



Course Catalog – FALL & SPRING


Graduate Exchange Semester

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

Application Deadline:	Fall: June 1 Spring: October 1
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 Intensive Course:	Once a year, mid-August to end-August
Language of Instruction:	 English
English Requirements:	IELTS 6.5/TOEFL 88
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





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International Business

IB 750 International Business (Fall) - 6 ECTS

Course Code	IB 750
Course Name	International Business
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	Principles of Marketing and other marketing related courses
Lectures	1. Introduction to International Management (25 hrs) 2. Strategic Management (25 hrs) 3. Academic Writing for Business Studies (10 hrs)
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of on-site studying 120 hours of private study 180 hours of total workload
Assessment / Requirements for Assignment of Credits	Final exam 120 minutes
Course Outline	Introduction to International Management Understanding the drivers of globalization, the options to enter new markets and looking at intercultural issues (examples and cases). Strategic Management Understanding strategic models in order to be able to apply them in business life (case studies of representative companies) Being able to transfer the international business know-how to operational business (case study of a company) Academic Writing for Business Studies Enabling to generate a scientific questioning; Getting to know the most important criteria for writing scientific texts (language, structure, ways of questioning, citation); Preparing for writing a Master's Thesis;
Teaching and Learning Methods	Seminar type lectures, exercise courses in small groups, presentations, group workshops, case studies
Literature	<u>International Management</u> Hill, Charles W.L.: International business, 7e, 2008, p 2-39, 123-147, 419-442 (Overview) <u>Strategic Management</u> Cullen, JB, Parboteeah, KP: Multinational Management – A strategic approach, 4e, Thomson, 2008 (Overview) <u>Academic Writing for Business Studies</u> To be announced in class





IB 850 International Business Electives (Spring) – 6 ECTS

Choose two of the following courses

Course Code	IB 850
Course Name	International Business Electives: Students must choose 2 courses, each 3 ECTS
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	-
Lectures	1) International Business Law 2) Process and Logistics Management 4) International Economic Relations 7) Communication Management 8) Consolidated Financial Statements 9) Management Consulting 11) Successfactor Happiness 13) Project Management
Instructor's Name	Depending on the chosen course
Language of Instruction	Mostly English, German as an exception
Number of ECTS-Credits	6 ECTS
Total workload and Composition (e.g. self-study, contact hours)	Depending on the chosen courses 180 hours total workload
Assessment/Requirements for Assignment of Credits	Final exam 120 minutes
Course Outline	Depending on the chosen courses Deepening, complementing, adjoining and specializing courses in the field of International Business Administration are broadly offered.
Teaching and Learning Methods	Depending on the chosen courses
Literature	Depending on the chosen courses





IB 850-1 International Business Law (Spring) – 3 ECTS

Course Code	IB 850-1
Course Name	International Business Law
Semester(s) offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	No prior knowledge of law or legal systems required to enroll and successfully pass this course. However, basic understanding of argumentation, presentation skills and academic writing will put students in a better position to understand and use legal reasoning and analytical skills.
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total workload and Composition (e.g. self-study, contact hours)	30 hours of on-site study 60 hours of private study 90 hours of total workload
Assessment/Requirements for Assignment of Credits	see module IB 850
Course Outline	Upon completion of this course, students should be able to: <ol style="list-style-type: none">1. Clearly understand the various types of law, such as private and public law, legal tradition such as European civil law (example Germany) and common law (Anglo-American and other commonwealth countries' law), the discrepancy between law and ethics, as well as the role of business in shaping the future legal enforcement.2. Understand the interdependence between international (e.g. World Trade Organization), regional (especially the European Union) and national laws in business.3. Know the design and content of a legal contract.4. Clearly understand legal, policy and institutional aspects of intellectual property rights, particularly copyright, trademark and patent.5. Understand the importance of foreign direct investment and regional economic integration in economic growth, the risk involved as well as legal and policy ramifications.
Specifics	Students are encouraged to follow discussions in legal portals and are updated on new cases by the OHIM, German Patent and Trademark Office and the USPTO. Guest lecture from the European Patent Office and a legal trademark practitioner will be arranged.
Literature	Optional readings: <ul style="list-style-type: none">• Arvidsson, A., Brands: Meaning and Value in Media Culture (London: Routledge, 2006).• Bernard Hoekman and Michel Kosteki, The Political Economy of the World Trading System: The WTO and Beyond, 2nd edn. (Oxford: Oxford University Press, 2001).• Bouckaert, B., and G. De Geest (eds.), Encyclopedia of Law and Economics (Cheltenham: Edward Elgar, 2000).• Birnie and Boyle, International Law and the Environment, 2nd edn, Oxford, 2002• Brown, R., 'Advertising and the Public Interest: Legal Protection of Trade Symbols' (1948) 57 Yale Law Journal 1165–206, reprinted in (1999)





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

Course Code	IB 850-2
Course Name	Process and Logistics Management
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	Following prior knowledge is expected: PEST analysis of the enterprise's business environment <ul style="list-style-type: none">• Business analysis: SWOT• Presentation skills• Value management
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours of total workload
Assessment/Requirements for Assignment of Credits	see module IB 850
Course Outline	At the completion of this course, students should be able to: 1) 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. 2) Increase the awareness of the difference of the strategic importance of supply chain management vs. purchasing and procurement. 3) Better understand of the importance of corporate operations management issues. 4) Know the interaction of operations, finance and marketing in a corporate setting. Introduction to the operational view of value creation in modern production and service industries. Introduction to the use and application of modern process, management and improvement instruments and tools (such as six sigma toolsets).
Teaching and Learning models	Seminar-type, discussion-based lecture; Collectively prepared presentations; Group workshops; Supervised case studies
Specifics	1 guest lecture from the industry
Literature	Required <ul style="list-style-type: none">• Stevenson (2010), Operations Management Optional (excerpts will be made available or electronic links to source material will be provided)• Weske (2007), Business Process Management: Concepts, Languages, Architectures• Harrison, A./van Hoek, R. (2008), Logistics Management and Strategy,• Günther, H. O./Tempelmeier, H. (2008), Produktion und Logistik, 8. Aufl., Berlin et al. 2002. ISBN 3540665188• 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





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

Course Code	IB 850-4
Course Name	International Economic Relations
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	Following prior knowledge is expected: <ul style="list-style-type: none">• Basics of microeconomics• Basics of macroeconomics
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours of total workload
Assessment/Requirements for Assignment of Credits	see module IB 850
Course Outline	Goal of the course is to provide the participants with economic knowledge in the field of international business relations and to enable them to operate and argue with a better understanding of international business links in their later jobs as well as to evaluate global developments and to use them as general framework for corporate decisions.
Teaching and Learning models	seminar-type lectures, presentations, group workshops, case studies
Literature	Recommended literature, partially required: <ul style="list-style-type: none">• Paul Krugman, Maurice Obstfeld, Marc J. Melitz, International Economics, Theory and Policy, 9th. ed., Reading 2012• Keith Head, Elements of Multinational Strategy, Berlin Heidelberg New York 2007• Peter B. Kenen, The International Economy, 4th. ed., Cambridge 2000• Markus Ch. Simon, Der Internationalisierungsprozess von Unternehmen, Berlin Heidelberg New York 2006• Grazia Ietto-Gillies, Transnational corporations and international production: concepts, theories and effects, 2. ed. - Cheltenham u.a., 2012• Robert S. Pindyck and Daniel L. Rubinfeld: Microeconomics, die jeweilige aktuelle Ausgabe.• N. Gregory Mankiw: Principles of Economics, current issue• N. Gregory Mankiw: Macroeconomics, current issues





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

Course Code	IB 850-7
Course Name	Communication Management
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	Following prior knowledge is expected: <ul style="list-style-type: none">• Stakeholder concept• Business analysis: SWOT• Basics of marketing• Presentation skills• Basics of communication• Basic knowledge of political systems
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours of total workload
Assessment/Requirements for Assignment of Credits	see module IB 850
Course Outline	<p>The lecture leads to the basics and task fields of communication management considering the different media and stakeholders. After the course participants will:</p> <ol style="list-style-type: none">1. Be familiar with the task fields of communication management and the implementation of communication management in business management.2. Be able to determine the stakeholder groups of an organization and to analyze them in terms of different dimensions.3. Be able to affiliate the stakeholder's interest to communicate.4. Control the differentiation between stakeholders and target groups.5. Be able to derive communication goals from the company's goals.6. Be able to develop messages for meeting the stakeholder's and target group's communication needs.7. Be able to determine the appropriate media and measures to accurately forward messages.8. Have understood the significance of the social media development for the organizational communication.9. Have developed a basic understanding for forming and fostering communication relationships of different stakeholder groups in an organization, including media representatives, aligned with the organization's goals.
Teaching and Learning models	Seminar-type lectures, private study, practice in small groups, presentations, group workshops, working on case studies, guest lectures followed by discussions, role plays / simulations
Literature	<ul style="list-style-type: none">• Van Riel / Fombrun: Essentials of Corporate Communications• Cornelissen: Corporate Communications• Argenti: Corporate Communications• Maurer: Agenda Setting





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

Course Code	IB 850-8
Course Name	Consolidated Financial Statements
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	Following prior knowledge is expected: Successful completion of one course in managerial and one financial accounting course
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment/Requirements for Assignment of Credits	see module IB 850
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Explain how consolidated accounting information assists in decision-making.• Apply the concepts of recognition, matching, and cost recovery to record revenues and expenses in consolidated entities.• Use double-entry accounting, analyze business transactions, and relate these transactions to changes in consolidated financial statements.• Prepare and analyze consolidated balance sheets, income statements, cash-flow statements, and statements of retained earnings.• Measure consolidated income according to both accrual and cash accounting methods.• Interpret frequently-used financial ratios for consolidated entities.• Analyze consolidated corporate annual reports.
Teaching and Learning Methods	Seminar-type lectures, small group exercises, group projects, case studies
Literature	<ul style="list-style-type: none">• 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

Course Code	IB 850-9
Course Name	Management Consulting
Semester(s) Offered	Spring Semester
Duration	1 Semester
Prerequisites	--
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment/Requirements for Assignment of Credits	see module IB 850
Course Outline	Upon completion of this course, students should be able to: <ol style="list-style-type: none">1. Understand the basics and characteristics of the consulting market and consulting firms2. Understand critical success factors in consulting arising from consulting companies' business models3. Being 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 tools4. Build compelling story lines and craft corresponding presentations/final reports
Teaching and Learning Methods	Seminar-type lectures, practice in small groups, presentations, case studies
Literature	Recommended literature: <ul style="list-style-type: none">• Andler, Nicolai: Tools for Project Management, Workshops and Consulting: A Must-Have Compendium of Essential Tools and Techniques, 2010• Kubr, Milan: Management Consulting: A Guide to the Profession, 2005• Minto, Barbara: The Pyramid Principle: Logic in Writing and Thinking, 2008• Zelazny, Gene: The Complete Say It With Charts Toolkit, 2006





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

Course Code	IB 850-11
Course Name	Successfactor Happiness
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment/Requirements for Assignment of Credits	Will be announced in class
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Understand different concepts of happiness and subjective well-being• Understand why it is worth to invest into happiness at the workplace• Create customer happiness campaigns for brands• Make use of simple but effective concepts in order to generate happiness in your (work) environment• Make an impact by applying what you learned during your life after MBS• Understand what governments can do to make their citizens happy
Specifics	1. Introduction to “Happiness” (Schmidkonz) 2. Designing happiness as part of corporate culture and leadership (Schmidkonz) 3. The psychology of happiness (Steiner) 4. Happiness in marketing and branding: a business model of customer happiness (Schmidkonz) 5. The philosophy of happiness (Bordt) 6. Happiness economics – Why “Gross National Happiness” seizes the world (Schmidkonz)
Literature	<ul style="list-style-type: none">• Achor, Shawn (2010): The Happiness Advantage, New York• Hsieh, Tony (2010): Delivering Happiness: A Path to Profits, Passion, and Purpose, New York• Layard, Richard (2011): Happiness – Lessons from a new science, 2nd edition, London• Schmitt, Bernd (2012): Happy Customers Everywhere, New York





IB 850-12 Project Management (Spring) – 3 ECTS

Course Code	IB 850-12
Course Name	Digital Business
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment/Requirements for Assignment of Credits	Will be announced in class
Course Outline	<p>At the completion of this course, students should be able to:</p> <ul style="list-style-type: none">• Identify and analyse specific characteristics of digital business models in contrast to classic business models• Analyse opportunities and challenges for companies in the field of digital business• Understand the success factors of companies in the digital business field (Apple, Netflix, Spotify, Amazon, Rakuten, Media companies...)• Understand how to analyse customer behaviour in a digital business environment• Identify and describe the technology behind emerging digital business models• Develop managerial strategies for using networks in digital business• Reflect on potential future developments in the field of digital business• Reflect on ethical issues such as privacy, data security, etc.
Teaching and Learning methods	Teaching and learning methods vary from lectures to group discussions, case studies, etc.
Literature	Will be announced in class





Executive Skills

EXEC 751 Communication in International Business (Fall) – 6 ECTS

Course Code	EXEC 770
Course Name	Communication in International Business
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	--
Lectures	1. Conscious Business Communication (20 hrs) 2. Business and Society (20 hrs) 3. Negotiation Skills (20 hrs)
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of on-site studying 120 hours of private study 180 hours of total workload
Assessment / Requirements for Assignment of Credits	Conscious Business Communication (33% of total module grade) <ul style="list-style-type: none">• Course work (100%) Business and Society (34% of total module grade) <ul style="list-style-type: none">• Oral exam (60%)• Course work (40%) Negotiation Skills (33% of total module grade) <ul style="list-style-type: none">• Final exam 60 minutes (60%)• Course work (40%)
Course Outline	Conscious Business Communication Developing competencies in conscious, intercultural communication in a business context; Business and Society Competences in identifying streams of developments, societal drivers of change and innovation as well as hindrances, 'systems' that prevent development, change and innovation, in applying historical insights to similar and new developments (e.g. French / Arab spring revolutions etc.) Negotiation Skills Demonstrating knowledge of communication channels and ways of gathering information; model relationship and result Students learn how to get to agreements, how to listen, how to resolve a conflict and how to "think out of the box";
Teaching and Learning Methods	Seminar-type lectures, presentation, role plays, group workshops, simulations
Literature	Handout further literature will be announced at the beginning of each course





EXEC 851 Responsible Leadership in a Global Context (Spring) – 5 ECTS

Course Code	EXEC 870
Course Name	Responsible Leadership in a Global Context
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	<ul style="list-style-type: none">• Successful completion of the module IB 750 International business administration and management or equivalent course at home university• Successful completion of the module EXEC 750 International Business Communication or equivalent course at home university
Lectures	<ul style="list-style-type: none">• International Leadership (20h)• Business Ethics (20h)• Conscious Business (20)
Language of Instruction	English
Number of ECTS-Credits	5 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of on-site studying 90 hours of private study 150 hours total workload
Assessment / Requirements for Assignment of Credits	Final exam, oral exam as well as course work (fLk) – details tba at the beginning of the semester
Course Outline	<p>International Leadership</p> <ul style="list-style-type: none">• Understanding the differences between managers and leaders• Recognizing and studying different leadership styles and identify dependencies• Learning how to lead and manage people and teams• Understanding how to measure performance and conduct performance appraisal interviews• Gaining intercultural competencies for leading and managing people <p>Business Ethics</p> <ul style="list-style-type: none">• Rising awareness towards problems and implications• Cognizing the possible collision of different cultural value systems in global business• Getting an overview of relevant economic ethical key issues• Philosophischer Grundsätze und historischer Grundlagen• Growing sensitive towards and familiar with social debates about changing values• Getting an insight into the power shifting among (national) politics and (international acting) major enterprises, the cultural interplay of different regions and mentalities in the tension of unified globalization and opposed regionalization• Becoming acquainted with ways of dealing with social value systems issues and assuming corporate social responsibility (CSR) among multinational enterprises• Cognizing the possible collision of different cultural value systems in global business• Getting an overview of relevant economic ethical key issues
Course Outline	<p>Conscious Business</p> <ul style="list-style-type: none">• Understanding for alternative business practices compared to traditional profit orientation as the core goal• Get an insight into companies that incorporate a higher purpose in their business practices and strategies





	<ul style="list-style-type: none"> • Being able to critically examine the evidence on the impact of practicing conscious capitalism on the tangible and intangible well-being of all stakeholders • Understand in detail the importance of the four tenets of conscious capitalism and possibilities to integrate them into daily business • Become acquainted with best practices in the field of conscious business
Teaching and Learning Methods	Seminar-type lecture, presentations, role plays, group workshops, simulations; Workshop business etiquette
Specifics	Guest lecture by speaker from the industry planned
Literature	<p>International Leadership (additionally):</p> <ul style="list-style-type: none"> • Harvard Business Review on Leadership, Harvard Business Press, 1998 • Goleman et al., Primal Leadership, Harvard Business School Press, 2002 • Heskett James L et al, The Value Profit Chain, The Free Press, 2003 • Krames, Jeffrey A, Jack Welch and the 4E's of Leadership McGraw Hill, 2005 • Malik, Fredmund, Management, Campus Verlag, 2007 • Northhouse, Peter G., Leadership, Sage, 2010 • Trompenaars, F, Hampden-Turner, C, Riding the waves of cultures, Nicholas Brealey Publishing, 1997 <p>Business Ethics mandatory:</p> <ul style="list-style-type: none"> • Reader • Crane, Andrew; Matten, Dirk (2010): business ethics, 3rd ed., Oxford <p>additionally:</p> <ul style="list-style-type: none"> • Ferrell, O.C.; Fraedrich, John; Ferrell, Linda (2005): Business Ethics. Ethical Decision Making and Cases. Sixth Ed., Boston, New York • Magee, Brian (2000): Geschichte der Philosophie (Hildesheim) • Sloterdijk, Peter (2005): Im Weltinnenraum des Kapitals, Frankfurt a.M. <p>Conscious Business mandatory: all hand-outs additional recommendations:</p> <ul style="list-style-type: none"> • Gelles, David (2015): Mindful Work – How Meditation Is Changing Business from the Inside Out, New York • Hurst, Aaron (2014): The Purpose Economy – How Your Desire for Impact, Personal Growth and Community Is Changing the World, Boise • Kofman, Fred (2006): Conscious Business – How to Build Value Through Values, Boulder • Mackey, John and Raj Sisodia (2014): Conscious Capitalism – Liberating the Heroic Spirit of Business, Boston • Sisodia, Raj, David Wolfe and Jag Sheth (2014): Firms of Endearment – How World-Class Companies Profit from Passion and Purpose, Upper Saddle River • Tate, Carolyn (2015): Conscious Marketing – How to create an awesome business with a new approach to marketing, Milton • Tindell, Kip (2014): Uncontainable – How Passion, Commitment, and Conscious Capitalism Built a Business Where Everyone Thrives, New York





International Focus | Only 1 international Focus allowed

GEU 770 Business in Germany (Fall) – 3 ECTS

(strongly recommended for international Students)

Course Code	GEU 770
Course Name	Business in Germany
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	Following prior knowledge is expected: Models: Basics International Business, Basics Intercultural Management, Presentation Skills, Communication Skills – ie: Report writing Literature: <ul style="list-style-type: none">• Czinkota, Michael R., Ronkainen, Ilka A. und Moffett, Michael H. (2003). International Business. Thomson, South-Western.• Peng, Mike W. (2009). Global Business. South-Western.
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final examination: Final exam 90 minutes
Course Outline	<ul style="list-style-type: none">• Better understanding the impact of German management on international business• Understanding the business practices of German companies• Applying analytical tools to German industries and businesses – and presenting the analysis to the class• Developing understanding for the strengths, weaknesses and development of the German market (industries and businesses)• Understanding the political, economic, societal impacts on the German economy.• Appraising the “Wirtschaftswunder”• Developing understanding for the future development of the German economy.
Teaching and Learning Methods	Lectures, group exercises, presentations, case studies
Specifics	1 company visit
Readings	<u>Recommended literature:</u> Begin, James P. (1999): Dynamic Human Resource Systems: Cross-National Comparisons. DeGruyter Studies in Organization. Dörrenbächer, Christoph (2004). Fleeing or Exporting the German Model? – The Internationalization of German Multinationals in the 1990s. Competition & Change 8(4), 443-456. Porter, Michael (2003). Competitive Strategy: Techniques for Analyzing Industries and Competitors. Free Press. Port.





GEU 870 Business in Europe (Spring) – 3 ECTS

(strongly recommended for international Students)

Course Code	GEU 850
Course Name	Business in Europe
Semester(s) Offered	Spring Semester
Duration of the Semester	1 semester
Prerequisites	<u>Following prior knowledge expected:</u> <ul style="list-style-type: none">- Basics of international business- Basics of intercultural management- Presentation skills- Communication skills – e.g.: Report writing Literature: Czinkota, Michael R., Ronkainen, Ilkka A. und Moffett, Michael H. (2003). International Business. Thomson, South-Western/ Peng, Mike W. (2009). Global Business. South-Western.
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final exam 90 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Gain 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• Explain the history of most of the European countries• Explain the various institutions of the EU• Understand the main reasons for forming the EU• Gain understanding for European regulation• Develop understanding for the cultural differences in European business attitudes.• Explain the history of the financial crisis• Begin to appreciate the nuances of the European customer
Teaching and Learning Methods	Lectures, group exercises, presentations, case studies
Specifics	1 company visit or guest lecturer
Literature	Recommended literature: <ul style="list-style-type: none">• El-Agraa, Ali M (2004). The European Union; Economics and Policies. Pearson Prentice Hall.• Frankland, E. Gene (2005). Europe (Global Studies). Dushkin.• Harris, Phil and McDonald, Frank (2004). European Business and Marketing. Sage Publications.• Hofstede, Geert (2010): Cultural Dimensions for International Business.• McCormick, John (2008). Understanding the European Union: A Concise Introduction. Palgrave Macmillan.• McDonald, F and Dearden, S. (2005). European Economic Integration. Pearson Prentice Hall.• Pelkmans, Jacques (2006). European Integration. FT Prentice-Hall.• Suder, Gabriele (2012). Doing Business in Europe. Sage Publications.





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

Course Code	LAT 770
Course Name	Business in Latin America
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	Basics in International Business, Intercultural Management & Presentation and Communication Skills
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final examination: Final exam 90 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Gain insight into the complexities of the Latin American business environment from a political and legal perspective• Understand Latin American Trade Alliances on the market• Gain an in-depth understanding of the markets and business opportunities in Brazil, Argentina, Mexico and Chile• Get an idea of business climate and politics in the remaining Latin American countries• Understand the importance of being aware of the cultural differences in Latin American business attitudes• Explain the history of the financial crisis and its impact on Latin American countries and business• Begin to appreciate the nuances of Latin American customers
Teaching and Learning Methods	Lectures, group exercises, presentations, case studies
Specifics	1 guest lecturer
Literature	<u>Mandatory:</u> <ul style="list-style-type: none">• Crane et al.: "Latin America Business Culture" (2011)• Morrison et al.: "Kiss, Bow and Shake Hands" (2006)• Becker: "Doing Business in the New Latin America" (2004) <u>Case Studies (handout):</u> <ul style="list-style-type: none">• Brazil• Chile• Mexico• Peru• Venezuela





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

Course Code	LAT 850
Course Name	Doing Business in Latin America: Case Studies and Scenarios
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	Following prior knowledge is expected: <ul style="list-style-type: none">• Basics of international business• Basics of intercultural management• Presentation skills• Communication skills Attending the course LAT 750 Business in Latin America from the first semester or an equivalent course at home university.
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final exam 90 minutes
Course Outline	This course is a sequel to “Business in Latin America”. “Business in Latin America” aimed at giving students a broad understanding and appraisal of Latin America. Topics covered were history, culture, business etiquette, trade alliances and human resource management of a few selected countries. This course takes these a step further and looks at a few countries and their respective key industries.
Teaching and Learning Methods	Lectures, group exercises, presentations, case studies
Specifics	1 guest lecturer
Literature	Mandatory: <ul style="list-style-type: none">• Vilaca: “An Analysis of Sustainability in Business: Understanding Sustainability Indices in the Brazilian Market” (2009)• Aroca et al.: “Structure and Structural Change in the Chilean Economy” (2006)• Becker: “Doing Business in the New Latin America” (2004) Case Studies: <ul style="list-style-type: none">• Petrobras (Oil and Gas)• VW do Brasil (Automotive)• Embraer (Aviation)• Codelco (Mining)• Grupo Clarin (Media)





APA 770 Business in China (Fall) – 3 ECTS

Course Code	APA 770
Course Name	Business in China
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	-
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final examination: Final exam 90 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Understand the economical and economic-political relationships in the Greater China region• Acquire knowledge about basic business concepts in China (Guanxi, etc.)• Understand how to market Western products in China• Understand cultural differences in management styles between Europe and China• Analyze reasons and challenges of China's economic power• Generate an objective, differentially viewing on China's economy and society from the inside
Teaching and Learning Methods	Seminar-type lectures, case studies, presentations
Specifics	1 guest lecturer from the industry
Readings	Recommended literature - required articles / chapters are handed out in class. <ul style="list-style-type: none">• Gerth, Karl (2010): "As China Goes, So Goes the World: How Chinese Consumers Are Transforming Everything", Hill and Wang• Dayal-Gulati, Anuradha und Angela Y. Lee (2004): "Kellog on China – Strategies for Success", Evanston• Fernandez, Juan Antonio und Laurie Underwood (2006): "China CEO – Voices of Experience from 20 International Business Leaders", Singapore• Fishman, Ted C. (2005): "China Inc. – How the rise of the next super-power challenges America and the world", New York• OECD (2005): "OECD Economic Survey – China", Paris• Lin, Yifu Justin (2012): "Demystifying the Chinese Economy", New York• Clissold, Tim (2004): "Mr. China – A Memoir", New York• Ganster, Steven H. und Kent D. Kedl (2005): "The China Ready Company", Aurora





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

Course Code	APA 850
Course Name	Doing Business in China: Case Studies and Scenarios
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	Attendance of APA 750 Business in China or an equivalent course at home university
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private studies and group workshops 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final exam 90 minutes
Course Outline	<p>Goal of the course is to offer the students the opportunity to see and act out the structure and management of an Asian company in all its facets. Students not only take the perspective of a foreign enterprise they also slip into the role of Chinese companies and become acquainted with entrepreneurship in Asia, particularly China from their perspective. Students learn to understand factors of success and failure by means of extensive working on case studies.</p> <ul style="list-style-type: none">• Therefore, alumni are prepared to assume a leading role in a company's foreign activities, either in local headquarters or in situ in Asia. Based on the student's interest China and possibly another Asian country will serve as case study.
Teaching and Learning Methods	<ul style="list-style-type: none">• Seminar-type lecture• Case studies• Short presentations
Specifics	Minimum 1 guest lecture by a speaker from the industry
Literature	<ul style="list-style-type: none">• Required Articles will be handed out in class• Gerth, Karl (2010): "As China Goes, So Goes the World: How Chinese Consumers Are Transforming Everything", Hill and Wang• Dayal-Gulati, Anuradha und Angela Y. Lee (2004): "Kellog on China – Strategies for Success", Evanston• Fernandez, Juan Antonio und Laurie Underwood (2006): "China CEO – Voices of Experience from 20 International Business Leaders", Singapore• Fishman, Ted C. (2005): "China Inc. – How the rise of the next super-power challenges America and the world", New York• OECD (2005): "OECD Economic Survey – China", Paris• Lin, Yifu Justin (2012): "Demystifying the Chinese Economy", New York• Clissold, Tim (2004): "Mr. China – A Memoir", New York• Ganster, Steven H. und Kent D. Kedl (2005): "The China Ready Company", Aurora• Liang, Guoyang (2004): "New Competition - Foreign Direct Investment and Industrial Development in China", Rotterdam





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

Course Code	IB 851
Course Name	Business in the USA and Canada
Semester(s)	Spring Semester
Duration of the Semester	1 Semester
Prerequisites	Following prior knowledge is expected: <ul style="list-style-type: none">• Participants should have taken at least one international business core course or an equivalent, and be familiar with trade, foreign direct investment and exchange rate theory, policy and institutions (WTO, IMF, etc.).• Good command of English is essential as the lectures, class discussions, reading material and presentations are all in English.
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study and group workshops 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final exam 90 minutes
Course Outline	<p>The course is designed to introduce students to the North American cultural, legal, and business environments (excl. Mexico), enabling them to better understand and appraise the differences between Central European practices and traditions, and the more rapid-paced North American way of doing business.</p> <p>Students will familiarize to the cultural, legal, and business environments in the USA and Canada.</p> <p>Students will also seek to explore and contrast the widespread internationalism in Central European cultures and the introspection prevailing among the US public at large and SMEs in particular.</p>
Teaching and Learning Methods	Lectures; Case studies; Class discussions
Specifics	1 to 2 guest speakers
Literature	<ul style="list-style-type: none">• Doing Business in the USA by Aaron Wise• Exporting to the US, a guide for non-US exporters• A Legal Guide to Acquisition and Doing Business in the US, by Baker & McKenzie• Doing Business in the US, Economy Profile, by the World Bank, 2012 ed.• Doing Business in Canada, Economy Profile, by the World Bank, 2012 ed.• Doing business in Canada, by Blake, Cassels & Graydon <p>Reading Materials will be made available by the instructor and posted in the intranet at the start of the course.</p> <p>Participants are also encouraged to keep up with current regional business developments by regularly reading journals such:</p> <ul style="list-style-type: none">• NY Times / IHT• Washington Post• Financial Times (engl. Version)• Wall Street Journal and Toronto Star





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

Course Code	IB 852
Course Name	Business in Emerging Economies
Semester(s) Offered	Spring Semester
Duration of the Semester	1 Semester
Prerequisites	-
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study and group workshops 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final exam 90 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Acquire knowledge about the relatively complex economical environments in emerging economies such as India, Vietnam and Africa• Learn about differences but also similarities in emerging markets• Learn about companies that are engaged in different markets of emerging economies• Apply knowledge from international business courses on the three regions discussed in class with native lecturers
Teaching and Learning Methods	Lecture combined with seminar-type elements
Specifics	Three lecturers from the three regions taught in the course
Literature	Mandatory: Handouts Recommended additional literature: <ul style="list-style-type: none">• Cappelli, Peter et al. (2010): "The India Way: How India's Top Business Leaders are revolutionizing Management", Boston, MA• 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





Foreign Language

GER A1.2 I German A1.2 (Fall)

Course Code(s)	GER A1.2 I
Course Name	German A1.2 I
Semester(s) Offered	Fall Semester
Duration of the Module	1 Semester
Course Prerequisites	Evidence of A1.1 level of the Common European Framework of Reference for Languages (GEFR) or successful attendance at the German intensive language course in August
Language of Instruction	German
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours on-site studying 60 hours private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final Examination: <ul style="list-style-type: none">• Final exam 90 minutes (60% of the overall grade)• Successive efficiency control: 40% of the overall grade
Course Outline	<ol style="list-style-type: none">1) The goal is to reach the first half of the A 1.2 level of the Common European Framework of Reference for Languages (GEFR).2) Writing skills: formulating very short texts with short and simple sentences for everyday situations, e.g. simple messages, notes, forms, post cards.3) Verbal skills: simple communication, asking and answering questions about everyday situations or familiar topics, asking for advises.4) Reading comprehension: understanding very short and simple texts, descriptions containing pictures, short and simple orders, e.g. simple notes and post cards.5) Listening comprehension: understanding simple words, conversations and phrases concerning oneself, well known people and topics; questions and orders.
Literature	Themen aktuell 1, Lektion 11-20, mit Audio-CD mit Hörtexten Hueber Verlag (Themen aktuell, sechsbändige Ausgabe)





GER A2.1 I German A2.1 (Fall)

Course Code(s)	GER A2.1 I
Course Name	German A2.1 I
Semester(s) Offered	Fall Semester
Duration of the Module	1 Semester
Course Prerequisites	Evidence of A1.2 level of the Common European Framework of Reference for Languages (GEFR)
Language of Instruction	German
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours on-site studying 60 hours private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final Examination: <ul style="list-style-type: none">• Final exam 90 minutes (60% of the overall grade)• Successive efficiency control: 40% of the overall grade
Course Outline	<p>6) The goal is to reach the first half of the A 2.1 level of the Common European Framework of Reference for Languages (GEFR).</p> <p>7) Writing skills: formulating very short texts with short and simple sentences for everyday situations, e.g. simple messages, notes, forms, post cards.</p> <p>8) Verbal skills: simple communication, asking and answering questions about everyday situations or familiar topics, asking for advises.</p> <p>9) Reading comprehension: understanding very short and simple texts, descriptions containing pictures, short and simple orders, e.g. simple notes and post cards.</p> <p>10) Listening comprehension: understanding simple words, conversations and phrases concerning oneself, well known people and topics; questions and orders.</p>
Literature	Themen aktuell 1, Lektion 11-20, mit Audio-CD mit Hörtexten Hueber Verlag (Themen aktuell, sechsbändige Ausgabe)





GER A1.2 II German A1.2 (Spring)

Course Code(s)	GER A1.2 II
Course Name	German A1.2 II
Semester(s) Offered	Spring Semester
Duration of the Module	1 Semester
Course Prerequisites	Evidence of A1.1 & A1.2 I level of the Common European Framework of Reference for Languages (GEFR)
Language of Instruction	German
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours on-site studying 60 hours private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final Examination: <ul style="list-style-type: none">• Final exam 90 minutes (60% of the overall grade)• Successive efficiency control: 40% of the overall grade
Course Outline	<p>11) The goal is to reach the first half of the A 1.2 level of the Common European Framework of Reference for Languages (GEFR).</p> <p>12) Writing skills: formulating very short texts with short and simple sentences for everyday situations, e.g. simple messages, notes, forms, post cards.</p> <p>13) Verbal skills: simple communication, asking and answering questions about everyday situations or familiar topics, asking for advises.</p> <p>14) Reading comprehension: understanding very short and simple texts, descriptions containing pictures, short and simple orders, e.g. simple notes and post cards.</p> <p>15) Listening comprehension: understanding simple words, conversations and phrases concerning oneself, well known people and topics; questions and orders.</p>
Literature	Themen aktuell 1, Lektion 11-20, mit Audio-CD mit Hörtexten Hueber Verlag (Themen aktuell, sechsbändige Ausgabe)





GER A2.1 II German A2.1 (Spring)

Course Code(s)	GER A2.1 II
Course Name	German A2.1 II
Semester(s) Offered	Spring Semester
Duration of the Module	1 Semester
Course Prerequisites	Evidence of A1.1, A1.2 & A2.1 I level of the Common European Framework of Reference for Languages (GEFR)
Language of Instruction	German
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours on-site studying 60 hours private study 90 hours total workload
Assessment / Requirements for Assignment of Credits	Final Examination: <ul style="list-style-type: none">• Final exam 90 minutes (60% of the overall grade)• Successive efficiency control: 40% of the overall grade
Course Outline	<p>16) The goal is to reach the first half of the A 2.1 level of the Common European Framework of Reference for Languages (GEFR).</p> <p>17) Writing skills: formulating very short texts with short and simple sentences for everyday situations, e.g. simple messages, notes, forms, post cards.</p> <p>18) Verbal skills: simple communication, asking and answering questions about everyday situations or familiar topics, asking for advises.</p> <p>19) Reading comprehension: understanding very short and simple texts, descriptions containing pictures, short and simple orders, e.g. simple notes and post cards.</p> <p>20) Listening comprehension: understanding simple words, conversations and phrases concerning oneself, well known people and topics; questions and orders.</p>
Literature	Themen aktuell 1, Lektion 11-20, mit Audio-CD mit Hörtexten Hueber Verlag (Themen aktuell, sechsbändige Ausgabe)





Business Concentrations

International Finance

FIN 750 International Financial Management (Fall) – 3 ECTS

Course Code	FIN 750
Course Name	International Financial Management
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	<p>Following prior knowledge is expected:</p> <p>Models:</p> <ul style="list-style-type: none">• Basics of financial accounting• Basics of investment appraisal• Basics of mathematical finance <p>Literature:</p> <ul style="list-style-type: none">• Brealey/Myers: Principles of Corporate Finance• Zantow/Dinauer: Finanzwirtschaft des Unternehmens• Betsch/Groh/Lohmann: Corporate Finance <p>Extracurricular MBS:</p> <p>Ideally internships in a company's area of finance or in the corporate finance of a bank.</p>
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	<p>30 hours of on-site studying</p> <p>60 hours of private study</p> <p>90 hours of total workload</p>
Assessment / Requirements for Assignment of Credits	<p>Final Examination:</p> <p>Final exam 90 minutes</p>
Course Outline	<p>Goal of the course is to give the students an insight to the core issues of the international financial business management. The events are based on an academic solid framework. Focusing, however, on practical discussions and examples.</p> <p>Students will learn the basics of financial derivatives and the ability to assess their effectiveness and values. Furthermore, they are introduced to the connections of international financial markets and will understand how corporate finance operates.</p>
Teaching and Learning Methods	Interactive lecture focusing on discussion and exercises. Topics are discussed and reflected in an international context.
Specifics	Guest lecture by professors of partner universities planned
Literature	<ul style="list-style-type: none">• Hull, John C. (2011): Options, Futures and other Derivatives, Upper Saddle River (NJ)• Srivastava, Rajiv (2010): Derivatives and Risk Management, New York• McDonald, Robert L. (2008): Fundamentals of Derivatives Markets, München





FIN 850 Corporate Finance & Portfolio Management (Spring) – 6 ECTS

Course Code	FIN 850
Course Name	Corporate Finance and Portfolio Management
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	FIN 750 or an equivalent course at your home university
Lectures	<ul style="list-style-type: none">• Corporate Finance – Corporate Valuation• Portfolio Management
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours on-site studying 120 hours private study 180 hours total workload
Assessment / Requirements for Assignment of Credits	Final exam 120 minutes
Course Outline	<p>Part I – Corporate Finance</p> <p>At first students learn to understand how valuations are dependent on their scope and the subjectivity of valuations. Then they analyze practical application and discussion of different rating concepts as well as their techniques, their respective information needs and strengths, weaknesses and application areas. Priority in the lecture “Corporate valuation” is given to applying income related attempts of overall evaluation (discounted-cash flow-process), especially to the international most common WACC-approach. Students are sensitized to characteristics of German corporate evaluation (e.g. income approach to valuation) and learn how to classify them in the spectrum of possible procedures.</p> <p>Part II – Portfolio Management</p> <p>Students will learn to understand that portfolio management is the process of generating a customized portfolio that meets the client’s investment goals. Firstly students learn the scientific access to the topic. Additional case studies will foster the understanding for the subjective aspects of the portfolio management. By the end of semester, students will be able to create a portfolio that meets the given investment goals of a potential client. This implies a “risk and return” an analysis of a portfolio, as well as evaluating the “bond- and equity market” and a scenario analysis with different results.</p>
Teaching and Learning Methods	Seminar-type lectures including practice in small groups, group workshops and case studies.





Specifics	1 guest lecture from the area of asset management Visiting D&R to the final presentation
Literature	Corporate Finance <ul style="list-style-type: none">• Achleitner, A.-K., Thoma, G. F. (Hrsg.): Corporate Finance, Bd. 2.6; Köln.• Copeland, T., Koller, T., Murrin, J.: Valuation. Measuring and Managing the Value of Companies; New York u.a., 3. Auflage (2000) bzw. die aktuelle deutsche Ausgabe• Damodaran, A.: Applied Corporate Finance, New York, 2005. Portfolio Management <ul style="list-style-type: none">• Skript zur Vorlesung• Elton, E.J., Gruber, M.J., Brown, S.J. und Goetzmann, W.N.: Modern Portfolio Theory and Investment Analysis, 8. ed, Hoboken, 2011• Brealey, R.A., Myers, S.C., und Allen, F.: Principles of Corporate Finance, 9. ed., Boston u.a., 2008• Copeland, T.E./Weston, J.F/ K. Sushtri: Financial Theory and Corporate Policy, 4th ed, 2001• Haugen, R.A.: Modern Investment Theory, 5th ed Prentice-Hall, 2001• Ross, S.A./Westerfield, R.W./Jaffe, J.F.: Corporate Finance, 6th ed Irwin/McGraw-Hill, 2001





International Marketing

MKT 750 International Service Marketing (Fall) – 3 ECTS

Course Code	MKT 750
Course Name	International Service Marketing
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	Basics knowledge of marketing
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 90 minutes
Course Outline	<p>Goal of the lecture is to give the students insight into the central topics of the service management. The lectures are based on an academic sound framework. Main focus, however, is on practical discussions and examples.</p> <p>By the end of the course, participants should be able to develop a well-grounded and applicable marketing strategy for an internationally acting service provider.</p>
Teaching and Learning Methods	Interactive lecture with focus on discussions and exercises. Topics are widely discussed and reflected in international context. The existent case study offers the opportunity to put the discussed and learned academic base into practice.
Specifics	Guest lecture by professors of partner universities planned
Literature	<ul style="list-style-type: none">• Busch (2007): Basic of international Marketing• Kleinaltenkamp (2002): Strategic Business-to-Business Marketing, 2. Auflage, Springer Verlag• Grönroos (2007): Service Marketing Management and Marketing – Customer Management in Service Competition• Palmer (2008): Principles of Service Marketing• Court / Narasimhan (2010): Capturing the world's emerging middle class, McKinsey Quarterly





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

Course Code	MKT 850
Course Name	Integrated Corporate Communication and Relationship Marketing
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	FIN 750 or an equivalent course at your home university. Following prior knowledge is expected: <ul style="list-style-type: none">• Basics of market research / marketing• Basics of consumer research / marketing mix• 4Ps of McCarthy• Concept of customer retention• Basics of strategic management
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of on-site studying 120 hours of private study 180 hours total workload
Assessment / Requirements for Assignment of Credits	Final exam 120 minutes
Course Outline	<p>Integrated corporate communication</p> <p>Professional competence:</p> <ol style="list-style-type: none">1) By the end of the course students will know what tasks communication managers have to accomplish within a framework of a market-based strategy development and its implementation.2) Students are able to strategically plan market oriented communications, to formulate communication goals and to measure their effect based on market research.3) Students know the complexity that a brand image needs in form and content in order to be communicated to the stakeholders. <p>Relationship Marketing</p> <ol style="list-style-type: none">1) 1) Providing students with a core understanding of the multitude of relationships in the market place2) 2) Introducing the concepts of customer satisfaction, loyalty and retention3) 3) Discussing marketing and CRM metrics, key performance indicators and measurement models (relationship lifecycle model etc.)4) 4) Learning about data mining, its methods, objectives and privacy issues





Teaching and Learning Methods	Interactive seminar-type lectures with focus on discussions and exercises. Topics are intensively discussed and reflected in international context. Case studies give students the opportunity to practice and present the discussed and learned academic base in group workshops.
Specifics	4 guest lectures, matching the topic of the day (blocked lecture) 1 Alumnus lecturer
Literature	<p>Semi-integrated corporate communication</p> <ul style="list-style-type: none">• Fisher, Claudia und Christine, Vallaster (2008), Connective Branding – Building Brand Equity in a Demanding World, UK.• More literature will be announced in class. <p>Relationship marketing</p> <p>Basic literature:</p> <ul style="list-style-type: none">• Rust et al. 2010: Rethinking Marketing, Harvard Business Review, pp. 94-101. <p>Additional literature: case studies and contribution to discussions will be handed out during class</p> <ul style="list-style-type: none">• Ariely 2007: The Customers' Revenge, Harvard Business Review, pp. 31-36.• Petersen & Kumar 2010: Can Product Returns Make You Money?, MIT Sloan Management Review 51(3).• Applegate et al. 2008: Hilton Hotels – Brand Differentiation through CRM, Harvard Business School, case # 9-809-029.• Anderson et al. 2010: Why the highest price isn't the best price, MIT Sloan Management Review 51(2).• Duhigg 2012: How Companies Learn Your Secrets, New York Times.





International Entrepreneurship

ENTR 750 Entrepreneurship I: Identifying and Generating a Business Idea (Fall) – 3 ECTS

Course Code	ENTR 750
Course Name	International Entrepreneurship I: Identifying and Generating a Business Idea
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	Minimum of one semester graduate level business studies
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 90 minutes (60%), fLK (40%): final pitch and homework
Course Outline	<ul style="list-style-type: none">• Understanding different types of entrepreneurship• Understanding to narrow down a problem and analyze it for identifying a business idea• Implementing methods for focusing on and solving problems in the international environment• Understanding and implementing creativity techniques for developing new business ideas and models• Learning and implementing prototyping methods• Learning methods to present essential parts of a business model (pitch)
Teaching and Learning Methods	<ul style="list-style-type: none">• Seminar type lectures• Practice in small groups• Group workshops (private study)• Case studies (private study) in MBS rooms (interaction rooms)• Presentations
Specifics	Guest lectures by an industry expert, 1 alumnus lecture planned
Literature	<ul style="list-style-type: none">• Ries, Eric: The Lean Startup, 2011• Peter F. Drucker: Innovation and Entrepreneurship, 2007• Dixon, B.: Guidance for Environmental Management Science and Technology Roadmapping; WM'01 Conference Tuscon, AZ, 2001• Hamel, Gary; Prahalad, C.K.: Competing of the Future, Harvard Business School Press, 1994• McFarland, Keith R.: The Breakthrough Company; New York, Crown Business, 2008 <p>Links</p> <ul style="list-style-type: none">• The Economist: www.economist.com/node/13216037• MIT: www.enterpriseforum.mit.edu





ENTR 850 International Entrepreneurship II: Establishing a Start-Up and Testing the Business Idea (Spring) – 6 ECTS

Course Code	ENTR 850
Course Name	Establishing a Start-Up and Testing the Business Idea
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	ENTR 750 or an equivalent course at your home university
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of on-site studying 120 hours of private study 180 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 120 minutes
Course Outline	Lecture course I: <ul style="list-style-type: none">• Idea developing, following up and prototyping• Analyzing and developing business models• „Thinking out of the box“: entrepreneurs clusters worldwide (Silicon Valley, Israel, Zhongguancun Beijing, etc.) and well known entrepreneurs• Commercializing innovations and defining target groups• Developing different merchandising channels• Creating a merchandising strategy and carrying out a test market• Pitch training, convincing investors Lecture course II: <ul style="list-style-type: none">• 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• Goal: completing a business plan
Teaching and Learning Methods	Seminar type lectures ; Practice in small groups; Group workshops (private study); Case studies (private study) in MBS rooms (interaction rooms); Presentations; Supervisory coaching of the founding teams;
Specifics	<ul style="list-style-type: none">• Lecturer supports students with developing the business idea and the prototype• Lecturers are experienced founders of own enterprises• One Lecturer has lectured in prototyping for Stanford University – transferable methods will be applied• Guest lectures with a successful (and /or failed) founder is planned
Literature	<ul style="list-style-type: none">• Ries, Eric: The Lean Startup, 2011• Peter F. Drucker: Innovation and Entrepreneurship, 2007• Schlie, Erik et al.: Simply Seven, 2011• McFarland, Keith R.: The Breakthrough Company; New York, Crown Business, 2008• Conley, Chip: Peak, San Francisco, Jossey Bass, 2007• Daniel Pink Drive The Surprising Truth About What Motivates Us, 2010





Corporate Strategy and Innovation

INNO 750 Corporate Strategy, Innovation & Change (Fall) – 3 ECTS

Course Code	INNO 750
Course Name	Corporate Strategy, Innovation & Change
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	Following prior knowledge is expected: External environment: PEST analysis, Corporate analysis: SWOT, 5 Forces
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 90 minutes
Course Outline	At the completion of this course, students should be able to: <ul style="list-style-type: none">• Better understand the terms “Innovation”, “Corporate Strategy” and “Change”.• Recognize the importance of a long-term, well managed and designed strategy and implementing in daily business.• Acquire knowledge of the key concepts and key tools for implementation.• Critically think through cases, and apply theories.
Teaching and Learning Methods	Interactive lecture, discussions, group exercises, presentations, workshops
Specifics	<ul style="list-style-type: none">• Involving a guest lecturer• Presence of an industry representative in the “board meeting”• Presence at Munich Venture Summit expected
Literature	<ul style="list-style-type: none">• Lecture notes• Leaflet with cases• Leaflet with journal articles <p><u>Chapters of following books required:</u></p> <ul style="list-style-type: none">• Anne Sigismund Huff, Steven W. Floyd, Hugh D. Sherman und Siri Terjesen: Strategic Management: Logic and Action, John Wiley & Sons, 2008• W. Chan Kim: Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant, HBS Publishing, 2005• Allan Afuah: Strategic Innovation: New Game Strategies for Competitive Advantage, Routledge, 2009• Marc-Michael Bergfeld: Global Innovation Leadership, BOD, 2009





INNO 850 Corporate Entrepreneurship, Global Alliances and Investments in Growth (Spring) – 6 ECTS

Course Code	INNO 850
Course Name	Corporate Entrepreneurship, Global Alliances and Investments in Growth
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	INNO 750 or an equivalent course at your home university
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of on-site studying 120 hours of private study 180 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 120 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Better understand the terms alliances, JVs and consortia, corporate venturing, and daily innovation management.• Recognize the orchestration of these alongside corporate strategy for long term success.• Critically think through cases, apply the concepts, design an approach for implementation and present / argument / convince in a critical review setting.• Better understand the terms private equity, venture capital, mergers & acquisitions and their role in corporate strategy and growth.• Apply these in case studies and recognizing their importance as strategic tools.• Critically reflect their use and professionally apply as a complementation to general innovation management and corporate strategy. Ability to convince investors / owners concerning a team case / argument in a critical review setting.
Teaching and Learning Methods	Interactive lecture, discussions, group exercises, presentations, workshops
Specifics	<ul style="list-style-type: none">• Presence of an industry representative in the “Convince your boss & staff” meeting and in the “Discuss with a PE / VC guest speaker”• Presence at „Munich Venture Summit“ expected





Literature	<ul style="list-style-type: none">• Lecture notes• Case studies• Handout with journal articles <p>Chapters of following books required</p> <ul style="list-style-type: none">• John Child and David O. Faulkner: Cooperative Strategy: Managing Alliances, Networks, and Joint Ventures, Oxford University Press, 2009• Sari Wahyuni: Evolutionary Approach in Managing Alliances between Competing Firms: The Role of Partner Contribution, Control, Conflict and Communication, LAP LAMBERT Academic Publishing, 2011• Birgit Kleymann and Hannu Seristo: Managing Strategic Airline Alliances, Ashgate Publishing, 2004• Giovanni B. Dagnino and Elena Rocco (Eds.): Coopetition Strategy: Theory, Experiments and Cases, Routledge, 2011• Kevin C. Desouza: Intrapreneurship: Managing Ideas Within Your Organization, University of Toronto Press, 2011• Ian MacMillan et al.: Corporate Venture Capital (CVC) Seeking Innovation and Strategic Growth: Recent Patterns in CVC Mission, Structure and Investment, CreateSpace, 2012• Joe Tidd and John Bessant: Managing Innovation: Integrating Technological, Market and Organizational Change, Wiley & Sons, 2009• Douglas Cumming: The Oxford Handbook of Venture Capital, Oxford Univ Press, 2012• Josh Lerner, Felda Hardyman and Ann Leamon: Venture Capital and Private Equity: A Casebook, John Wiley & Sons; Auflage: 5. Auflage, 2012• James M. Kocis, James C. Bachman, Austin M. Long, Craig J. Nickels: Inside Private Equity: The Professional Investor's Handbook, Wiley Finance, 2009• Tim Koller, Marc Goedhart, David Wessels: Valuation: Measuring and Managing the Value of Companies, McKinsey & Company Inc, 2010• Tim Koller, Marc Goedhart, David Wessels: Valuation Workbook: Step-by-Step Exercises and Tests to Help You Master Valuation, Wiley Finance, 2011• Robert A. Finkel, David Greising: The Masters of Private Equity and Venture Capital, McGraw-Hill Professional, 2010• Cyril Demaria: Introduction to Private Equity (Wiley Finance, 2010• Respective case studies required (to be chosen per semester)• Further papers in the reader as recommended additional literature
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International Family Firms

FAM 750 Understanding Family Firms (Fall) – 3 ECTS

Course Code	FAM 750
Course Name	Understanding Family Firms
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	Following prior knowledge is expected: <ul style="list-style-type: none">• Basics of strategic management and basics of corporate governance• External environment: PEST analysis• Business analysis: SWOT
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 90 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Better understand family firms.• Realize the importance of family dimensions, with its particular motivations and the business dimensions with its logics.• Acquire knowledge of the key concepts and key tools for balancing family and business aspects on long term.• Critically think through cases, apply the concepts and design an approach for implementation.
Teaching and Learning Methods	Interactive lecture, discussions (cases), group exercises, presentations, workshops
Specifics	Presence of an expert in family business expected to the “family dinner”
Literature	<ul style="list-style-type: none">• Lecture notes• Case studies• Handout with journal articles <p><u>Chapters of following books required:</u></p> <ul style="list-style-type: none">• Ward, John. (2004): Perpetuating the Family Business, Palgrave• Miller, Danny (2005): Managing for the long run, Harvard Business School Press, Pages 129-130 and 185-186





FAM 850 Pan-generational Strategy, Succession and Entrepreneurial Growth for Family Firms (Spring) – 6 ECTS

Course Code	FAM 850
Course Name	Pan-generational Strategy, Succession and Entrepreneurial Growth for Family Firms
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	FAM 750 or an equivalent course at your home university
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of on-site studying 120 hours of private study 180 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 120 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Better understand the dynamics among family business and the importance of balancing the system.• Recognize the various topics involved and the details of each of them.• Know the key concepts and key tools for the execution of ownership, ownership-company and core activities in the heart of the system (ownership-family-company).• Better understand the importance of the global market and technology context for family firms.• Recognize the importance of absorptive capacity, a routine of renewal, awareness of lifecycles and the emerging markets.• Know the key concepts and key tools for long-term strategies and entrepreneurial growth in the global context.• Critically think through cases, apply the concepts and design an approach for implementing in family business.
Teaching and Learning Methods	Interactive lecture, discussions (cases), group exercises, presentations, workshops
Specifics	Presence of experts in taxes, trust, family offices, wealth management etc. planned. Presentation to representatives of family business, family trusts or correspondent industries planned.





Literature	<ul style="list-style-type: none">• Lecture notes• Case studies• Handout with journal articles <p><u>Excerpts from following books required:</u></p> <ul style="list-style-type: none">• John L. Ward, Growing the Family Business: Special Challenges and Practice• Hennerkes (2005): Die Familie und ihr Unternehmen• Montemerlo, and Ward (2005): The Family Constitution• Frasl, Rieger (2007): Family Business Handbuch• Danny Miller (2005): Managing for the long run, Harvard Business School Press,• Michael Mc Grath (2000): Product strategy for High-Technology Companies, McGraw-Hill• Nieto et al. (1998) and product lifecycle referring to Levitt (1965) -> recent articles• James Utterback (1996): Mastering the dynamics of innovation, Harvard Business Review Press• Frank Hoy and Pramonditha Sharma (2019): Entrepreneurial Family Firms, Prentice Hall• Respective case studies required (to be chosen per semester)• Further papers in the reader as recommended additional literature
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Luxury Management

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

Course Code	LUX 750
Course Name	Luxury Markets and Strategies
Semester(s) Offered	Fall Semester
Duration of the Course	1 Semester
Prerequisites	<ul style="list-style-type: none">• Completed BA• Profound marketing knowledge / interested in marketing and brand building• Willingness to familiarize with the industry, i.e. key players and customers.• Presentations skills
Language of Instruction	English
Number of ECTS-Credits	3 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	30 hours of on-site studying 60 hours of private study 90 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 90 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Generate a better understanding of the luxury business and market• Understand the principles of a luxury company's management• Analyze growth strategies in luxury companies in general• Analyze growth potentials in the BRIC states, especially China• Acquire basic understanding of innovation management in the luxury industry
Teaching and Learning Methods	seminar-type lectures, presentations, case studies
Specifics	<ul style="list-style-type: none">• 1 guest lecture by a speaker from the industry, further guest lectures, partial, by speakers from the faculty• Excursions (e.g. to BMW, Nymphenburger Porzellan, Tamara Comolli Fine Jewelry)• Round table with business representatives
Literature	<ul style="list-style-type: none">• Handouts• Business Magazines of all types• Häusler, Hans-Georg (2009): „Emotional Boosting“, Freiburg• Herhoffer, Petra-Anna et al.: „Luxury Business Report Vol I“, München• Veblen, Thorstein (2009): „Theory of the Leisure Class“, Oxford





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

Course Code	LUX 850
Course Name	Luxury Marketing and Luxury Brand Management
Semester(s) Offered	Spring Semester
Duration of the Course	1 Semester
Prerequisites	FIN 750 or an equivalent course at your home university. Following prior knowledge is expected: <ul style="list-style-type: none">• Brands and marketing know-how• Retailing experience in the luxury segment (welcome)• Understanding the esthetic sense, design understanding
Language of Instruction	English
Number of ECTS-Credits	6 ECTS
Total Workload and Composition (e.g. self-study, contact hours)	60 hours of on-site studying 120 hours of private study 180 hours of total workload
Assessment / Requirements for Assignment of Credits	Final Examination: Final exam 120 minutes
Course Outline	Upon completion of this course, students should be able to: <ul style="list-style-type: none">• Define the luxury brand• Characterise the specialities of luxury brand management• Implement brand personality and brand prism• Implement marketing trends, 6 P's for luxury brands (Michaela Merk, Paris)• Manage creativity, creating emotions• Implement visual communication• Classical advertisement of luxury products vs. PR, below-the-line activities and social media• Evaluate a Luxury brand• Scent out future trends in the international luxury industry
Teaching and Learning Methods	seminar-type lectures; presentations; Group workshops; Case studies; Workshops with guest lecturer from Paris;
Specifics	<ul style="list-style-type: none">• Taking part in the luxury business day• Store check Maximilianstraße• Round table with business representatives• 1 guest lecture by speaker from the industry• 1 lecture by an alumnus• Guest lecture, workshop with Michaela Merk
Literature	<ul style="list-style-type: none">• „Emotional Boosting“, Häusler, Hans-Georg (2009)• „Luxury Business Report Vol I“, München (2012)• „Theory of the Leisure Class“, Veblen, Thorstein (2009)• „Luxury Management“, Kapferer & Bastien (2009)• „Luxury Fashion Management“, Okonkwo (2007)• „Let them eat cake“, Danziger (2005)• „The Cult of the Luxury Brand“, Rhada Chada (2006)• Daily, weekly, monthly media, platforms like Luxury Society





Digital Business Management

DB 750 Digital Business Models (Fall) – 3 ECTS

Code	DB 750
Title	Digital Business Models
Semester	1
Duration	1 semester
Type (core subject / elective)	elective
Lectures	Teaching and Learning methods: <ul style="list-style-type: none">• Seminar-type lectures; incl. case studies and presentations• Guest lecturers from the industry• On-site visits
Offered	Every winter semester
Prerequisites	<ul style="list-style-type: none">• Completed BA• Profound management knowledge / interested in digital business models• Willingness to learn the necessary methods and tools and to use hands-on cases from the industry• Presentations skills
Language of instruction	English
ECTS credits	3
Total workload and splitting	30 hours of on-site studying 60 hours of private study 90 hours total workload
Examination and credit assignment	Final Exam: 90 minutes
Grade weighting in the overall grade	4.0%
Module objectives	<p>In general, the module aims at providing a fundamental understanding of digital concepts associated with the world of digital business:</p> <ul style="list-style-type: none">• Know the key Digital Business Models for managing a Company• Understand the basic Technology for managing a web-based Company in these Sectors or influenced by them.• Identify the Key Management Skills for the Success of a Digital Model vs. a traditional Company wanting to be competitive in the digital world.• Develop Digital Business Management Tools, gaining the experience of being able to apply them in changing and rapidly evolving Environments.• Design a Digital Business Plan, carry out Forecasts, as well as online and offline Sales and Marketing plans.





Content	<p>Students will learn based on this module how Digital Transformation drives business value:</p> <ol style="list-style-type: none">1. Technological Megatrends as Driver for Business Success2. Digital Disruption and other Innovation Models – a Framework3. Analyzing Digital Business Models and Ecosystems4. Develop a Business Model, Smart Product or Smart Service Innovation with Smart Performance Modules.5. Digital Business Transformation, Process Development, Business Process Analysis6. Digital Transformation Industry Case Studies (Music, Automotive, Retail, ...)7. Developing Digital Strategies8. Framework to select and prioritize potential Application Fields9. Web-Based Technologies, Big Data, Predictive Analytics
Learning models	Seminar-type lectures, presentations, case studies
Specifics	<ul style="list-style-type: none">• 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.•
Literature	<ul style="list-style-type: none">• Corallo, Angelo: The Digital Business Ecosystem, Cheltenham [u.a.], Elgar, 2007• Brown, Alan / Thompson, Mark / Fishenden, Jerry: Digitizing Government: Understanding and Implementing New Digital Business Models (Business in the Digital Economy), Basingstoke [u.a.]; Macmillan, 2014• Gassmann, Oliver / Frankenberger, Karolin, Csik Michaela: The Business Model Navigator: 55 Models That Will Revolutionise Your Business, Harlow [u.a.], Pearson Education Limited, 2014• Kagermann, Henning / Osterle, Hubert / Jordan, John M. IT-Driven Business Models: Global Case Studies in Transformation, Hoboken (New Jersey), John Wiley & Sons; 2010.• 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





DBM 850 Digital Business Transformations (Spring) – 3 ECTS

Code	DB 850
Title	Digital Business Transformations
Semester	2
Duration	1 semester
Type (core subject / elective)	elective
Lectures	Teaching and learning methods: <ul style="list-style-type: none">• Seminar-type lectures• On-site visits
Offered	Every summer semester
Prerequisites	• Successfully completed DB 750
Language of instruction	English
ECTS credits	6
Total workload and splitting	60 hours of on-site studying 120 hours of private study 180 hours total workload
Examination and credit assignment	Final exam 120 minutes
Grade weighting in the overall grade	7.5%
Module objectives	Global studies of digital business found that maturing digital businesses are focused on integrating digital technologies, such as social, mobile, analytics and cloud, in the service of transforming how their businesses work. Less-mature digital businesses are focused on solving discrete business problems with individual digital technologies. While these insights are consistent with prior technology evolutions, what is unique to digital transformation is that risk taking is becoming a cultural norm as more digitally advanced companies seek new levels of competitive advantage. The module will enable students to master the following subjects.
Content	<p>This module provides an advanced understanding of digital drivers like big data and its relevance to transform the business world. Students will be able to recognize the potential of drivers for digital transformation and their impact on different business areas. The course will support the participants to identify new business opportunities for creating digital transformations (i.e. disruption) based on digital technology initiatives. The digital transformation management specialization gives students the appropriate framework, methods, working tools and practical examples to develop their own personal digital strategy as present or future entrepreneurs, founders and executives.</p> <p>In general, the module aims at providing a fundamental understanding of digital concepts associated with the world of digital business:</p> <p>Digital Frameworks: Ecosystem, Power of Modularity, Open Business Platform</p>





	<ul style="list-style-type: none">- Learn fundamentals of digital transformation for selected industries:<ul style="list-style-type: none">o Art (e.g. Art Communities like flickr, instagram)o Agriculture (e.g. Smart Farming like Agco Fendt, BayWa, ...)o City (e.g. Smart City like BosWash)o Education (e.g. MOOC)o Energy (e.g. Smart Energy)o Food (e.g. Sharing, Home Delivery)o Finance (e.g. Online Banking, Fintech)o Health (e.g. Monitoring, Prediction)o Manufacturing (e.g. Industry 4.0)o Media (e.g. New media formats, Second Screen)o Mobility (e.g. Autonomous Car)o Travelling (e.g. Sharing, ...)o ...- Understand technologies, methods, success strategies, disruption & game changer- Develop skills in implementing change processes for digital transformation management- Intellectual Property- Data, Information, Knowledge, Optimization, Prediction- Digital Leadership Models
Learning models	The module will alternate various pedagogical methods so as to make course both exciting and memorable for participants. Courses will be taught partly by professors from MBS, and partly by professional experts with teaching experience.
Specifics	MBS Connected Vehicle Lab with industry experts / guest lectures On-site visit of companies in digital transformation
Literature	Jung, Hans / Kraft, Patricia: Digitale Vernetzt. Transformation der Wertschöpfung. Grundlagen, Geschäftsmodelle und Fallbeispiele in ausgewählten Branchen, Hanser 2016. Uhl, Axel (eds.): Digital enterprise transformation- a business-driven approach to leveraging Innovative IT, Farnham [u.a.], Gower, 2014. Sharma, Chitra: Business Process Transformation: The Process Tangram Framework (Management for Professionals), 2. Aufl., Springer; 2015.





Course Selection Procedures

1. Please have a look at the course overviews on the next page
2. For the application procedure please download the course registration form under www.munich-business-school.de/exp-downloads
3. Don't forget to write your first and last name on the course selection form and to sign it at the end.
4. 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.
5. At Munich Business School exchange students must enroll in courses of at least 15 ECTS.
6. It is not possible to add courses from a different study program
7. Please check the pre-requisites to ensure you have the necessary background to take the course.
8. 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 for a course to take place.
9. There will be a two week "add and drop"-period at the beginning of each semester, where students can still change their course choices.
10. Once enrolled in classes, attending lectures is mandatory and students must submit assignments and write exams.
11. Not participating in exams will result in a grade FAILED.
12. Deadlines to hand in your course selection form:

Fall Semester: With your online application: **June 1st**

Spring Semester: With your online application: **October 1st**

If you hand in your course selection after the deadline your choice cannot be guaranteed.

13. The course selection form has to be sent with your application.
14. Due to German law we have to offer students the possibility to participate in repeat exams in case that an exam will be failed. However repeat exams, which are held a few months after the semester, have to be taken at Munich Business School. It is **NOT** possible to take the repeat exam at your home university. You therefore would have to travel to Germany again.
15. Please fill in the Advising Sheet on page 47 and upload it during the process of your online application.





Overview of courses - Fall Semester

For your application:

Please download the complete course registration form for the fall semester under: www.munich-business-school.de/exp-downloads

			Hrs/ semester	ECTS credits
INTERNATIONAL BUSINESS				
	IB 750	International Business and Management (*)	60	6
EXECUTIVE SKILLS				
	EXEC 751	Communication in International Business (**)	60	6
INTERNATIONAL FOCUS (choose only one course below!)				
	GEU 770	Business in Germany (strongly recommended)	30	3
	LAT 770	Business in Latin America	30	3
	APPA 770	Business in China	30	3
FOREIGN LANGUAGE (choose only one course below!)				
prerequisite: Level A1.1 I	GER A1.2 I	German GER A1.2 I	30	3
prerequisite: Level A1.2 I	GER A2.1 I	German GER A2.1 I	30	3
CORE CONCENTRATIONS (both courses can be elected)				
	FIN 750	International Financial Management	30	3
	MKT 750	International Service Marketing	30	3
ELECTIVE CONCENTRATIONS (choose only two courses below***)				
	ENTR 750	International EntrepreneurshipI: Identifying and Generating a Business Idea	30	3
	INNO 750	Corporate Strategy, Innovation & Change	30	3
	FAM 750	Understanding Family Firms	30	3
	LUX 750	Luxury Markets and Strategies	30	3
	DB 750	Digital Business Models	30	3





Overview of courses – Spring Semester

For your application:

Please download the complete course registration form for the spring semester under: www.munich-business-school.de/exp-downloads

Students who need 30 ECTS should contact the Incoming Exchange Coordinator before handing in the course registration form.

			Hrs/ semester	ECTS credits
INTERNATIONAL BUSINESS				
	IB 850	International Business Electives (choose only two courses below!)		
* For IB 850 two electives with a total workload of 6 ECTS have to be selected		1 International Business Law	30	3
		2 Process and Logistics Management	30	3
		4 International Economic Relations	30	3
		7 Communication Management	30	3
		8 Consolidated Financial Statements	30	3
		9 Management Consulting	30	3
		11 Successfactor Happiness	30	3
		13 Project Management	30	3
EXECUTIVE SKILLS				
	EXEC 851	Responsible Leadership in a Global Context (*)	60	6
INTERNATIONAL FOCUS (choose only one course below!)				
	GEU 870	Business in Germany (strongly recommended)	30	3
prerequisite: LAT 770 or equivalent course at home university	LAT 870	Doing Business in Latin America: Case Studies and Scenarios	30	3
prerequisite: APPA 770 or equivalent course at home university	APPA 870	Doing Business in China: Case Studies and Scenarios	30	3
	IB 851	Business in the USA and Canada	30	3
	IB 852	Business in Emerging Economies	30	3
FOREIGN LANGUAGE (choose only one course below!)				
prerequisite: Level A1.1 I	GER A1.2 II	German GER A 1.2 II	30	3
prerequisite: Level A2.1 I	GER A2.1 II	German GER A 2.1 II	30	3
ELECTIVE CONCENTRATIONS (choose only two courses below!)				
prerequisite: FIN 750 or equivalent course at home university	FIN 850	Corporate Finance & Portfolio Management	60	6
prerequisite: MKT 750 or equivalent course at home university	MKT 850	Integrated Corporate Communication and Relationship Marketing	60	6
prerequisite: ENTR 750 or equivalent course at home university	ENTR 850	International Entrepreneurship II: Establishing a Start-Up and Testing the Business Idea	60	6
prerequisite: INNO 750 or equivalent course at home university	INNO 850	Corporate Entrepreneurship, Global Alliances and Investments in Growth	60	6
prerequisite: FAM 750 or equivalent course at home university	FAM 850	Pan-Generational Strategy, Succession and Entrepreneurial Growth for Family Firms	60	6
prerequisite: LUX 750 or equivalent course at home university	LUX 850	Luxury Marketing and Luxury Brand Management	60	6
prerequisite: DB 750 or equivalent course at home university	DB 850	Digital Business Transformation	60	6

