self-study hours</p> <p><b>EXEC 752-3</b> 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)	<b>EXEC 752-1</b> <ul style="list-style-type: none"><li>• Dr. Franz Sauter</li></ul> <b>EXEC 752-2</b> <ul style="list-style-type: none"><li>• Hashem Zarafat</li><li>• Dr. Sebastian Planck</li></ul> <b>EXEC 752-3</b> <ul style="list-style-type: none"><li>• Dr. Dominik Doll</li></ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: <b>EXEC 752-1 (34% of EXEC 752)</b> <ul style="list-style-type: none"><li>• Course Work (100%)</li></ul> <b>EXEC 752-2 (33% of EXEC 752)</b> <ul style="list-style-type: none"><li>• Written final course examination 60 min. (60%)</li><li>• Course Work (40%)</li></ul> <b>EXEC 752-3 (33% of EXEC 752)</b> <ul style="list-style-type: none"><li>• Written final course examination 60 min. (80%)</li><li>• Course work/participation (20%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Seminar-type lectures Group discussions Presentations Pair and Group Work Simulations
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<b>EXEC 752-2</b> Individual Online Research
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<b>EXEC 752-1</b> <ul style="list-style-type: none"><li>• Dethmer, J., Chapman D., Warner Klemp, K.: The 15 Commitments of Conscious Leadership – A new paradigm for sustainable success, 2015</li><li>• Kofman, F.: Conscious Business – How to build value through values, Boulder, 2013</li></ul>



- Hofstede, G., et al.: Cultures and Organizations, London, 2010
  - Trompenaars, F., Hampden-Turner, C.: Riding the Waves of Culture, London, 2012
- EXEC 752-2**
- Ferrell, O.C., Fraedrich, J., and Ferrel, L. (2022). *Business Ethics: Ethical Decision Making and Cases* (13<sup>th</sup> ed). Cengage.
  - Crane & Matten (2010). *Business Ethics* (latest edition ). The United Kingdom: Oxford.
  - Mele, D. (2019). *Business Ethics in Action* (2<sup>nd</sup> edition). The United Kingdom: Macmillian Internationl.
  - Werhane, P.H. (2019). The normative/descriptive distinction in methodologies of business ethics. *Systems Thinking and Moral Imagination: Rethinking Business Ethics with Patricia Werhane*, pp.21-25.
  - A Portfolio of Articles from Harvard Business Reviews (HBR) Available at: <https://hbr.org/topic/subject/business-ethics>
- EXEC 752-3**
- Raiffa, H., & Metcalfe, D. (2002): *Negotiation Analysis: The Science and Art of Collaborative Decision Making*. Harvard University Press.
  - Lewicki, R., Saunders, D., & Barry, B. (2014): *Negotiation*. McGraw-Hill/Irwin; 7. Edition.
  - Fisher, R., Ury, W.L., & Patton, B. (2011): *Getting to Yes*, Penguin Books.
  - Fisher, R., Shapiro, D. L. (2005): *Beyond Reason – Using Emotions as You Negotiate*, New York: Penguin Books.
  - Lewicki, R. J., Saunders, D. M., Barry, B., & Lewicki, R. J. (2006). *Negotiation*. Boston, Mass: McGraw-Hill Irwin.



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

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

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



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



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

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

On successful completion of this course, students will

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

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

On successful completion of this course, students will

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



Alignment with "Assurance of Learning" competency goals	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	EXEC 852-1 EXEC 852-2 EXEC 852-3
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	EXEC 852-3
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	EXEC 852-1 EXEC 852-2
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	EXEC 852-1 EXEC 852-2
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	EXEC 852-1
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	EXEC 852-1 EXEC 852-3
	Semester	2
Duration of the module	One semester	
Semester when the module is delivered	Annually in spring semester	
Number of ECTS credits allocated	5 ECTS	



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



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



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



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

**EXEC 852-2**

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

**EXEC 852-3**

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



## Spring electives

### IMBM 853 Psychology of Marketing (Spring) – 3 ECTS

Module code	IMBM 853
Module name	Psychology of Marketing
Module content	<p>This course will introduce students to the human mind and teach them how to use insights from behavioral economics, psychology and neuroscience for more effective branding, advertising and sales. Each lecture will cover one behavioral feature of decision-making (so called effects) and the psychological theory behind it, the experiments through which behavioral economists discovered it and how it is applied to modern branding, advertising and/or sales techniques.</p> <p>Examples of these effects include:</p> <ul style="list-style-type: none"><li>• Loss aversion</li><li>• Reciprocity</li><li>• Scarcity</li><li>• Priming</li><li>• The decoy effect</li><li>• Social identity in branding</li><li>• Peer comparison &amp; social proof (theory of conformity)</li><li>• Baader-Meinhof phenomenon (confirmation bias, mere exposure effect)</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• understand key principles of human behavior,</li><li>• understand facets of consumer decision-making,</li><li>• have an overview of the latest evidence in consumer psychology,</li><li>• know the basics of experimental research,</li><li>• have an insight into branding, advertising and sales techniques,</li><li>• be able to design effective branding strategies based on consumer insights.</li></ul>
Semester	2



Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Marketing and Brand Management Master International Business Master Innovation & Entrepreneurship Master International Business   Sports Management & Media
Prerequisites	<ul style="list-style-type: none"><li>• Basic statistical knowledge</li><li>• Basic academic writing knowledge</li></ul>
Module leader	Prof. Dr. Sophie Hieke
Lecturer(s)	Prof. Dr. Sophie Hieke
Language of instruction	English
Examination and credit assignment	Homework assignment (100%)
Grade weighting in the overall grade	4%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Lectures on theory and empirical research</li><li>• Discussion of scientific literature and experiments</li><li>• TED talks</li><li>• Case studies</li><li>• Business examples</li></ul>
Specifics	-
Recommended or required reading	<ul style="list-style-type: none"><li>• Plassmann, H., Zoëga Ramsøy, T. &amp; Milosavljevic, M. (2012). Branding the brain: A critical review and outlook. <i>Journal of Consumer Psychology</i>, 22(1), 18-36.</li><li>• Gabay, J. (2015). <i>Brand Psychology</i>. London: Kogan Page.</li></ul>



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



### IMBM 854 Brand Storytelling (Spring) – 3 ECTS

Module code	IMBM 854
Module name	Brand Storytelling
Module content	<p>This course will introduce students to brand storytelling as a powerful way of communicating the essence and purpose of a brand. Brand stories deliver the key message and meaning of a brand and its vision and mission for the company – in order to create brand identity and establish relationships with consumers. Consequently, brand stories told by brands and customers (to other customers, e.g. word-of-mouth) are vital for a successful and lasting brand storytelling.</p> <p>Topics include:</p> <ul style="list-style-type: none"><li>• Exploring the power of brands (e.g., history, evolution and definitions)</li><li>• Creating a brand (e.g., identity, image, touch points)</li><li>• Brand promises and the link to brand value (e.g., mission, vision, values and objectives)</li><li>• Basics of storytelling (e.g., plot, key actors, problems/conflicts and solutions)</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"><li>• understand the basics of storytelling and communication mechanisms</li><li>• identify and analyze brand stories</li><li>• be able to discuss brand strategies</li><li>• be able to design and analyze branding campaigns</li></ul>
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload



Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Marketing and Brand Management Master International Business Master Innovation & Entrepreneurship Master Sports and Business Communication
Prerequisites	<ul style="list-style-type: none"><li>• Basic understanding of branding</li><li>• Basic understanding of communication</li></ul>
Module leader	Giulia Donato
Lecturer(s)	Giulia Donato
Language of instruction	English
Examination and credit assignment	Presentation (100%)
Grade weighting in the overall grade	4%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-like classes</li><li>• Case Studies</li><li>• Group projects</li></ul>
Specifics	Student will complete a group project judged by a jury at the end
Recommended or required reading	<ul style="list-style-type: none"><li>• Keller, K. L. (2012). Strategic Brand Management (4th edition). New Jersey: Prentice Hall.</li><li>• Aaker, D. (2010). Building Strong Brands. New York: Simon &amp; Schuster UK.</li><li>• McKee, R. (1999). Story: Substance, Structure, Style and the Principles of Screenwriting. London: Methuen Publishing Ltd.</li><li>• Catmull, E. and Wallace, A. (2014). Creativity, Inc. Overcoming the unseen forces that stand in the way of true inspiration. Munich: Random House.</li><li>• Miller, D. (2017). Building A Story Brand: Clarify Your Message So Customers Will Listen (international edition). Nashville: Thomas Nelson Publishers.</li><li>• Jiwa, B. (2013). The Fortune Cookie Principle: The 20 keys to a great brand story and why your business needs one.</li></ul>



South Carolina: CreateSpace Independent Publishing Platform.

- Signorelli, J. (2014). StoryBranding 2.0: Creating Stand-Out Brands Through The Purpose of Story. Austin: Greenleaf Book Group LLC.



### 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 <b>interplay between personal branding and thought leadership</b>, showing how individuals define what they stand for, articulate their expertise, and translate it into ideas that inspire others. Students will learn how a strong personal brand provides the foundation for effective thought leadership, and how thought leadership, in turn, strengthens one's professional and personal brand reputation.</p> <p>The module combines strategic theory and hands-on application. Students will analyze real-world examples, reflect on their own positioning, and design actionable approaches to developing and communicating their unique perspective.</p> <p>If you have ambitions towards a leadership position, possibly in the C-suite, then this course is an essential for you!</p> <p>Topics include:</p> <ul style="list-style-type: none"><li>• <b>Career differentiation:</b> In a saturated job market, a strong personal brand provides decisive advantages.</li><li>• <b>Networking:</b> Thought leadership opens doors to important industry contacts and mentors.</li><li>• <b>Leadership skills:</b> The ability to communicate complex ideas in an understandable way is indispensable today.</li><li>• <b>Personal Branding:</b> The synergy with thought leadership: How clarity in self-positioning amplifies credibility and influence.</li><li>• <b>Entrepreneurial perspective:</b> for aspiring entrepreneurs, thought leadership and personal branding become business growth factor</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"><li>• Understand the relationship between personal branding and thought leadership and their strategic role in modern business contexts.</li><li>• Identify and critically analyze real-life case studies and best practices.</li><li>• Evaluate how authenticity and consistency shape a credible leadership reputation.</li></ul>



	<ul style="list-style-type: none"> <li>Develop a strategic personal branding and thought leadership approach for themselves or a client.</li> </ul>
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Marketing and Brand Management Master International Business Master Innovation & Entrepreneurship Master Sports and Business Communication
Prerequisites	None
Module leader	Giulia Donato
Lecturer(s)	Giulia Donato
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none"> <li>Group Project (60%) – Development and presentation of a thought leadership and personal branding strategy for a real client.</li> <li>Individual Assignment (40%) – short reflective essay on individual positioning.</li> </ul>
Grade weighting in the overall grade	4.0%
Learning activities and teaching methods	Seminar-like classes Case Studies Guest lecture, The People Branding Company
Specifics	Students will complete a group project for a real-life client.
Recommended or required reading	Core: <ul style="list-style-type: none"> <li>Dorie Clark (2021). The Long Game: How to Be a Long-Term Thinker in a Short-Term World. Harvard Business Review Press.</li> <li>Warren Berger (2014). A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas. Bloomsbury.</li> </ul>



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)



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

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



Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Business, Master International Marketing and Brand Management, Master Innovation and Entrepreneurship
Prerequisites	-
Module leader	Prof. Dr. Christian Schmidkonz
Lecturer(s)	<ul style="list-style-type: none"><li>• Prof. Dr. Christian Schmidkonz</li></ul>
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"><li>• Exercises to experience the psychology of happiness</li><li>• Selected case studies: Zappos.com, Coca Cola, Patagonia and others</li><li>• Tracking happiness during the course with the help of an app</li><li>• Workshops on topics related to happiness in business</li><li>• Interactive lectures and group work</li><li>• Multiple opportunities for self-reflection</li><li>• Guest lecturers during the "Success factor happiness evening event" at MBS</li></ul>
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"><li>• Achor, S. (2010). The Happiness Advantage, New York</li><li>• Ben-Shahar, T. (2007). Happier: Learn the Secrets to Daily Joy and Lasting Fulfillment, New York</li><li>• Gelles, D. (2015). Mindful Work – How Meditation Is Changing Business from the Inside Out, New York</li><li>• Hsieh, T. (2010). Delivering Happiness: A Path to Profits, Passion, and Purpose, New York</li><li>• Layard, R. (2011). Happiness – Lessons from a new science, 2nd edition, London</li><li>• Lenoir, F. (2015). Happiness – A Philosopher’s Guide, New York</li><li>• Schmitt, B. (2012). Happy Customers Everywhere, New York</li><li>• Steiner, A. D., Hefele, C. und Schmidkonz, C. (2018). Happiness im Business – Zufriedene Mitarbeiter – glückliche Manager – erfolgreiche Unternehmen, Weinheim</li></ul>



### 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"><li>• Introduction of recent technology trends such as e.g.,<ul style="list-style-type: none"><li>○ Artificial Intelligence and machine learning</li><li>○ Autonomous transport and robotics</li><li>○ Immersive experience (virtual/augmented reality)</li><li>○ Internet of Things (smart spaces)</li></ul></li><li>• Joint identification and assessment of additional novel technology trends</li><li>• Technology trend definitions, origins, and development/diffusion/adoption statuses</li><li>• Benefits and challenges of technology trends</li><li>• Technology trend applications (products, services, processes, industries) and example cases</li><li>• Business models, management/societal implications of technology trends</li></ul>
Learning outcomes of the module	<p>On successful completion of this module, students will be able to</p> <ul style="list-style-type: none"><li>• comprehend, explain, discuss, and defend recent technology trends and their current and future practical applications in a professional environment</li><li>• assess opportunities, threats, strengths, and weaknesses of technology trends for different use cases and contexts</li><li>• explore, evaluate and propose different business models and use cases related to specific technology trends</li><li>• detect and predict implications of technology trends and their application for management and society</li></ul>
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours



	90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master 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"><li>• Prof. Dr. Heiko Seif</li><li>• Björn Götzfried</li><li>• Fabien Bartel</li><li>• Dr. Hans Dörmann</li></ul>
Language of instruction	English
Examination and credit assignment	<ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	4%
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Interactive seminar type lectures</li><li>• Practice in small groups</li><li>• Presentations and discussion rounds</li><li>• Case studies and short assignments</li><li>• Short videos</li><li>• Online tools</li></ul>
Specifics	<ul style="list-style-type: none"><li>• Guest lectures from industry experts</li><li>• Event visits/practical applications (if possible)</li></ul>
Recommended or required reading	Provided by lecturers regarding specific topics



**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"> <li>• German management</li> <li>• Strengths and weaknesses of the German market</li> <li>• Political system</li> <li>• Educational system</li> <li>• Societal influence</li> <li>• Hidden Champions</li> </ul>	
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• have a better understanding of home market in comparison to German management,</li> <li>• understand the business practices of German companies,</li> <li>• be able to apply analytical tools to German industries and businesses,</li> <li>• appreciate and understand the strengths, weaknesses and development of the German market (industries and businesses),</li> <li>• understand the political, economic, societal impacts on the German economy,</li> <li>• understand what a hidden champion is,</li> <li>• ground reasonings for what the future development of the German economy could look like.</li> </ul>	
Beitrag zu „Assurance of Learning“ 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.	GEU 770
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business	GEU 770



	practices in different countries and apply this international perspective to their work.	
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	GEU 770
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	GEU 770
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective	
Voraussetzungen für die Teilnahme / Prerequisites	-	
Modulverantwortliche(r) / Module leader	Prof. Dr. Christopher Weilage	
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Christopher Weilage	
Lehrsprache / Language of instruction	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<ul style="list-style-type: none"> <li>• Written final course examination 90 min. (60%)</li> <li>• Course work (40%)</li> </ul>	
Gewichtung der Note in der Gesamtnote / Grade weighting in the overall grade	4,0%	



Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Lectures</li><li>• Group Exercises</li><li>• Presentations</li><li>• Case Studies</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Often includes a company visit or guest presentation
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<p>Recommended literature:</p> <ul style="list-style-type: none"><li>• Begin, J. P. (1999). Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization, Berlin</li><li>• Dörrenbächer, C. (2004). Fleeing or Exporting the German Model? – the Internationalization of German Multi-nationals in the 1990s. Competition &amp; Change 8(4), 443-456.</li><li>• Porter, M.E. (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press, New York</li><li>• Porter, M.E.: The Competitive Advantage of Nations: Harvard Business Review, Mar-Apr 1990, Brighton</li><li>• Reuvid, J. and Millar, R. (Ed.) (2000). Doing Business with Germany. London: Kogan Page</li><li>• Turner, B.(Ed.) (1999). Germany Profiled. New York: Saint Martin's Press.</li><li>• Schroll-Machl, S. (2005). Doing Business with Germans: Their Perception, Our Perception. Gottingen: Vandenhoeck &amp; Ruprecht</li><li>• 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.</li><li>• Simon, H. (2009). Hidden Champions of the Twenty-First Century: The Success Strategies of Unknown World Market Leaders. Springer, New York</li><li>• 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)</li></ul>



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



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



**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"> <li>• Overview of Latin America</li> <li>• Historical background and development of Latin America</li> <li>• Doing business in Latin America (incl. cultural peculiarities)</li> <li>• Latin American labor market (incl. country specific differences)</li> <li>• In-depth look at Argentina</li> <li>• In-depth look at Brazil</li> <li>• In-depth look at Chile</li> <li>• In-depth look at Colombia</li> <li>• In-depth look at Peru</li> <li>• “The remaining Latin American countries”</li> <li>• Current issues of the Latin American region</li> <li>• The Latin American consumer</li> </ul> <p>HR management in Latin America</p>
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• understand the complexities of the Latin American business environment from a cultural, economic, political and legal perspective,</li> <li>• appreciate and understand Latin American Trade Alliances on market developments and business opportunities (particularly USMCA, Mercosur, Pacific Alliance and EU-Mercosur),</li> <li>• understand the markets and business opportunities in Brazil, Argentina, Chile, Colombia and Perú,</li> <li>• be able to apply the knowledge of business climate and politics in different Latin American countries on business decisions,</li> <li>• be able to apply the knowledge about the importance of cultural differences in Latin American business attitudes to managing fruitful business relationships with Latin American suppliers and customers,</li> </ul> <p>be able to use the different tools to evaluate countries and customer segments in a Latin American setting.</p>
Beitrag zu „Assurance of Learning“ 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.	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	<ul style="list-style-type: none"> <li>• Written final course examination 90 min. (60%)</li> <li>• Course work (40%)</li> </ul>	



/ Examination and credit assignment	
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	4,0%
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Seminar-Type Lectures</li><li>• Group Discussions</li><li>• Case Studies</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Two guest lectures by business people from Latin America (if possible, MBS Alumni)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"><li>• Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics), New York (Mandatory)</li><li>• Rodriguez, F.: An Empty Revolution, The Unfulfilled Promises of Hugo Chávez, Foreign Affairs, March/April 2008</li><li>• Crespi, G., Pluvia, Z.: Innovation and Productivity: Evidence from Six Latin American Countries, InterAmerican Development Bank Report, 2012, Washington, DC</li><li>• Black, B.S., Gedson de Carvalho, A., Gorga, E.: An Overview of Brazilian Corporate Governance, Cornell Law Library Publication, July 2008</li><li>• Mahon, J.: Was Latin America Too Rich to Prosper?, Journal of Development Studies, 1992</li></ul> <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"><li>• Overview of current important events and developments in Latin America:<ul style="list-style-type: none"><li>○ Political</li><li>○ Economic</li><li>○ Societal</li></ul></li><li>• Columbia's road to political stability and economic development (Whole of Government Approach)</li><li>• Latin American environmental opportunities and challenges</li><li>• Entrepreneurship in Latin America (focus Mexico, Argentina and Paraguay)</li><li>• Accountability Corruption Prevention in a Latin American environment</li><li>• Luxury Goods Industry in Latin America (special emphasis on Brazil, Mexico and Colombia)</li><li>• Management consulting in Latin America</li></ul>



<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"> <li>• understand the complexities of the Latin American business environment from a cultural, economic, political and legal perspective,</li> <li>• appreciate and understand Latin American environmental challenges and opportunities,</li> <li>• deeply understand the Latin American consumer and the business environment,</li> <li>• be able to apply the learnings of the course in order to manage business operations for an international corporation in a Latin American environment,</li> <li>• be able to apply the learnings of the course to work effectively and efficiently for a Latin American company in Latin America or abroad,</li> <li>• be able to proactively apply adapt the tools and management approaches learned in a business master's program to a Latin American environment,</li> <li>• 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.</li> </ul>										
<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> <table border="1" data-bbox="651 1290 1479 1975"> <tr> <td data-bbox="651 1290 1254 1397"> <p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p> </td> <td data-bbox="1257 1290 1479 1397"></td> </tr> <tr> <td data-bbox="651 1402 1254 1550"> <p>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</p> </td> <td data-bbox="1257 1402 1479 1550"> <p>LAT 870</p> </td> </tr> <tr> <td data-bbox="651 1554 1254 1702"> <p>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</p> </td> <td data-bbox="1257 1554 1479 1702"> <p>LAT 870</p> </td> </tr> <tr> <td colspan="2" data-bbox="651 1706 1479 1805"> <p>Goal 2: Graduates develop a global understanding and mindset.</p> </td> </tr> <tr> <td data-bbox="651 1809 1254 1975"> <p>G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</p> </td> <td data-bbox="1257 1809 1479 1975"> <p>LAT 870</p> </td> </tr> </table>	<p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p>		<p>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</p>	<p>LAT 870</p>	<p>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</p>	<p>LAT 870</p>	<p>Goal 2: Graduates develop a global understanding and mindset.</p>		<p>G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</p>	<p>LAT 870</p>
<p>Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.</p>											
<p>G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.</p>	<p>LAT 870</p>										
<p>G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.</p>	<p>LAT 870</p>										
<p>Goal 2: Graduates develop a global understanding and mindset.</p>											
<p>G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.</p>	<p>LAT 870</p>										



	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	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"> <li>• Written final course examination 90 min. (60%)</li> <li>• Course work (40%)</li> </ul>	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Seminar-type, discussion-based lectures</li> <li>• Group Work</li> <li>• Case Studies</li> </ul>	
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	<ul style="list-style-type: none"> <li>• Guest lectures (Alumni, honorary consul)</li> <li>• Skype Call with business contact in Latin America</li> </ul>	



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



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.	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	
Gesamtworkload / <i>Total workload</i>	30 contact hours  60 self-study hours  90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / <i>Type of Module (core/elective, etc.)</i>	Elective	
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"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	4,0%
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Interactive seminar lecture</li><li>• Elements of immersion at home experiences</li><li>• Pecha-Kucha presentations by students</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	A guest speaker is invited to talk about her/his experience in doing business in China.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<p>Mandatory readings (usually articles and book chapters as well as studies) are shared during the course as uploads to the course page or as printouts.</p> <p>Recommended books:</p> <ul style="list-style-type: none"><li>• European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels</li><li>• Fernandez, J. A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore</li><li>• Gerth, K. (2010). "As China Goes, So Goes the World: How Chinese Consumers Are Transforming Everything", New York</li><li>• Kotler, P., Lane Keller, K. et al. (2009). "Marketing Management in China", Singapore</li><li>• Lee, K.-F. (2018). "AI superpowers: China, Silicon Valley, and the new world order", Boston</li><li>• Lin, Y. J. (2012). "Demystifying the Chinese Economy", New York</li><li>• Miller, C. (2022). Chip War: The Fight for the World's Most Critical Technology. New York: Simon &amp; Schuster Ltd.</li><li>• National Bureau of Statistics (2019). "China Statistical Year-book", Beijing</li><li>• Schmidkonz, C., Taube M. (2009). "Meyers Atlas China: Auf dem Weg zur Weltmacht", Mannheim</li></ul>



- 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"> <li>• Intercultural management in China               <ul style="list-style-type: none"> <li>○ Preparing and holding meetings with Chinese</li> <li>○ The importance of Guanxi</li> <li>○ Negotiation tactics in a Chinese context</li> <li>○ HR management in a Chinese company</li> </ul> </li> <li>• Classic Chinese philosophies applied in daily business</li> <li>• Success factors of running a Chinese company</li> <li>• Case studies               <ul style="list-style-type: none"> <li>○ Case studies of foreign companies in China</li> <li>○ Case studies of Chinese companies abroad</li> </ul> </li> </ul>	
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"> <li>• understand fundamental differences in the business culture in China from outside China,</li> <li>• be able to perform productive meetings with Chinese,</li> <li>• fundamentally understand Guanxi and the special characteristics for doing business in China,</li> <li>• be able to design simple negotiation strategies in a Chinese context,</li> <li>• be able to examine actions by Chinese professionals and identify appropriate actions/responses,</li> <li>• be able to evaluate business actions by Chinese managers based on traditional Chinese philosophies,</li> <li>• be able to examine and identify success factor as well as critical factor of doing business in China in different industries,</li> <li>• understand and evaluate expansion strategies of Chinese companies,</li> <li>• be able to evaluate the main chances and risks for a foreign company of a business activity in China.</li> </ul>	
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"><li>• Prof. Dr. Christian Schmidkonz</li><li>• Eva Nell</li></ul>
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<ul style="list-style-type: none"><li>• Seminar paper (60%)</li><li>• Course Work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Interactive seminar lecture</li><li>• LingHe computer based simulation of running a Chinese company</li><li>• Reading and writing case studies</li><li>• Elements of immersion at home experiences</li></ul>
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"><li>• Fernandez, J.A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore</li><li>• European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels</li><li>• Glowik, M. (2009). "Market Entry Strategies - Internationalization Theories, Network Concepts and Cases of Asian firms", München</li><li>• Huang, W. (2016). Dedication – The Huawei Philosophy of Human Resource Management, London</li><li>• Lee, K.-F. (2018). "AI superpowers: China, Silicon Valley, and the new world order", New York</li><li>• National Bureau of Statistics (2019). "China Statistical Yearbook", Beijing</li><li>• Schmidkonz, C., Taube, M. (2009). "Meyers Atlas China: Auf dem Weg zur Weltmacht", Mannheim</li><li>• Slingerland, E. (2015). "Trying Not to Try: Ancient China, Modern Science, and the Power of Spontaneity", New York</li></ul>



	<p>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</p>
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**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"> <li>• On how business is done in both countries from the perspective of foreign entrepreneurs and companies entering those markets and establishing businesses in each</li> <li>• Allows participants to gain an understanding of the U.S. and Canadian economies, regional and national demographics, and cultural dynamics</li> <li>• Offers an insight into the frameworks of each country's legal systems</li> </ul>	
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.	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"> <li>• be able to describe the economies of the U.S. and Canada,</li> <li>• understand essential economic and cross-cultural differences when doing business in both North American markets.</li> </ul>	
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"> <li>• Written final course examination 90 min. (60%)</li> <li>• Course work (40%)</li> </ul>	
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"> <li>• Lectures</li> <li>• Relevant articles and readings provided or recommended by the lecturer</li> <li>• Class discussion of current events of relevance in both countries</li> </ul>	



	<ul style="list-style-type: none"><li>• An academic research paper supplemented by a PPT presentation outlining the key findings and conclusions of the research paper</li><li>• Class participation</li></ul>
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	<p><b>Africa</b></p> <ul style="list-style-type: none"> <li>• Africa's Diversity</li> <li>• Characteristics of Markets</li> <li>• Emerging Economies' Sub-Saharan Africa</li> <li>• Business Opportunities and Challenges</li> </ul>	
Lernergebnisse des Moduls / Learning outcomes of the module	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"> <li>• be able to define Emerging Markets, Frontier Markets and Developed Markets and to distinguish the differences between them,</li> <li>• be able to recognise both challenges and opportunities in Emerging Markets,</li> <li>• be able to estimate the true potential of Emerging Market,</li> <li>• be able to develop strategies of doing business in Emerging Economies and particularly in Sub-Saharan Africa.</li> </ul>	
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.	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"> <li>• Written final course examination 90 min. (60%)</li> <li>• Course work (40%)</li> </ul>	
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	



Chiedu Moghalu, K. (2014). *Emerging Africa: How the Global Economy's "Last Frontier" Can Prosper and Matter*, Penguin Books, London

Ncube, M., Leyeka Lufumpa, C. (2014). „The Emerging Middle Class in Africa“, Routledge, London

Ogbor, J.O. (2009). *Entrepreneurship in Sub-Saharan Africa: A Strategic Management Perspective*, Author House, Bloomington, IN

Bitzer, V., Hamann, R., Hall, M., Wosu Griffin, E. (2015). „The Business of Social and Environmental Innovation: New Frontiers in Africa“, Springer, Heidelberg



## 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"><li>1. Master Analytical Tools: Successfully apply standard business frameworks to analyze complex international market issues.</li><li>2. Execute Comparative Research: Contrast the German, home-country, and MINT-country business environments to identify competitive advantages or obstacles.</li><li>3. Develop Market Entry Strategies: Design a viable market entry plan that includes partnership identification, distribution strategy, and financial forecasting.</li><li>4. Forecast Business Outcomes: Present data-driven mid- and long-term goals and future predictions based on comprehensive market analysis.</li><li>5. Refine Professional Soft Skills: Enhance academic business writing, high-level presentation skills, and the ability to collaborate effectively in a diverse team environment.</li></ol>
Course Outline	<p>This course provides a comprehensive framework for managing international business projects, with a specific focus on market entry and comparative analysis. Students will work in teams to develop a strategic project centered on introducing a physical product or service (B2B or B2C) into one of the MINT markets (Mexico, Indonesia, Nigeria, or Turkey).</p> <p>A core component of the course is the Comparative Market Analysis. Students will evaluate a business element or specific industry sector, comparing the conditions of their home</p>



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



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

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



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



## Foreign Language

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

Modul-Nr. / <i>Module code</i>	GER A751
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><b>Grammatical content:</b></p> <ul style="list-style-type: none"><li>• Declension of the definite articles in Nominative and Accusative</li><li>• Declension of the indefinite articles (positive / negative) in Nominative and Accusative</li><li>• Personal pronouns in Nominative</li><li>• The cardinal numbers</li><li>• Verb conjugation in present tense (regular and irregular)</li><li>• Preterite of the verb "sein"</li></ul> <p><b>Thematic content of the chapters (1-3):</b></p> <ul style="list-style-type: none"><li>• Typical first questions and answers</li><li>• Introducing oneself</li><li>• Naming things in the class room</li><li>• Talking about activities in class</li><li>• General information about oneself</li><li>• Passport information / holiday checklist</li><li>• Reading and talking about little job offers</li></ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate very short texts with short and simple sentences for everyday situations,</li><li>• be able to use simple communication, asking and answering questions about daily life/ familiar topics,</li><li>• be able to read understand very short and simple texts, descriptions with pictures,</li><li>• be able to listen to and understand simple words, phrases or conversations concerning oneself or well known topics.</li></ul> <p>The goal is to reach the first half of the A 1.1 level of the Common European Framework of Reference for Languages (GEFR).</p>



Studiensemester / 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
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
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"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / Grade weighting in the overall grade	N/A
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ group exercises</li><li>• Role plays</li></ul>



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



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



	(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"><li>• Written final course examination 90 min. (60%),</li><li>• Course work (40%)</li></ul>
Grade weighting in the overall grade	N/A
Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Communicative lectures</li><li>• Group workshop</li><li>• Role plays</li><li>• Private studies</li></ul>
Specifics	-
Recommended or required reading	Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 1, Berlin



### GER 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><b>Linguistic content / grammar:</b> 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><b>Lexical fields:</b> 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><b>Linguistic content / grammar:</b></p> <ul style="list-style-type: none"><li>• Personal pronouns and in-/ definite articles in Dative</li><li>• Nouns in Dative Plural</li><li>• Changing prepositions plus Dative and Accusative</li><li>• Perfect tense: repeating structures and all verbs</li><li>• Preterite: "haben" and "sein"</li><li>• Personal pronouns in Accusative</li><li>• Comparative structure of "to like"</li><li>• The modal verb "wollen"</li></ul> <p><b>Lexical fields:</b></p> <ul style="list-style-type: none"><li>• Looking for/ living in an apartment</li><li>• Professional life and working places</li><li>• All about shopping</li></ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate very short texts with short and simple sentences about everyday situations,</li><li>• be able to use simple communication, asking and answering questions about everyday situations/ familiar topics,</li><li>• be able to read understand very short and simple texts, descriptions with pictures, short and simple orders,</li><li>• be able to listen to and understand simple texts or conversations concerning oneself or well known people and topics.</li></ul> <p>The goal is to reach the 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"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Gewichtung der Note in der Gesamtnote / <i>Grade weighting in the overall grade</i>	N/A
Lehr- und Lernmethoden des Moduls / <i>Learning activities and teaching methods</i>	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ group exercises</li><li>• Role plays</li><li>• Private study</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / <i>Specifics</i>	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / <i>Recommended or required reading</i>	<ul style="list-style-type: none"><li>• Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 2, Berlin</li></ul>



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

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



	<ul style="list-style-type: none"><li>• be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams,</li><li>• be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information.</li></ul> <p>The goal is to reach the first half of the A2.1 level of the Common European Framework of Reference for Languages (GEFR), unit 1, 2 and 3 in the book “Ja genau! A 2 Band 1, Kurs- und Übungsbuch”.</p>
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"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>



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



### 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>	<b>Linguistic content / grammar:</b> <ul style="list-style-type: none"><li>• Changing prepositions plus Dative/ Accusative plus typical verbs in this context</li><li>• Causal subordinate sentences, connector "weil"</li><li>• Adjective declension after the definite article</li><li>• Comparative sentences</li><li>• Personal pronouns in Dative</li><li>• Intransitive verbs plus Dative</li><li>• Superlative constructions of adverbs and adjectives</li><li>• Conditional subordinate sentences, connector "wenn"</li><li>• Lexical field unit 4: My home and my apartment</li><li>• Lexical field unit 5: All about money</li><li>• Lexical field unit 6: Living together</li><li>• Lexical field unit 7: Different kinds of sport</li></ul>
Lernergebnisse des Moduls / <i>Learning outcomes of the module</i>	<p>On successful completion of this module, students will</p> <ul style="list-style-type: none"><li>• be able to formulate short letters/ texts on a more advanced level, including the known grammar, regarding familiar topics and everyday situations.</li><li>• be able to communicate on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics.</li><li>• be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams.</li><li>• be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information.</li></ul> <p>The goal is to reach the second half of the A2.1 level of the Common European Framework of Reference for Languages (GEFR), unit 4, 5, 6 and 7 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 spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours  90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	Successful completion of level A2.1 I
Modulverantwortliche(r) / Module leader	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Simone Bénard
Lehrsprache / Language of instruction	English and German
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	<ul style="list-style-type: none"><li>• Written final course examination 90 min. (60%)</li><li>• Course work (40%)</li></ul>
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	<ul style="list-style-type: none"><li>• Communicative lecture</li><li>• Group workshop/ Group exercises</li><li>• Role plays</li><li>• Private study</li></ul>
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	<ul style="list-style-type: none"><li>• Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin</li></ul>