Munich Business School
university of applied sciences

COURSE CATALOG – FALL & SPRING
GRADUATE EXCHANGE SEMESTER
MASTER INTERNATIONAL BUSINESS

PROGRAM DESCRIPTION

Visiting graduate business students will have the opportunity to study in the Master of International Business 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
German Course:	Once a year, mid-August to end-August
Language of Instruction:	English
English Requirements:	IELTS 6.5/TOEFL 85
Number of ECTS credits:	15-30 ECTS
Tuition:	Please check our website. Students from MBS partner institutions may receive a tuition waiver in the frame of cooperation agreements on student exchange.
Website:	**www.munich-business-school.de/international**
Contact:	**incoming@munich-business-school.de**

Information as of November 2025. Please note that information and course availability may change.

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Important Information and Procedures for Course Registration

1. Please always check with your university about the classes and the number of ECTS you have to choose and the credits you have to transfer back to your university.

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. **There is no guarantee that all courses listed in this guide will be offered each semester due to the fact that the minimum number of participants for each course (6 participants) is required to take place.**

6. Provided you maintain the 15 ECTS minimum, you can drop courses in the first two weeks by submitting an application and getting lecturer approval.

7. Once enrolled in classes, attending lectures is mandatory and students must submit assignments and write exams.

8. Not participating in exams will result in a grade FAILED.

International Business

IB 752 International Business and Management (Fall) - 6 ECTS
*In order to receive 6 ETCS 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	IB 752-1 **- mandatory in order to get ECTS** Drivers and challenges for International Management Overview on International Market Entry Strategies Strategy Identification and Implementation process Analyzing a company's strategic position Identifying strategic options Applying most apt strategies (e.g. Blue Ocean Strategy, Porter's 5 Forces, Porter's Diamond) Integrating different strategies for different units IB 752-2 **- mandatory in order to get ECTS** Introduction to Organizational Behavior Individuals in organizations Group behavior and work teams Communication Motivation Leadership Organizational Culture

	Diversity in organizations
	IB 752-3 - mandatory in order to get ECTS
	Introduction and definition of Conscious Business
	The four tenets of Conscious Business and their integration into business
	Higher purpose
	Stakeholder integration
	Conscious leadership
	Conscious culture and management
	Inspiring case studies of conscious businesses in the world
	Alternatives to traditional goals for businesses: B Corps, Economy for Common Good, social and purpose-based business
Lernergebnisse des Moduls / Learning outcomes of the module	**IB 752-1** On successful completion of this module, students will: - understand the drivers of globalization, the options to enter new markets and intercultural issues (examples and cases), - understand strategic models in order to be able to apply them in business life (case studies of representative companies), - are able to transfer the international business know-how to operational business (case study of a company). **IB 752-2** On successful completion of this module students will: - understand fundamental concepts and theories in organizational behavior. - develop critical thinking skills for analyzing organizational behavior. - explore factors influencing individual behavior and their impact on motivation, performance and well-being. - gain knowledge of different leadership styles and their influence on organizational behavior.

	- improve communication and teamwork skills for effective interaction in organizational settings. - understand the role of organizational culture within organizations. - be able to apply concepts to real-world scenarios and proposing strategies for improvement. IB 752-3 On successful completion of this module, students will: - have an understanding of alternative business practices compared to traditional profit orientation as the core goal. - understand the fundamentals of regenerative business practices and biomimicry contrary to sustainability - get an insight into companies that incorporate a higher purpose in their business practices and strategies. - be able to critically examine the evidence on the impact of running a Conscious Business on the tangible and intangible well-being of all stakeholders. - understand in detail the importance of the four tenets of a Conscious Business and possibilities to integrate them into daily business. - be acquainted with best practices in the field of Conscious Business.	
Beitrag zu „Assurance of Learning" Kompetenzzielen / 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	IB 752-1

	practices in different countries and apply this international perspective to their work.	IB 752-2 IB 752-3
	G2 Objective 2: Graduates develop an international mindset and intercultural sensitivity through personal experience.	IB 752-2 IB 752-3
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 752-2 IB 752-3
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	IB 752-2 IB 752-3
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	IB 752-1 IB 752-2 IB 752-3
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS	
Gesamtworkload / Total workload	IB 752-1 20 contact hours 40 self-study hours IB 752-2 20 contact hours 40 self-study hours IB 752-3 20 contact hours	

	40 self-study hours 180 hours of total workload
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	IB 752-1 Prof. Dr. Michael Hans Rüdiger IB 752-2 N.N. IB 752-3 Prof. Dr. Christian Schmidkonz
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	IB 752-1 (34% of IB 752) Written final course examination 60 min. (60%) Course work (40%) IB 752-2 (33% of IB 752) Written final course examination 60 min. (60%) Course work (40%) IB 752-3 (33% of IB 752) Course work (100%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	7,5%

Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Seminar-type lectures Presentations Group workshops Role plays Journaling exercise Poster presentations
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	**IB 752-1** Talks by industry representatives **IB 752-2 and IB 752-3** At least one guest lecture by a company representative
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	**IB 752-1** Cullen, J.B., Parboteeah, K.P. (2014). "Multinational Man-agement – A strategic approach", Mason Hill, C.W.L., Hult, G.T.M (2017). "International busi-ness: Competing in the Global Marketplace", New York Mead, R., Andrews, T.G. (2009). "International Management", West Sussex **IB 752-2** Zacher, H. & Lehmann-Willenbrock, N. (2022). Work, Organizational, and Business Psychology: An Introductory Textbook. Stuttgart: Kohlhammer Verlag. Robbins, S.P., & Judge, T.A. (2022). Essentials of Organizational Behavior. Harlow: Pearson Steffens, N. K., Ryan, M. K., & Rink, F. (2022). Organisational Psychology: Revisiting the Classic Studies. London: SAGE. **IB 752-3**

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

Chouinard, Y. (2016). Let My People Go Surfing: The Education of a Reluctant Businessman. New York: Penguin Books.

Gelles, D. (2015). Mindful Work – How Meditation Is Changing Business from the Inside Out, New York

Hurst, A. (2014). The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World, Boise

Kofman, F. (2006). Conscious Business – How to Build Value Through Values, Boulder

Mackey, J., McIntosh, S., Phipps, C. (2020). Conscious Leadership – Elevating Humanity Through Business, New York

Mackey, J., Sisodia, R. (2014). Conscious Capitalism – Liberating the Heroic Spirit of Business, Boston

Polman, P., & Winston, A. (2021). Net positive: how courageous companies thrive by giving more than they take. Boston: Harvard Business Review Press.

Rennollet, I., Schmidkonz, C., & Kraft, P. (2020). The role of purpose in consumer choice: a comparison between baby boomers and millennials in Germany with a focus on sustainability and consciousness. World Review of Entrepreneurship, Management and Sustainable Development, 16(3), S. 241-261.

Scharmer, O. (2016). Theory U: Leading from the Future as It Emerges. Oakland: Berrett-Koehler Publishers.

Sinek, S. (2009). Start with why: How great leaders inspire everyone to take action. London: Penguin Books Ltd.

Sisodia, R., Gelb, M. J. (2019). The Healing Organization: Awakening the Conscience of Business to Help Save the World, New York

Stahlhofer, N., Schmidkonz, C., & Kraft, P. (2018). Conscious Business in Germany - Assessing the Current Situation and Creating an Outlook for a New Paradigm. Cham: Springer.

	Tate, C. (2015). Conscious Marketing – How to create an awesome business with a new approach to marketing, Milton
	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.

IB 850 International Business Electives (Spring) − 6 ECTS

Course Code	IB 850
Course/Module Name	International Business Electives: Students must choose 2 courses, each 3 ECTS
Semester(s) Offered	Spring Semester
Prerequisites	-
Instructor's Name	Depends on the chosen courses
Language of Instruction	English
Number of ECTS-Credits	6 ECTS (3 ECTS + 3 ECTS)
Total workload and Composition (e.g. self-study, contact hours)	Depends on the chosen courses
Assessment/Requiremetns for Assignment of Credits	Depends on the chosen courses
Course Outline	Depends on the chosen courses
Teaching and Learning Methods	Depends on the chosen courses
Literature	Depends on the chosen courses

IB 850-2 Process and Logistics Management (Spring) – 3 ECTS

Modul-Nr. / Module code	IB 850-2
Modulbezeichnung / Module name	Prozess- und Logistikmanagement | Process and Logistics Management
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	Issues of globalization and the new world economy Strategic operations management as a practical business discipline Process documentation Process measurement and improvement Supply chain management International supply chain value networks Logistics management International logistics infrastructure evolvement Supply and logistics performance measurement Supply and logistics performance management Paradigm shift towards SCM and logistics management Total quality management
Lernergebnisse des Moduls / Learning outcomes of the module	- On successful completion of this module, students will: - understand the strategic impact of process, logistics and supply chain management on the competitive position and the profitability of the entire company in an international context, - have increased awareness of the difference of the strategic importance of supply chain management vs. purchasing and procurement, - be able to recognize the importance of strategic operations and logistics management in a modern, global business environment, - better understand the importance of corporate operations management issues, - know the interaction of operations, finance and marketing in a corporate setting,

	- have been introduced to the operational view of value creation in modern production and service industries, - have developed a reflective approach to understanding the core issues of modern process and logistics management, - be able to use applications of modern process, management and improvement instruments and tools (such as six sigma toolsets), - have developed confidence in being able to pro-actively deal with current issues in the area of logistics and process management.
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)	N.N.
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: Written final course examination 60 min. (60%) Course work (40%)

Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lectures Group Work Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	At least one company visit, and one guest lecture are planned for this course. This will allow the course participants to see that practical application of the taught content in a real work scenario. One live Skype discussion with a foreign purchasing manager (either in the USA or UAE) is also planned.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Required: Stevenson (2014), Operations Management, McGraw-Hill, 12th ed., New York Optional (excerpts will be made available or electronic links to source material will be provided) Weske (2007), Business Process Management: Concepts, Languages, Architectures, Springer, Heidelberg Harrison, A., van Hoek, R. (2008), Logistics Management and Strategy, Pearson, London Fisher, M.L. (1997), What Is the Right Supply Chain for Your Product?, in: Harvard Business Review, 75(2), 1997, pp. 105-116., Brighton Croom, S., Romano, P., Giannakis, M. (2000), Supply Chain Management: an Analytical Framework for Critical Literature Review, in: European Journal of Purchasing & Supply Management, 2000, 6(1), pp. 67-83. Kulp, S., T., Randall, G., Brandyberry, Potts, K., (2006), 'Using Organizational Control Mechanisms to Enhance Procurement Efficiency: How GlaxoSmithKline Improved the Effectiveness of E-Procurement', Interfaces 36(3), 209−219. Petersen, K.J., Handfield, R.B., Ragatz, G.L. (2003). A model of supplier integration into new product development. Journal of Product Innovation Management, 20, 284 − 285 Preparatory Readings allow course participants to prepare for the course before signing up for it:

	Rajagopal, S., & Bernard, K.N. (1993). Strategic procurement and competitive advantage, in: International Journal of Purchasing and Materials Management, 29, (4), 13–20.
	Porter, M. E. (1985). Competitive advantage: creating and sustaining superior performance. New York: The Free Press.
	Porter, M. E., & Kramer, M. R. (2011). Creating shared value. Harvard Business Review, 89(1-2), 62-77, Brighton

IB 850-4 International Economic Relations (Spring) – 3 ECTS

Modul-Nr. / Module code	IB 850-4
Modulbezeichnung / Module name	Internationale Wirtschaftsbeziehungen | International Economic Relations
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	**Volume of Trade and Trade Pattern** Measurement and Development of Trade Trade Costs and Gravity Model Welfare effects of International Trade **Country Analysis: Location Factors and Comparative Advantage** Comparative Advantage Sources of Comparative Advantage Intra-Industry Trade **Market Analysis: Firms in International Trade** Export and Horizontal FDI Fragmentation and Vertical FDI Transaction Costs and Implications for Firm Strategy Globalization: Chances and Challenges **Trade Policy: Nations and Institutions** Instruments of Trade Policy Motivations for Trade Policy Strategic Trade Policy Economic Integration and International Institutions
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will: - understand why countries trade with each other and how they benefit from it,

	- know firms' strategies in an international context, the resulting economic implications and important basics for their decision, - know important institutions in international trade and their importance, - be able to reflect on the advantages of international trade for all stakeholders in society and identify problematic developments.
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	Written final course examination 60 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lecture with many application and exercise examples

Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Morasch, K., Bartholomae, F. (2017). Handel und Wettbewerb auf globalen Märkten, 2nd ed., Springer, Heidelberg. (German) Brakman, S., Garretsen, H., van Marrewijk, C., van Witteloostuijn, A. (2006). Nations and Firms in the Global Economy, Cambridge University Press Krugman, P.R., Obstfeld, M., Melitz, M.J. (2012). International Economics, 9th ed., Pearson, London Web: Deardorff's Glossary of International Economics, http://www-personal.umich.edu/~alandear/glossary/

IB 850-7 Communication Management (Spring) − 3 ECTS

*Will not be offered in Spring 2026

Modul-Nr. / Module code	IB 850-7
Modulbezeichnung / Module name	Kommunikationsmanagement | Communication Management
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	**Introduction to the Course** **Internal Communication Management** The Knowledge Problem Two Types of Knowledge Externalizing knowledge (tacit vs. explicit) Changing company culture The Danone Case and Approach to Knowledge Sharing 3 tools to facilitate interaction: The Knowledge Café Open Space 'Technology' Appreciative Inquiry **External Communication Management** The Wisdom vs. Ignorance of the Crowds How to get some google-juice Learning from the Customer: The Lead User Process **Corporate Communication** Public and Media Relations Government Relations / Lobbying Crisis Communication Case: Stoli Vodka Under Attack Corporate Social Responsibility

	Managerial Communication: leadership communication Actual vs. Perceived Competence The Anticipation Effect Good News vs. Bad News The Framing of Competence Nonverbal Communication Verbal Communication The Halo Effect: Likeability & Attractiveness Status
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will have acquired the most effective tools to facilitate communication within a company, have explored how organizations can communicate with consumers, have explored an integrated communication approach within organizations, be able to effectively use impression management tools to convince others.
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	Written final course examination 60 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lectures Case studies Hands-on practice session
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Publications with a * are to be read before the respective class, publications with a † are particularly relevant for the exam. **Internal Communication** Corrigan, C.: Open Space Technology. http://www.chriscorrigan.com/openspace/ *DeLong, D.: Building the Knowledge-Based Organization: How Culture Drives Knowledge Behaviors; Center for Business Innovation, Ernst & Young LLP, 1997. Edmondson, A.C., Moingeon, B., Dessain, V., Damgaard Jensen, A.: Global Knowledge Management at Danone (A), 2007, Harvard Business School Case 608-107 *Granovetter, M. S.: The Strength of Weak Ties, 1973; American Journal of Sociology; 78(6); pp. 1360-1380

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Junnarkar, B.: Creating Fertile Ground for Knowledge at Monsanto, 1997; Business and Innovation

*†Nonaka, I., Toyama, R., Konno, N.: SECI, Ba and Leadership: a Unified Model of Dynamic Knowledge Creation, 2000 (skip the part on the Ba); Long Range Planning; 33(1); pp. 5-34

Stevenson, H.: Appreciative Inquiry. Tapping into the River of Positive Possibilities; Cleveland Consulting Group, http://www.clevelandconsultinggroup.com/articles/appreciative-inquiry.php

The World Café: Café to Go, 2008.

External Communication

*Carr, N. G.: The Ignorance of Crowds; in: Strategy+Business, Spring, 2007, New York

Jarvis, J.: What Would Google Do?, New York: Harper Collins, 2009.

Surowiecki, J.: The Wisdom of Crowds. Why the many are smarter than the few and how collective wisdom shapes business, economies, societies, and nations; New York: Doubleday, 2004; introductory chapter.

*†von Hippel, E., Thomke, S., Sonnack, M.: Creating Breakthroughs at 3M, 1999, Harvard Business Review, Boston

Corporate Communication

Argenti, P.A.: Corporate Communication, 5th edition, McGraw-Hill: New York, 2015.

*Argenti, P. A., Howell, R., Beck, K.: "The Strategic Communication Imperative," MIT Sloan Management Review, 46(3), Spring 2005.

Cornelissen, J.: Corporate Communication. A Guide to Theory and Practice; 4th edition, Sage: London, 2014.

*†Friedman, M.: The Social Responsibility of Business is to Increase its Profits; in: The New York Times Magazine; September 13, 1970.

Managerial Communication

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Cialdini, R. B., Richardson, Kenneth D.: Two indirect tactics of image management: basking and blasting; in: Journal of Personality and Social Psychology; 1980, 39; pp. 406-415.

Clark, T., Salaman, G.: Telling Tales: Management Gurus' Narratives and the Construction of Managerial Identity; in: Journal of Management Studies; 1998, 35 (2), pp. 137-162.

Godfrey, D.K., Jones, E.E., Lord, C.G.: Self-promotion is not ingratiating; in: Journal of Personality and Social Psychology; 50; 106-115.

Jones E.E. (1989). The framing of competence; in: Personality and Social Psychology Bulletin; 15; pp. 477-492.

Jones, E.E., Pittman: Toward a general theory of strategic self-presentation; in: Psychological Perspectives on the Self; edited by J. Suls; Vol. 1, pp. 231-262; Hillsdale: Erlbaum, 1982.

Lakoff, R.: Language and Woman's Place; New York: Harper and Row, 1975.

Mehrabian, A.: Inference of attitudes from the posture, orientation, and distance of a communicator; in: Journal of Consulting and Clinical Psychology; 1968, 32; pp. 296-308.

*† Nasher, J.: Convinced! How to Prove your Competence and Win People Over; San Francisco: Berrett-Koehler, 2018.

Schlenker, B., Leary, M.: Audiences' Reactions to Self-Enhancing, Self-Denigrating, and Accurate Self-Presentations; in: Journal for Experimental Social Psychology; 1982, 18; pp. 89-104.

IB 850-8 Consolidated Financial Statements (Spring) – 3 ECTS

Modul-Nr. / Module code	IB 850-8
Modulbezeichnung / Module name	Konzernrechnungslegung | Consolidated Financial Statements
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	Why do companies publish consolidated financial statements (CFSs)?
	Parent-subsidiary control relationship as a precondition for CFSs
	Technical Consolidation: the way from single financial statements to CFSs
	Consolidating subsidiaries: Consolidation technique
	Purchase accounting: purchase price allocation and accounting for goodwill
	Consolidating partially owned subsidiaries: Accounting for minority interest
	Preparing CFSs in practice: timing, process and challenges
	Equity method
	Further components of CFSs: Segment reporting, statement of changes in equity and statement of cash flows
	Management report to the CFSs (§ 315 GCC)
Lernergebnisse des Moduls / Learning outcomes of the module	- On successful completion of this module, students will: - understand what makes the difference between an individual and a consolidated financial statement, - understand when an enterprise has to prepare and publish a consolidated financial statement, - understand how the consolidation perimeter is defined, - understand how consolidation technique (elimination of intragroup transactions) works, - understand which challenges apply in practice when preparing a consolidated financial statement, - understand how investments in affiliates are accounted for using the so-called „equity method",

	- understand consolidation technique and are able to prepare the necessary consolidation entries by themselves.
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. Katja Bubmann
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Katja Bubmann
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 60 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lecture, supported by PPT presentation Various case studies, solutions are worked out interactively (PPT presentation or whiteboard) Current real life example: IFRS consolidated financial statement of a DAX30 enterprise, e.g. BMW, Volkswagen or Continental

Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	**Recommended reading:** Gallimberti, C., Marra, A., Prencipe, A. (2013) Consolidation. Preparing and understanding consolidated financial statements under IFRS; McGraw-Hillm, New York
Teaching and Learning Methods	Seminar-type lectures, small group exercises, group projects, case studies
Literature	Cotter D: Advanced Financial Reporting, Prentice Hall, 2012 Horngren T/Sudem G L/Stratton W O/Burgstahler D/Schatzberg J: Introduction to Management Accounting, 15th Ed, 2011 Petersen C V/Plenborg T: Financial Statement Analysis, Prentice Hall, 2012

IB 850-9 Management Consulting (Spring) – 3 ECTS

Modul-Nr. / Module code	IB 850-9
Modulbezeichnung / Module name	Managementberatung | Management Consulting
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	Management consulting as an industry Market overview and industry characteristics Consulting business models Engagement models Management consulting as a process Problem structuring Problem definition Logic trees Problem analysis Hypotheses-based problem solving Research methods and tools Report generation Storyline development Slide design and presentation
Lernergebnisse des Moduls / Learning outcomes of the module	- On successful completion of this module, students will - be able to analyze the basics and characteristics of the consulting market and consulting firms, - be able to evaluate the critical success factors in consulting arising from consulting companies' business models, - be able to structure and analyze business problems in a highly professional way using logging trees, hypotheses-based problem solving and frequently applied consulting methods and tools, - be able to build compelling story lines and craft corresponding presentations/final reports.

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	Simon Kratzer
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Simon Kratzer
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 60 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Seminar-type lectures Practice in small groups Presentations Case studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Use of moodle learning management system Online collaboration with student peer reviews Guest talk(s) from industry representatives if possible Harvard Business School-like case discussions

Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Andler, N. (2016). Tools for Project Management, Workshops and Consulting: A Must-Have Compendium of Essential Tools and Techniques, Publicis, Erlangen
	Wickham, L. & Wilcock, J. (2016). Management Consulting: Delivering an Effective Project. Pearson: Harlow, 5th Ed.
	Minto, B. (2008). The Pyramid Principle: Logic in Writing and Thinking, Pearson, London
	Zelazny, G. (2006). The Complete Say It With Charts Toolkit, McGraw-Hill, New York

IB 850-11 Successfactor Happiness (Spring) − 3 ECTS

Modul-Nr. / Module code	IB 850-11
Modulbezeichnung / Module name	Erfolgsfaktor Glück | Success Factor Happiness
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	Introduction to "Happiness" The psychology of Happiness A brief insight into the philosophy of Happiness Happiness at work: Designing Happiness as part of corporate culture and leadership Happiness in marketing and branding: a business model of customer happiness Transformative technologies for increasing subjective well-being Happiness economics − Why "Gross National Happiness" seizes the world
Lernergebnisse des Moduls / Learning outcomes of the module	- On successful completion of this module, students will - be able to demonstrate a deep understanding of different concepts of happiness and subjective well-being, - be able to explain what effects positive and negative subjective-wellbeing has in a work context and how it can be changed, - be able to make use of simple but effective concepts in order to generate happiness in the (work) environment in different positions (leadership, management, employee, …), - be able to create small mindfulness projects in order to increase, among others, resilience at the work place, - be able to create customer happiness campaigns for brands, - be able to identify effects of technology use on happiness incl. the effects of transformative technologies, - understand how governments focus on happiness of the people (e.g. through GNH (Gross National Happiness) indicators, well-being budgets, etc.),

	- be able to use specific exercises to increase the subjective well-being in a short as well as a long term.
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)	Prof. Dr. Christian Schmidkonz
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Course Work 100%
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Exercises to experience the psychology of happiness Selected case studies: Zappos.com, Coca Cola, Patagonia and others Tracking happiness during the course with the help of an app Workshops on topics related to happiness in business Interactive lectures and group work

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

IB 850-14 Applied Game Theory (Spring) − 3 ECTS

Modul-Nr. / Module code	IB 850-14
Modulbezeichnung / Module name	Angewandte Spieltheorie | Applied Game Theory
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	Game theory involves the mathematical analysis and evaluation of strategic decisions. Fields of application of game theory are omnipresent, as every social question in which at least two parties interact and make strategic considerations can be examined with the instruments of game theory. Particularly in economics and business administration, game theory can be used to investigate many situations such as the competitive behavior of companies, collective bargaining or economic policy. **Decision Theory** Individual Decision-making Interdepend Decision-making Game Situation **Simultaneous-Move Games** Dominance Nash-Equilibrium Game Analysis **Sequential Games** Multistage Games Repeated Games Incomplete Information
Lernergebnisse des Moduls / Learning outcomes of the module	- On successful completion of this module, students will - be able to translate economic problems into game theory, - know and be able to evaluate important solution concepts of game theory, - be able to acquire in-depth user knowledge using examples especially from the field of competition.

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. Florian Bartholomae
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Florian Bartholomae
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 60 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lecture with many application and exercise examples
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Bartholomae, F.W., Wiens, M. (2016). Spieltheorie. Ein anwendungsorientiertes Lehrbuch, Wiesbaden: Springer. (German)

	Dixit, A., Reiley, D., Skeath, S. (2009). Games of Strategy, 3. ed., New York: Norton.

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

Module code	IMBM 853
Module name	Psychology of Marketing
Courses in the module	-
Module content	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. Examples of these effects include: Loss aversion Reciprocity Scarcity Priming The decoy effect Social identity in branding Peer comparison & social proof (theory of conformity) Baader-Meinhof phenomenon (confirmation bias, mere exposure effect)
Learning outcomes of the module	- On successful completion of this module, students will - understand key principles of human behavior, - understand facets of consumer decision-making, - have an overview of the latest evidence in consumer psychology, - know the basics of experimental research, - have an insight into branding, advertising and sales techniques, - be able to design effective branding strategies based on consumer insights.
Semester	2

Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Marketing and Brand Management Master International Business Master Innovation & Entrepreneurship Master Sports and Business Communication
Prerequisites	Basic statistical knowledge Basic academic writing knowledge
Module leader	Prof. Dr. Sophie Hieke
Lecturer(s)	Prof. Dr. Sophie Hieke
Language of instruction	English
Examination and credit assignment	Seminar paper (100%)
Grade weighting in the overall grade	4%
Learning activities and teaching methods	Lectures on theory and empirical research Discussion of scientific literature and experiments TED talks Case studies Business examples
Specifics	-

Recommended or required reading	Plassmann, H., Zoëga Ramsøy, T. & Milosavljevic, M. (2012). Branding the brain: A critical review and outlook. Journal of Consumer Psychology, 22(1), 18-36.
	Gabay, J. (2015). Brand Psychology. London: Kogan Page.
	Pantidos, C. (2018). Living Brands: How Biology & Neuroscience Shape Consumer's Behaviour & Brand Desirability. London: Lid Publishing.
	Ariely, D. (2010). Predictably Irrational: The Hidden Forces That Shape Our Decisions (Revised and Expanded Edition). New York: Harper Perennial.
	Dan Ariely (2010). The Upside of Irrationality – the unexpected benefits of defying logic at work and at home (Revised and Expanded Edition). New York: Harper Perennial.
	Kahneman, D. (2013). Thinking, Fast and Slow. New York: Farrar, Straus and Giroux.

IMBM 854 Brand Storytelling (Spring) − 3 ECTS

Module code	IMBM 854
Module name	Brand Storytelling
Courses in the module	-
Module content	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. Topics include: • Exploring the power of brands (e.g., history, evolution and definitions) • Creating a brand (e.g., identity, image, touch points) • Brand promises and the link to brand value (e.g., mission, vision, values and objectives) • Basics of storytelling (e.g., plot, key actors, problems/conflicts and solutions)
Learning outcomes of the module	On successful completion of this module, students will be able to • understand the basics of storytelling and communication mechanisms • identify and analyze brand stories • be able to discuss brand strategies • be able to design and analyze branding campaigns
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours

	90 hours of total workload
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Marketing and Brand Management Master International Business Master Innovation & Entrepreneurship Master Sports and Business Communication
Prerequisites	• Basic understanding of branding • Basic understanding of communication
Module leader	Giulia Donato
Lecturer(s)	Giulia Donato
Language of instruction	English
Examination and credit assignment	Presentation (100%)
Grade weighting in the overall grade	4%
Learning activities and teaching methods	• Seminar-like classes • Case Studies • Group projects
Specifics	Student will complete a group project judged by a jury at the end
Recommended or required reading	• Keller, K. L. (2012). Strategic Brand Management (4th edition). New Jersey: Prentice Hall. • Aaker, D. (2010). Building Strong Brands. New York: Simon & Schuster UK. • McKee, R. (1999). Story: Substance, Structure, Style and the Principles of Screenwriting. London: Methuen Publishing Ltd. • Catmull, E. and Wallace, A. (2014). Creativity, Inc. Overcoming the unseen forces that stand in the way of true inspiration. Munich: Random House. • Miller, D. (2017). Building A Story Brand: Clarify Your Message So Customers Will Listen (international edition). Nashville: Thomas Nelson Publishers.

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

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	In a world where professional expertise alone is no longer enough to stand out, thought leadership and personal branding have become key capabilities for building visibility, credibility, and influence.
	This course explores the interplay between personal branding and thought leadership, showing how individuals define what they stand for, articulate their expertise, and translate it into ideas that inspire others. Students will learn how a strong personal brand provides the foundation for effective thought leadership, and how thought leadership, in turn, strengthens one's professional and personal brand reputation.
	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.
	If you have ambitions towards a leadership position, possibly in the C-suite, then this course is an essential for you!
	Topics include: • **Career differentiation:** In a saturated job market, a strong personal brand provides decisive advantages. • **Networking:** Thought leadership opens doors to important industry contacts and mentors. • Leadership skills: The ability to communicate complex ideas in an understandable way is indispensable today. • **Personal Branding:** The synergy with thought leadership: How clarity in self-positioning amplifies credibility and influence. • **Entrepreneurial perspective**: for aspiring entrepreneurs, thought leadership and personal branding become business growth factor
Learning outcomes of the module	On successful completion of this module, students will be able to: • Understand the relationship between personal branding and thought leadership and their strategic role in modern business contexts.

	• Identify and critically analyze real-life case studies and best practices. • Evaluate how authenticity and consistency shape a credible leadership reputation. • Develop a strategic personal branding and thought leadership approach for themselves or a client.
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Marketing and Brand Management Master International Business Master Innovation & Entrepreneurship Master Sports and Business Communication
Prerequisites	None
Module leader	Giulia Donato
Lecturer(s)	Giulia Donato
Language of instruction	English
Examination and credit assignment	• Group Project (60%) – Development and presentation of a thought leadership and personal branding strategy for a real client. • Individual Assignment (40%) – short reflective essay on individual positioning.
Grade weighting in the overall grade	4.0%
Learning activities and teaching methods	Seminar-like classes Case Studies

	Guest lecture, The People Branding Company
Specifics	Students will complete a group project for a real-life client.
Recommended or required reading	Core: • Dorie Clark (2021). The Long Game: How to Be a Long-Term Thinker in a Short-Term World. Harvard Business Review Press. • Warren Berger (2014). A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas. Bloomsbury. Supplementary: • Dorie Clark (2015). Stand Out: How to Find Your Breakthrough Idea and Build a Following Around It. Portfolio Penguin. • Chris Brogan (2014). The Freaks Shall Inherit the Earth: Entrepreneurship for Weirdos, Misfits, and World Dominators. Wiley Books. • Edelman & LinkedIn (2022). The B2B Thought Leadership Impact Study (available online). • Stand Out: How to Find Your Breakthrough Idea and Build a Following Around It. By Dorie Clark. Portfolio Penguin (2015) • The Freaks Shall Inherit the Earth: Entrepreneurship for Weirdos, Misfits, and World Dominators. By Chris Brogan. Wiley Books (2014) • A More Beautiful Question: The Power of Inquiry to Spark Breakthrough Ideas. By Warren Berger. Bloomsbury: New York (2014)

FIN 870 -2 Quantitative Business Methods for Finance (Spring) – 3 ECTS

Module code	FIN 870-2
Module name	Quantitative Business Methods for Finance
Courses in the module	-
Module content	• Quantitative finance versus financial engineering • Mathematical models for (extremely) large datasets to analyze financial markets and securities • Regression analysis, linear programming, and data mining • Pricing of derivative securities (options, futures, swaps) • Risk management for products and portfolios
Learning outcomes of the module	• distinguish between quantitative finance and financial engineering, and understand their respective roles in financial analysis and product development. • apply mathematical models to analyze (extremely) large datasets, enabling the identification of patterns and trends in financial markets and securities. • conduct regression analysis and utilize linear programming techniques to optimize financial decision-making, and employ data mining methods to extract meaningful insights from complex financial datasets. • price derivative securities, including options, futures, and swaps, using appropriate pricing models and techniques, and analyze the factors influencing their value.
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Elective

Usability of the module	Master International Business
Prerequisites	• Basic understanding of finance: Familiarity with fundamental finance concepts, including investment principles, financial markets, and the types of financial instruments. • distinguish between quantitative finance and financial engineering, and understand their respective roles in financial analysis and product development. • Proficiency in mathematics: Strong foundation in mathematical concepts, particularly in calculus, linear algebra, and statistics, to effectively analyze financial models and data. • Knowledge of statistics and probability: Understanding of basic statistical methods and probability theory, which are essential for conducting regression analysis and risk assessment. • Familiarity with programming languages: Basic knowledge of programming languages such as Python, R, or MATLAB, as they are commonly used in quantitative finance for data analysis and modeling. • Analytical skills: Ability to critically analyze data and financial information, and to apply quantitative techniques to solve complex financial problems. • Understanding of financial derivatives: Basic knowledge of derivative instruments, including options, futures, and swaps, and their role in financial markets.
Module leader	Prof. Dr. Johannes Hofinger
Lecturer(s)	• Prof. Dr. Johannes Hofinger • Hashem Zarafat
Language of instruction	English
Examination and credit assignment	-
Grade weighting in the overall grade	-
Learning activities and teaching methods	-
Specifics	-

Recommended or required reading	• **Hull, J. C. (2017).** *Options, Futures, and Other Derivatives* (10th ed.). Pearson.
	• **Shreve, S. E. (2004).** *Stochastic Calculus for Finance I: The Binomial Asset Pricing Model* and *Stochastic Calculus for Finance II: Continuous-Time Models*. Springer.
	• **Greene, W. H. (2018).** *Econometric Analysis* (8th ed.). Pearson.

SPO 852 Sports Rights and Licences (Spring) − 3 ECTS

Module code	SPO 852
Module name	Sports Rights and Licenses
Courses in the module	-
Module content	- Media rights and their historical development - Media in the focus of Amazon, Google/YouTube and Facebook - Media strategies of - FIFA; UEFA and IOC - Sponsoring rights - Digital marketing - Marketing strategies of European football leagues and US-American leagues - Value chain - Original rights holders - Sports rights agencies - Broadcaster - OTT-Platforms - Platform neutrality - Geoblocking - Merchandizing - Selection and purchasing in Merchandizing - Online/Offline Merchandising - B2B Marketing - Key Account Management **Interdisciplinary Skills:** - Persuasion skills - Presentation skills - Communication skills - Assertiveness - Networking skills

Learning outcomes of the module	On successful completion of this module, students will be able to
	- understand the characteristics and particularities of the multidisciplinary sports rights industry with all players involved, such as agencies, media companies, leagues and clubs/associations - evaluate promising ideas and problem-solving approaches and create and develop them autonomously - recognize all important trends of the industry and critically evaluate them and assess their significance

Alignment with "Assurance of Learning" competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of sports management and media	SPO 852
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media	SPO 852
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level	SPO 852

Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Core
Usability of the module	Master Sports management and media
Prerequisites	None
Module leader	Hagen Boßdorf

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

SPO 853 Sports Event Management (Spring) – 3 ECTS

Module code	SPO 853
Module name	Sports Event Management
Courses in the module	-
Module content	• Introduction to sports event management • Event conception in sports • Event planning in sports • Event execution and success measurement • Fan engagement • Sports tourism • Mega events • Sports events business models • Link to media rights, merchandising and sponsorship **Interdisciplinary Skills:** • Project management • Communication skills (clarity, written, directing, listening) • Financial management and negotiation • Sales skills and networking • Creativity and out-of-the-box thinking • Creative skills • Self-motivation • Self-reflection • International competencies
Learning outcomes of the module	On successful completion of this module, students will • understand the nature of event marketing and its relation to the sports business • be able to discuss the theoretical frameworks and concepts which have been developed to explain event marketing and management in sports • understand the various skills and demands on an event manager in sports including the technical and soft skills required

	- be able to plan and execute an event, following the process from analysis, concept, execution to review - be able to evaluate and apply various techniques and tools for event marketing and transfer the knowledge regarding event marketing and management into an international context - understand the characteristics and nature of mega events including important elements in review of impact of mega events - understand crucial elements in engaging fans as well as the relationship of events management with media rights, merchandising and sponsorship

Alignment with "Assurance of Learning" competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of sports management and media	SPO 853
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of sports management and media	SPO 853
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level	SPO 853

Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 hours of total workload
Type of Module (core/elective, etc.)	Core
Usability of the module	Master International Business / Sports Management and Media
Prerequisites	Basic knowledge of Marketing, Sales and Finance

Module leader	Prof. Dr. Todd Davey
Lecturer(s)	Prof. Dr. Todd Davey Ulrike Heise
Language of instruction	English
Examination and credit assignment	Project Report 100%
Grade weighting in the overall grade	4%
Learning activities and teaching methods	• In class exercises and training • case studies • real projects • excursion or site visit • planning game • discussions/dialogues • dynamic experiments • (team-based) games
Specifics	Guest lectures, blended learning, practically orientated content
Recommended or required reading	• Bowdin, Glenn; Johnny Allen, Johnny; Harris, Rob; McDonnell, Ian; O'Toole, William (2010) Event Management, Published by Routledge. ISBN 10: 1856178188 • Beech, J., Kaiser, S., Kaspar, R. (eds.) (2014): Business of Events Management. Pearson, Harlow • Masterman, G. (2009): Strategic sports event management: an international approach. 2. ed., Olympic ed., Elsevier Butterworth-Heinemann, Amsterdam (u.a.) • Preuss, Holger, (2007). The Conceptualisation and Measurement of Mega Sport Event Legacies, Journal of Sport & Tourism Vol. 12, Nos. 3 −4, August −November 2007, pp. 207 −227. • Fourie, Johan; Santana-Gallego Maria (2010). The impact of mega-events on tourist arrivals, Tourism Management 32 (6), 1364-1370.

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

Executive Skills

EXEC 752 Communication in International Business (Fall) – 6 ECTS
*In order to receive 6 ETCS all submodules have to be taken and are mandatory (EXEC 752-1, EXEC 752-2, EXEC 752-3)

Modul-Nr. / Module code	EXEC 752
Modulbezeichnung / Module name	Kommunikation im international Geschäft (de/en) | International Business Communication
Lehrveranstaltungen des Moduls / Courses in the module	EXEC 752-1 Business Communication | Business Communication EXEC 752-2 Wirtschaftsethik | Business Ethics EXEC 752-3 Verhandlungstechniken | Negotiation Skills
Inhalte des Moduls / Module content	**EXEC 752-1- mandatory in order to get ECTS** 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: 7 attitudes and behaviours of conscious business communication that a good leader should apply Communication skills in an international business environment Scientific concepts to understand different cultures around the world and how to apply leadership communication in these different contexts Intercultural communication in different business fields (HR, marketing) **EXEC 752-2- mandatory in order to get ECTS** 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: Topical and controversial business and corporate ethics issues

	Foundations of business ethics, including basic ethical considerations and philosophical sources
	Social Contract theory at both national and global levels
	Business ethics principles and developments
	Historical and emerging business ethics issues, such as labor laws, misuse of company time and resources, abusive and intimidating behavior, lying, sexual harassment, fraud, financial misconduct, privacy issues, political correctness, sustainability, personal responsibility, corruption, and more.
	Specific aspects of business ethics such as CEO compensation, child labor, labor conditions, product quality, marketing, customer relations, intellectual property, data privacy, and more.
	EXEC 752-3- mandatory in order to get ECTS
	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:
	• Frameworks of Negotiation Settings
	• Effective Communications
	• Interest-based negotiations
	• Negotiation Tactics
Lernergebnisse des Moduls / Learning outcomes of the module	**EXEC 752-1** On successful completion of this module, students will - understand requirements for effective communication in general and in an intercultural context, - have developed competencies in conscious, intercultural communication; they are able to apply these competencies effectively in a business context, both as a leader and when working in international teams - be able to connect the scientific concepts on intercultural communication with real-life experiences and to evaluate real-life intercultural communication situations in light of these scientific concepts,

- understand different cultures and how they affect the patterns of behavior in business and non-business situations,
- be able to reflect one's own values, attitudes and preconceptions when approaching an intercultural business situation and how they are perceived by others,
- have used the international composition of the group for a lively exchange of thoughts, perceptions and attitudes.

EXEC 752-2

On successful completion of this module, students will be able to

make contributions to the social discussion of changing values,

analyze and explain the shifting power between (national) politics and (international) corporations,

assess, decide and act from a strengthened sense of responsibility and understanding - both from a humane and a global perspective,

successfully cope with cross-cultural interactions with different regions and mentalities in the minefield of converging globalization and diverging regionalization as well as with value systems of different societies and the Corporate Social Responsibility (CSR) within multinational corporations,

evaluate and develop corporate ethics codes in theory and implement them in practice,

apply theoretical modes of analyses to specific ethical issues and cases in order to define their own ethical position, behavior and measures to be taken.

EXEC 752-3

On successful completion of this module, students will be able to

- define key elements for the preparation of distributive and integrative negotiations
- differentiate between distributive and integrative negotiation settings

	- identify negotiation partners' negotiation strategies and to adapt own strategies - classify negotiation strategies regarding aims in the context of negotiation settings - understand the relevance of emotions in negotiations and to incorporate such considerations in the preparation, conduction, and review of negotiation	
Beitrag zu „Assurance of Learning" Kompetenzzielen / *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 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	EXEC 752-2

	creative solutions for a current business problem on an advanced level.
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	6 ECTS
Gesamtworkload / Total workload	**EXEC 752-1** 20 contact hours 40 self-study hours **EXEC 752-2** 20 contact hours 40 self-study hours **EXEC 752-3** 20 contact hours 40 self-study hours 180 hours of total workload
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz

Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	**EXEC 752-1** Dr. Franz Sauter **EXEC 752-2** Hashem Zarafat Dr. Sebastian Planck **EXEC 752-3** Dr. Dominik Doll
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Portfolio examination: **EXEC 752-1 (34% of EXEC 752)** Course Work (100%) **EXEC 752-2 (33% of EXEC 752)** Written final course examination 60 min. (60%) Course Work (40%) **EXEC 752-3 (33% of EXEC 752)** Written final course examination 60 min. (80%) Course work/participation (20%)
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	**EXEC 752-2** Individual Online Research

| Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading | **EXEC 752-1**

Dethmer, J., Chapman D., Warner Klemp, K.: The 15 Commitments of Conscious Leadership – A new paradigm for sustainable success, 2015

Kofman, F.: Conscious Business – How to build value through values, Boulder, 2013

Hofstede, G., et al.: Cultures and Organizations, London, 2010

Trompenaars, F., Hampden-Turner, C.: Riding the Waves of Culture, London, 2012

EXEC 752-2

Ferrell, O.C., Fraedrich, J., and Ferrel, L. (2022). *Business Ethics: Ethical Decision Making and Cases* (13th ed). Cengage.

Crane & Matten (2010). *Business Ethics* (latest edition). The United Kingdom: Oxford.

Mele, D. (2019). *Business Ethics in Action* (2nd edition). The United Kingdom: Macmillian Internationl.

Werhane, P.H. (2019). The normative/descriptive distinction in methodologies of business ethics. *Systems Thinking and Moral Imagination: Rethinking Business Ethics with Patricia Werhane*, pp.21-25.

A Portfolio of Articles from Harvard Business Reviews (HBR) Available at: https://hbr.org/topic/subject/business-ethics

EXEC 752-3

Raiffa, H., & Metcalfe, D. (2002): Negotiation Analysis: The Science and Art of Collaborative Decision Making. Harvard University Press. Lewicki, R., Saunders, D., & Barry, B. (2014): Negotiation. McGraw-Hill/Irwin; 7. Edition.

Fisher, R., Ury, W.L., & Patton, B. (2011): Getting to Yes, Penguin Books.

Fisher, R., Shapiro, D. L. (2005): Beyond Reason – Using Emotions as You Negotiate, New York: Penguin Books.

Lewicki, R. J., Saunders, D. M., Barry, B., & Lewicki, R. J. (2006). Negotiation. Boston, Mass: McGraw-Hill Irwin. |

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

*In order to receive 6 ETCS all submodules have to be taken and are mandatory (EXEC 852-1, EXEC 852-2, EXEC 852-3)

Modul-Nr. / Module code	EXEC 852
Modulbezeichnung / Module name	Verantwortungsvolle Führung im globalen Kontext (de/en) | Responsible Leadership in a Global World
Lehrveranstaltungen des Moduls / Courses in the module	EXEC 852-1 Verantwortungsvolle Führung | Responsible Leadership EXEC 852-2 Wirtschaft und Gesellschaft | Business and Society EXEC 852-3 Vorbereitung Master-Arbeit | Master Thesis Preparation
Inhalte des Moduls / Module content	**EXEC 852-1** Elaborate the HRM-Lifecycle and the impact on recruiting and retaining people Becoming responsible Leader and Manager and recognize the differences of the two roles Distinguish and apply different leadership styles including situational Leadership Learn how to motivate Gather know-how how to build teams Career booster by HRM Training & Development and Business Coaching Develop agile and communications in virtual teams Learn critical review on psychological diagnostics of personality tests/Assessment centers Understand change management and restructuring of organizations form an HRM perspective Cope with difficult people (mediation) Diagnose and cope with Burn-out/Bore-out

	EXEC 852-2 Happiness and moral philosophy Moral philosophical systems in different cultures. (e.g. Platon, Kant, Utilitarianism, Confucius) Philosophies of life, world views and value systems Innovation and creativity Technological development and political-economic systems Science and social order Information technologies and (current) world order (including chances and risks) Education, middle-class and democracy Driving forces, engines of civilizational development, role of the city and urban developments Evolution, revolution, rebellion **EXEC 852-3** The Perspective of academic research in business administration: Research question and research design Basics of academic writing Formal requirements of the master thesis (registration, time framework, supervision, editing and form) Preparing and Writing a seminar paper in the chosen subdiscipline
Lernergebnisse des Moduls / Learning outcomes of the module	**EXEC 852-1** On successful completion of this module, students will understand and are able how to lead and manage people (360 Degree) in business in a responsible way, know how to motivate, and support people depending on situations, personality and cultures,

	be able to transfer HRM Strategy and HRM operations into managers daily business reflecting their role and responsibility.
	EXEC 852-2
	On successful completion of this module, students will
	- be able to recognize the origin and development of different ethnical 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
	On successful completion of this module, 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.
Beitrag zu „Assurance of Learning" Kompetenzzielen /	This module contributes most strongly to the following Master programs competency goals:

Alignment with "Assurance of Learning" competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	EXEC 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
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	5 ECTS	
Gesamtworkload / Total workload	**EXEC 852-1**	

	20 contact hours 40 self-study hours **EXEC 852-2** 20 contact hours 40 self-study hours **EXEC 852-3** 10 contact hours 20 self-study hours 150 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Core
Voraussetzungen für die Teilnahme / Prerequisites	Successful completion of IB 752 and EXEC 752
Modulverantwortliche(r) / Module leader	N.N.
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	**EXEC 852-1** Prof. Dr. Arnd Albrecht **EXEC 852-2** Dr. Ramona Greiner **EXEC 852-3** Giulia Parola N.N.
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	**EXEC 852-1 (40% of EXEC 852)** Written exam 60 minutes (60%) Course work (40%)

	EXEC 852-2 (40% of EXEC 852) Oral exam (60%) Course work (40%) **EXEC 852-3 (20% of EXEC 852)** Seminar Paper 100%
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Seminar-Style Lectures Class Discussion Case Studies Guest lectures Role Plays Presentations Pair and Group Work Consultation with Paper Supervisor
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	**EXEC 852-1** Talks by industry representatives, experts from Psychatric Hospitals, Business Coaching Senior Coaches **EXEC 852-2** Online research, evaluation and structured presentation, discussion **EXEC 852-3** Visit to the Bayerische Staatsbibliothek (National Library of Bavaria) with introduction to research tools and resources
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	**EXEC 852-1** Albrecht, A. (2016), Internationales Management, Berliner Wissenschaftsverlag Albrecht, E. (2018), Business Coaching, deGruyter, Berlin Becker, B.E. et al. (2001), The HR Scorecard, Harvard Business Press

	Covey, S. (1989), 7 Habits of highly Effective people, Simon + Schuster, London.
	Drucker, P.F. (1954/1986), The practice of Management, Harper Business, New York
	Goleman D., Boyatzis, R. and McKee, A. (2002), Primal Leadership - learning to lead with emotional intelligence, Harvard Business School Press
	Grossman, R. (2007), New Competencies for HR, HR Magazine Jun 2007
	Handy, C.: Understanding Organizations, Penguin, London
	Harvard Business Review on Leadership (1998), Harvard Business School Press
	Hofstede, G. (1991), Cultures and Organizations, Profile Books, London
	Kotter, J.P. (2001), What Leaders really do. Harvard Business Review
	EXEC 852-2
	Atkinson, S. (senior editor), DK (2011). The Philosophy Book. Big Ideas Simply Explained, London, New York, Melbourne, Delhi. ISBN 978-0-7566-6861-7
	EXEC 852-3
	Guidelines for the Style and Editing of Academic Papers (Version 3/2017), Munich Business School

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	German management Strengths and weaknesses of the German market Political system Educational system Societal influence Hidden Champions
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will have a better understanding of home market in comparison to German management, understand the business practices of German companies, be able to apply analytical tools to German industries and businesses, appreciate and understand the strengths, weaknesses and development of the German market (industries and businesses), understand the political, economic, societal impacts on the German economy, understand what a hidden champion is, ground reasonings for what the future development of the German economy could look like.
Beitrag zu „Assurance of Learning" Kompetenzzielen /	This module contributes most strongly to the following Master programs competency goals:

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

Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christopher Weilage
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Christopher Weilage
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	4,0%
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lectures Group Exercises Presentations Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Often includes a company visit or guest presentation
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Recommended literature: Begin, J. P. (1999). Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization, Berlin Dörrenbächer, C. (2004). Fleeing or Exporting the German Model? – the Internationalization of German Multi-nationals in the 1990s. Competition & Change 8(4), 443-456. Porter, M.E. (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press, New York Porter, M.E.: The Competitive Advantage of Nations: Harvard Business Review, Mar-Apr 1990, Brighton

	Reuvid, J. and Millar, R. (Ed.) (2000). Doing Business with Germany. London: Kogan Page
	Turner, B.(Ed.) (1999). Germany Profiled. New York: Saint Martin's Press.
	Schroll-Machl, S. (2005). Doing Business with Germans: Their Perception, Our Perception. Gottingen: Vandenhoeck & Ruprecht
	Simon, H. (1996). You Don't Have to be German to be a Hidden Champion. London Business School, Business Strategy Review 7(2), 1-13.
	Simon, H. (2009). Hidden Champions of the Twenty-First
	Century: The Success Strategies of Unknown World Market Leaders. Springer, New York
	Weaver, K. S. (1995). Human resource management and organizational strategies in German- and US-owned companies. The International Journal of Human Resource Management 6(3)

GEU 870 Business in Europe (Spring) − 3 ECTS

(strongly recommended for international Students)

Modul-Nr. / Module code	GEU 870
Modulbezeichnung / Module name	Wirtschaft in Europa | Business in Europe
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	Economy of the European Union Doing business in the European Union European Labor market European monetary Integration European financial crisis Key European policies of relevance to business Competitive status of the EU The European consumer European HR management Historical background
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will - have gained insight into the complexities of the European business environment from a political and legal perspective, - understand the influence of European Union institutions on the market, - be able to explain the history of most of the European countries, - be able to explain the various institutions of the EU - Understanding the main reasons for forming the EU - Gaining understanding for European regulation, - understand the cultural differences in Europe and business attitudes, - be able to explain the history of the financial crisis, - begin to appreciate the nuances of the European customer.

Beitrag zu „Assurance of Learning" Kompetenzzielen / *Alignment with "Assurance of Learning" competency goals*	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	GEU 870
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	GEU 870
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	GEU 870
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	GEU 870
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	GEU 870
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	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lectures Group Exercises Case studies Discussion Presentations
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	One company visit or guest lecture

Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Begin, J. P. (1999). Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization, Berlin
	El-Agraa, A. M. (2004). The European Union; Economics and Policies. Pearson Prentice Hall, Saddle River, NJ
	Frankland, E. G. (2005). Europe (Global Studies). Dushkin.
	Harris, P. and McDonald, F. (2004). European Business and Marketing. Sage Publications, Thousand Oaks, CA
	Hofstede, G. (2010). Cultural Dimensions for International Business.
	McCormick, J. (2008). Understanding the European Union: A Concise Introduction. Palgrave Macmillan, Basingstoke, UK
	McDonald, F. and Dearden, S. (2005). European Economic Integration. Pearson Prentice Hall, Saddle River, NJ
	Pelkmans, J. (2006). European Integration. FT Prentice-Hall, Saddle River, NJ
	Porter, M. (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press.
	Porter, M. (1990). Competitive Advantage of Nations. Harvard Business Review.
	Senior-Nello, S. (2005). The European Union; Economics, Politics and History. McGraw Hill, New York
	Suder, G. (2012). Doing Business in Europe. Sage Publications, Thousand Oaks, CA

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

Modul-Nr. / Module code	LAT 770
Modulbezeichnung / Module name	Wirtschaft in Lateinamerika (en) | Business in Latin America
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	Overview of Latin America Historical background and development of Latin America Doing business in Latin America (incl. cultural peculiarities) Latin American labor market (incl. country specific differences) In-depth look at Argentina In-depth look at Brazil In-depth look at Chile In-depth look at Colombia In-depth look at Peru "The remaining Latin American countries" Current issues of the Latin American region The Latin American consumer HR management in Latin America
Lernergebnisse des Moduls / Learning outcomes of the module	- On successful completion of this module, students will - understand the complexities of the Latin American business environment from a cultural, economic, political and legal perspective, - appreciate and understand Latin American Trade Alliances on market developments and business opportunities (particularly USMCA, Mercosur, Pacific Alliance and EU-Mercosur), - understand the markets and business opportunities in Brazil, Argentina, Chile, Colombia and Perú, - be able to apply the knowledge of business climate and politics in different Latin American countries on business decisions, - be able to apply the knowledge about the importance of cultural differences in Latin American business

	attitudes to managing fruitful business relationships with Latin American suppliers and customers, - be able to use the different tools to evaluate countries and customer segments in a Latin American setting.	
Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	LAT 770
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	LAT 770
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	LAT 770
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	LAT 770
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours	

	90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	N.N.
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	N.N.
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	4,0%
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Seminar-Type Lectures Group Discussions Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Two guest lectures by business people from Latin America (if possible, MBS Alumni)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics), New York (Mandatory) Rodriguez, F.: An Empty Revolution, The Unfulfilled Promises of Hugo Chávez, Foreign Affairs, March/April 2008 Crespi, G., Pluvia, Z.: Innovation and Productivity: Evidence from Six Latin American Countries, InterAmerican Development Bank Report, 2012, Washington, DC

	Black, B.S., Gedson de Carvalho, A., Gorga, E.: An Overview of Brazilian Corporate Governance, Cornell Law Library Publication, July 2008
	Mahon, J.: Was Latin America Too Rich to Prosper?, Journal of Development Studies, 1992
	Gallagher, K.: China and the Latin American Commodity Boom, PERI Report, 2009, Amherst, MA

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	Overview of current important events and developments in Latin America: Political Economic Societal Columbia's road to political stability and economic development (Whole of Government Approach) Latin American environmental opportunities and challenges Entrepreneurship in Latin America (focus Mexico, Argentina and Paraguay) Accountability Corruption Prevention in a Latin American environment Luxury Goods Industry in Latin America (special emphasis on Brazil, Mexico and Colombia) Management consulting in Latin America

Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will
	- understand the complexities of the Latin American business environment from a cultural, economic, political and legal perspective, - appreciate and understand Latin American environmental challenges and opportunities, - deeply understand the Latin American consumer and the business environment, - be able to apply the learnings of the course in order to manage business operations for an international corporation in a Latin American environment, - be able to apply the learnings of the course to work effectively and efficiently for a Latin American company in Latin America or abroad, - be able to proactively apply adapt the tools and management approaches learned in a business master's program to a Latin American environment, - appreciate the peculiarities of certain industries, such as management consulting, luxury goods, etc. in a number of Latin American countries and transfer the learnings regarding these countries to other Latin American nations.

Beitrag zu „Assurance of Learning" Kompetenzzielen / 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.	LAT 870
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	LAT 870
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	LAT 870

	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	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Seminar-type, discussion-based lectures Group Work Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Guest lectures (Alumni, honorary consul) Skype Call with business contact in Latin America
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Reyes, J.A. (2015), Latin American Economic Development (Routledge textbooks in development economics, London) 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. Additionally, articles, videos and interviews will be made available to the students by the lecturers.

APA 770 Business in China (Fall) – 3 ECTS

Modul-Nr. / *Module code*	APA 770
Modulbezeichnung / *Module name*	Wirtschaft in China (en)	*Business in China*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	China's road from a planned economy to a market economy China's regions and it's disparities Underlying mega-trends in Chinese economic development Current topics in China's economic strategy China's position in the global economy Media literacy: News from and about China "Greater China" Taiwan's political and economic relationship with China: opportunities and risks Hong Kong's changing role as a (former?) financial hub for China 1.3 billion Chinese consumers Special characteristics of Chinese consumers The role of the Internet in business Introduction to marketing and branding in China
Lernergebnisse des Moduls / *Learning outcomes of the module*	- On successful completion of this module, students will - be able to explain the main driving factors for China's economic development since the opening in 1978, - be able to examine the effects of China's political system on the economic development as well as on doing business in China, - be able to interpret strategic actions by the People's Republic of China, Taiwan as well as Hong Kong in the context of history, politics, economics and business, - be able to critically assess news from and about China - recognize the role of foreign companies in the development of the Chinese economy and identify turning points of dependence,

	- be able to illustrate the peculiarities of the Chinese consumer goods market, - be able to identify a consumer target group in a Chinese context, - be able to characterize the role of the Chinese Internet in reaching consumers.
Beitrag zu „Assurance of Learning" Kompetenzzielen / *Alignment with "Assurance of Learning" competency goals*	This module contributes most strongly to the following Master programs competency goals:

This module contributes most strongly to the following Master programs competency goals:

Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	APA 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 / *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. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Christian Schmidkonz
Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	4,0%
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Interactive seminar lecture Elements of immersion at home experiences Pecha-Kucha presentations by students
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.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Mandatory readings (usually articles and book chapters as well as studies) are shared during the course as uploads to the course page or as printouts. Recommended books:

European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels

Fernandez, J. A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore

Gerth, K. (2010). "As China Goes, So Goes the World: How Chinese Consumers Are Transforming Everything", New York

Kotler, P., Lane Keller, K. et al. (2009). "Marketing Management in China", Singapore

Lee, K.-F. (2018). "AI superpowers: China, Silicon Valley, and the new world order", Boston

Lin, Y. J. (2012). "Demystifying the Chinese Economy", New York

Miller, C. (2022). Chip War: The Fight for the World's Most Critical Technology. New York: Simon & Schuster Ltd.

National Bureau of Statistics (2019). "China Statistical Yearbook", Beijing

Schmidkonz, C., Taube M. (2009). "Meyers Atlas China: Auf dem Weg zur Weltmacht", Mannheim

Shum, D. (2021). Red Roulette: An Insider's Story of Wealth, Power, Corruption and Vengeance in Today's China. London: Simon & Schuster UK Ltd.

Slingerland, E. (2015). "Trying Not to Try: Ancient China, Modern Science, and the Power of Spontaneity", New York

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

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

Modul-Nr. / Module code	APA 870	
Modulbezeichnung / Module name	Wirtschaft in China: Fallstudien und Szenarios (en) | Doing Business in China: Case Studies and Scenarios	
Lehrveranstaltungen des Moduls / Courses in the module	-	
Inhalte des Moduls / Module content	Intercultural management in China Preparing and holding meetings with Chinese The importance of Guanxi Negotiation tactics in a Chinese context HR management in a Chinese company Classic Chinese philosophies applied in daily business Success factors of running a Chines company Case studies Case studies of foreign companies in China Case studies of Chinese companies abroad	
Beitrag zu „Assurance of Learning" Kompetenzzielen / *Alignment with "Assurance of Learning" competency goals*	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	APA 870
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	APA 870
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business	APA 870

	practices in different countries and apply this international perspective to their work.	
	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	On successful completion of this module, students will - understand fundamental differences in the business culture in China from outside China, - be able to perform productive meetings with Chinese, - fundamentalyl understand Guanxi and the special characteristics for doing business in China, - be able to design simple negotiation strategies in a Chinese context, - be able to examine actions by Chinese professionals and identify appropriate actions/responses, - be able to evaluate business actions by Chinese managers based on traditional Chinese philosophies, - be able to examine and identify success factor as well as critical factor of doing business in China in different industries, - understand and evaluate expansion strategies of Chinese companies, - be able to evaluate the main chances and risks for a foreign company of a business activity in China.	
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester	

Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	-
Modulverantwortliche(r) / Module leader	Prof. Dr. Christian Schmidkonz
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Prof. Dr. Christian Schmidkonz Eva Nell
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Seminar paper (60%) Course Work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Interactive seminar lecture LingHe computer based simulation of running a Chinese company Reading and writing case studies Elements of immersion at home experiences
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	A guest speaker is invited to talk about her/his experience in doing business in China. Usually one class is held in the original Asian gardens at Westpark in Munich.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Mandatory readings (several case studies as well as related articles) are shared during the course as uploads to the Virtual Campus or as print-outs.

	Recommended books:
	Fernandez, J.A., Underwood, L. (2006). "China CEO – Voices of Experience from 20 International Business Leaders", Singapore
	European Commission (2019). "China – Challenges and Prospects from an Industrial and Innovation Powerhouse", Brussels
	Glowik, M. (2009). "Market Entry Strategies - Internationalization Theories, Network Concepts and Cases of Asian firms", München
	Huang, W. (2016). Dedication – The Huawei Philosophy of Human Resource Management, London
	Lee, K.-F. (2018). "AI superpowers: China, Silicon Valley, and the new world order", New York
	National Bureau of Statistics (2019). "China Statistical Yearbook", Beijing
	Schmidkonz, C., Taube, M. (2009). "Meyers Atlas China: Auf dem Weg zur Weltmacht", Mannheim
	Slingerland, E. (2015). "Trying Not to Try: Ancient China, Modern Science, and the Power of Spontaneity", New York
	Students who would like to learn more about Chinese classical philosophy the following MOOC is recommended:
	"Chinese Thought: Ancient Wisdom Meets Modern Science" (UBCx: China300x) by Prof. Edward Slingerland on edX

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

Modul-Nr. / Module code	IB 851
Modulbezeichnung / Module name	Wirtschaft in den USA und Kanada (en) | Business in the USA and Canada
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	The seminar introduces the students to business practices U.S. and Canada, offering insights into business and cultural insights: On how business is done in both countries from the perspective of foreign entrepreneurs and companies entering those markets and establishing businesses in each Allows participants to gain an understanding of the U.S. and Canadian economies, regional and national demographics, and cultural dynamics Offers an insight into the frameworks of each country's legal systems

Beitrag zu „Assurance of Learning" Kompetenzzielen / *Alignment with "Assurance of Learning" competency goals*	This module contributes most strongly to the following Master programs competency goals:	
	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	IB 851
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IB 851
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	IB 851

	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 1: Graduates explain and interpret the impact of doing business on society and environment.	IB 851
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	IB 851
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will be able to describe the economies of the U.S. and Canada, understand essential economic and cross-cultural differences when doing business in both North American markets.	
Dauer des Moduls / Duration of the module	One semester	
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester	
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS	
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective	
Voraussetzungen für die Teilnahme / Prerequisites	-	
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	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lectures Relevant articles and readings provided or recommended by the lecturer Class discussion of current events of relevance in both countries An academic research paper supplemented by a PPT presentation outlining the key findings and conclusions of the research paper Class participation
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Guest-speakers with special expertise in each of the countries
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Participants are expected to keep themselves up-to-date on major business, economic and political events taking place in the US and Canada

IB 852 Business in Emerging Economies - Africa (Spring) – 3 ECTS

Modul-Nr. / Module code	IB 852
Modulbezeichnung / Module name	Wirtschaft in Schwellenländern (en) | Business in Emerging Economies - Afria
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	**Africa** Africa's Diversity Characteristics of Markets Emerging Economies' Sub-Saharan Africa Business Opportunities and Challenges
Lernergebnisse des Moduls / Learning outcomes of the module	On successful completion of this module, students will - be able to define Emerging Markets, Frontier Markets and Developed Markets and to distinguish the differences between them, - be able to recognise both challenges and opportunities in Emerging Markets, - be able to estimate the true potential of Emerging Market, - be able to develop strategies of doing business in Emerging Economies and particularly in Sub-Saharan Africa.

Beitrag zu „Assurance of Learning" Kompetenzzielen / *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 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	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Lecture combined with seminar-type elements Presentations Case Studies
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	Two lecturers from the two regions taught in the course
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / Recommended or required reading	Maathai, Wangari (2010). "The Challenge for Africa", New York Mahajan, Vijay (2008). "Africa Rising: How 900 Million African Consumers Offer More Than You Think", New Jersey Hayton, Bill (2011). "Vietnam: Rising Dragon", New Haven 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
Prerequisites	3 semesters of bachelor studies, preferably in business
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of instruction plus 120 hours of self-study/assignments
Assessment / Requirements for Assignment of Credits	Will be announced in class.
Course Outline	Within the framework of the project, students will deal with the comparison of a business element or aspect and compare this to the German market and their home countries. This will require that the students take the specific macroeconomic, legal, political, and cultural conditions of the German market into account, and where applicable, compare them with the conditions of their home country. Further, based on a comprehensive analysis the students will present future predictions.
Teaching and Learning Methods	Lectures, research

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
Prerequisites	3 semesters of bachelor studies, preferably in business
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of instruction plus 120 hours of self-study/assignments
Assessment / Requirements for Assignment of Credits	Will be announced in class.
Course Outline	Within the framework of the project, students will deal with the comparison of a business element or aspect and compare this to the certain European markets and their home countries. This will require that the students take the specific macroeconomic, legal, political, and cultural conditions of selected EU markets into account, and where applicable, compare them with the conditions of their home country. Further, based on a comprehensive analysis, the students will present future predictions.
Teaching and Learning Methods	Lectures, research, paper, presentation

Foreign Language

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

Modul-Nr. / *Module code*	GER A1.1 I
Modulbezeichnung / *Module name*	Deutsch A1.1 I | German A1.1 I
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	**Grammatical content:** • Declension of the definite articles in Nominative and Accusative • Declension of the indefinite articles (positive / negative) in Nominative and Accusative • Personal pronouns in Nominative • The cardinal numbers • Verb conjugation in present tense (regular and irregular) • Preterite of the verb "sein" **Thematic content of the chapters** (1-3): • Typical first questions and answers • Introducing oneself • Naming things in the class room • Talking about activities in class • General information about oneself • Passport information / holiday checklist • Reading and talking about little job offers
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will - be able to formulate very short texts with short and simple sentences for everyday situations, - be able to use simple communication, asking and answering questions about daily life/ familiar topics, - be able to read understand very short and simple texts, descriptions with pictures, - be able to listen to and understand simple words, phrases or conversations concerning oneself or well known topics. The goal is to reach the first half of the A 1.1 level of the Common European Framework of Reference for Languages (GEFR).
Studiensemester / *Semester*	1

Dauer des Moduls / *Duration of the module*	One semester
Häufigkeit des Angebots des Moduls / *Semester when the module is delivered*	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / *Number of ECTS credits allocated*	3 ECTS
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*	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	N/A

Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Communicative lecture Group workshop/ group exercises Role plays Private study
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *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 1, Berlin

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

Module code	GER 030 German A 1.1 II
Module name	German A 1.1 II
Courses in the module	-
Module content	**Linguistic contect/grammar:**
	The articles in general
	The definite and indefinite articles and their declination in Nominativ and Akkusativ
	The numbers
	Verb conjugation (regular and irregular)
	Präteritum of the verb „sein"
	Personal pronouns, Nominativ and Akkusativ
	Possessive articles, Nominativ and Akkusativ
	The modal verbs „mögen", „können" and „müssen"
	Perfekt constructions
	Asking and answering what time it is
	Separable verbs in the present and past
	Ordinal numbers
	Lexical field unit 4: Shopping
	Lexical field unit 5: Family
	Lexical field unit 6: Weather and Time
	Lexical field unit 7: Everyday life situations
Learning outcomes of the module	On successful completion of this module, students will
	- be able to formulate very short texts with short and simple sentences for everyday situations, e.g. simple messages, notes, forms, postcards,
	- be able to ask and answer questions about everyday situations/ familiar topics, asking for advices,

	- be able to read and understand very short and simple texts, descriptions containing pictures, short and simple orders, - be able to listen to and understand simple words, conversations and phrases concerning oneself, well known people and topics; questions and orders. The goal is to reach the second half of the A 1.1 level of the Common European Framework of Reference for Languages (GEFR), unit 4 till 7 in the book "Ja genau, A 1 Band 1, Kurs- und Übungsbuch".
Semester	2
Duration of the module	One semester
Semester when the module is delivered	Annually in spring semester
Number of ECTS credits allocated	3 ECTS
Total workload	30 contact hours 60 self-study hours 90 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	All Master programs
Prerequisites	Successful completion of level A1.1 I
Module leader	Simone Bénard
Lecturer(s)	Simone Bénard
Language of instruction	English and German
Examination and credit assignment	Written final course examination 90 min. (60%), Course work (40%)
Grade weighting in the overall grade	N/A
Learning activities and teaching methods	Communicative lectures Group workshop

	Role plays Private studies
Specifics	-
Recommended or required reading	Giersberg, D., Hägi, S., Böschel, C.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 1 Band 1, Berlin

GER A1.2 I German A1.2 I (Fall) – 3 ECTS

*Level available depends on the demand

Modul-Nr. / Module code	GER A1.2
Modulbezeichnung / Module name	Deutsch A1.2 I |German A1.2 I
Lehrveranstaltungen des Moduls / Courses in the module	-
Inhalte des Moduls / Module content	**Linguistic content / grammar:** Personal pronouns and in-/ definite articles in Dative Nouns in Dative Plural Changing prepositions plus Dative and Accusative Perfect tense: repeating structures and all verbs Preterite: "haben" and "sein" Personal pronouns in Accusative Comparative structure of "to like The modal verb "wollen" **Lexical fields:** Looking for/ living in an apartment Professional life and working places All about shopping
Lernergebnisse des Moduls / Learning outcomes of the module	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. The goal is to reach the first half of the A1.2 level of the Common European Framework of Reference for Languages

	(GEFR), unit 8, 9 and 10 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / Type of Module (core/elective, etc.)	Elective
Voraussetzungen für die Teilnahme / Prerequisites	Successful completion of Level A1.1
Modulverantwortliche(r) / Module leader	Heiderich, Martin, Bénard, Simone
Hochschullehrer der Lehrveranstaltungen / Lecturer(s)	Heiderich, Martin, Bénard, Simone
Lehrsprache / Language of instruction	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / Examination and credit assignment	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / Learning activities and teaching methods	Communicative lecture Group workshop/ group exercises Role plays Private study
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / Specifics	-

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

GER A1.2 II German A1.2 II (Spring) − 3 ECTS

Modul-Nr. / *Module code*	GER A1.2 II
Modulbezeichnung / *Module name*	Deutsch A1.2 II |*German A1.2 II*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	**Linguistic content / grammar:** Personal pronouns and in-/ definite articles in Dative Nouns in Dative Plural Changing prepositions plus Dative and Accusative Perfect tense: repeating structures and all verbs Preterite: "haben" and "sein" Personal pronouns in Accusative Comparative structure of "to like The modal verb "wollen" **Lexical fields:** Looking for/ living in an apartment Professional life and working places All about shopping
Lernergebnisse des Moduls / *Learning outcomes of the module*	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. The goal is to reach the first half of the A1.2 level of the Common European Framework of Reference for Languages

	(GEFR), unit 8, 9 and 10 in the book "Ja genau! A 1 Band 2, Kurs- und Übungsbuch".
Häufigkeit des Angebots des Moduls / *Semester when the module is delivered*	Annually in fall semester
Zahl der zugeteilten ECTS-Credits / *Number of ECTS credits allocated*	3 ECTS
Gesamtworkload / *Total workload*	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective
Voraussetzungen für die Teilnahme / *Prerequisites*	Successful completion of Level A1.1
Modulverantwortliche(r) / *Module leader*	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Simone Bénard
Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	N/A
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Communicative lecture Group workshop/ group exercises Role plays Private study

Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *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 A2.1 I German A2.1 I (Fall) − 3 ECTS

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

Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will - be able to formulate short letters/ texts on a more advanced level, including the known grammar, regarding familiar topics and everyday situations, - be able to communicate verbally on a more advanced level, asking and answering questions, creating dialogues, talking about everyday situations and familiar topics, - be able to read and understand a little bit longer and advanced texts/ finding specific information, describing pictures and diagrams, - be able to listen to and understand longer and advanced conversations when several people are talking, and finding specific requested information. - The goal is to reach the first half of the A2.1 level of the Common European Framework of Reference for Languages (GEFR), unit 1, 2 and 3 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".
Häufigkeit des Angebots des Moduls / *Semester when the module is delivered*	Annually in 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
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*	Böschel, C., Giersberg, D., Hägi, S.: Ja genau!, Deutsch als Fremdsprache, Kurs- und Übungsbuch, Cornelsen Verlag, Niveau A 2 Band 1, Berlin

GER A2.1 II German A2.1 II (Spring) − 3 ECTS

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

	The goal is to reach the second half of the A2.1 level of the Common European Framework of Reference for Languages (GEFR), unit 4, 5, 6 and 7 in the book "Ja genau! A 2 Band 1, Kurs- und Übungsbuch".
Häufigkeit des Angebots des Moduls / Semester when the module is delivered	Annually in spring semester
Zahl der zugeteilten ECTS-Credits / Number of ECTS credits allocated	3 ECTS
Gesamtworkload / Total workload	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective
Voraussetzungen für die Teilnahme / *Prerequisites*	Successful completion of level A2.1 I
Modulverantwortliche(r) / *Module leader*	Simone Bénard
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Simone Bénard
Lehrsprache / *Language of instruction*	English and German
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Communicative lecture Group workshop/ Group exercises Role plays Private study

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

Business Concentrations: Fall: Choose max 4 (2 has to be FIN 751 and MKT 850 if you choose 4)
Spring: Choose max 2

International Finance

FIN 751 Corporate Finance (Fall) − 3 ECTS

Modul-Nr. / *Module code*	FIN 751
Modulbezeichnung / *Module name*	*Corporate Finance*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	Introduction to Corporate Finance Financial Statements, Taxes and Cash Flow Time Value of Money Discounted Cash Flow Valuation Interest Rates and Bond Valuation Stock Valuation Net Present Value and Other Investment Criteria Financial Leverage and Capital Structure
Lernergebnisse des Moduls / *Learning outcomes of the module*	After successfully completing this module the students are able to • Apply and practice fundamental calculation methods as a basis for finance decisions, • Establish and apply criteria for investment, finance and distribution decisions with value-based management, • Understand components for calculating

Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	FIN 751

	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	FIN 751
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	FIN 751
	Goal 3: Graduates practice a human-centered business approach	
	G3: Objective 1: Graduates explain and interpret the impact of doing business on society and the environment	FIN 751
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	FIN 751
Studiensemester / *Semester*	1	
Dauer des Moduls / *Duration of the module*	One semester	
Häufigkeit des Angebots des Moduls / *Semester when the module is delivered*	Annually in fall and spring semester	
Zahl der zugeteilten ECTS-Credits / *Number of ECTS credits allocated*	3 ECTS	
Gesamtworkload / *Total workload*	30 contact hours 60 self-study hours 90 total workload hours	

Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Core
Verwendbarkeit des Moduls / *Usability of the module*	Master International Business
Voraussetzungen für die Teilnahme / *Prerequisites*	Basic knowledge of finance and accounting (Bachelor level)
Modulverantwortliche(r) / *Module leader*	Prof. Dr. Eva Stumpfegger
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Eva Stumpfegger N.N.
Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written exam 90 minutes (100%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	4,0%
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Interactive lecture given by the lecturer, discussions, case studies, exercises.
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Ross, S., Westerfield, R., Jordan, B.: Fundamentals of Corporate Finance, McGraw Hill Slides (moodle) Excel Exercises (moodle)

FIN 851 Company Valuation (Spring) − 6 ECTS

Module code	FIN 851
Module name	Company Valuation
Courses in the module	
Module content	
Learning outcomes of the module	
Alignment with "Assurance of Learning" competency goals	**N/A**
Semester	2
Duration of the module	One Semester
Semester when the module is delivered	Offered annually in spring semester
Number of ECTS credits allocated	6 ECTS
Total workload	60 contact hours 120 self-study hours 180 total workload hours
Type of Module (core/elective, etc.)	Elective
Usability of the module	Master International Business
Prerequisites	Successful completion of FIN 751
Module leader	Prof. Dr. Eva Stumpfegger
Lecturer(s)	Prof. Dr. Eva Stumpfegger
Language of instruction	German and/or English
Examination and credit assignment	**FIN 851-1** (50%) Written final course examination 90 min. (60%), Course work (40%) **FIN 851-2** (50%) Presentation (80%)

	Course work (20%)
Grade weighting in the overall grade	7,5%
Learning activities and teaching methods	
Specifics	
Recommended or required reading	

International Marketing

MKT 750 International Service Marketing (Fall) – 3 ECTS

Modul-Nr. / *Module code*	MKT 750
Modulbezeichnung / *Module name*	Internationales Dienstleistungsmarketing (de/en) | *International Service Marketing*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	Introduction to the concept of services The role of the consumer Market research (and how to create customer relationships) Setting up services: design, innovation and quality Delivering services: the role of employees and customers in service performance Challenges in delivering services: yield management, digitalisation and service recovery Digitalisation workshop Service profitability: pricing, bottom line and RoM
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will understand and know how to design, implement and monitor the relevant marketing and management strategies in a service context, understand the relevance of service in today's business ('everything is service') and how recent and future developments (will) affect the service theorem we currently observe, be knowledgeable on relevant concepts, frameworks and can explain their application via real-life business examples, have a holistic understanding of the role of marketing in corporate (branding) strategy and management as well as the ties to consumer and market insights.
Beitrag zu „Assurance of Learning" Kompetenzzielen /	This module contributes most strongly to the following Master programs competency goals:

Alignment with "Assurance of Learning" competency goals	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	MKT 750
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	MKT 750
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	MKT 750
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	MKT 750
Häufigkeit des Angebots des Moduls / *Semester when the module is delivered*	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / *Number of ECTS credits allocated*	3 ECTS	
Gesamtworkload / *Total workload*	30 contact hours 60 self-study hours 90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Required	
Voraussetzungen für die Teilnahme / *Prerequisites*	-	
Modulverantwortliche(r) /	Prof. Dr. Sophie Hieke	

Module leader	
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Sophie Hieke
Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	4,0%
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Case Studies & real-life business examples Group discussions Lectures
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	Students have to prepare a real-life case study focussing on the service aspect of a business and applying frameworks taught in class. These examples are then discussed in plenum. This module contains a unique practical application in the form of a workshop on digitalisation, where students learn how to program their own website for a service-marketing concept.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Grönroos, C.: Service Marketing Management and Marketing, 4th Edition, Wiley & Sons, Ltd, 2007, Hoboken Wilson, A., Zeithaml, V.A., Bitner, M.J., Gremler, D.D.: Services Marketing: Integrating Customer Focus Across the Firm, 3rd Edition, McGraw-Hill Education Ltd. (USA) Wirtz, J. & Lovelock, C.: Services Marketing: People, Technology, Strategy, 8th Edition, World Scientific Publishing Co Inc (USA) Students are furthermore sent various readings from current top-ranked scientific journals but also online sources that serve as a basis for asynchronous discussion outside of the class-room, e.g. on a digital platform such as Teams.

MKT 850 Integrated Corporate Communication and Relationship Marketing (Spring) − 6 ECTS

Modul-Nr. / *Module code*	MKT 850
Modulbezeichnung / *Module name*	Integrierte Unternehmenskommunikation und Beziehungsmarketing (de/en) | *Integrated Corporate Communication and Relationship Marketing*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	**Integrated Corporate Communication:** Content: Introduction to Integrated Corporate Communication, Consumer Behavior as Basis for Integrated Corporate Communication, The Integrated Corporate Communication Toolset, Communicating in the International Environment Methodology: Systematic analysis of real-life integrated corporate communication campaigns; team case studies **Relationship Marketing:** Content: Introduction to Relationship Marketing and its development over time, metrics to measure RM and CRM effectiveness, understanding the consumer mindset, customer experience management and social RM using the tools of a digital world Methodology: Build theoretical foundation (theories, principles, frameworks) and apply to real-life examples, discuss on-going business developments, team case studies
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will be able to evaluate and design all elements of integrated corporate communication campaigns (definition of USP and target audience, communication objectives, assessment of communication budget, choice of media-mix, analysis of campaign effectiveness) and adapt them according to different communication settings (e.g. in the international communication environment), be experienced in presenting and defending their findings even in challenging environments,

	be able to explain Relationship Marketing concepts and theoretical frameworks as much as they can assess real-life examples and provide feedback and suggestions for improvement,
	be able to discuss relevant topics in the field (e.g., AI and machine learning to improve customer relationship management activities) by applying their theoretical and practical knowledge and providing their own substantiated views on recent developments.
Beitrag zu „Assurance of Learning" Kompetenzzielen / *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. MKT 850
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business. MKT 850
	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. MKT 850
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level. MKT 850
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*	6 ECTS

Gesamtworkload / *Total workload*	60 contact hours 120 self-study hours 180 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective
Voraussetzungen für die Teilnahme / *Prerequisites*	Successful completion of MKT 750
Modulverantwortliche(r) / *Module leader*	Prof. Dr. Sophie Hieke
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Carsten Rennhak Prof. Dr. Sophie Hieke
Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 120 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Lectures Individual and team exercises Case study discussions Student presentations (including discussion) Videos (e.g. real-life integrated communication examples or the latest developments in Relationship Marketing all over the world) Guest lectures (given by experienced practitioners) Self-study
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	Several guest lectures (e.g., by local, national and even global companies)

Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	**Integrated Corporate Communication:**
	Literature:
	Argenti, P. A. (2015). Corporate Communication, 7th ed., McGraw-Hill, New York
	Cornelisen, J.: Corporate Communications, 3rd ed., Sage Publications, London
	Kaul, A. and Chaudhri, V.: Corporate Communication through Social Media, Sage Publications, London
	Rust, R. T., Moorman, C., Bhalla, G. (2010). Rethinking Marketing, *Harvard Business Review*, 88 (1), pp. 94 101.
	Payne, A. & Frow, P. (2005). A Strategic Framework for Customer Relationship Management, Journal of Marketing, 69, pp. 167-176.
	Other:
	Students prepare for the course be actively consuming on- as well as offline communication content
	Students receive cases and other short articles on current developments in class, to read and discuss
	Oral grading for RM is based on two cases that are given to students a week before the grading to read and prepare (questions on the case are only handed out on the day of the grading)

International Entrepreneurship

ENTR 751 International Entrepreneurship I: Identifying and Generating a Business Idea (Fall) – 3 ECTS

Modul-Nr. / *Module code*	ENTR 751
Modulbezeichnung / *Module name*	Identifizierung und Generierung einer Geschäftsidee (en) | *International Entrepreneurship I: Identifying and Generating a Business Idea*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	Distinctions between entrepreneurs and managers

Social entrepreneurship

Identifying and analyzing a problem by using design thinking

Creativity and applying techniques of creativity

Developing a business idea using different decision-making approaches (effectuation vs. causation)

Developing a business idea in teams

Starting to develop and prototype a business idea

Presentation / Pitch |
| Lernergebnisse des Moduls / *Learning outcomes of the module* | On successful completion of this module, students will

understand who is an entrepreneurial manager,

understand different types of entrepreneurship,

understand and can implement creativity techniques for developing new business ideas,

Know and be able to implement ideation and prototyping methods (design thinking),

understand entrepreneurial decision-making approaches,

understand entrepreneurial team dynamics in new venture creation,

know methods to present essential parts of a business model (pitch). |

Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	ENTR 751
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	ENTR 751
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	ENTR 751
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. Nadine Chochoiek	
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Nadine Chochoiek	
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*	Seminar type lectures Practice in small groups Group workshops (private study)
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	Guest lectures by an industry expert, one alumnus lecture planned
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Hisrich, R.D., Peters, M.P., Shepherd, D.A., 2017. Entrepreneurship, 10th ed. McGraw-Hill, New York. Rodriguez, K.: Why Social Entrepreneurs Are Taking The Lead. https://execed.economist.com/career-advice/industry-trends/why-social-entrepreneurs-are-taking-lead Roger L. M. & Osberg, S. (2007). Social Entrepreneurship: The Case for Definition. Stanford Social Innovation Review, Spring 2007. Read, S., Sarasvathy, S., Dew, N., Wiltbank, R., Ohlsson, A.-V., 2011. Effectual entrepreneurship. Routledge, New York. Drucker, P.F.: Innovation and Entrepreneurship, 2007 Brown, T., 2008. "Design Thinking." Harvard Business Review. June, pp. 84-92McFarland, Keith R.: The Breakthrough Company; New York, Crown Business, 2008 Links: www.entrepreneurship.de Bundesministerium für Wirtschaft und Technologie: www.existenzgründer.de The Economist: www.economist.com/node/13216037 MIT: www.enterpriseforum.mit.edu

ENTR 851 International Entrepreneurship II: Establishing a Start-Up and Testing the Business Idea (Spring) – 6 ECTS

Modul-Nr. / *Module code*	ENTR 851
Modulbezeichnung / *Module name*	Aufbau eines Start-Ups und Tests der Geschäftsidee (en) | International Entrepreneurship II: *Establishing a Startup and Testing the Business Idea*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	Developing and refining ideas and prototypes by using the lean startup approach and the business model canvas

Testing the idea and underlying assumptions/hypotheses

Developing a business model and understanding the market

Pitch training, convincing investors

Practical input on starting a venture, such as

Business plan – structure, content, factors for success: critically analyzing business plans

Law – corporate forms for founders: from "GbR" to Ltd.

Financing – from bootstrapping to IPO

Marketing – marketing new ideas |
| Lernergebnisse des Moduls / *Learning outcomes of the module* | On successful completion of this module, students will

be able to demonstrate their business idea with a prototype,

be able to verify a business idea-market fit,

be able to set up an enterprise based on the business idea and the business model canvas and plan designed in the lecture,

be able to have made first experience working together in a founding team in an international, intercultural context,

be able to ideally establish an enterprise implementing the business idea. |
| Beitrag zu „Assurance of Learning" Kompetenzzielen / | This module contributes most strongly to the following Master programs competency goals: |

Alignment with *"Assurance of Learning" competency goals*	Goal 1: Graduates synthesize and apply relevant knowledge in both theory and practice.	
	G1 Objective 1: Graduates synthesize and apply relevant theoretical knowledge in the field of international business.	ENTR 851
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	ENTR 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.	ENTR 851

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*	6 ECTS
Gesamtworkload / *Total workload*	60 contact hours 120 self-study hours 180 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective
Voraussetzungen für die Teilnahme / *Prerequisites*	Successful completion of ENTR 751
Modulverantwortliche(r) / *Module leader*	Prof. Dr. Nadine Chochoiek
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Introduction – Prof. Dr. Nadine Choichoiek ENTR 851- 1 Prof. Dr. Nadine Choichoiek Prof. Dr. Barbara Wolf Michel Geolier ENTR 851 – 2 N.N.

	Prof. Dr. Eva Stumpfegger ENTR 851- 3 Prof. Dr. Nadine Choichoiek
Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 120 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	• Interactive seminar-type lectures • Practice in small groups • Presentations and discussion rounds • Case studies and short assignments • Short videos Online tools
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	Industry expert /alumni guest lecture(s)
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Hisrich, R.D., Peters, M.P., Shepherd, D.A., 2017. Entrepreneurship, 10th ed. McGraw-Hill, New York Sellars, D. (2009). Business plan project: A step-by-step guide to writing a business plan. Business Expert Press, New York. Keever, M. (2017). How to Write a Business Plan (13th Edition). Nolo, Berkeley, CA. Brinckmann, J., Grichnik, D., & Kapsa, D. (2010). Should entrepreneurs plan or just storm the castle? A meta-analysis on contextual factors impacting the business planning–performance relationship in small firms. Journal of Business Venturing, 25(1), 24-40. Greene, F. J., & Hopp, C. (2017). Research: Writing a business plan makes your startup more likely to succeed. Harvard Business Review Digital Articles, 2–4.

	Greene, F. J., & Hopp, C. (2018). When should entrepreneurs write their business plans? Harvard Business Review Digital Articles, 2–4
	Required readings and further literature recommendations will be shared during the course

Corporate Strategy and Innovation

SUST 750 Foundations of Sustainable Business (Fall) – 3 ECTS

Modul-Nr. / *Module code*	SUST 750
Modulbezeichnung / *Module name*	*Foundations of Sustainable Business*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	This module introduces students to the field of sustainability in business and its emphasis on the social, environmental, and economic performance of business. Sustainability introduction Strong sustainability, including regenerative sustainability Sustainability schemes & metrics Operational & functional integration Sustainable design Exemplars in sustainable business transformation
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will Understand the environmental, social, and economic components of sustainability. Understand the principles and challenges of sustainability. Understand the tools and techniques to apply sustainability. Distinguish between weak and strong dimensions of sustainability.

Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	SUST 750

	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	SUST 750
	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.	SUST 750
	Goal 4: Graduates develop critical thinking skills to work in innovative and creative ways.	
	G4 Objective 1: Graduates use critical thinking skills to design and evaluate innovative and creative solutions for a current business problem on an advanced level.	SUST 750
Häufigkeit des Angebots des Moduls / *Semester when the module is delivered*	Semester 1 & 2	
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. Nancy E. Landrum	
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Nancy E. Landrum	

Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 90 min. (60%) Course work (40%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	3,75
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Lectures Group Work Case Studies Hands-on application Student presentations Face-to-face learning Online synchronous and asynchronous learning
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	Industry guest speaker
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	All required materials will be provided on Moodle

SUST 850 Foundations of Sustainable Business II (Spring) − 6 ECTS

Modul-Nr. / *Module code*	SUST 850
Modulbezeichnung / *Module name*	Foundations of Sustainable Business
Lehrveranstaltungen des Moduls / *Courses in the module*	1 Regenerative Economy 2 Post-Growth Economy
Inhalte des Moduls / *Module content*	1 Regenerative Economy This course introduces principles and concepts of regenerative economies that can support a more sustainable future. • Circular Economy & Doughnut Economy Literacy • Systems Thinking • Circular & Doughnut Design • Circular & Doughnut Business Models, Operations, & Innovation • Circular & Doughnut Standards, Certifications, & Policy • Circular & Doughnut Economy Cases • Critiques of the Circular Economy & Doughnut Economy • Other Regenerative Economic Models 2 Post-Growth Economy This course introduces principles and concepts of a post-growth economy that can support a more sustainable future. • Degrowth & Post-growth Literacy • Systems Thinking • Biomimicry & Life-Centered Design • Degrowth & Post-growth Business Models, Operations, & Innovation • Degrowth & Post-growth Standards, Certifications, & Policy • Degrowth & Post-growth Economy Cases • Critiques of degrowth and post-growth • Other Post-Growth Economy Models
Lernergebnisse des Moduls / *Learning outcomes of the module*	1 Regenerative Economy On successful completion of this module, students will

	- Understand two models of regenerative economies, their opportunities and challenges, and their critiques - Identify system-, company-, and product-level applications of circularity and doughnut economics - Understand the role of policy, financing, and design in system-wide change toward regenerative economies - Understand the social, environmental, and economic impacts of the linear economic system 2 Post-Growth Economy On successful completion of this module, students will - Understand degrowth and post-growth economic models, their opportunities and challenges, and their critiques - Identify system-, company-, and product-level applications of degrowth and postgrowth - Understand the role of policy, financing, and design in system-wide change toward post-growth economies Understand the social, environmental, and economic impacts of the growth-oriented economic system
Studiensemester / *Semester Offered*	2
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*	6 ECTS
Gesamtworkload / *Total workload*	60 contact hours 120 self-study hours 180 total workload hours

Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective
Verwendbarkeit des Moduls / *Usability of the module*	
Voraussetzungen für die Teilnahme / *Prerequisites*	Sustainable Business Transformation
Modulverantwortliche(r) / *Module leader*	Prof. Dr. Nancy E. Landrum
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Nancy E. Landrum Dr. Sebastian Planck
Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Project Report (40%) + Presentation (20%) + course work(40%)
Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	7,5%
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	- Lectures - Group Work - Case Studies - Hands-on application - Student presentations - Face-to-face learning - Online synchronous and asynchronous learning
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	- Industry guest speaker - Hands-on conceptual design projects
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	*Required*: All required materials will be provided on Moodle

International Family Firms

FAM 751 Understanding and Managing Family Businesses (Fall) − 3 ECTS

Modul-Nr. / *Module code*	FAM 751
Modulbezeichnung / *Module name*	Familienunternehmen verstehen und managen (en) | *Understanding and Managing Family Businesses*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	Family Business Principles I & II Developing from family business to business family Understanding succession and alternative paths of succession Managing communication & conflicts (I - basics) Developing family togetherness & teamwork Empowering the Next Generations and the Spirit of Entrepreneurship Understanding and mediating Family & Business tensions Planning for future prosperity: detailed succession strategies and roadmaps Preparing the next gen: The Power Formula & BEARER Framework Applied communication & solving long-standing conflicts (II - advanced)
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will have a better understanding of the phenomenon Family Firms, be abel to recognize the importance of the family dimensions, with its particular motivations and the business dimensions with its logics, understand the key concepts and key tools for balancing family and business aspects over time, be able to critically think through cases, apply the concepts and design an approach for implementation.

Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	FAM 751
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	FAM 751
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business practices in different countries and apply this international perspective to their work.	FAM 751
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	FAM 751

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. Thomas Röhm
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Thomas Röhm N.N.
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*	Lectures Discussions Running Case Study (Throughout the semester – analyze and solve a real life family and business case in a team of 5)
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	Expert Speakers, Company Visits
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Sharma, P. (2016). Entrepreneurs in Every Generation: How Successful Family Businesses Develop Their Next Leaders, Oakland, CA (MANDATORY) Ward, J. (2004). Perpetuating the Family Business, Palgrave, Basingstoke, UK Miller, D. (2005). Managing for the long run, Harvard Business School Press, Pages 129-130 and 185-186, Boston Simon, F. B., Wimmer, R., Groth, T. (2005). Mehr-Generationen-Familienunternehmen, Heidelberg, Carl-Auer Hoy, F. and Sharma, P. (2010). Entrepreneurial Family Firms, Prentice Hall, Upper Saddle River, NJ Hennerkes, B.-H. (2005). Die Familie und ihr Unternehmen, Campus Verlag, Frankfurt

FAM 851 Building, Protecting and Investing Family Wealth (Spring) − 6 ECTS

Modul-Nr. / *Module code*	FAM 851
Modulbezeichnung / *Module name*	Aufbau, Erhalt und Investment des Familienvermögens (en) | *Building, Protecting and Investing Family Wealth*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	Understanding Wealth Creation and Wealth Management Developing Business Family Portfolios across different investment classes Ensuring Future Prosperity: Venturing into Innovation & Entrepreneurship Setting Up Effective Family and Business Governance Dealing with Uncertainty: Foreseeing Market Trends & Dealing with Disruptions Building Sustainable Businesses & Patient Capital Management Achieving Excellence: High Performance Teams & Leadership between Family and Business Embedding Excellence: Assuring Operational Productivity & Efficiency as Owner Investing with Impact: Strategies and first Steps into Philanthropy
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will understand better the dynamics between ownership-family-firm and the importance of balancing the system. be able to recognize the various topics involved and the details of each of them. know the key concepts and key tools for the execution of ownership, investment and core activities in the heart of the system (ownership-family-company).

	be able to critically think through cases, apply the concepts and design an approach for implementation in the own family firms	
Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	FAM 851
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	FAM 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.	FAM 851
	Goal 3: Graduates practice a human-centered business approach.	
	G3 Objective 2: Graduates appraise and apply human-centered business practices.	FAM 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.	FAM 851
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*	6 ECTS	
Gesamtworkload / *Total workload*	60 contact hours	

	120 self-study hours 180 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective
Voraussetzungen für die Teilnahme / *Prerequisites*	Successful completion of FAM 751
Modulverantwortliche(r) / *Module leader*	Prof. Dr. Thomas Röhm
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Thomas Röhm Dr. Philip Bierl Prof. Dr. Michaela Braun
Lehrsprache / *Language of instruction*	English
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 120 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Throughout the semester – analyze and solve a real life family and business case in a team of 5
Specifics	Expert speakers; Company visits
Recommended or required reading	Sharma, P. (2016). Entrepreneurs in Every Generation: How Successful Family Businesses Develop Their Next Leaders, Oakland, CA (MANDATORY) Ward, J. (2004). Perpetuating the Family Business, Palgrave, Basingstoke, UK Miller, D. (2005). Managing for the long run, Harvard Business School Press, Pages 129-130 and 185-186, Boston Simon, F. B., Wimmer, R., Groth, T. (2005). Mehr-Generationen-Familienunternehmen, Heidelberg, Carl-Auer

	Hoy, F. and Sharma, P. (2010). Entrepreneurial Family Firms, Prentice Hall, Upper Saddle River, NJ
	Hennerkes, B.-H. (2005). Die Familie und ihr Unternehmen, Campus Verlag, Frankfurt

Luxury Management

LUX 750 Luxury Markets and Strategies (Fall) – 3 ECTS

Modul-Nr. / *Module code*	LUX 750
Modulbezeichnung / *Module name*	Luxusmärkte und -strategien (en) | *Luxury Markets and Strategies*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	**Luxury Fundamentals** Luxury Concepts Luxury & Design **The Strategic Triangle in the Luxury Market** Luxury Consumers Luxury Conglomerates Luxury in different cultures **Strategic Management Decisions in the luxury environment – overview** Market Segmentation and Positioning Digital Era **Strategic Marketing Mix Decisions in the luxury environment – overview** Product and Brand Management Distribution Pricing Communication People

Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will have a thorough understanding of luxury codes, key players, markets and consumers, plus the most relevant strategic (marketing) decisions in the luxury industry, have generated experiences, how to address challenges, thus manage and market luxury brands, have built a network to managers within the luxury industry, have further improved their analytical skills, teambuilding and presentations skills.	
Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	LUX 750
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	LUX 750
	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.	LUX 750
	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.	LUX 750
Häufigkeit des Angebots des Moduls / *Semester when the module is delivered*	Annually in fall semester	

Zahl der zugeteilten ECTS-Credits / *Number of ECTS credits allocated*	3 ECTS
Gesamtworkload / *Total workload*	30 contact hours 60 self-study hours 90 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	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*	Written final course examination 90 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Seminar-type lectures; incl. case studies Individual presentations and group project work Guest lectures from the industry On-site visits
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	MBS Luxury Dialogue with industry experts / guest lectures On-site visit of luxury company, e.g. retail
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Bain & Company; Fondazione Altagamma. Worldwide Luxury Markets Monitor – published every year. Berthon, P., Pitt, L., Parent, M., & Berthon, J. P. (2009). Aesthetics and ephemerality: observing and preserving the luxury brand. California management review, 52(1), 45-66.

Chevalier, M., Mazzalovo, G. (2012). Luxury Brand Management. A World of Privilege, 2nd edition, Singapore: John Wiley & Sons.

Cristini, H., Kauppinen-Räisänen, H., Barthod-Prothade, M., & Woodside, A. (2017). Toward a general theory of luxury: Advancing from workbench definitions and theoretical transformations. Journal of Business Research, 70, 101-107.

Deloitte (2018). Global Powers of Luxury Goods 2018: Shaping the future of the luxury industry.

Dubois, B., Laurent, G., Czellar, S. (2001). Consumer Rapport to Luxury: Analyzing Complex and Ambivalent Attitudes, Working Paper Nr. 736, Paris: Les Cahiers de Recherche Groupe HEC.

Heine, K. (2012). The Concept of Luxury Brands, 2nd edition, Berlin: Technische Universtitaẗ.

Kapferer, J. N. (2014). The future of luxury: Challenges and opportunities. Journal of Brand Management, 21(9), 716-726.

Kapferer, J. N., & Laurent, G. (2016). Where do consumers think luxury begins? A study of perceived minimum price for 21 luxury goods in 7 countries. Journal of Business Research, 69(1), 332-340.

Kapferer, J. N., Bastien, V. (2012). The Luxury Strategy: Breaking the rules of marketing to build luxury brands, 2nd edition, London: Kogan Page.

LBR Luxury Business Report – published every year.

The Future Laboratory (2011). Luxury Leisure; Design Hotels 2011, 10 June 2011, retrieved from http://shop.thefuturelaboratory.com/products/

Veblen, T. (1899). The theory of the leisure class: An economic study of institutions. New York, NY: Random House.

Further readings will be shared during the course.

LUX 850 Luxury Marketing und Luxury Brand Management (Spring) − 6 ECTS

Modul-Nr. / *Module code*	LUX 850 Not offered in 2025 Spring
Modulbezeichnung / *Module name*	Luxusmarketing und Luxusmarkenmanagement (en) | *Luxury Marketing and Luxury Brand Management*
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	Luxury Branding Building and growing a luxury brand Implementing the luxury experience Managing a luxury brand in the digital age Communication of / about Luxury Brands Managing different communication channels Using the power of storytelling Distribution of Luxury Brands Managing different distribution channels Creating brand ambassadors Innovations in the Luxury Industry Future of Luxury
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will have generated experiences, how to manage and market luxury brands, especially in the digital age, have a thorough understanding how to communicate in the luxury sphere and how to use the power of storytelling, have an overview of distributing luxury products and services in a changing environment, plus leverage the potential of brand ambassadors, understand how to be innovative in the luxury industry and how to leverage their creativity,

	Understand what trends are shaping the future of luxury and what it means for luxury business models, brands and products,
	have built a network with managers within the luxury industry,
	have further improved their analytical skills, teambuilding and presentation skills.
Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	LUX 850
G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	LUX 850

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.	LUX 850

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.	LUX 850

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.	LUX 850

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*	6 ECTS
Gesamtworkload / *Total workload*	60 contact hours 120 self-study hours 180 total workload hours
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective
Voraussetzungen für die Teilnahme / *Prerequisites*	Successful completion of LUX 750
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*	Written final course examination 120 min. (60%) Course work (40%)
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Seminar-type lectures Mini-projects Presentations Guest lecturers from the industry On-site visits
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	MBS Luxury Dialogue with industry experts/guest lectures; On-site visit of luxury company

Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Arrigo, E. (2015). The role of the flagship store location in luxury branding. An international exploratory study. International Journal of Retail & Distribution Management.
	Arrigo, E. (2018). Social media marketing in luxury brands. Management Research Review.
	Bain & Company; Fondazione Altagamma. Worldwide Luxury Markets Monitor – published every year.
	Chevalier, M., Gutsatz, M. (2012). Luxury Retail Management. How the World's Top Brands Provide Quality Product and Service Support, 2nd edition, Singapore: John Wiley & Sons.
	Dion, D. and Borraz, S. (2015). Managing heritage brands: A study of the sacralization of heritage stores in the luxury industry. Journal of Retailing and Consumer Services.
	Hughes, M., Bendoni, W., Pehlivan, E. (2016). Storygiving as a co-creation tool for luxury brands in the age of the internet: a love story by Tiffany and thousands of lovers. The Journal of Product and Brand Management.
	Kapferer, J. N., Bastien, V. (2012). The Luxury Strategy: Breaking the rules of marketing to build luxury brands, 2nd edition, London: Kogan Page.

Digital Business Management

IDB 750 Innovation and Digital Business (Fall) – 3 ECTS

Modul-Nr. / *Module code*	IDB 750
Modulbezeichnung / *Module name*	Innovation und Digital-Geschäft (en) | *Innovation and Digital Business*
Lehrveranstaltungen des Moduls / *Courses in the module*	Vorlesungen und Workshops / Lectures and Workshops
Inhalte des Moduls / *Module content*	Students will learn based on this module how digital business models drive value:
	Foundations of Innovation Management, Innovation Process, Creativity Techniques, Typology of Innovations
	Foundations of Change Management, the need for change through innovations
	Megatrends (market, society &technology) as drivers for business success
	Digital disruption and other innovation models – including deep dive into digital technologies (e.g. web-based technologies, big data, predictive analytics)
	Analyzing digital business models and ecosystems
	Develop a digital business model, smart product or smart service innovation with smart performance modules.
	Digital business model cases based on lean startup approaches in different industries
	Define customer needs based on design thinking tool box
	Develop digital customer interaction points (e.g. landing page, application, …) and measures for the success of the business model
	Develop a pitch deck for an investor / management presentation
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will
	Have acquired competence in core areas like digital strategy, digital technology application and digital business model definition,

	have added value to their CV by leveraging digital literacy and the ability to develop a minimal viable product for digital applications (e.g. landing page, smart micro-service) as well as capabilities to develop a digital business model for a startup or an incumbent,
	understand the basic technology for managing a web-based company in these sectors or influenced by them,
	be able to identify the key management skills for the success of a digital model vs. a traditional company wanting to be competitive in the digital world,
	be able to develop digital business management tools and to apply them in changing and rapidly evolving environments,
	be able to design a digital business plan, carry out forecasts, as well as online and offline sales and marketing plans.
	be able to recognize the potential of innovations and technological trends within organizations and implement them in new business processes,
	be able to act with an innovation mindset to define strategies and achieve financial targets,
	be able to present and communicate innovations successfully.
Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	IDB 750
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IDB 750
	Goal 2: Graduates develop a global understanding and mindset.	
	G2 Objective 1: Graduates generate a solid understanding of economy and business	IDB 750

	practices in different countries and apply this international perspective to their work.	
	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.	IDB 750
Häufigkeit des Angebots des Moduls / *Semester when the module is delivered*	Annually in fall semester	
Zahl der zugeteilten ECTS-Credits / *Number of ECTS credits allocated*	3 ECTS	
Gesamtworkload / *Total workload*	30 contact hours 60 self-study hours 90 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective	
Voraussetzungen für die Teilnahme / *Prerequisites*	-	
Modulverantwortliche(r) / *Module leader*	Prof. Dr. Heiko Seif / Prof. Dr. Hans Jung	
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Hans Jung Prof. Dr. Heiko Seif Prof. Dr. – Ing Alexander Suhm	
Lehrsprache / *Language of instruction*	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten / *Examination and credit assignment*	Written final course examination 90 min. (60%) Course work (40%)	

Gewichtung der Note in der Gesamtnote / *Grade weighting in the overall grade*	4,0%
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Interactive lecture, group work and case studies Case development in teams with coaches Agile methodology with digital tools Digital lab to experience agile working environment, design sprints, customer testing, etc.
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	The MBS Connected Vehicle Lab is a research and learning institution. The lab is driven by a core team of academia and industry participants. The lab follows the principle of 'Open Innovation'; didactically, the principle of 'Action Learning' and 'Case Based Research' shall be applied. Our ultimate goal is to provide you with up-to-date management knowledge in a practical form. The content and course of the module Digital Business Models will be adapted as far as possible to the specific requirements of the participants in order to facilitate the implementation of the concepts and methods. We will provide industry practice presentations that get you in touch with technologies identified as key drivers for digital business models: artificial intelligence, nanotechnology, robotization, Internet of Things, augmented reality, digitalization; as well as the main digital learning contexts like mobile technologies, tablets, and smartphone applications - which are becoming more and more popular in the industry.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Corallo, A.: The Digital Business Ecosystem, Cheltenham [u.a.], Elgar, 2007 Ries, E.: The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Penguin Group, London 2011 Brown, A., Thompson, M., Fishenden, J.: Digitizing Government: Understanding and Implementing New Digital Business Models (Business in the Digital Economy), Basingstoke [u.a.]; Macmillan, 2014 Gassmann, O., Frankenberger, K., Csik M.: The Business Model Navigator: 55 Models That Will Revolutionise Your Business, Harlow [u.a.], Pearson Education Limited, 2014

Kagermann, H., Osterle, H., Jordan, J.M. IT-Driven Business Models: Global Case Studies in Transformation, Hoboken, N.J., John Wiley & Sons; 2010.

Blank, S., Dorf, B.: The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, Pescadero, CA, K & S Ranch, Inc., 2012.

Gausemeier, J., Klocke, F.: Industrie 4.0 – Internationaler Benchmark, Zukunftsoptionen und Handlungsempfehlungen für die Produktionsforschung. Heinz Nixdorf Institut (Universität Paderborn), WZL (RWTH Aachen), acatech, Paderborn, Aachen, München, 2016

Jung, H.H., Kraft, P. (Hrsg.). Digital Vernetzt. Transformation der Wertschöpfung. München, Hanser Verlag 2017

Ries, E.: The Startup Way: How Entrepreneurial Management Transforms Culture and Drives Growth, Currency, New York, 2017

Allen, J.P.: Digital Entrepreneurship. New York, Routledge, Taylor & Francis Group, 2019

Brazil, T. & Willett, B.A. (2021): IMPLEMENTING AN AGILE INNOVATION MANAGEMENT SYSTEM: Using the Agile Innovation Master Plan Framework

Pearce, J. A., Robinson, R. B., & Subramanian, R. (2000). Strategic management: Formulation, implementation, and control. Columbus, OH: Irwin/McGraw-Hill.

Christensen, C. M., Raynor, M. E. (2013). The Innovator's Solution: Creating and Sustaining Successful Growth, Harvard Business Review Press, Boston

Christensen, C. M., (2011). The Innovator's Dilemma: The Revolutionary Book That Will Change the Way You Do Business, HarperBusiness, Boston

Davial, T., Epstein, M., Shelton, R. (2012). Making Innovation Work: How to Manage It, Measure It, and Profit from It. Pearson FT Press.

Gassmann, O., Frankenberger, K., Csik M. (2014). The Business Model Navigator: 55 Models That Will Revolutionise Your Business, Pearson Education Limited.

	Osterwalder, A; Pigneur, Y. (2010). Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. Wiley, Hoboken
	Osterwalder, A; Pigneur, Y., et al (2014). Value Proposition Design: How to Create Products and Services Customers Want (Strategyzer). Wiley, Hoboken
	Stickdorn, M., Hormess, M. (2017). This is Service Design Doing: Using Research and Customer Journey Maps to Create Successful Services. O'Reilly UK Ltd., Farnham
	Hayes, J. (2018). The Theory and Practice of Change Management, 5th Edition, London
	Kotter, J. P. (2012). Leading change. Harvard business press, Boston
	Som Bathla (2021), Think Out of The Box: Generate Ideas on Demand, Improve Problem Solving, Make Better Decisions, and Start Thinking Your Way to the Top (Power-Up Your Brain, Band 2)
	Endres, H., Huesig, S., & Pesch, R. (2022). Digital innovation management for entrepreneurial ecosystems: services and functionalities as drivers of innovation management software adoption. Review of Managerial Science, 16(1), 135-156.

IDB 850 Innovation and Digital Business II. (Spring) − 6 ECTS

Modul-Nr. / *Module code*	IDB 850
Modulbezeichnung / *Module name*	Innovation and Digital Business II.
Lehrveranstaltungen des Moduls / *Courses in the module*	-
Inhalte des Moduls / *Module content*	This module provides an advanced understanding of digital drivers and their relevance to transform the business world. Digital frameworks: ecosystem, power of modularity, open business platform Learn fundamentals of digital transformation for selected industries: Agriculture, city, energy, food, finance, health, manufacturing, mobility Understand technologies, methods, success strategies, disruption & game changer Develop skills in implementing change processes for digital transformation management Data management (information, knowledge, optimization, prediction) Digital leadership models and organizational transformation Advanced Corporate Entrepreneurship and the implications on Innovation Management in big companies Advanced Finance of Corporate Ventures Foundations of Building Global Alliances in the field of Entrepreneurship & Innovation
Lernergebnisse des Moduls / *Learning outcomes of the module*	On successful completion of this module, students will understand the digital attacker approaches in various industries and strategies to defend, have developed digital business management tools like value chain analysis, business model navigator, digital asset map, have acquired competence in core areas like digital transformation for startups and incumbents, digital technology application and digital business model definition,

	have added value to their CV by leveraging digital literacy and the ability to drive digital transformation programs (e.g. agile project management, change management, technology hype cycle),
	be able to identify the key management skills for the success of a digital transformation (Master plan of action, stakeholder map, plan for change management program).
	be able to apply ideation methodologies for the creation of disruptive business ideas in trans-disciplinary teams,
	be able to foster innovation culture in an existing organization,
	be able to discover business approaches with high probability for success by the application of idea selection criteria,
	be able to make decisions on an entrepreneurial basis,
	be able to distinguish between managers of corporations and entrepreneurs,
	be able to run a corporate startup accelerator program from the incubation phase to the market launch,
	be able to finance new ventures within a corporation considering the challenges of corporate decision making processes,
	be able to forge global alliances for international corporate entrepreneurship initiatives,
	be able to present and communicate new business ideas and solutions in dedicated venture pitches.

Beitrag zu „Assurance of Learning" Kompetenzzielen / *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.	IDB 850
	G1 Objective 2: Graduates synthesize and apply relevant practical knowledge in the field of international business.	IDB 850

	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.	IDB 850
	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.	IDB 850
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*	6 ECTS	
Gesamtworkload / *Total workload*	60 contact hours 120 self-study hours 180 total workload hours	
Art des Moduls (Pflicht, Wahl, etc.) / *Type of Module (core/elective, etc.)*	Elective	
Voraussetzungen für die Teilnahme / *Prerequisites*	Successful completion of IDB 750	
Modulverantwortliche(r) / *Module leader*	Prof. Dr. Heiko Seif	
Hochschullehrer der Lehrveranstaltungen / *Lecturer(s)*	Prof. Dr. Hans Jung Prof. Dr. Heiko Seif Dr.-Ing. Alexander Suhm	
Lehrsprache / *Language of instruction*	English	
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Written final course examination 120 min. (60%) Course work (40%)	

/ Examination and credit assignment	
Grade weighting in the overall grade	7,5%
Lehr- und Lernmethoden des Moduls / *Learning activities and teaching methods*	Interactive lecture Group work, elaboration and presentation of pitch decks Case studies and exercises based on real cases Case development in teams with coaches Agile methodology with digital tools Digital lab to experience agile working environment, design sprints, customer testing, etc. Application of learnt methodologies in business projects
Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) / *Specifics*	The MBS Connected Vehicle Lab is a research and learning institution. The lab is driven by a core team of academia and industry participants. The Lab follows the principle of 'Open Innovation'; didactically, the principle of 'Action Learning' and 'Case Based Research' shall be applied. Our ultimate goal is to provide you with up-to-date management knowledge in a practical form. The content and course of the module Digital Business Models will be adapted as far as possible to the specific requirements of the participants in order to facilitate the implementation of the concepts and methods. We will provide industry practice presentations that get you in touch with technologies identified as key drivers for digital business models: artificial intelligence, nanotechnology, robotization, internet of things, augmented reality, digitalization; as well as the main digital learning contexts like mobile technologies, tablets, and smartphone applications - which are becoming more and more popular in the industry. Guest lecturers from Fraunhofer Venture and Venture Capital Companies; Development of Digital Business Models as part of the curriculum.
Literatur (Pflichtlektüre/zusätzlich empfohlene Literatur) / *Recommended or required reading*	Blank, S., Dorf, B.: The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company, Pescadero, CA, K & S Ranch, Inc., 2012.

Brett, J.: Evolving Digital Leadership: How to Be a Digital Leader in Tomorrow's Disruptive World, Apress, New York, 2018.

Gassmann, O., Sutter, P.: Digitale Transformation im Unternehmen gestalten. Geschäftsmodelle, Erfolgsfaktoren, Handlungsanweisungen, Fallstudien, Hanser, München 2016.

Herbert, L.: Digital Transformation: Lessons and insights from the business frontline, Bloomsbury Academic, London 2017.

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Kane, G., Philips, A.: Technology Fallacy: How People Are the Real Key to Digital Transformation, The MIT Press, Cambridge, 2019.

Osterwalder, A: The Invincible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business Models, Wiley, 2020.

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Schuh, G., Anderl, R., Gausemeier, J., ten Hompel, M., Wahlster, W. (Eds.). Industrie 4.0 Maturity Index - Managing the Digital Transformation of Companies, acatech 2017.

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Uhl, A. (eds.). Digital enterprise transformation- a business-driven approach to leveraging Innovative IT, Farnham [u.a.], Gower, 2014.

Vaz, N.: Digital Business Transformation: How Established Companies Sustain Competitive Advantage From Now to Next, Wiley, 2021.

Romans, A. (2016). Masters of Corporate Venture Capital: Collective Wisdom from 50 VCs Best Practices for Corporate Venturing How to Access Startup Innovation & How to Get Funded. Createspace Independent Publishing Platform, North Charleston, SC

Ramsinghani, M. (2014). The Business of Venture Capital: Insights from Leading Practitioners on the Art of Raising a Fund, Deal Structuring, Value Creation, and Exit Strategies. John Wiley & Sons, Hoboke, NJ

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Child, J., Faulkner, D., Tallman, S. (2005). Cooperative Strategy: Managing Alliances, Networks, and Joint Ventures, Oxford University Press.

Daniel R. A. Schallmo, Andreas Rusnjak, et al.(2021). Digital Transformation of Business Models: Fundamentals, Tools and Best Practices (Focus on Business Model Innovation)

Stefan F. Dieffenbacher , Susanne M. Zaninelli, et al. (2022). How to Create Innovation: Guide to Proven Strategies and Business Models to Drive Innovation and Digital Transformation.

Satish Nambisan, Kalle Lyytinen, et al. (2022). Handbook of Digital Innovation (Research Handbooks in Business and Management)

Amit Basu & Steve Muylle (2023). Competitive Digital Innovation: Transforming Products, Processes and Business Models to Win in the Digital Economy (Palgrave Executive Essentials)