



International Business & Management

Module Handbook

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1. Learning objectives¹ of the Bachelor's programme "International Business & Management" IB&M, Münster University of Applied Sciences

- I. Graduates will be able to **demonstrate and apply relevant knowledge of the key disciplines of management and international business in various real world contexts** with the help of **quantitative and qualitative methods**.
- II. Graduates are able to **identify, analyze and solve complex and ambiguous business issues** in order to find appropriate solutions.
- III. Graduates are **capable of communicating appropriate solutions**, either in their mother tongue or in the **teaching language of their destination country, both orally and in writing at Level C1** (based on the CEFR), including digital communication.
- IV. Graduates are able to **work effectively both individually and in multicultural teams based on their intercultural competence** for their focus region.
- V. Graduates will be able to **identify and diagnose issues of business ethics and sustainability** within an international business environment.
- VI. Graduates are able to **acquire, apply and critically question new knowledge independently in academic as well as in business contexts**. They are able to adapt to **changing environments**.

¹ Learning objectives are categorised based on the description of skills laid down in the *Deutscher Qualifikationsrahmen für lebenslanges Lernen* (AK DQR, 2011) and in compatibility with the *Qualifikationsrahmen für Deutsche Hochschulabschlüsse* (KMK, 2017). Social and people skills were formulated appropriately in close connection to subject expertise when drawing up the learning objectives, which is why it is not always possible to clearly separate some of the skills mentioned.

3. Study Program

1st year

1st Language: Business English/French/Spanish/Portuguese I (B2.1) [MSB.1.0001.1.P / MSB.1.0001.1.P / MSB.1.0344.0.P/]	
Examination: [MSB.1.0001.1.P / MSB.1.0001.1.P / MSB.1.0344.0.P] 1 st Language: Business Language I (B2.1)	Course No:
Recommended classification: 1 st semester	ECTS credits: 4
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	Compulsory mark: [PF]
Student support: Module leader Business Language and lecturer	Language of instruction: English/ French/ Spanish/Portuguese
Learning Outcomes	Module frequency: [WiSe]
Type and length of examination	How to register:
Teaching format	Students are able to <ul style="list-style-type: none"> understand and put into context longer written and spoken texts of intermediate difficulty with regard to study, everyday life and regional studies paraphrase general and specific economical/business related texts, orally and in writing, with correct content (albeit with linguistic deficits) present information with regard to economic and business topics coherently take active part in conversations and discussions at an intermediate level of language react adequately on cultural practices in everyday life of the target country
Teaching content	<ul style="list-style-type: none"> Written exam (90 minutes): 50 % of module grade Course-related achievement test: 30 % of module grade (homework assignments, essays, oral examinations, vocabulary tests, etc.) Presentation: 20 % of module grade Obligatory regular and active participation in the course
	<ul style="list-style-type: none"> Teaching in the form of seminars Presentations
	<ul style="list-style-type: none"> State and administration in the target country Structure of economy and society Economically and socio-culturally significant regions

	<ul style="list-style-type: none"> • Education system and higher education system • Working conditions and social system 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	B1.2 level CEF (proven in internal IB&M assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish I (B1.1)		
Examination: 1st Language: Business Spanish B1.1	Course No:	ECTS credits: 4
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: Spanish
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Module leader, Lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand standard texts (reports, descriptions, etc.), • understand key messages and important details in business correspondence, interviews and presentations, • report both orally and in writing on schooling and vocational training, everyday working practices, occupational activities and companies, • describe and give reasons for their views, actions and decisions in conversations, and discuss them, • describe simple graphics, • give presentations on products, companies and country-specific topics using media resources, • write application documents in a customary way and • write emails and simple business letters (enquiries, company certificates, etc.). 	
Type and length of examination	<ul style="list-style-type: none"> • Written examination (90 minutes): 50 % of module grade • Oral examination (presentation): 20% of module grade • Course-related achievement test: 30 % of module grade (homework assignments, etc.) • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Education and careers: personal introductions, the school system, apprenticeship trades, occupational activities, weekly timetables • Business contacts: manners and forms of address; telephone conversations, short interviews, company certificates • All kinds of products: devices and accessories, properties, materials, packaging, product descriptions • profile of consumers: consumer habits, advertising campaigns • Business trajectory: history of the company, taking stock, commenting on graphs • Trade fairs: preparations for a trade fair, expressing quantities, planning a trade fair 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student:	60 h 30 h

	Total:	90 h
Requirements with regard to content	A2.2 level Spanish language skills (proven in internal IB&M assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish I (B1.2)		
Examination: 1st Language: Business Spanish B1.2	Course No:	ECTS credits: 4
Recommended classification: 1st Semester	Compulsory mark: [PF]	Language of instruction: Spanish
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Module leader, Lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand key messages and important details in company reports, product descriptions and presentations, • report both orally and in writing on their work situation and activities, company location and place of residence, • hold telephone conversations and short interviews, • substantiate their own opinions, actions and decisions in conversations, and discuss them, • give linguistically largely correct presentations on products, companies and country-specific topics using media resources, • take notes at meetings and write short reports about business activities and developments using graphics, • write emails and simple business letters 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (, homework assignments, oral examinations, grammar / vocabulary tests, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Location and place of residence: site profiles of important industrial cities, company descriptions, descriptions of place of residence and how they live • Buying and selling, placing and confirmation of orders, acknowledgement of receipt, payment processing and complaints • Working hours and ways to work: shift work, commuting between home and the workplace, reports about their own work situation 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	B1.1 level Spanish language skills (proven in internal IB&M assessment test)	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	Information will be given during the course

1st Language: Business Chinese I (A1.1) [MSB.1.0001.6.P]		
Examination: 1 st Language:Business Chinese I [MSB.1.0001.6.P]	Course No:	ECTS credits: 4
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: Chinese, German
Module Leader: Jennifer Burkart, M.A.	Module frequency: [WiSe]	How to register:
Student support: Lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand slowly spoken questions and simply worded instructions, and respond to them briefly, • formulate everyday requests and respond to them, • ask and respond to short simple questions about themselves, leisure activities, studies and Jobs, • understand and express numbers, currency, times, days, weeks, months and years, • enter information about themselves on forms, 	
Type and length of examination	<ul style="list-style-type: none"> • Oral examination: 30% of the module grade • Vocabulary tests: 20% of the module grade • Examination: (50 minutes) 50% of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars 	
Teaching content	<ul style="list-style-type: none"> • Greetings and introductions: information about one's name, • Introductions: information about jobs, language, country, origin. • Numbers, currency, times, days, months and years, make appointments and oral statements. 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	None	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Lóng neu A1–A2. Chinesisch für Anfänger. Author: Hui Weber. Klett-Sprachen, 2015. Course book + practice file	

2nd Language: Business French / Spanish A1.1		
Examination: 2 nd Language: Business French / Spanish A 1.1 []	Course No:	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: French
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand slowly spoken questions and simply worded instructions, and respond to them briefly, • formulate everyday requests and respond to them, • glean the relevant information from short written and oral statements, • ask and respond to short simple questions about themselves, the family, leisure activities, studies, careers and jobs, • understand and express numbers, prices and times, • give and ask information about eating habits, • enter information about themselves on forms, • make appointments by email or letter and write simple messages about everyday life and the world of work. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, oral examinations, vocabulary / grammar tests, etc.) • Oral exam: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars 	
Teaching content	<ul style="list-style-type: none"> • Greetings and introductions: information about one's name, age, family, language, country, job, hobbies, numbers • First contacts in the workplace and at university: naming of office furniture and equipment and departments, hobbies, leisure activities and days of the week • Getting around in the city. Reservation of hotel rooms, naming of problems with the hotel room, finding one's way around the city, expression of the time of day and the time, • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits. 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h

Requirements with regard to content	None
Formal requirements	Obligatory regular and active participation in the course
Recommended reading	<p>French : Quartier d'affaires débutant (A1). Français professionnel. Authors: Delphine Jegou; Mari Paz Rosillo. Klett-Sprachen, 2017. Livre de l'élève; Cahier d'activités.</p> <p>Spanish : Meta Profesional A1-A2. Spanisch für den Beruf. Klett-Verlag, 2014. Course + Practice Book. Units 1-4.</p>

2nd Language: Business Chinese A 1.1 []		
Examination: 2 nd Language: Business Chinese A 1.1	Course No:	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: Chinese, German
Module Leader: Jennifer Burkart, MA	Module frequency: [WiSe]	How to register:
Student support: Lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand slowly spoken questions and simply worded instructions, and respond to them briefly, • formulate everyday requests and respond to them, • ask and respond to short simple questions about themselves, leisure activities, studies and Jobs, • understand and express numbers, currency, times, days, weeks, months and years, • enter information about themselves on forms, 	
Type and length of examination	<ul style="list-style-type: none"> • Oral examination: 30% of the module grade • Vocabulary tests: 40% of the module grade • Examination (30 minutes): 30% of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars 	
Teaching content	<ul style="list-style-type: none"> • Greetings and introductions: information about one's name, • Introductions: information about jobs, language, country, origin. • Numbers, currency, times, days, months and years, make appointments and oral statements 	
Workload	Face-to-face instruction: 4 hrs/wk per semester:	60 h
	Preparatory and follow-up work by student:	30 h
	Total:	90 h
Requirements with regard to content	None	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Lóng neu A1–A2. Chinesisch für Anfänger. Autor.: Hui Weber. Klett-Sprachen, 2015. Course book + practice file	

2nd Language: Business French / Spanish A2.1 []		
Examination: [] 2 nd Language: Business French / Spanish A2.1	Course No:	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: French
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand simple information concerning work and persons • understand the main points of short, simple and precise messages and announcements • understand simple letters and emails (appointments, invitations) • take the main information from simple texts • order in restaurants • express wishes and criticism in simple words and ask for recommendations • answer and transfer simple phone calls at the workspace • introduce oneself in a text (education, professional experience and knowledge) • write short texts about organisations, persons, items 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, etc.) • Oral exam: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Business lunch: In the restaurant • Conversation: Childhood and youth, everyday experiences, holidays, future plans • Conversation: daily work routine and working conditions • Presenting professional profile and areas of activity • Presentation of companies, business activities, and products • Directions • On the phone: providing and requesting information, leaving a message • Doing bank transactions 	
Workload	Face-to-face instruction: 4 hrs/wk per semester:	45 h
	Preparatory and follow-up work by student:	45 h
	Total:	90 h

Requirements with regard to content	A1 level French language skills (proven in internal IB&M assessment test)
Formal requirements	Obligatory regular and active participation in the course
Recommended reading	<p>French : Quartier d'affaires 1 (A2). Français professionnel et des affaires. Authors: M. Paz Rosillo, P. Macotta, M. Demaret. Klett-Sprachen, 2013. Livre de l'élève; Cahier d'activités</p> <p>Spanish : Meta profesional A1-A2. Spanisch für den Beruf. Klett-Verlag, 2014. Course and Practice Book.</p>

2nd Language: Business French / Spanish B1.1		
Examination: [2 nd Language: Business French/ Spanish B 1.1	Course No:	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: French
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand standard texts (reports, descriptions, etc.), • understand key messages and important details in business correspondence, interviews and presentations, • report both orally and in writing on schooling and vocational training, everyday working practices, occupational activities and companies, • describe and give reasons for their views, actions and decisions in conversations, and discuss them, • describe simple graphics, • give presentations on products, companies and country-specific topics using media resources, • write application documents in a customary way and • write emails and simple business letters (enquiries, company certificates, etc.). 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Oral exam (presentation): 20% of module grade • Course-related achievement test: 30 % of module grade (homework assignments, etc.) • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Education and careers: personal introductions, the school system, apprenticeship trades, occupational activities, weekly timetables • Earning and spending money: incomes and salaries, subsistence and consumer spending; customer consultation at the bank; job applications • Business contacts: manners and forms of address; telephone conversations, short interviews, company certificates • All kinds of products: devices and accessories, properties, materials, packaging, product descriptions 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h

Requirements with regard to content	A2.2 level French / Spanish language skills (proven in internal IB&M assessment test)
Formal requirements	Obligatory regular and active participation in the course
Recommended reading	<p>French : Quartier d'affaires 2 (B1). Français professionnel et des affaires. Authors: D. Jegou, M. Paz Rosillo. Klett-Sprachen, 2014. Livre de l'élève; Cahier d'activités</p> <p>Spanish : Meta profesional B1. Spanisch für den Beruf. Klett-Verlag, 2015. Course and Practice Book.</p>

2nd Language: Business English/French/Spanish (B2.1)		
Examination: 2 nd Language: Business Language I (B2.1)	Course No:	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: English/ French/ Spanish
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	Module frequency: [WiSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand and put into context longer written and spoken texts of intermediate difficulty with regard to study, everyday life and regional studies • paraphrase general and specific economical/business related texts, orally and in writing, with correct content (albeit with linguistic deficits) • present information with regard to economic and business topics coherently • take active part in conversations and discussions at an intermediate level of language • react adequately on cultural practices in everyday life of the target country 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (homework assignments, essays, oral examinations, vocabulary tests, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • State and administration in the target country • Structure of economy and society • Economically and socio-culturally significant regions • Education system and higher education system • Working conditions and social system 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	B1.2 level CEF (proven in internal IB&M assessment test)	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	Information will be given during the course

2nd Language: Business English/French/ Spanish (B2.2)		
Examination: 2 nd Language: English / French / Spanish(B2.2)	Course No: 429601	ECTS credits: 3
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: English/French/Spanish/
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	Module frequency: [SoSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Comprehend lectures in general context and understand the significant details, • Describe issues of diverse topics orally and in writing, well structured, and in doing so, they use a complex sentence structure and specialist vocabulary, • Justify and defend own positions in discussions using relevant explanations and comments, • Build a logical argumentation, thereby emphasize significant points in an adequate manner and mention supporting details, • Structure a presentation logically using visual tools and present it nearly without notes. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral exam, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Business forms and legal forms • Corporate culture • Corporate structure und functions • Planning and implementation of a business project 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	2 nd Business Language has been completed successfully (B 2.1)	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Information will be given during the course
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Legal Frameworks and Accounting (Rechtliche Rahmenbedingungen und Buchführung) [MSB.1.0235.0.P]		
Examination: [MSB.1.0235.0.P] Legal Frameworks and Accounting	Course No:	ECTS credits: 6
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Ronny Gebhardt, Prof. Dr. Christoph Buchmüller, Prof. Dr. Isabel von Keitz, Prof. Dr. Olaf Tanto		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • know the key factors of influence that determine of private individuals' tax burdens, • are able to resolve basic taxation problems independently by applying the expertise gained, • are able to prepare a simple tax return, including taxable net income, • understand the importance of business accounting in general and bookkeeping in particular, and are able to get to grips with technical terms properly, • are able to describe the components of annual financial statements and their content, • are able to enter transactions correctly and to describe the effects they have on balance sheets, profit and loss accounts, and liquid assets, • know and understand general legal foundations and the foundations of contract law concerning the sale of goods and are able to evaluate the legislation concerned, • are able to reiterate, classify and explain the knowledge acquired, • are capable of applying the knowledge gained to real facts from business practice using the relevant laws (subsumption), • analyse cases by identifying legally relevant issues, elaborate them, assess them from a legal perspective, deliver a solution and justify this solution using appropriate arguments. 	
Type and length of examination	Written exan (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Taxation part: Teaching in the form of seminars • Law part: Teaching in the form of seminars, case work in small groups • Bookkeeping and Accounting part: Blended learning, i.e. independent processing of a web-based learning module (ILIAS platform) and teaching in the form of seminars supplemented by tutorials 	

Teaching content	<ul style="list-style-type: none"> • Taxation part: Fundamentals of the taxation of private individuals in due consideration of procedural law and income tax law • Law part: Foundations of legal transactions (German Civil Code (BGB) and the German Commercial Code (HGB)), contractual obligations • Bookkeeping and Accounting part: Foundations of accounting, the organisation of bookkeeping, the technique of bookkeeping, entering selected transactions, the effects of transactions on annual financial statements 	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 90 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	<p>Bornhofen: Steuerlehre 2, Gabler Verlag, neueste Auflage</p> <p>Friebel/ Rick/ Schneider/ Schoor: Fallsammlung Einkommensteuer, nwb-Verlag, neueste Auflage</p> <p>Schäfer-Kunz: Buchführung und Jahresabschluss, Schäffer-Poeschel, neueste Auflage</p> <p>Berens, Engel (Hrsg.): nwb Textausgabe, Wichtige Wirtschaftsgesetze für Bachelor Band 1, Aktuelle Auflage</p> <p>Mehring, Jos: Grundlagen des Wirtschaftsprivatrechts, Vahlen, Aktuelle Auflage</p> <p>Baetge/ Kirsch/ Thiele, Bilanzen, IDW-Verlag, neueste Auflage</p>	

Management Processes (Management Processes) [MSB.1.0180.0.P]		
Examination: [MSB.1.0180.0.P] Management Processes	Course No:	ECTS credits: 8
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: English
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Thomas Jansen, Prof. Dr. Marcus Laumann, Prof. Dr. Jürgen Nonhoff		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to describe the goal setting process and a generic management process, • are able to reflect on goals and tools of socially responsible management focusing on ethics and sustainability, • use selected analytical tools and work out and discuss corporate ESG objectives from primary materials for existing companies in a differentiated manner, • are able to explain the relationship between strategy and organisation as well as key terms and theories of organisation theory, • are able to analyse simple processes, and model and optimise them in BPMN 2.0, • know the key challenges of organisational design, and are able to explain the different types of organisational structures and their advantages and disadvantages, • are able to describe the tasks and basic problems arising in human resources management, and discuss them related to structural problems in companies, • are able to create PowerPoint presentations; present them in a structured manner; and give fellow-students feedback, • are able to prepare calculations using spreadsheets and assess data in a flexible manner, for example, by applying complex functions (such as SVERWEIS; frequency, target-value search) and by filter functions and pivot tables, • learn how to prepare tables of content, subject indices and bibliographies for academic texts using word-processing programmes, • learn how to apply fundamental constructs of programming (loops and branching) using self-created programmes. 	
Type and length of examination	<p>Written exam (80 mins): 50% of module grade Group presentation: 50% of module grade</p>	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case studies/exercises • Presentation by students including feedback 	

Teaching content	<ul style="list-style-type: none"> • Company objectives • Business management process • Environment, goals and tools of socially responsible management • Strategy and organisation • Organisation theory and organisational design • Organisational structure • Process organisation • Tasks and foundations of human resources management • Presentation techniques • Word processing and spreadsheets • Development of programs 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 120 h 240 h
Requirements with regard to content	none	
Formal requirements	Proof of academic achievement in accordance with § 17 of the General Part of the Examination Regulations for the Bachelor and Master Degrees at the University of Applied Sciences (AT PO)	
Recommended reading	Jones, Gareth: Organizational Theory, Design und Change, current edition Robbins, S. u. a.: Organizational Behavior Robbins/ Coulter: Management, current edition Molthan-Hill, P.:The Business Student´s Guide to Sustainable Management	

Mathematics (Mathematik) [MSB.1.0185.0.P]		
Examination: [MSB.1.0185.0.P] Mathematics	Course No:	ECTS credits: 6
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Michael Bucker	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Michael Bucker		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • know the foundations of linear algebra and are able to solve economic issues in connection with systems of linear equations and simple linear optimisation tasks, • are familiar with sequences and series of numbers and are able to use them in economic issues (Financial Mathematics), • know how to use functions (curve sketching) and are aware of important economic applications (such as cost, revenue, profit and price sales function and elasticities), • are able to formulate and resolve relevant economic optimisation tasks using differential calculus with one or several variables, with and without constraints, • grasp integral calculus as a basis of calculating probabilities and statistics as well as key economic applications. 	
Type and length of examination	Written exam (60 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars, exercises • Activating teaching methods (tutorials) 	
Teaching content	<ul style="list-style-type: none"> • Classroom teaching including accompanying exercises • Activating elements of teaching (tutorials) • Mathematical foundations (logic, set theory, inequalities) • Linear algebra (vector space, algebra of matrices, linear systems of equations and inequations), • Sequences, series and limits • Functions (with economic applications) • Differential calculus of functions with one variable • Integral calculus • Differential calculus of functions with several variables 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Basic knowledge of school mathematics	
Formal requirements	none	
Recommended reading	Rade/ Westergren: Springer's Mathematische Formeln, Springer-Verlag	

	<p>Garus, Westerheide: Differential- und Integralrechnung, Hanser Verlag</p> <p>Nollau: Mathematik für Wirtschaftswissenschaftler, Vieweg + Teubner</p> <p>Peters: Wirtschaftsmathematik, Verlag Kohlhammer, mit: Akkerboom, Peters: Wirtschaftsmathematik – Übungsbuch</p> <p>Salomon/ Poguntke: Wirtschaftsmathematik, Fortis Verlag</p>
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Microeconomics (Mikroökonomie) [MSB.1.0190.0.P]		
Examination: [MSB.1.0190.0.P] Microeconomics	Course No:	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Manuel Rupperecht	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Manuel Rupperecht, Dr. Oliver Fohrmann		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand and apply the key terms and methods of microeconomics, • understand how competitive markets and other types of market work, and predict changes in prices and sales volumes due to exogenous and endogenous effects, • understand and apply economic decision-making by both manufacturers and consumers, • understand and apply the balance between the objectives of economic efficiency and social justice. 	
Type and length of examination	Written exam (60 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Exercises • Group work 	
Teaching content	<ul style="list-style-type: none"> • Foundations of microeconomics. 	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	30 h 60 h 90 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Mankiw, G.: Grundzüge der Volkswirtschaftslehre, aktuelle Auflage	

1st Language: Business English/French/ Spanish/Portuguese II (B2.2) [MSB.1.0002.1.P / MSB.1.0002.2.P / MSB.1.0002.3.P/]		
Examination: [MSB.1.0002.1.P / MSB.1.0002.2.P / MSB.1.0002.3.P] 1 st Language: Business Language II (B2.2)	Course No: 429601	ECTS credits: 4
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: English/French/Spanish/Portuguese
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	Module frequency: [SoSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Comprehend lectures in general context and understand the significant details, • Describe issues of diverse topics orally and in writing, well structured, and in doing so, they use a complex sentence structure and specialist vocabulary, • Justify and defend own positions in discussions using relevant explanations and comments, • Build a logical argumentation, thereby emphasize significant points in an adequate manner and mention supporting details, • Structure a presentation logically using visual tools and present it nearly without notes. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral exam, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Business forms and legal forms • Corporate culture • Corporate structure und functions • Planning and implementation of a business project 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language I has been completed successfully (B 2.1)	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	Information will be given during the course

1st Language: Business Spanish II (B1.2)		
Examination: 1st Language: Business Spanish B1.2	Course No:	ECTS credits: 4
Recommended classification: 2 nd Semester	Compulsory mark: [PF]	Language of instruction: Spanish
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: [SoSe]	How to register:
Student support: Module leader, Lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand key messages and important details in company reports, product descriptions and presentations, • report both orally and in writing on their work situation and activities, company location and place of residence, • hold telephone conversations and short interviews, • substantiate their own opinions, actions and decisions in conversations, and discuss them, • give linguistically largely correct presentations on products, companies and country-specific topics using media resources, • take notes at meetings and write short reports about business activities and developments using graphics, • write emails and simple business letters 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral examinations, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Location and place of residence: site profiles of important industrial cities, company descriptions, descriptions of place of residence and how they live • Buying and selling: placing and confirmation of orders, acknowledgement of receipt, payment processing and complaints • Working hours and ways to work: shift work, commuting between home and the workplace, reports about their own work situation 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business Spanish B1.1 has been completed successfully.	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Information will be given during the course
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1st Language: Business Spanish II (B2.1)		
Examination: [1 st Language: Business Language II (B2.1)]	Course No:	ECTS credits: 4
Recommended classification: 2nd Semester	Compulsory mark: [PF]	Language of instruction: Spanish
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand and put into context longer written and spoken texts of intermediate difficulty with regard to study, everyday life and regional studies • paraphrase general and specific economical/business related texts, orally and in writing, with correct content (albeit with linguistic deficits) • present information with regard to economic and business topics coherently • take active part in conversations and discussions at an intermediate level of language • react adequately on cultural practices in everyday life of the target country 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (homework assignments, oral examinations, vocabulary tests, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • State and administration in the target country • Structure of economy and society • Economically and socio-culturally significant regions • Education system and higher education system • Working conditions and social system 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language I has been completed successfully (B 1.2)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Chinese II (A1.2) [1.0002.6.P]		
Examination: 1 st Language: Business Chinese II [1.0002.6.P]	Course No:	ECTS credits: 4
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: Chinese, German
Module Leader: Jennifer Burkart, M.A.	Module frequency: [SoSe]	How to register:
Student support: Lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • glean the relevant information from simple conversations and texts, • formulate and respond appropriately to everyday questions and requests, • formulate greetings and apologies, and accept and refuse invitations, • formulate greetings and apologies, and accept and refuse invitations, • write simple texts about themselves, • describe everyday daily routines, university life, reporting also about the past, • write simple emails (hotel reservations, confirmations of appointments). 	
Type and length of examination	<ul style="list-style-type: none"> • Oral examination: 30% of the module grade • Vocabulary tests: 20% of the module grade • Examination: (50 minutes) 50% of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars 	
Teaching content	<ul style="list-style-type: none"> • Introductions: information about family, age, jobs and hobbies. • Travel: information about directions, modes of transport items, getting around in the city, reservation of hotel rooms. • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits. 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Chinese I has been completed successfully (A1.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Lóng neu A1–A2. Chinesisch für Anfänger. Autor: Hui Weber. Klett-Sprachen, 2015. Course book + practice file	

2nd Language: Business French/Spanish A 1.2		
Examination: 2 nd Language: Business French/Spanish A1.2	Course No:	ECTS credits: 3
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: French
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	Module frequency: [SoSe]	How to register:
Student support: Lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • glean the relevant information from simple conversations and texts, • exchange simply worded information about directions, modes of transport and accommodation in face-to-face conversations and on the phone, • make and cancel appointments, • formulate and respond appropriately to everyday questions and requests, • formulate greetings and apologies, and accept and refuse invitations • write simple texts about themselves and the world of work, • describe everyday daily routines, university life and professional life, reporting also about the past and • write simple emails (hotel reservations, confirmations of appointments, invitations, etc.). 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, etc.) • Oral exam: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Daily routines and everyday general and workplace activities • Travel: the weather, seasons and months; modes of transport, items of clothing and colours • Housing: apartments, residential areas and furniture; housing advertisements and house rules • Encounters and events: greetings and invitations; parts of the body and diseases, advice on health; easy news broadcasts 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business French / Spanish has been completed successfully (A1.1)	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	<p>French : Quartier d'affaires débutant (A1). Français professionnel. Authors: D. Jegou, M. Paz Rosillo. Klett-Sprachen, 2017. Livre de l'élève; Cahier d'activités</p> <p>Spanish : Meta profesional A1-A2. Spanisch für den Beruf. Klett-Verlag, 2014. Course and Practice Book.</p>

2nd Language: Business Chinese A1.2 []		
Examination: 2 nd Language: Business Chinese A 1.2	Course No:	ECTS credits: 3
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: Chinese, German
Module Leader: Jennifer Burkart, MA	Module frequency: [SoSe]	How to register:
Student support: Lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • glean the relevant information from simple conversations and texts, • formulate and respond appropriately to everyday questions and requests, • formulate greetings and apologies, and accept and refuse invitations, • formulate greetings and apologies, and accept and refuse invitations, • write simple texts about themselves, • describe everyday daily routines, university life, reporting also about the past, • write simple emails (hotel reservations, confirmations of appointments). 	
Type and length of examination	<ul style="list-style-type: none"> • Oral examination: 30% of the module grade • Vocabulary tests: 40% of the module grade • Examination: (30 minutes) 30% of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars 	
Teaching content	<ul style="list-style-type: none"> • Introductions: information about family, age, jobs and hobbies. • Travel: information about directions, modes of transport items, getting around in the city, reservation of hotel rooms. • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits. 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business Chinese A1.1 has been completed successfully.	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Lóng neu A1–A2. Chinesisch für Anfänger. Autor: Hui Weber. Klett-Sprachen, 2015. Course book + practice file	

2nd Language: Business French / Spanish A2.2		
Examination: [] 2 nd Language: Business French /Spanish A 2.2	Course No:	ECTS credits: 3
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: French/Spanish
Module Leader: Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	Module frequency: [SoSe]	How to register:
Student support: Lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • welcome colleagues and customers, to use polite phrases, to conduct a conversation • understand information about internal and standard everyday products and services • inform others about planning, framework and project status by using simple language • speak about services and properties of commodities (Computer, Phone) • make proposals, to give advice and recommendations, to frame working instructions • draft simple reports on companies, projects, business situation, processes • write business emails ((information) request, complaints) by using simple and formal language 	
Type and length of examination	<ul style="list-style-type: none"> • Written examination (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (homework assignments, etc.) • Oral examination: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Communication in meetings: agenda, project meeting, discussion of risks and opportunities • Product presentation and manuals • Business correspondence • Business trips: preparation and follow-up • Product marketing 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business French/Spanish A2.1 has been completed successfully.	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	<p>French : Quartier d'affaires 1 (A2). Français professionnel et des affaires. Authors : M. Paz Rosillo, P. Macotta, M. Demaret. Klett-Sprachen, 2013. Livre de l'élève; Cahier d'activités</p> <p>Spanish : Meta profesional A1-A2. Spanisch für den Beruf. Klett-Verlag, 2014. Course and Practice Book.</p>
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2nd Language: Business French / Spanish B 1.2		
Examination: [2 nd Language: Business French / Spanish B 1.2]	Course No:	ECTS credits: 3
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: French /Spanish
Module Leader: Cathrin Ruppe, M.A. Claudia de Bornstedt, M.A.	Module frequency: [SoSe]	How to register:
Student support: Lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand key messages and important details in company reports, product descriptions and presentations, • report both orally and in writing on their work situation and activities, company location and place of residence, • hold telephone conversations and short interviews, • substantiate their own opinions, actions and decisions in conversations, and discuss them, • give linguistically largely correct presentations on products, companies and country-specific topics using media resources, • take notes at meetings and write short reports about business activities and developments using graphics, • write emails and simple business letters 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Oral exam (presentation): 20% of module grade • Course-related achievement test: 30 % of module grade (homework assignments, etc.) • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Location and place of residence: site profiles of important industrial cities, company descriptions, descriptions of place of residence and how they live • Buying and selling: placing and confirmation of orders, acknowledgement of receipt, payment processing and complaints • Working hours and ways to work: shift work, commuting between home and the workplace, reports about their own work situation 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 30 h 90 h
Requirements with regard to content	Business Spanish/French B1.1 has been completed successfully.	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	<p>French : Quartier d'affaires 2 (B1). Français professionnel et des affaires. Authors: D. Jegou, M. Paz Rosillo. Klett-Sprachen, 2014. Livre de l'élève; Cahier d'activités.</p> <p>Spanish : Meta profesional B1. Spanisch für den Beruf. Klett-Verlag, 2015. Course and Practice Book.</p>
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Financial Business Administration (Finanzwirtschaftliche BWL) [MSB.1.0119.0.P]		
Examination: [MSB.1.0119.0.P] Financial Business Administration	Course No:	ECTS credits: 6
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: German, English
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: [SoSe]	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Ronny Gebhardt, Prof. Dr. Klaus Schulte		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • are able to select methods of static and dynamic investment accounting and use them to prepare decisions on individual or competing projects, • are capable of identifying the significance and paths of internal financing, and of assessing external financing instruments using equity capital, • know the key recognition, measurement and disclosure regulations for significant balance sheet items of the German Commercial Code (HGB) and International Financial Reporting Standards (IFRS), including the key implicit and explicit accounting options; are able to trace their deviating definition back to the objectives pursued in the respective accounting system; and are capable of applying these rules to specific accounting issues, • are able to explain the functions, requirements to prepare financial statements in accordance with HGB and IFRS, and content of the notes to the financial statement, the management report, the statement of changes in equity and the cash flow statement, • are able to identify ESG issues in investment decisions, • know the terms and understand the interrelations of the underlying standards of actual cost accounting, • are able to portray the fundamental operational structures in standard cost accounting models,. 	
Type and length of examination	Written exam (105 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Blended learning (investment and finance) • Learning team coaching/case studies 	
Teaching content	<ul style="list-style-type: none"> • Investment decisions under certainty and an introduction to handling uncertainty • Internal financing and selected external financing instruments • Addressees and objectives of annual financial statements 	

	<ul style="list-style-type: none"> • Recognition, measurement and disclosure regulations according to HGB and IFRS • Notes to the financial statement, the management report, the statement of changes in equity and the cash flow statement • Cost-type accounting with actual costs; examination of the most important cost types • Cost centre accounting, including internal cost allocation • Cost unit accounting: all costing procedures • Cost splitting and costing on the basis of variable costs • Short-term decision accounting and multi-stage direct costing 						
Workload	<table border="1"> <tr> <td>Face-to-face instruction: 6 hrs/wk per semester:</td> <td>90 h</td> </tr> <tr> <td>Preparatory and follow-up work by student:</td> <td>90 h</td> </tr> <tr> <td>Total:</td> <td>180 h</td> </tr> </table>	Face-to-face instruction: 6 hrs/wk per semester:	90 h	Preparatory and follow-up work by student:	90 h	Total:	180 h
Face-to-face instruction: 6 hrs/wk per semester:	90 h						
Preparatory and follow-up work by student:	90 h						
Total:	180 h						
Requirements with regard to content	Foundations of bookkeeping						
Formal requirements	none						
Recommended reading	<p>Brealy/Myers/Allen: Principles of Corporate Finance, latest ed., McGraw-Hill</p> <p>Perridon/ Steiner/ Rathgeber: Finanzwirtschaft der Unternehmung, neueste Aufl., Vahlen</p> <p>Zantow/ Dinauer: Finanzwirtschaft des Unternehmens: Die Grundlagen des modernen Finanzmanagements, neueste Auflage, Pearson Studium</p> <p>Baetge, Jörg/ Kirsch, Hans-Jürgen/ Thiele, Stefan: Bilanzen, neueste Auflage, Düsseldorf</p> <p>Buchholz, Rainer: Grundzüge des Jahresabschlusses nach HGB und IFRS, neueste Auflage, München</p> <p>Coenenberg, Adolf Gerhard/ Haller, Axel/ Schultze, Wolfgang: Jahresabschluss und Jahresabschlussanalyse, neueste Auflage, Stuttgart</p> <p>Pellens, Bernhard/ Fülbier, R. U./ Gassen, J. /Sellhorn, Th.: Internationale Rechnungslegung, neueste Auflage, Stuttgart</p> <p>Jossé, G.: Basiswissen Kostenrechnung, München 2011 (oder neuere Auflage)</p>						

Primary Business Processes (Betriebswirtschaftliche Primärprozesse) [MSB.1.0065.0.P]		
Examination: [MSB.1.0065.0.P] Primary Business Processes	Course No:	ECTS credits: 6
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Christiane Fühner	Module frequency: [SoSe]	How to register:
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Wolfgang Buchholz, Prof. Dr. Michael Dirksen, Prof. Dr. Carsten Feldmann, Prof. Dr. Bert Kiel, Prof. Dr. Roland Multhaupt, Prof. Dr. Ralf Schengber, Prof. Dr. Franz Vallée, Prof. Dr. Christiane Fühner		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the individual tasks in the different parts of the corporate value creation chain (procurement, production and marketing), including the tools used and the logistical implications, • are able to derive material requirements, schedule them and calculate order quantities, • are able to determine the production programme, schedule it, split it into internal batches, determine intensities and operating times for machines, and schedule internal orders, • know the fundamentals of marketing and the four traditional tools in the marketing mix (product, price, communication and distribution policy). 	
Type and length of examination	Written exam (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures and teaching in the form of seminars • Independent processing of tasks and subsequent presentation of work results 	
Teaching content	<ul style="list-style-type: none"> • Procurement, production and logistics (analysis of range of materials, material requirement and order quantity planning, storage of materials, production programme planning, scheduling production, production distribution planning, size of order planning, operational scheduling) • Foundations of marketing (market-oriented corporate management, marketing management process, information procurement, product, contracting, communication and distribution policy) 	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 90 h 180 h
Requirements with regard to content	none	
Formal requirements	none	

Recommended reading	<p>Adam, D.: Produktionsmanagement, 9. Auflage, Wiesbaden 1998</p> <p>Corsten, H./ Gössinger, R.: Produktionswirtschaft, aktuelle Auflage, München</p> <p>Meffert, H./ Burmann, C./ Kirchgeorg, M.: Marketing, Grundlagen marktorientierter Unternehmensführung, aktuelle Auflage, Wiesbaden</p> <p>Wannenwetsch, H.: Integrierte Materialwirtschaft und Logistik, aktuelle Auflage, Berlin, Heidelberg, New York</p>
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Statistics and Financial Mathematics (Statistik und Finanzmathematik) [MSB.1.0255.0.P]		
Examination: [MSB.1.0255.0.P] Statistics and Financial Mathematics	Course No:	ECTS credits: 6
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Michael Bucker	Module frequency: [SoSe]	How to register:
Student support: Prof. Dr. Michael Bucker, Prof. Dr. Ulrich Balz		
Learning Outcomes	<p>Students are able</p> <ul style="list-style-type: none"> to grasp the standard methods of data evaluation and data description (descriptive statistics) and to understand their selection and application, to use the basic methods of inferential statistics, independently carry out the practical application of basic statistical methods on the basis of existing data by using established software (IBM SPSS), comprehend and assess the quality of results obtained by non-independent statistical investigations. 	
Type and length of examination	Written exam (105 mins)	
Teaching format	<ul style="list-style-type: none"> Lectures with integrated exercises Tutorials (voluntary participation), intended as learning support to consolidate lecture content and to create the basis for exercises 	
Teaching content	<p>Descriptive statistics</p> <ul style="list-style-type: none"> Statistical characteristics and statistical distributions Indicators of a sample Measures of association <p>Interferential statistics</p> <ul style="list-style-type: none"> Foundations of the calculation of probabilities Random variable and probability distributions Statistical estimation techniques Statistical testing procedures/ univariate, bivariate and multivariate hypothesis testing <p>The statistics software IBM SPSS is used throughout the course to illustrate content using data analysis.</p>	
Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	75 h 105 h 180 h
Requirements with regard to content	Foundations in Mathematics are recommended	

Formal requirements	none
Recommended reading	Kurzhals, R.: Schnellkurs Statistik, aktuelle Auflage, Wiley Verlag Kruschwitz, Lutz: Finanzmathematik, aktuelle Auflage, De Gruyter

Macroeconomics (Makroökonomie) [MSB.1.0178.0.P]		
Examination: [MSB.1.0178.0.P] Macroeconomics	Course No:	ECTS credits: 5
Recommended classification: 2 nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Jürgen Reckwerth	Module frequency: [SoSe]	How to register:
Student support: Prof. Dr. Jürgen Reckwerth		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • explain and apply the key terms and methods of macroeconomics • explain fundamental macroeconomic interrelations and their significance for companies. In this respect, macroeconomic interrelations refer to: <ul style="list-style-type: none"> ○ Economic performance, its long-term development and short-term fluctuations ○ The monetary sector and labour markets ○ International economic relations • apply the models taught in lectures to issues and critically assess the results. 	
Type and length of examination	Written exam (75 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Exercises • Group work 	
Teaching content	<ul style="list-style-type: none"> • Foundations of macroeconomics. 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 90 h 150 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Mankiw, G.: Makroökonomie, aktuelle Auflage Mankiw, G.: Grundzüge der Volkswirtschaftslehre, aktuelle Auflage	

Regional Studies Latin America I (Regionalstudien Lateinamerikas I) [MSB.1.0237.0.P]		
Examination: [MSB.1.0237.0.P] Regional Studies Latin America I	Course No:	ECTS credits: 3
Recommended classification: 1 st semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Martina Ratermann	Module frequency: WiSe	How to register:
Student support: Dr. Frank Zirkl, Claudia Umanzor		
Learning Outcomes	Students <ul style="list-style-type: none"> • are able to analyse interdependencies between the geographical, historical, political, environmental and current socio-cultural conditions in Latin America, • are able to analyse the challenges of a cultural, political and economic nature, particularly in the target regions of the programme and at the partner universities, and to adapt accordingly. • are able to academically prepare and present results both independently and in a team in a manner suited to the target group. 	
Type and length of examination	Presentation 50 % Term paper 50 % of the module grade	
Teaching format	<ul style="list-style-type: none"> • Seminar • Practical exercises 	
Teaching content	<ul style="list-style-type: none"> • Development characteristics of Latin America • Physical geographical and human geographical foundations • Demographic and social science aspects • Analysis of the economic/economic geographic situation • Urbanisation process and current urbanisation tendencies • Human-environment relations in Latin America • Intercultural experiences of students in Latin America 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	40 h 50 h 90 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Maihold, G.; Sangmeister, H.; Werz, N. (Hrsg.) (2019): Lateinamerika. Handbuch für Wissenschaft und Studium. Baden Baden Peters, S. et al (Hrsg.) (2021): Krisenklima. Umweltkonflikte aus lateinamerikanischer Perspektive. Baden Baden	

	Werz, N. (2020): Lateinamerika: Geschichte und Gegenwart. Stuttgart
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Regional Studies Latin America II (Regionalstudien Lateinamerikas II) [MSB.1.0238.0.P]		
Examination: [MSB.1.0238.0.P] Regional Studies Latin America II	Course No:	ECTS credits: 3
Recommended classification: 2nd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Martina Ratermann	Module frequency: WiSe/SoSe	How to register:
Student support: Martina Ratermann, Claudia Umanzor, guest		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to name the most important framework conditions that influence Latin American (LA) and European societies and economies, such as social and power structures, institutions, the constitutional state, and international relations, • are able to classify current conditions and developments in Latin America and Europe from the perspective of different disciplines, • are able to name the main economic structures in LA and use them as a decision-making and evaluation tool, • are able to independently interpret economic development in LA, • are able to apply concepts in the areas of economic theory in relation to LA, • are able to individually analyse research results and summarise the results scientifically. 	
Type and length of examination	<ul style="list-style-type: none"> • Politics: essay: 66 % of the module grade • Latin American Economy: presentation: 33 % of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Latin America conference open to the public • Seminars 	
Teaching content	<ul style="list-style-type: none"> • Scientific conference in collaboration with Franz Hitze Haus, also open to the public • Conference topics include globalisation, democratisation, social inequality, etc. • Comparison of political systems and current societal issues in LA and Europe • Economic development in LA • Analysis of the economic situation and/ or examination of selected enterprises from the private sector • Analysis of international competitiveness 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 45 h 90 h
Requirements with regard to content	None	

Formal requirements	None
Recommended reading	

2nd year

Law and Taxation (Recht und Steuern) [MSB.1.0234.0.P]		
Examination: [MSB.1.0234.0.P] Law and Taxation	Course No:	ECTS credits: 4
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Christoph Buchmüller	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Christoph Buchmüller, Prof. Dr. Olaf Tanto, Prof. Dr. Dirk Thoms-Meyer		
Learning Outcomes	Students <ul style="list-style-type: none"> • know and understand general legal foundations and the foundations of contract law (in particular, sale of goods law) and are able to evaluate the legislation concerned, • are able to reiterate, classify and explain the knowledge gained, • are capable of applying the knowledge gained to real facts from business practice (cases) using the relevant laws (subsumption), • analyse cases by identifying legally relevant issues, elaborate them, assess them from a legal perspective, deliver a solution and justify this solution using appropriate arguments. • know the key influencing factors that determine corporate tax burdens • can independently solve basic tax problems using the acquired expertise, • recognize interfaces between taxation and other areas of business administration, e.g. for the investment account, financing or accounting. 	
Type and length of examination	Written exam (90 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Exercises • Learning in small groups (case work) 	
Teaching content	<ul style="list-style-type: none"> • Foundations of legal transactions (German Civil Code (BGB) and the German Commercial Code (HGB)) • Contractual obligations and impairments of the performance of an obligation (in particular, sale of goods law) • Overview of tort law and property law • Fundamentals of current taxation of companies taking into account income tax law, trade tax law and corporate tax law 	
Workload	Face-to-face instruction: 4 hrs/wk per semester	60 h
	Preparatory and follow-up work by student:	60 h
	Total:	120 h

Requirements with regard to content	none
Formal requirements	none
Recommended reading	<p>Berens, Engel (Hrsg.): nwb Textausgabe, Wichtige Wirtschaftsgesetze für Bachelor Band 1, Aktuelle Auflage</p> <p>Mehring, Jos: Grundlagen des Wirtschaftsprivatrechts, Vahlen, Aktuelle Auflage</p> <p>Bornhofen: Steuerlehre 2 (aktuelle Aufl.), Gabler-Verlag</p> <p>Grefe: Unternehmenssteuern (aktuelle Aufl.), Kiehl-Verlag</p>

Business Informatics (Wirtschaftsinformatik) [MSB.1.0317.0.P]		
Examination: [MSB.1.0317.0.P] Business Informatics	Course No:	ECTS credits: 4
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Dr. Jürgen Nonhoff	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Jürgen Nonhoff		
Learning Outcomes	Students <ul style="list-style-type: none"> • know basic programming terms, • are able to develop and create a programme, • are able to explain the basics of standard business software (ERP system), • are able to design and create a database, • are able to formulate and apply queries in SQL. 	
Type and length of examination	Written exam (60 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars with a high degree of practical relevance • Accompanying/ integrated exercises (on databases / programming / ERP system) in the PC pool 	
Teaching content	<ul style="list-style-type: none"> • Course Business Informatics I, Software Development: design programmes, create programmes, test programmes • Course Business Informatics II, Databases: Design databases using ERM, implement them (MySQL) and send queries using SQL 	
Workload	Face-to-face instruction: 4 hrs/wk per semester	60 h
	Preparatory and follow-up work by student:	60 h
	Total:	120 h
Requirements with regard to content	none	
Formal requirements	Proof of academic achievement in accordance with § 17 of the General Part of the Examination Regulations for the Bachelor and Master Degrees at the University of Applied Sciences (AT PO)	
Recommended reading	Stahlknecht/ Hasenkamp: Einführung in die Wirtschaftsinformatik Kemper, Alfons: Datenbanksysteme More reading is provided on the ILIAS Platform	

Economic Foundations of European Integration (Volkswirtschaftliche Grundlagen der europäischen Integration) [MSB.1.0273.0.P]		
Examination: [MSB.1.0273.0.P] European Integration: Foundations of Economics	Course No:	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Manuel Rupprecht	Module frequency: [WiSe]	How to register:
Student support: Prof. Dr. Manuel Rupprecht, Prof. Dr. Jürgen Reckwerth		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand how European integration works and can assess the effects it has on companies, countries and budgets, • understand and apply the basic terms of integration theory, exchange rate systems and monetary policy, • apply the relationships learned to current economic policy issues and problems, • tackle complex economic topics with assistance, and prepare, present and discuss them comprehensibly in the team. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 mins): 75 % of module grade • Presentation: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Exercises • Group work • Presentation including a round of discussions 	
Teaching content	<ul style="list-style-type: none"> • Foundations of integration theory, exchange rate analysis and monetary policy • EU institutions and policy areas • Selected aspects of European integration (consequences and problems of integration, financial crisis, ...) 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Lecture of Microeconomics and Macroeconomics	
Formal requirements	none	
Recommended reading	See lecture materials	

Intercultural Management (Intercultural Management) [MSB.1.0159.0.P]		
Examination: [MSB.1.0159.0.P] Intercultural Management	Course No: INC02	ECTS credits: 4
Recommended classification: 3 rd semester	Compulsory mark: [PF]	Language of instruction: English
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: [SoSe]	How to register:
Student support: Prof. Dr. Marcus Laumann, Constantina Rokos		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, decision making and leadership based on cultural models (knowledge), • reflect on their own intercultural competence and culture-based assumptions (reflection), • recognize intercultural situations, perform a change of perspectives in interculturally sensitive situations and know strategies to overcome communication barriers and cultural differences (strategy), • adapt their style of communicating and behavior to intercultural situations and reflect independently on intercultural situations (behavior), • reflect their ethical standpoint in an international context, • know how to carry out expert interviews and a content-analysis of the interview (scientific work). 	
Type and length of examination	Presentation (including analysis of interview)	
Teaching format	4 hours per week taught „en bloc“ (group work, role play, video reflection, case studies)	
Teaching content	<ul style="list-style-type: none"> • Methods to analyze cultures • Influences of culture on management functions (communication, conflict management, leadership) • Tools for reflection 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Good basic knowledge of English	
Formal requirements	Obligatory regular and active participation in the course “Intercultural Management”	
Recommended reading	<p>Adler, J.N.: International Dimensions of Organizational Behaviour, current edition, SAGE</p> <p>Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014</p>	

	Thomas, D.C./ Inkson, K.: Cultural Intelligence – Living and Working Globally, current edition, Berrett-Koehler Publishers
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Corporate Management (Unternehmensführung) [MSB.1.0365.0.P]		
Examination: [MSB.1.0365.0.P] Business Management	Course No:	ECTS credits: 7
Recommended classification: 3 rd / 4 th semester	Compulsory mark: [PF]	Language of instruction: English, German
Module Leader: Prof. Dr. Mike Wasserman	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Mike Wasserman, Prof. Dr. Olaf Arlinghaus		
Learning Outcomes	<p>Qualification objectives The module consists of two courses (I) Strategic Management and (II) Project Management.</p> <p>I. Strategic Management</p> <p>1. Expertise:</p> <p>1.1 Acquisition of basic knowledge in interdisciplinary strategic management topics</p> <p>1.2 Recognition of connections between business strategy and operational implementation in the company divisions</p> <p>1.3 Acquisition of knowledge on how to achieve the implementation of strategies in companies</p> <p>2. Methodological skills:</p> <p>2.1 The ability to analyse strategic problems and develop proposals for solving them</p> <p>2.2 The ability to apply the foundations of strategic management</p> <p>The aim of this course is to provide an overview of strategic tools, shedding light on the procedure of drawing up a strategy and the process of implementation. This knowledge is essential in order to deal at an early stage with the requirements and task fields in a potential international professional activity.</p> <p>II. Project Management</p> <p>By the end of this course, students should be able to...</p> <ul style="list-style-type: none"> • explain all important project management processes and implement them in projects and • use all important project management tools established in practice for controlling and managing projects. <p>III. Social Business</p> <p>Students are able to differentiate between Social Businesses and For-Profit-Corporations based on their analysis of business issues and are able to apply their knowledge to selected cases.</p>	
Type and length of examination	Written exam (90 mins)	

Teaching format	<ul style="list-style-type: none"> • Lectures • Teaching in the form of seminars • Exercises, case studies, presentations • guided private study of additional reading material 	
Teaching content	<p>Strategic Management</p> <ul style="list-style-type: none"> • Introduction • Vision and objectives • Strategic planning • Analysis and diagnosis • Mergers & acquisitions • Trends and objectives • Process/example • Pitfalls and successful integration <p>Project Management</p> <ul style="list-style-type: none"> • Definition of projects and project management • Project management process groups <ul style="list-style-type: none"> ○ Initiation and planning ○ Implementation, controlling and completion • Project management knowledge areas <ul style="list-style-type: none"> ○ Project integration, scope and quality management ○ Cost controlling and time management in projects ○ Risk management in projects ○ Personnel and communication management ○ Stakeholder management • Further approaches of Project Management <ul style="list-style-type: none"> ○ Critical Chain and Theory of Constraints ○ Deadline Project Management ○ International Aspects of Project Management <p>Social Business</p>	
Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	75 h 135 h 210 h
Requirements with regard to content	Basic knowledge of business processes in companies, basic knowledge of English for project management in English	
Formal requirements	none	
Recommended reading	<p>Strategic Management: Hungenberg, H.: Strategisches Management in Unternehmen: Ziele, Prozesse, Verfahren, Gabler Verlag, Wiesbaden, neueste Auflage.</p> <p>Johnson, G. / Scholes, K.: Strategisches Management - Eine Einführung: Analyse, Entscheidung und Umsetzung, Pearson, neueste Auflage.</p>	

	Balz, Ulrich/ Arlinghaus, Olaf (Hrsg.): Praxisbuch Mergers & Acquisitions, Verlag moderne industrie / Edition Manager Magazin, neueste Auflage.
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Project Management

Koster, K.: International Project Management, neueste Auflage.

International Economics and Sustainable Economy (Internationale VWL und nachhaltige Ökonomie) [MSB.1.0166.0.P]		
Examination: [MSB.1.0166.0.P] International Economics and sustainable Economy	Course No:	ECTS credits: 7
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Manuel Rupprecht	Module frequency: [SoSe]	How to register:
Student support: Prof. Dr. Manuel Rupprecht, Prof. Dr. Nina Michaelis		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • apply the previously learnt connections of international economics to current international issues and problems, and critically assess the outcomes/solutions, • using a sound theoretical approach, explain the issues regarding the complex societal and economic political framework of sustainable development, which is superordinate to the business economic process, and engage in discussions on these topics in a differentiated manner, • explain corporate social responsibility and assess specific business distribution channels. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 mins): 70 % of module grade • Report or presentation or discussion paper: 30 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Exercises • Case studies in group work 	
Teaching content	<p>International economics</p> <ul style="list-style-type: none"> • International trade flows and globalisation • Theory of international trade • Foundations of international commercial policy • Analysis of exchange rates and balance of payments <p>Sustainability in economics</p> <ul style="list-style-type: none"> • Sustainability as a complex challenge for all social actors • Sustainability in economic theory <ul style="list-style-type: none"> ○ The role of the state, consumers and enterprises in the implementation of a sustainable economic system ○ Specific instruments for implementing a sustainable way of doing business 	
Workload	Face-to-face instruction: 5 hrs/wk per semester: Preparatory and follow-up work by student: Total:	75 h 135 h 210 h

Requirements with regard to content	Foundations of Business Administration and Economics (Microeconomics and Macroeconomics)
Formal requirements	none
Recommended reading	<p>Krugman, Paul R.: Internationale Wirtschaft, Theorie und Politik der Außenwirtschaft, Pearson</p> <p>Rogall, H. (2012): Nachhaltige Ökonomie – Ökonomische Theorie und Praxis einer nachhaltigen Entwicklung, aktuelle Auflage, Marburg</p> <p>See also course material.</p>

Regional Studies Latin America III (Regionalstudien Lateinamerikas III) [MSB.1.0239.0.P]		
Examination: [MSB.1.0239.0.P] Regional Studies Latin America III	Course No:	ECTS credits: 4
Recommended classification: 3rd semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Martina Ratermann	Module frequency: WiSe/SoSe	How to register:
Student support: Ulrike Bock, Wencke Kuhs		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the historic origin of current social and political structures of Latin American societies, • are able to explain the legal systems of Latin American countries and illustrate how they are different or similar to European legal systems. 	
Type and length of examination	<ul style="list-style-type: none"> • History: text summary (50 %) • Law: term paper (17 %) and presentation (33 %) 	
Teaching format	<ul style="list-style-type: none"> • Latin America conference open to the public • Seminars 	
Teaching content	<ul style="list-style-type: none"> • Indigenous cultures prior to the Conquista • Establishment and structures of colonial rule in Latin America and their effects on contemporary culture • Time of change: reform efforts, resistance and independence movements • Fundamental processes of the 19th century (state and nation-building, social and economic developments) • Integration process under business law in Latin America • Significance of the most important economic alliances to German companies (NAFTA, MERCOSUR, etc.) • Company-relevant aspects of trade agreements concluded between the EU and Latin America (in particular tax and investment law) • Special features of international trade and legal relations with Latin American countries 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Rinke, Stefan: Geschichte Lateinamerikas. Von den frühesten Kulturen bis zur Gegenwart, München, Beck, 2010	

	Holloway, Thomas H. (Hrsg.): A Companion to Latin American History, Chichester u.a.: Wiley-Blackwell, 2011
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1st Language: Business English/French/Spanish/Portuguese III – C1.1 [MSB.1.0004.1.P / MSB.1.0004.2.P / ???]		
Examination: [1 MSB.1.0004.1.P / MSB.1.0004.2.P] 1 st Language: Business Language III (C1.1)	Course No: 439601	ECTS credits: 4
Recommended classification: 3 rd semester	Compulsory mark: [PF]	Language of instruction: English/ French/ Spanish/Portuguese
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	Module frequency: [WiSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Understand longer, linguistically sophisticated professional texts in whole and in detail, • Comprehend complex information in meetings and presentations in whole and are able to summarise the main points, • Write longer, study related texts in consideration of scientific criteria, • Write standard texts (i.a. applications, curriculum vitae) as far as possible independently and in accordance with the typical customs of the country. • Communicate confidently and effectively in job interviews and negotiations, • Present profession related issues including graphs. 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test: 80 % of module grade (homework assignments, essays, case studies, vocabulary/grammar tests, etc.) • Oral exam (presentation, etc.): 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Sustainable business • Business management and working culture • Human resource management • Application training • Marketing strategies 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	Business Languages II has been completed successfully (B 2.2)	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	Information will be given during the course.

1st Language: Business Spanish III (B2.1)		
Examination: [1 st Language: Business Language II (B2.1)]	Course No:	ECTS credits: 4
Recommended classification: 3 rd Semester	Compulsory mark: [PF]	Language of instruction: Spanish
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand and put into context longer written and spoken texts of intermediate difficulty with regard to study, everyday life and regional studies • paraphrase general and specific economical/business related texts, orally and in writing, with correct content (albeit with linguistic deficits) • present information with regard to economic and business topics coherently • take active part in conversations and discussions at an intermediate level of language • react adequately on cultural practices in everyday life of the target country 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (homework assignments, oral examinations, vocabulary tests, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • State and administration in the target country • Structure of economy and society • Economically and socio-culturally significant regions • Education system and higher education system • Working conditions and social system 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language II has been completed successfully (B1.2)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish III (B2.2)		
Examination: 1 st Language: Business Language III (B2.2)	Course No: 429601	ECTS credits: 4
Recommended classification: 3 rd semester	Compulsory mark: [PF]	Language of instruction: Spanish
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Comprehend lectures in general context and understand the significant details, • Describe issues of diverse topics orally and in writing, well structured, and in doing so, they use a complex sentence structure and specialist vocabulary, • Justify and defend own positions in discussions using relevant explanations and comments, • Build a logical argumentation, thereby emphasize significant points in an adequate manner and mention supporting details, • Structure a presentation logically using visual tools and present it nearly without notes. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral exam, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Business forms and legal forms • Corporate culture • Corporate structure und functions • Planning and implementation of a business project 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language II has been completed successfully (B2.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

Intercultural Management & Politics of Latin America (Intercultural Management & Politik Lateinamerikas) [MSB.1.0160.0.P]		
Examination: [MSB.1.0160.0.P] Intercultural Management & Politics of Latin America	Course No:	ECTS credits: 6
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: English
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: SoSe	How to register:
Student support: Prof. Dr. Marcus Laumann, Constantina Rokos		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, decision making and leadership based on cultural models (knowledge), • reflect on their own intercultural competence and culture-based assumptions (reflection), • recognize intercultural situations, perform a change of perspectives in interculturally sensitive situations and know strategies to overcome communication barriers and cultural differences (strategy), • adapt their style of communicating and behavior to intercultural situations and reflect independently on intercultural situations (behavior). • reflect their ethical standpoint in an international context, • know how to carry out expert interviews and a content-analysis of the interviews (scientific work) 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (60 mins.): 33 % of the module grade • Presentation (67% of the module grade) 	
Teaching format	<ul style="list-style-type: none"> • Group activities, role plays, case studies, video analysis, videos 	
Teaching content	<ul style="list-style-type: none"> • Methodologies for analyzing and bridging cultural differences • Impact of culture on management functions (e.g. communication, leadership, conflict management) • Tools for self-reflection 	
Workload	Face-to-face instruction: 6 hrs/wk per semester: Preparatory and follow-up work by student: Total:	68 h 112 h 180 h
Requirements with regard to content	Foundations of English	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Adler, J.N.: International Dimensions of Organizational Behaviour, 5th edition, SAGE.	

	<p>Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014.</p> <p>Thomas, D.C.; Inkson, K.: Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2009. Also available in Spanish: „Inteligencia cultural – Habilidades interpersonales para triunfar en la empresa global“, Paidós, 2007.</p>
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1st Language: Business English/French/ Spanish/ Portuguese IV – C1.2 [MSB.1.0005.1.P / MSB.1.0005.2.P / ???]		
Examination: [14509] 1 st Language: Business Language IV (C1.2)	Course No:	ECTS credits: 4
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: English/ French/ Spanish/ Portuguese
Module Leader: Jennifer Burkart, M.A. Claudia de Bornstedt, M.A. Cathrin Ruppe, M.A.	Module frequency: [SoSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Comprehend longer presentations and lectures of different topics of economy and business administration in detail, • Comprehend longer, complex specialist texts in general and in detail, • Articulate their personal opinion in a differentiated and plausible manner, • Take active and effective part in demanding conversations, discussions and debates • Present information sensibly structured, fluently and tailored to the audience. 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test: 80 % of module grade (homework assignments, essays, case studies, vocabulary/grammar tests, etc.) • Oral exam (presentation, etc.): 20 % of module grade Obligatory regular and active participation in the course	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • International trade • Market and sales • Transport and logistics • Project finance 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Languages III has been completed successfully (C 1.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish IV (B2.2)		
Examination: 1 st Language: Business Language IV (B2.2)	Course No: 429601	ECTS credits: 4
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: Spanish
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: [SoSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • Comprehend lectures in general context and understand the significant details, • Describe issues of diverse topics orally and in writing, well structured, and in doing so, they use a complex sentence structure and specialist vocabulary, • Justify and defend own positions in discussions using relevant explanations and comments, • Build a logical argumentation, thereby emphasize significant points in an adequate manner and mention supporting details, • Structure a presentation logically using visual tools and present it nearly without notes. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 minutes): 50 % of module grade • Course-related achievement test: 30 % of module grade (active collaboration, homework assignments, oral exam, etc.) • Presentation: 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Business forms and legal forms • Corporate culture • Corporate structure und functions • Planning and implementation of a business project 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 60 h 120 h
Requirements with regard to content	Business Language III has been completed successfully (B2.1)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course	

1st Language: Business Spanish IV – C1.1		
Examination: 1 st Language: Business Language IV (C1.1)	Course No: 439601	ECTS credits: 4
Recommended classification: 4 th semester	Compulsory mark: [PF]	Language of instruction: Spanish
Module Leader: Claudia de Bornstedt, M.A.	Module frequency: [WiSe]	How to register:
Student support: Module leader Business Language and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • Understand longer, linguistically sophisticated professional texts in whole and in detail, • Comprehend complex information in meetings and presentations in whole and are able to summarise the main points, • Write longer, study related texts in consideration of scientific criteria, • Write standard texts (i.a. applications, curriculum vitae) as far as possible independently and in accordance with the typical customs of the country. • Communicate confidently and effectively in job interviews and negotiations, • Present profession related issues including graphs. 	
Type and length of examination	<ul style="list-style-type: none"> • Course-related achievement test: 80 % of module grade (homework assignments, essays, case studies, vocabulary/grammar tests, etc.) • Oral exam (presentation, etc.): 20 % of module grade • Obligatory regular and active participation in the course 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Sustainable business • Business management and working culture • Human resource management • Application training • Marketing strategies 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	Business Languages III has been completed successfully (B2.2)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Information will be given during the course.	

Managing Technology (Managing Technology) [MSB.1.0367.0.P]		
Managing Technology [MSB.1.0367.0.P]	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Dr. Sandy Fisher	Module frequency: WiSe/SoSe	How to register:
Student support: Dr. Sandy Fisher		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • Apply knowledge of individual, organizational, and societal factors that encourage and inhibit technological innovation to evaluate and plan technology investments, • Use qualitative and quantitative tools to assess the value of innovation projects, both individually and as part of a portfolio, • Describe and evaluate processes for managing technology innovation (e.g., alliances, stage gates, team development), • Discuss how technology and innovation can support business and societal goals of sustainability, • Analyze issues and challenges related to the development of cutting edge technology under ambiguous circumstances, • Apply tools and concepts to analyze real-world examples of innovation and technology management. 	
Type and length of examination	Presentation (30 minutes): 40% of module grade Assignment/seminar paper: 60% of module grade	
Teaching format	Teaching in the form of seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings.	
Teaching content	<ul style="list-style-type: none"> • Technology diffusion and adoption models • New product development processes and decision making processes • Intellectual property protection • Organizational structures and processes to enhance creativity and innovation 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Individual articles from the English language business press (publications such as <i>Harvard Business Review</i> , <i>The Economist</i>) will be recommended for each class period.	

International HRM (International HRM) [MSB.1.0366.0.P]		
Examination: International Human Resource Management [MSB.1.0366.0.P]	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Dr. Sandy Fisher	Module frequency: [WiSe/SoSe]]	How to register:
Student support: Dr. Sandy Fisher		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • Describe the primary types of international human resource (HR) strategies and practices associated with each, • Apply knowledge of differences among cultures, analyzing how national culture affects the effectiveness of HR practices, • Compare German employment and labour law to such laws in other countries, identifying similarities and differences, • Identify ethical challenges in international HR and propose solutions to these challenges, • Describe the purpose of using expatriates as part of a global HR system and identify appropriate techniques for selecting, training, and repatriating these employees, • Explain how HR practices affect sustainable use of human capital, • Evaluate multinational companies' use of various HR strategies and practices. 	
Type and length of examination	Written examination (90 mins): 60% of module grade Assignment/seminar paper: 40% of module grade	
Teaching format	Teaching in the form of seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings.	
Teaching content	<ul style="list-style-type: none"> • International human resource management strategies and techniques (recruiting, selection, talent management) • Cultural differences in human resources management practices • Employment and labour law from an international perspective • Management of expatriate employees 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	

Recommended reading	Individual articles from the English language business press (publications such as <i>HR Magazine</i> , <i>People & Strategy</i>) will be recommended for each class period.
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Intermediate Finance (Finanzwirtschaftliche Grundlagen der Unternehmensführung) [MSB.1.0128.0.P]		
Examination: [MSB.1.0128.0.P] Financial Foundations of Business Management	Course No: B84201, B84401	ECTS credits: 6
Recommended classification: 3 rd / 4 th semester	Compulsory mark: [WPF]	Language of instruction: German, English
Module Leader: Prof. Christian Tallau	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Christian Tallau, Prof. Dr. Ulrich Balz, Prof. Dr. Juliane Wolf, Lecturers		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> analyse enterprises on the basis of cash flow-oriented key performance indicators, prepare integrated financial planning, describe the key elements of the operative risk management process, explain the deficits and advantages of alternative financial objectives, make investment decisions under imperfect capital market conditions, explain and use portfolio theory and the Capital Asset Pricing Model (CAPM) as theoretical models to calculate risk adjusted equity costs. 	
Type and length of examination	Written exam (90 mins)	
Teaching format	Teaching in the form of seminars with exercises/ case studies	
Teaching content	<ul style="list-style-type: none"> Cash flow statements and working capital Integrated financial planning The risk management process (risk identification, risk assessment, risk reporting, risk management, risk monitoring) Financial objectives Investment accounting with capital rationing, taxes and risk Portfolio theory and CAPM 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	<ul style="list-style-type: none"> Basic Bookkeeping course Basic Investment and Finance course 	
Formal requirements	None	
Recommended reading	Perridon/ Steiner/ Rathgeber: Finanzwirtschaft der Unternehmung, München, ab 12. Aufl.	

	<p>Vanini: Risikomanagement: Grundlagen, Instrumente, Unternehmenspraxis, Stuttgart 2012</p> <p>Brealey/ Myers/ Allen (BMA): Principles of Corporate Finance, Global Edition, latest ed., McGraw-Hill</p>
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Foundations of Process Management and ERP Systems (Grundlagen Prozessmanagement und ERP-Systeme) [MSB.1.0138.0.P]		
Examination: [MSB.1.0138.0.P] Foundations of Process Management and ERP Systems	Course No:	ECTS credits: 6
Recommended classification: 3 rd / 4 th semester	Compulsory mark: [WPF]	Language of instruction: English and German
Module Leader: Prof. Dr. Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Carsten Feldmann, Prof. Dr. Jürgen Nonhoff, Lecturers		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • explain process orientation requirements and distinguish process-oriented companies from other companies, • differentiate and explain fundamental elements of process management, and to relate them to each another, • model and analyse processes and to optimise them, in particular, on an ERP basis, • explain the structure, mode of operation and characteristics of ERP systems, • put process management and ERP systems into relation with each other and to comprehend and test processes selected for this purpose on the system. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 mins): 75 % of the module grade • Case Study (approximately 20-30 mins per person): 25 % of the module grade 	
Teaching format	Lectures, case study work in small groups, presentation of case study results by students, work on an ERP system	
Teaching content	<ul style="list-style-type: none"> • The business process management system as a frame of reference • Analysing, modelling and optimising business processes • The significance of ERP systems for business process management • The structure, mode of operation and characteristics of ERP systems • ERP systems for companies of different sizes • Practical work on a range of ERP systems 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	

Recommended reading	<p>Fischermanns, Guido: Praxishandbuch Prozessmanagement, 10. aktualisierte Auflage, Gießen 2012</p> <p>Gronau, Norbert: Enterprise Resource Planning: Architektur, Funktionen und Management von ERP-Systemen, München 2010</p> <p>Schmelzer, Hermann, J./ Sesselmann, Wolfgang: Geschäftsprozessmanagement in der Praxis, aktuelle Auflage, München</p>
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Logistics (Logistik) [MSB.1.0177.0.P]		
Examination: [MSB.1.0177.0.P] Logistics	Course No:	ECTS credits: 6
Recommended classification: 3 rd / 4 th semester	Compulsory mark: [WPF]	Language of instruction: English, German
Module Leader: Prof. Dr. Michael Dircksen	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Michael Dircksen		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • are able to define and use the key terms in logistics and explain the different objectives pertaining to logistics, • are able to name the latest developments / framework conditions and derive their impact on logistics, • are able to explain and differentiate between traditional logistical tasks and the logistics systems associated with them in the individual phases of the value creation process (procurement, production, distribution and disposal), • are capable of investigating logistical issues, critically questioning existing concepts and developing new solution concepts, • present their proposals for solutions comprehensibly and defend these using reasoned arguments in discussions with superiors and customers, • organise case study work independently in a team (multicultural teams when possible) 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 mins.): 75 % of module grade • Case study: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in form of seminars • Excursions • Case studies 	
Teaching content	<ul style="list-style-type: none"> • Strategic planning of logistics systems • Extended TUL logistics divided into procurement, production, distribution and disposal/ return according to the Supply Chain Operations Reference Model • Current trends in logistics • Objectives of logistics 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Case-studies: Total:	60 h 60 h 60 h 180 h
Requirements with regard to content	Content of the foundation module "Primary Business Processes"	
Formal requirements	None	

Recommended reading	Schulte, C.: Logistik – Wege zur Optimierung der Supply Chain, aktuelle Auflage, München Gleißner / Femerling: Logistik, 2. akt. u. erw. Aufl., Wiesbaden Pfohl, H.-C.: Logistiksysteme, aktuelle Aufl., Berlin / Heidelberg Werner, H.: Supply Chain Management, aktuelle Aufl., Wiesbaden
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Marketing (Marketing) [MSB.1.0184.0.P]		
Examination: [MSB.1.0184.0.P] Marketing	Course No:	ECTS credits: 6
Recommended classification: 3 rd / 4 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Ralf Schengber	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Ralf Schengber, Prof. Dr. Carmen-Maria Albrecht, Hartmut Günther, M.A.		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to explain and differentiate between market research terms, • are able to describe the fundamental methods of primary and secondary research, and create a high degree of practical relevance, • are able to describe the typical sequence of a market research process and apply it to specific application scenarios. The five process phases "Identification of information requirements" "Survey", "Analysis", "Interpretation" and "Decision" can be specified with regard to content using examples, • are able to illustrate fundamental relations due to their in-depth knowledge gained in selected analytical methods (e.g. conjoint analysis), • know the standards of professional ethics (IHK/ESOMAR) and are able to apply them to specific cases. They are able to identify the possible competition law consequences of breaches of these standards, • know the main features and explanatory approaches of the buyer behaviour of consumers and companies. 	
Type and length of examination	Written exam (90 mins.)	
Teaching format	Lecture	
Teaching content	<ul style="list-style-type: none"> • Market research (specialist foundations, rules of professional ethics of market researcher IHK/ESOMAR, selected methods of instrument-based market research, conjoint measurement, principles of developing questionnaires, consumer research and test markets) • Buyer behaviour (purchase behaviour of consumers, types of buying decisions and objects of purchase, buying process, buyer typologies, purchase behaviour of companies, buying phases, classification of types of business, buying centre analysis) 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 90 h 180 h

Requirements with regard to content	Foundations of marketing
Formal requirements	none
Recommended reading	<p>Weis, Steinmetz , aktuelle Aufl., Marktforschung</p> <p>Backhaus/ Erichson/ Plinke/ Weiber, aktuelle Aufl.: Multivariate Analysemethoden</p> <p>Kroeber-Riehl, Gröppel-Klein, aktuelle Aufl.: Konsumentenverhalten</p> <p>Backhaus, aktuelle Auflage: Industriegütermarketing</p>

Human Resources Management/ Organizational Behaviour (Personalmanagement/ Organizational Behaviour) [MSB.1.0208.0.P]		
Examination: [MSB.1.0208.0.P] Human Resources Management/ Organisational Behaviour	Course No:	ECTS credits: 6
Recommended classification: 3 rd / 4 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Thomas Jansen	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Thomas Jansen, Prof. Dr. Annette Nagel		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • systematically portray and substantiate the influence human resources management has on business success, • analyse and assess business management measures and instruments to control staff behaviour at the individual, group and organisational level, • structure groups on the basis of behavioural scientific findings, and manage group processes, • analyse approaches to motivate individuals, to influence values and attitudes, and to optimise decisions, and assess them with regard to their use in performing management tasks. 	
Type and length of examination	Written exam (90 mins): 65 % of module grade (Jansen); 90 % of module grade (Nagel) Assignment/seminar paper: 35 % of module grade (Jansen); 10 % of module grade (Nagel)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case studies / group work • Moderated development of competencies and knowledge processing 	
Teaching content	<ul style="list-style-type: none"> • Relationship between human resources management and business success • Corporate policy and performance management • Group management • Management of individuals 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	See lecture materials	

Quantitative Methods I (Quantitative Methoden I) [MSB.1.0228.0.P]		
Examination: [MSB.1.0228.0.P] Quantitative Methods	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Reiner Kurzhals	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Reiner Kurzhals, Dr. Nina Büchel, Prof. Dr. Christiane Fühner, Prof. Dr. Anja Stumpf		
Learning Outcomes	<p>Students should</p> <ul style="list-style-type: none"> • have in-depth theoretical and practical knowledge of planning and decision-making techniques, • be able to use suitable operations research software in applying the quantitative methods mentioned, • apply content from the GM Statistics lecture to a market research project using IBM SPSS, • transfer an existing empirical data set to strategic recommendations for action using intelligent, statistical IBM SPSS analyses, illustrated by a convincing business MS PowerPoint presentation. 	
Type and length of examination	<p>Written exam (60 mins): 50 % of module grade Seminar papers/case study: 50 % of module grade</p>	
Teaching format	Lectures/ exercises, teaching in the form of seminars with a high proportion of case studies, projects and computer-aided practical exercises	
Teaching content	<p>Introduction to Operations Research</p> <ul style="list-style-type: none"> • Foundations of operations research • Foundations of decision theory • Linear optimisation • Network technique <p>Statistical tools and methods</p> <ul style="list-style-type: none"> • Brief introduction/in-depth study of IBM SPSS • Description and processing of case studies using IBM SPSS • Introduction to multivariate analysis using IBM SPSS 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180h
Requirements with regard to content	Contents of the module Statistics	
Formal requirements	None	
Recommended reading	Kurzhals, R.: Schnellkurs Statistik, aktuelle Auflage, Wiley Verlag,	

	<p>Backhaus, K. u.a.: Multivariate Analysemethoden, aktuelle Auflage, Springer Verlag, Berlin</p> <p>Bühl, A./ Zöfel, P.: SPSS Version 20, Einführung in die moderne Datenanalyse unter Windows, aktuelle Auflage, München</p>
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Accounting (Rechnungswesen) [MSB.1.0232.0.P]		
Examination: [MSB.1.0232.0.P] Accounting	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Martin Schreiber	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Martin Schreiber, Prof. Dr. Ronny Gebhardt, Prof. Dr. Isabel von Keitz, Prof. Dr. Holger Pooten, Prof. Dr. Klaus Schulte		
Learning Outcomes	<p>Students should be familiar with the possibilities of decision-oriented information processing and transfer with regard to external and internal addressees.</p> <p>Students should</p> <ul style="list-style-type: none"> • be able to recognise accounting options and discretionary powers existing in accordance with the German Commercial Code (HGB) and be able to use them within accounting policy objectives in a decision-oriented manner, • recognise opportunities and limitations of accounting policy in accordance with HGB, • know the key foundations of indicator-based balance sheet analysis, • become acquainted with the main areas of indicator analysis, • be able to prepare and assess corporate management decisions using cost accounting data and • be able to develop suitable cost accounting systems applicable to virtually all practical cases. 	
Type and length of examination	Written exam (90 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Learning team coaching • Case study processing and exercise units 	
Teaching content	<ul style="list-style-type: none"> • Accounting policy and balance sheet analysis • Accounting policy objectives • Assessment criteria of accounting policy instruments • Accounting policy instruments for styling and presenting the facts and for allocation of profits policy • Foundations of indicator-based financial statement analysis • Cost Accounting II • Differentiated full cost accounting (activity-based costing) • Differentiated variable costing with multistage contribution margin accounting • Standard costing and deviation analyses <ul style="list-style-type: none"> o Static standard costing o Flexible budgeting based on full costing o Marginal costing (flexible standard costing based on variable costing) 	

	<ul style="list-style-type: none"> International approaches in designing cost accounting systems (e.g. Standard Cost Accounting) 	
Workload	Face-to-face instruction: 4 hrs/wk per semester Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Relevant knowledge from the basic module Financial Business Administration II	
Formal requirements	none	
Recommended reading	<p>Coenenberg/ Haller/ Schultze: Jahresabschluss und Jahresabschlussanalyse, aktuelle Auflage</p> <p>Freidank/ Velte: Rechnungslegung und Rechnungslegungspolitik, aktuelle Auflage</p> <p>Friedl/ Hofmann/ Pedell, B.: Kostenrechnung, aktuelle Auflage</p>	

Taxation (Steuern) [MSB.1.0257.0.P]		
Examination: [MSB.1.0257.0.P] Taxation	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Olaf Tanto		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the principles of entering and valuing assets in the tax balance sheet and how it differs to the trade balance sheet, • are able to recognize legal options in the calculation of profits for tax purposes and to use it in a targeted manner, • explain the European turnover tax system of the all-phase net turnover tax with input tax deduction, • are able to evaluate real supply and performance relationships concerning their relevance to value-added tax. 	
Type and length of examination	Written exam (90 mins)	
Teaching format	Teaching in the form of seminars, including numerous examples, exercises, case studies	
Teaching content	<ul style="list-style-type: none"> • Determination of profits for tax purposes, in particular tax balance sheets (types of profit determination, the authoritative principle, differences between trade balance sheets and tax balance sheets, scope of business assets, entering and valuing assets and liabilities) [23 contact hours] • Transaction taxes, especially turnover tax (taxable items, determination of the place of performance for deliveries and services, tax exemptions, taxation procedures and EU regulations) [23 contact hours] 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Contents of Financial Business Administration I + II	
Formal requirements	None	
Recommended reading	Steuergesetze (und auszugsweise Steuerrichtlinien) + Lehrbücher (alt.): Steuerbilanzen: Scheffler, W.: Besteuerung von Unternehmen II, Maus, G.: Bilanzsteuerrecht, Koltermann, J.: Fallsammlung Bilanzsteuerrecht Umsatzsteuer:	

	Bornhofen, M.: Steuerlehre 1 + Übungsbuch; Walkenhorst, J.: Umsatzsteuer + Fallsammlung Umsatzsteuer Im Übrigen wird auf aktuelle Literaturempfehlungen der Dozenten verwiesen.
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Business Law II (Wirtschaftsrecht II) [MSB.1.0339.0.P]		
Examination: [MSB.1.0339.0.P] Business Law II	Course No: B81101	ECTS credits: 6
Recommended classification: 3 rd / 4 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Rainer Herzog	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Rainer Herzog		
Learning Outcomes	Students should <ul style="list-style-type: none"> • be able to resolve simple to moderately difficult cases from private business law appropriately, • gain the ability to recognise in practice the legal relevance of circumstances and to act accordingly, • further develop their understanding of law and legislation, and learn how to work with laws. 	
Type and length of examination	Written exam (90 mins)	
Teaching format	Teaching in the form of <ul style="list-style-type: none"> • Seminars • Exercises • Group work 	
Teaching content	<ul style="list-style-type: none"> • Foundations of commercial law • Foundations of company law 	
Workload	Face-to-face instruction: 4 hrs/wk per semester:	60 h
	Preparatory and follow-up work by student:	120 h
	Total:	180 h
Requirements with regard to content	Good knowledge of the German Civil Code (BGB): General Section, contract law; basic knowledge of property law	
Formal requirements	none	
Recommended reading	Führich: Wirtschaftsprivatrecht, Bürgerliches Recht, Handelsrecht, Gesellschaftsrecht, aktuelle Aufl., Vahlen: München Klunzinger, Eugen: Grundzüge des Gesellschaftsrechts, aktuelle Aufl., Vahlen: München Mehrings: Grundzüge des Wirtschaftsprivatrechts, aktuelle Aufl., Vahlen, München Teichmann, Arthur: Handelsrecht. aktuelle Aufl., Baden-Baden	

Sustainable Economic Activity (Nachhaltiges Wirtschaften) [MSB.1.0199.0.P]		
Examination: [MSB.1.0199.0.P] Sustainable Economic Activity	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th Semester	Compulsory mark: [WPF]	Language of instruction: German or English
Module Leader: Prof. Dr. Nina Michaelis	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Nina Michaelis, Prof. Dr. Bert Kiel, Prof. Dr. Nora Verfürth		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • discuss social corporate responsibility and the necessary social and economic policy framework conditions for sustainable development, • explain issues superior to the business process and to participate in discussions on these topics in a differentiated manner, • describe specific corporate starting points and are capable of assessing these, • apply the knowledge gained on sustainable economic activity in case studies et al. 	
Type and length of examination	Oral exam (60 mins): 60 % of module grade Assignment (case studies, simulations, business games): 40 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Lectures • Teaching in the form of seminars • Case studies • Simulation • Business games 	
Teaching content	<ul style="list-style-type: none"> • Sustainability as a complex challenge to all actors in society • Sustainability in economic theory • The role of the State, consumers and companies in the implementation of a sustainable economic system • Specific instruments for implementing sustainable management practices 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60h 120h 180h
Requirements with regard to content	Foundations of Economics and Business Administration	
Formal requirements	None	
Recommended reading	Molthan-Hill, P.: The Business Student's Guide to Sustainable Management Rogall, H.: Nachhaltige Ökonomie – Ökonomische Theorie und Praxis einer nachhaltigen Entwicklung, aktuelle Auflage, Marburg	

Economics II: Globalisation and European Integration (Globalisierung und Europäische Integration) [MSB.1.0279.0.P]		
Examination: [MSB.1.0279.0.P] Globalisation and European Integration	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: German or English
Module Leader: Prof. Dr. Jürgen Reckwerth	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Jürgen Reckwerth, Prof. Dr. Nina Michaelis, Prof. Dr. Manuel Rupprecht		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand how globalisation and European integration work, and assess their effects on corporate decisions, • know and apply the basic terms and concepts of international business analysis and integration theory, in particular describe and apply simple trade theory models, • apply the relationships learned to current economic policy issues and problems, • prepare, present and discuss complex economic topics with assistance in the team. 	
Type and length of examination	Written exam (90 mins): 70 % of module grade Assignments: 30 % of module grade	
Teaching format	Teaching in the form of <ul style="list-style-type: none"> • Seminars • Exercises • Group work • presentation including a round of discussions 	
Teaching content	<ul style="list-style-type: none"> • Foundations of trade theory and integration theory and exchange rate analysis • Selected aspects of globalisation (institutions, effects, developing countries, problems, financial crisis, ...) • EU institutions and policy areas 	
Workload	Face-to-face instruction: 4 hrs/wk per semester Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	See lecture materials	

Business game (Planspiel) [MSB.1.0209.0.P]		
Examination: Business game [MSB.1.0209.0.P]	Course No: B40201	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: German or English
Module Leader: Prof. Dr. Benjamin Matthies	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Thomas Baaken, Prof. Dr. Frank Dellmann, Prof. Dr. Christiane Fühner, M.A. Hartmut Günther, Prof. Dr. Thorsten Kliewe, Prof. Dr. Benjamin Matthies, Prof. Dr. Martin Schreiber, Prof. Dr. Klaus Schulte, Prof. Dr. Dirk Thoms-Meyer		
Learning Outcomes	Students <ul style="list-style-type: none"> • learn how to think, plan and act entrepreneurially using business games, case studies or project-based tasks • recognise and take into account connections and dependencies between different entrepreneurial factors of success and consider these in their activities and decisions, • apply problem-oriented methods and procedures to solve tasks and organise their implementation (course of action, allocation of tasks, etc.) independently, • are able to portray and represent the results generated in the form of lectures, project reports, etc. 	
Type and length of examination	Presentations, lectures, project reports, results of business games (the types of examination are defined for each course on a task-related basis)	
Teaching format	<ul style="list-style-type: none"> • Business game • Case studies • Project-based tasks 	
Teaching content	Business game TOPSIM – Going Global <ul style="list-style-type: none"> • Entrepreneurial thinking, planning and acting in an international environment • Expansion strategy (market barriers, forms of market entry and market development) • Strategic marketing (competitor analysis, marketing mix, product life cycles and corporate identity) • Operational management (production management, human resource planning, procurement planning, logistics, finance and accounting) Alternating topics in the form of case studies and project work are described and introduced by the lecturers before term starts	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 135 h 180 h
Requirements with regard to content	none	

Formal requirements	none
Recommended reading	Published individually, depending on the course

Entrepreneurship (Entrepreneurship) [MSB.1.0271.0.P]		
Examination: Entrepreneurship [MSB.1.0271.0.P]	Course No:	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Dr. Mike Wasserman	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Mike Wasserman / Dr. Sue Rossano-Rivero		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • describe and recognise entrepreneurial thinking and acting, • apply their knowledge and skills to their own business idea, • develop this idea to a conceptual prototype, • develop social and human resources skills, • work in multicultural teams. 	
Type and length of examination	Presentation: 50% of module grade, project: 30 % of module grade, essay 20% of module	
Teaching format	Project work with coaching	
Teaching content	<ul style="list-style-type: none"> • Entrepreneurial thinking/ acting and concept creation • Concept and prototype testing • Communicating and presenting your concept • Financially proving your concept 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	none	

Project (Projekt) [MSB.1.0271.0.P]		
Examination: Project [MSB.1.0271.0.P]	Course No:	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English, German or Spanish
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Marcus Laumann		
Learning Outcomes	Students should <ul style="list-style-type: none"> develop their technical, methodological, social and self-competencies according to their own interests by working on a task of their choice. 	
Type and length of examination	<ul style="list-style-type: none"> Report and/ or presentation 	
Teaching format	Project work with coaching	
Teaching content	Students apply course content to a defined task. Task and content are arranged individually.	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	0 h 180 h 180 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	none	

Corporate Management (Unternehmensführung) [MSB.1.0365.0.P] Incomings		
Examination: [1.0365.0.P] Business Management		ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [PF]	Language of instruction: German, English
Module Leader: Prof. Dr. Carsten Feldmann	Module frequency: [SoSe]	How to register:
Student support: Prof. Dr. Carsten Feldmann, Prof. Dr. Olaf Arlinghaus, Prof. Mike Wasserman, PhD		
Learning Outcomes	<p>Qualification objectives The module consists of two courses (I) Strategic Management and (II) Project Management.</p> <p>I. Strategic Management</p> <p>1. Expertise:</p> <p>1.1 Acquisition of basic knowledge in interdisciplinary strategic management topics</p> <p>1.2 Recognition of connections between business strategy and operational implementation in the company divisions</p> <p>1.3 Acquisition of knowledge on how to achieve the implementation of strategies in companies</p> <p>2. Methodological skills:</p> <p>2.1 The ability to analyse strategic problems and develop proposals for solving them</p> <p>2.2 The ability to apply the foundations of strategic management</p> <p>The aim of this course is to provide an overview of strategic tools, shedding light on the procedure of drawing up a strategy and the process of implementation. This knowledge is essential in order to deal at an early stage with the requirements and task fields in a potential international professional activity.</p> <p>II. Project Management</p> <p>By the end of this course, students should be able to...</p> <ul style="list-style-type: none"> • explain all important project management processes and implement them in projects and • use all important project management tools established in practice for controlling and managing projects. 	
Type and length of examination	Written exam (90 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Teaching in the form of seminars • Exercises, case studies, presentations • guided private study of additional reading material 	

Teaching content	<p>Strategic Management</p> <ul style="list-style-type: none"> • Introduction • Vision and objectives • Strategic planning • Analysis and diagnosis • Mergers & acquisitions • Trends and objectives • Process/example • Pitfalls and successful integration <p>Project Management</p> <ul style="list-style-type: none"> • Definition of projects and project management • Project management process groups <ul style="list-style-type: none"> ○ Initiation and planning ○ Implementation, controlling and completion • Project management knowledge areas <ul style="list-style-type: none"> ○ Project integration, scope and quality management ○ Cost controlling and time management in projects ○ Risk management in projects ○ Personnel and communication management ○ Stakeholder management • Further approaches of Project Management <ul style="list-style-type: none"> ○ Critical Chain and Theory of Constraints ○ Deadline Project Management ○ International Aspects of Project Management 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	Basic knowledge of business processes in companies, basic knowledge of English for project management in English	
Formal requirements	none	
Recommended reading	<p>Strategic Management: Hungenberg, H.: Strategisches Management in Unternehmen: Ziele, Prozesse, Verfahren, aktuelle Auflage, Gabler Verlag, Wiesbaden</p> <p>Johnson, G. / Scholes, K. (2011): Strategisches Management - Eine Einführung: Anaylse, Entscheidung und Umsetzung, aktuelle Auflage Pearson</p> <p>Balz, Ulrich/ Arlinghaus, Olaf (Hrsg.) (2007): Praxisbuch Mergers & Acquisitions, Verlag moderne industrie / Edition Manager Magazin, aktuelle Auflage</p> <p>Project Management</p>	

	<p>Project Management Institute: Guide to the Project Management Body of Knowledge – PMBoK, current Edition, PMI, 2013</p> <p>Andler, Nicolai: Tools for Projektmanagement, Workshops and Consulting: A Must-Have Compendium for Essential Tools and Techniques (current edition), Publicis Publishing</p>
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International Management (International Management) [MSB.1.0161.0.P]		
Examination: International Management [MSB.1.0161.0.P]	Course No: B8IM01	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Marcus Laumann, Prof. Dr. Mike Wasserman		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • explain challenges in international management, • contribute to the formulation of international strategy, • evaluate international market opportunities, • understand the domain of corporate social responsibility in an international context, • apply knowledge learned in class to a specific company project while working in multicultural teams. 	
Type and length of examination	Two presentations (intermediate and final presentation): 40% and 60% of module grade	
Teaching format	Seminar	
Teaching content	The lecture “International Management” conveys practically relevant knowledge of planning, management and controlling of international business networks. <ul style="list-style-type: none"> • Introduction to (Strategic) international Management • The external environment • International coordination • Selected International Value Chain Activities (Sales, Distribution, R&D) 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Frynas, J.G., Mellahi, K.: Global Strategic Management, current edition, Oxford University Press. Lassere, P.: Global Strategic Management, current edition Morschett, D.; Schramm-Klein, H. & Zentes, J.: Strategic International Management, Text and Cases, current edition, Gabler	

Current Issues in International Management and Economics (Current Issues in International Management and Economics)		
Examination:	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [WPF]	Language of instruction: English or Spanish
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: [0]	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Marcus Laumann, guest lecturers		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> - analyse current issues in the field of International Management or Economics, - devise strategies to overcome these issues while working in multicultural teams. <p>Students will have to adapt to different teaching styles.</p>	
Type and length of examination	Depending on content, guest lecturer and format (online or in class room): Presentation, seminar paper, etc.	
Teaching format	Teaching in the form of lectures or seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings. Teaching could be in class rooms or online.	
Teaching content	Current issues from international Management or Economics depending on the particular input of the (guest) lecturer.	
Workload	Face-to-face instruction: Preparatory and follow-up work by student: Total:	Split depending on lecturer 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	Depending on lecturer	

Business English (Business English)		
Examination: Business English	Course No:	ECTS credits: 6
Recommended classification: 3 rd semester	Compulsory mark:	Language of instruction: English
Module Leader: Cathrin Ruppe	Module frequency:	How to register:
Student support: Cathrin Ruppe, Jennifer Burkart		
Learning Outcomes	Students <ul style="list-style-type: none"> • understand longer, complex specialised texts and to extract global and individual statements from them, • are able to actively participate in conversations and discussions communicating in an effective manner, • are able to hold well-structured presentations fluently, taking into account the respective (international) target groups, • are able to write standard documents (including reports and business correspondence) independently according to customary practice, • are able to effectively take part in job interviews, • are able to write a CV for an international company. 	
Type and length of examination	<ul style="list-style-type: none"> • Assessments during the course of study: 50 % of module grade (20% presentation, 10% written homework, 20% CV and job interview) • Written exam (120 min.): 50 % of module grade • Obligatory regular and active participation in course "Business English" 	
Teaching format	<ul style="list-style-type: none"> • Classroom teaching / seminars • Exercises • Learning in small groups, including presentation 	
Teaching content	<ul style="list-style-type: none"> • Marketing and brand positioning • Financing • Organisation and operations management • Human resources management • International trade • Intercultural skills and communication 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 135 h 180 h
Requirements with regard to content	B2 level English language skills (proven in assessment test or successful completion of the BER module)	
Formal requirements	Obligatory regular and active participation in the "Business English" course	
Recommended reading	Cotton, David/ Falvey, David/ Kent, Simon: Market Leader: Intermediate Business English Course Book, 3rd Edition Harlow: Pearson Education Limited, 2010	

3rd year

Labour Law and Social Law (Arbeits- und Sozialrecht) [MSB.1.0031.0.P]		
Examination: [MSB.1.0031.0.P] Labour Law and Social Law	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Andrea Kersting	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Andrea Kersting, Dr. Berthold Hilderink		
Learning Outcomes	Students <ul style="list-style-type: none"> • know and understand the practice-relevant foundations of labour law and social law in the area of human resources, and are capable of reiterating, assigning and explaining them, • recognise practice-relevant problem areas in the area of labour law, and are able to assess them independently and resolve them in a practice-oriented manner, • are able to work on a practice-relevant topic methodically and systematically on the basis of relevant literature, and to portray the results in an academic work (seminar paper). 	
Type and length of examination	Written exam (90 mins): 75 % of module grade Seminar paper: 25 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars and exercises • Work in small groups (case work) • Excursion to the Labour Court 	
Teaching content	<ul style="list-style-type: none"> • Individual labour law (including employment contracts/ right to terminate employment) • Collective labour law (including industrial constitution law, collective agreement law) • Labour law seminar (selected current topics) • Social law (including insurance/ care/ company pension schemes/ data protection) 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	none	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Senne: Arbeitsrecht, aktuelle Auflage Dütz: Grundrisse des Arbeitsrechts, aktuelle Auflage	

Advanced Organization Design (Advanced Organization Design) [MSB.1.0378.0.P]		
Examination: Advanced Organisation Design [MSB.1.0378.0.P]	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: Englisch
Module Leader: Prof. Dr. Wolfgang Buchholz	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Wolfgang Buchholz, Prof. Dr. Wieland Appelfeller, Prof. Dr. Carsten Feldmann, Prof. Dr. Marcus Laumann, Prof. Dr. Jürgen Nonhoff		
Learning Outcomes	<p>The students can</p> <ul style="list-style-type: none"> • derive, explain and apply practically relevant concepts in the areas of Corporate organization, Governance modes, Process modelling, Process standardization and Quality management, • explain and apply selected tools for Quality, Innovation and Project management, • explain and apply selected tools for modelling business processes, • derive the role of IT-support for Process standardisation based on examples, • work in multicultural teams. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (60 min.): 37,5 % of module grade • Case study presentation: 37,5 % of module grade • Presentation: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Lecture • Case study work, Case study presentation • Guest lecturers 	
Teaching content	<ul style="list-style-type: none"> • Strategy and Corporate Organisation • Process Standardisation and Supporting IT-Systems • Quality Management & Tools for Advanced Organisation Design • Advanced Business Process Modelling 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic Know-how in Organisational management, Project Management and Business IT	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	<p>Grant, R. M./Jordan, J. (2012): Foundations of strategy, Chichester 2012</p> <p>Bach, N./Brehm, C./Buchholz, W./Petry, T. (2017): Organisation - Gestaltung wertschöpfungsorientierter Architekturen, Prozesse und Strukturen, 2., vollständig überarbeitete und erweiterte Aufl., Wiesbaden 2017</p>	

	Dumas, M., et al.: Fundamentals of Business Process Management, Berlin, Second Edition, 2018
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Digital Transformation and Supply Chain Management (Digital Transformation and Supply Chain Management) [MSB.1.0379.0.P]		
Examination: Digital Transformation and Supply Chain Management [MSB.1.0379.0.P]	Course No:	ECTS credits: 12
Recommended classification: 5 th , 6 th and 7 th semester	Compulsory mark: [WPF]	Language of instruction: German and English
Module Leader: Prof. Dr. Wolfgang Buchholz	Module frequency: WiSe/ SoSe	How to register:
Student support: Prof. Dr. Wolfgang Buchholz, Prof. Dr. Wieland Appelfeller, Prof. Dr. Christiane Fühner,		
Learning Outcomes	Students <ul style="list-style-type: none"> • understand what is meant by the digital transformation of companies and the elements it involves, • are able to describe selected elements of digital transformation and to assess and structure the use of such elements in companies, • understand the importance of ecosystems and digital platforms for businesses, • are able to develop and design business models for digital platforms, • are familiar with IT systems that are relevant for procurement, and are able to explain their application, • are able to shape the digital transformation of purchasing and • are able to independently structure and model decision problems from industrial production and logistics on the basis of case studies, and to solve them using optimising methods or heuristic algorithms. 	
Type and length of examination	Written exam (90 mins): 75 % of module grade Presentation of case studies: 25 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case study work • Presentation of case studies • Practical exercises on an SRM system • Guest lectures 	
Teaching content	<ul style="list-style-type: none"> • Selected aspects of the digital transformation • Platform economy • Digital transformation in procurement • Supply chain and production analytics 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic knowledge in the subject areas of organisation, logistics, business informatics and operations research	

Formal requirements	Requirements for admission to the module examination: at least 72 CP and successful completion of all module examinations from the first and second semesters.
Recommended reading	<p>Appelfeller, W./Feldmann, C. (2018): Die digitale Transformation des Unternehmens, Wiesbaden 2018 (neuste Auflage)</p> <p>Bach, N./Brehm, C./Buchholz, W./Petry, T. (2017): Organisation - Gestaltung wertschöpfungsorientierter Architekturen, Prozesse und Strukturen, 2., vollständig überarbeitete und erweiterte Aufl., Wiesbaden 2017 (neuste Auflage)</p> <p>Parker, G. G./Van Alstyne, M. W./Choudary, S. P. (2016): Platform Revolution, New York 2016 (latest edition)</p> <p>Appelfeller, W./ Buchholz, W. (2011): Supplier Relationship Management – Strategie, Organisation und IT des modernen Beschaffungs-management, 2. Auflage, Wiesbaden 2011 (neuste Auflage)</p> <p>Appelfeller, W. (2019): e-Supplier Relationship Management und die digitale Transformation der Beschaffung, in: Tobias Kollmann: Handbuch Digitale Wirtschaft, Berlin, 2019</p> <p>Günther, H.-O., Tempelmeier, H. (2020): Supply Chain Analytics, Operations Management und Logistik, 13. Auflage, Books on Demand, Norderstedt 2020. (neuste Auflage)</p> <p>Tempelmeier, H. (2020): Analytics in Supply Chain Management und Produktion, Übungen und Mini-Fallstudien, 7. Auflage, Books on Demand, Norderstedt 2020 (neuste Auflage)</p> <p>Slack, N., Chambers, St., Johnston, R. (2016): Operations Management, 8. Auflage 2016. (neuste Auflage)</p>

International New Ventures		
Examination:	Course No:	ECTS credits: 12
Recommended classification: 5 th /6 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Prof. Dr. Michael Wasserman	Module frequency: [0]	How to register:
Student support: Prof. Dr. Ulrich Balz, Prof. Dr. Marcus Laumann, Prof. Dr. Michael Wasserman		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> Analyse and develop a financial plan for new ventures based on strategic entry into international markets, with an emphasis on emerging markets, Apply business valuation methods to new ventures and analyse financing needs and opportunities in an international context, Evaluate and learn from events where the new venture process is both successful and unsuccessful, Analyse and overcome challenges (market entry mode, intellectual property rights, negotiating, marketing, production, HR management and CSR) for new businesses in a selected emerging market, Apply their knowledge of concepts from finance, start-up/innovation processes and emergent market (risk) using case study analysis, Work effectively in multicultural teams. 	
Type and length of examination	Presentation/ video presentation: 87,5 % of module grade Assignment/seminar paper: 12,5 % of module grade	
Teaching format	Teaching in the form of lectures and seminars; case studies / group work; classroom discussions of concepts in the context of recommended readings.	
Teaching content	<ul style="list-style-type: none"> Business plans and financial needs of new ventures Business valuation models for new ventures in an international context New venture processes for start-ups and corporates Specific challenges for new ventures in emerging markets (including intellectual property protection in emerging markets) 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 270 h 360 h
Requirements with regard to content	None	
Formal requirements	Students need to have taken at least one of the following intermediate modules: International management, Entrepreneurship, or Finance	

<p>Recommended reading</p>	<p>Chokhani, R. (2017). Challenges and opportunities for Indian start-ups; Key points to note. <i>Financial Express</i>. https://www.financialexpress.com/industry/challenges-and-opportunities-for-indian-start-ups-key-points-to-note/524728/Befus, D., & Grosse, R. (2017). <i>Sustainable Finance for Small and Medium-Sized Enterprises in an Emerging Market (2 Bridges for Economic Growth in Honduras)</i>. Harvard Business School Case Study.</p> <p>Ferreira, J., & Ferreira, J. (2018). <u>Challenges and Opportunities of New Retail Horizons in Emerging Markets: The Case of a Rising Coffee Culture in China</u>. Harvard Business School Case Study.</p> <p>James, M., & Koller, T.M. (2000). Valuation in emerging markets. <i>McKinsey Quarterly</i>, 78-85.</p> <p>Martinez, A., & Whitaker, J. (2018, Feb). 3 Emerging Market Risks Companies Should Watch for in 2018, <i>Harvard Business Review</i>.</p> <p>Nasser, S. (2016). Valuation for startups – 9 methods explained. Medium. https://medium.com/parisoma-blog/valuation-for-startups-9-methods-explained-53771c86590e</p> <p>Roggi, O., Giannozzi, A., & Baglioni, T. (2016). Firm valuation in emerging markets and the exposure to country risk. <i>Global Journal of Management and Business Research</i>, 16(1) 1-19.</p> <p>Shu, E. (2017) Emergent strategy in an entrepreneurial firm: the case of Lenovo in its formative years, <i>International Journal of Emerging Markets</i>, 12(3), 625-636.</p> <p>Tian, X. (2016): Managing International Business in China. Parboteeah, K.P. & Cullen, J.C. (2017): International Business: Perspectives from developed and emerging markets.</p>
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Operational Tax Theory I (Betriebliche Steuerlehre I) [MSB.1.0060.0.P]		
Examination: [MSB.1.0060.0.P] Operational Tax Theory I	Course No: B93A01, B93B01, B93C01, B93D01	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Kiso	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Dirk Kiso, Prof. Dr. Olaf Tanto, Prof. Dr. Dirk Thoms-Meyer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • are able to develop a practice-relevant solution to cases from the areas of fiscal accounting methods, including their connection to the balance of trade law and company taxation, particularly income tax law, corporation tax law and trade tax law, • know the taxation concepts of the individual legal forms – including mixed forms – as well as the calculation schemes for the respective assessment bases, • know how to use the terminology and tools of fiscal procedural law. They will gain profound knowledge in the area of redress and appeal procedures, • are able to calculate fiscal effects of alternative circumstances. They are capable of conducting simulated tax assessments, enabling them to comment on fiscal effects of company decisions (e.g. legal form/financing), • are able to systematise the fiscal effects of the circumstances explored and communicate them using adequate methods • are able to discuss substantive issues concerning the module at a professional level, • can make an informed discretionary judgement on technical issues, • are capable of solving simple circumstances using tax laws, administrative instructions and case-law. 	
Type and length of examination	Written exam (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Lectures • Case studies • Exercises • Excursions 	
Teaching content	<ul style="list-style-type: none"> • Fiscal procedural law (fiscal code, code of procedure for fiscal courts) • Tax accounting law • Taxation of business income, particularly partnerships • Taxation of private limited companies • Special aspects of mixed legal forms and corporate groups 	

Workload	Face-to-face instruction: 8 hrs/wk per semester: Excursions: Preparatory and follow-up work by student: Total:	120 h 20 h 220 h 360 h
Requirements with regard to content	Expertise in income tax issues and the determination of profits pursuant to commercial law and for tax purposes, as taught in the modules Financial Foundations I and II and in the advanced module Taxation. Basic knowledge of corporation and trade tax, as taught in the module Financial Foundations I.	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	<p>Tax laws/ tax regulations/ tax abatements, comments, use of the internet, textbooks, especially:</p> <p>Ax, R./ Große, T./ Melchior, J.: Abgabenordnung und Finanzgerichtsordnung, aktuelle Auflage, Stuttgart</p> <p>Birk, D.: Steuerrecht, aktuelle Auflage, Heidelberg</p> <p>Endriss u.a.: Steuerkompendium, Band 1, Ertragsteuern, aktuelle Auflage</p> <p>Grefe: Unternehmenssteuern, aktuelle Auflage</p> <p>Hoffmann: Einführung in die Körperschaftsteuer, aktuelle Auflage</p> <p>Lammerding: Abgabenordnung FGO, aktuelle Auflage, Achim</p> <p>Niehus/ Wilke: Besteuerung der Personengesellschaften, aktuelle Auflage</p> <p>Niehus/ Wilke: Besteuerung der Kapitalgesellschaften, aktuelle Auflage</p> <p>Preißler u.a.: Unternehmenssteuerrecht und Steuerbilanzrecht, aktuelle Auflage</p> <p>Reichert: Lehrbuch der Gewerbesteuer, aktuelle Auflage</p> <p>Tipke, K./ Lang, J., Steuerrecht, aktuelle Auflage, Köln</p>	

Operational Tax Theory II (Betriebliche Steuerlehre II) [MSB.1.0062.0.P]		
Examination: [MSB.1.0062.0.P] Operational Tax Theory II	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Olaf Tanto, Lecturers		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • know the basics of legal and testamentary succession and are able to explain the consequences of assigning assets in terms of inheritance tax and demonstrate design options for assigning operating assets, • are able to enter current business transactions using Datev software, issue annual financial statements and assessments and prepare corporate tax returns and partners' income tax returns, • know the principles of international taxation law and the methods used to avoid double taxation. They are able to identify the tax consequences of direct foreign investments and know the fundamentals of transfer pricing problems in international tax law, • are able to assess cross-border issues from a turnover tax perspective, • have knowledge of selected current tax developments. 	
Type and length of examination	Written exam (120 mins)	
Teaching format	Teaching in the form of <ul style="list-style-type: none"> • Seminars • Case studies • Exercises 	
Teaching content	<ul style="list-style-type: none"> • International taxation law • Succession to an enterprise and assignment of assets • Datev case study • In-depth aspects of turnover tax • Current tax developments 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	<ul style="list-style-type: none"> • Expertise in turnover tax issues and the determination of profits pursuant to commercial law and for tax purposes, as taught in the advanced module Taxation • Expertise in profit determination for tax purposes and company taxation, as taught in the extension module Operational Tax Theory I 	

Formal requirements	Requirements for admission to the module examination: at least 72 CP.
Recommended reading	<p>Tax laws/ tax regulations/ tax abatements, comments, use of the internet, textbooks, especially:</p> <p>Tipke/ Lang: Steuerrecht, aktuelle Aufl., Dr. Otto Schmidt, Köln</p> <p>Bornhofen: Buchführung 1 + 2, aktuelle Aufl., Gabler, Wiesbaden</p> <p>Bornhofen: Steuerlehre 1 (Umsatzsteuer), akt. Aufl., Gabler, Wiesbaden</p> <p>Brähler: Internationales Steuerrecht, akt. Aufl., Gabler, Wiesbaden</p> <p>Halaczinsky: Schenken, Erben, Steuern, Stotax, akt. Aufl., Bonn</p>

Business Information Systems (Business Information Systems) [MSB.1.0077.0.P]		
Examination: [MSB.1.0077.0.P] Business Information Systems	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Jürgen Nonhoff	Module frequency: [SoSe]	How to register:
Student support: Prof. Dr. Jürgen Nonhoff, Prof. Dr. Michael Bücken, Prof. Dr. Norman Lahme-Hütig,		
Learning Outcomes	Students <ul style="list-style-type: none"> familiarise themselves with operational, transactional, analytical (standard) software systems and web-based software systems, are able to explain basic architectures of web applications, are able to use basic technologies of the web, are able to model and use databases. 	
Type and length of examination	Written exam (120 min): 75 % of module grade Presentation/ seminar paper: 25 % of module grade	
Teaching format	<ul style="list-style-type: none"> Teaching in the form of seminars Case studies (independent work in small groups) Tutorials and exercises for standard business software (PC pool) Seminar paper/seminar lectures External practical lectures, Excursions 	
Teaching content	In this module, students are given an integrated view of business application systems, ranging from the analysis, design, development and application of information systems. The significance of electronic services and channels of distribution is constantly increasing. In particular, web-based services, technologies and systems are addressed in this module. <ol style="list-style-type: none"> Enterprise resource planning (ERP) systems, contact time: 2 hrs/wk per semester Web development, contact time: 4 hrs/wk per semester Database systems, contact time: 2 hrs/wk per semester 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Stahlknecht/ Hasenkamp: Einführung in die Wirtschaftsinformatik Kemper, Alfons: Datenbanksysteme	

Controlling (Controlling) [MSB.1.0079.0.P]		
Examination: [MSB.1.0079.0.P] Controlling	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Martin Schreiber	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Martin Schreiber, Prof. Dr. Benjamin Matthies, Prof. Dr. Kerstin Gerke, Prof. Dr. Klaus Schulte,		
Learning Outcomes	<p>Students should learn the professional requirements needed to become a controller. This is achieved by expanding the basic knowledge gained in the relevant basic and advanced modules, teaching new subject-specific knowledge and methods, and considering interdisciplinary approaches.</p> <p>Students should</p> <ul style="list-style-type: none"> • understand the main controlling instruments and be able to apply them in a targeted manner, • be proficient in dealing with special controlling problems that are previously unknown to them, • be able to present technical problems and the solutions developed accordingly (in writing and orally). 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (120 mins) on the three lectures: 75 % of module grade • Presentations and work results in the seminar: 25 % of module grade 	
Teaching format	Teaching in the form of seminars, case-studies, seminars	
Teaching content	<ol style="list-style-type: none"> 1. Operational Controlling (lecture) <ul style="list-style-type: none"> • Cost management • Transfer prices • Indicators and indicator systems • Benchmarking • Management reporting • Controlling organisation • Use of IT in controlling 2. Operational Planning (lecture) <ul style="list-style-type: none"> • Organisation of the planning process • Divisional planning • Cross-divisional planning • Profit planning 3. Strategic Controlling (lecture) <ul style="list-style-type: none"> • Shareholder value • Strategic planning • Strategic controlling instruments 	

	<p>4. Controlling Seminar (seminar)</p> <ul style="list-style-type: none"> • Practical projects, such as: • Introducing a cost accounting system • Developing a balanced scorecard • Optimising a reporting system 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Subject-specific prior knowledge from the basic module Financial Business Administration II and from the advanced module Accounting	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	<p>Weber, Jürgen/ Schäffer, Utz: <i>Einführung in das Controlling</i>, aktuelle Auflage, Stuttgart, Schäffer-Poeschel</p> <p>Horváth, Péter: <i>Das Controlling-Konzept. Der Weg zu einem wirkungsvollen Controllingsystem</i>, aktuelle Auflage, München, dtv</p> <p>Horváth, Péter: <i>Controlling</i>, aktuelle Auflage, München, Vahlen</p> <p>Baum, H.-G./ Coenenberg, A.G./ Günther, T.: <i>Strategisches Controlling</i>, Stuttgart, aktuelle Auflage</p>	

Corporate Finance (Corporate Finance) [MSB.1.0081.0.P]		
Examination: [MSB.1.0081.0.P] Corporate Finance	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Juliane Wolf	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Juliane Wolf, Prof. Dr. Ulrich Balz, Prof. Dr. Christian Tallau		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • explain the functionality, design, trade and significance of the most important derivatives, use them for simple trading strategies and arbitrage, in particular for risk hedging purposes, critically evaluate this and describe, apply and assess central valuation models, • determine capital costs from capital market data, taking into account leverage effects, • apply business valuation methods (net value, entity and multiples methods) to pre-structured circumstances, • assess the use of financial instruments and surrogates depending on different financing situations, taking into account investors' and borrowers' interests. 	
Type and length of examination	Written exam (90 mins): 75 % of module grade Presentation/ paper: 25 % of module grade	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Case studies • Practical projects 	
Teaching content	<ul style="list-style-type: none"> • Overview of monetary markets • Forwards, futures, options, swaps and credit derivatives • Capital costs and capital structure • Net value, discounted cash flow and multiples methods • Financial instruments, financial surrogates and decision-making criteria (bank financing, private equity, going public, asset-backed security, factoring, rating) 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Advanced Module Financial foundations of business management	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Hull: Optionen, Futures und andere Derivate, 8. Aufl., Pearson Studium, 2012 (oder neuere Auflage)	

	<p>Beike/ Schlütz: Finanznachrichten lesen – verstehen – nutzen: Ein Wegweiser durch Kursnotierungen und Marktberichte, Schäfer-Poeschel, 5. Aufl., 2010 (oder neuere Auflage)</p> <p>Ernst/ Schneider/ Thielen: Unternehmensbewertungen erstellen und verstehen, 5. Auflage, München 2012 (oder neuere Auflage)</p> <p>Peemöller, Volker (Hrsg): Paxishandbuch der Unternehmensbewertung, 5. Auflage, Herne 2012 (oder neuere Auflage)</p> <p>Portisch, Wolfgang: Finanzierung im Lebenszyklus, München 2008 (oder neuere Auflage)</p> <p>Zantow/ Roger: Finanzwirtschaft des Unternehmens: Die Grundlagen des modernen Finanzmanagements, 3. Auflage, München 2011 (oder neuere Auflage)</p>
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Strategies of Success on International Markets (Erfolgsstrategien auf internationalen Märkten) [MSB.1.0096.0.P]		
Examination: [MSB.1.0096.0.P] Strategies of Success on International Markets	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Olaf Arlinghaus	Module frequency: [WiSe/SoSe]	How to register: It is essential to register for course via myFH-Portal from 1 to 30 September (winter semester) or from 1 to 28 February (summer semester). If the number of participants exceeds 40, participants will be selected. Up to 5 additional places for ERASMUS students. Those who fail the examination on the final examination date will be secured a place to resit it.
Student support: Prof. Dr. Olaf Arlinghaus, Prof. Dr. Jürgen Reckwerth, Prof. Dr. Manuel Rupprecht		
Learning Outcomes	<p>The course focuses on preparing students in international professional engagements. In order to perform strategic and operational tasks successfully, it is vital to have knowledge of business and economic international subject areas, complemented by various practical projects and topics.</p> <p>Students should</p> <ul style="list-style-type: none"> • become acquainted with and be able to apply analytical instruments and operationally established approaches for the successful realisation of an international activity, • understand and be able to apply the basics of international economic analysis and analysis for assessing country risks including, in particular <ul style="list-style-type: none"> o learning and applying methods and instruments of country risk analysis o independently assessing general and economic opportunities and problems of economies • recognise relationships between the international corporate strategy and the operational implementation in divisions, • analyse strategic and ethical problems and develop solutions in multicultural teams and be capable of applying the basics of international management. 	
Type and length of examination	<ul style="list-style-type: none"> • Seminar paper / presentation: 33.3 % of module grade • Written exam (120 mins): 66.6 % of module grade 	

	<ul style="list-style-type: none"> • The minimum number of points must be gained in each examination part. 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Practical projects • Exercises • Group work • Presentation with discussion 	
Teaching content	<p>Business part (4 hrs/wk per semester)</p> <ul style="list-style-type: none"> • Intercultural management • Going public - managing a successful stock market launch • International risk management <p>Economics part (4 hrs/wk per semester)</p> <ul style="list-style-type: none"> • Foundations of country risk and growth analysis • Case studies on country risk analysis and assessment • Framework conditions of international trade 	
Workload	Face-to-face instruction: 8 hrs/wk per semester:	120 h
	Preparatory and follow-up work by student:	240 h
	Total:	360 h
Requirements with regard to content	Basic knowledge of international business and economic correlations	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	See lecture materials	

External Accounting (Externes Rechnungswesen) [MSB.1.0118.0.P]		
Examination: [MSB.1.0118.0.P] External Accounting	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German, English
Module Leader: Prof. Dr. Holger Pooten	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Holger Pooten, Prof. Dr. Ronny Gebhardt, Prof. Dr. Isabel von Keitz		
Learning Outcomes	<p>In this module, students should learn the professional requirements needed to issue and read annual financial statements. This is achieved by expanding the basic knowledge gained in the relevant compulsory and advanced modules, learning new subject-specific knowledge and methods, and considering interdisciplinary approaches.</p> <p>Students should</p> <ul style="list-style-type: none"> • expand their knowledge of the main differences between accounting based on national principles (in particular, the German Commercial Code, HGB) and in accordance with international standards (in particular, the International Financial Reporting Standards, IFRS) and the accounting leeway offered by different sets of regulations, • learn the methods for dealing with special accounting problems that are unknown to them, • be familiar with the key standards of group accounting, • be able to assess the economic situation of a company on the basis of a specific business report that is unknown to them and • be able to present technical problems and the solutions developed accordingly (in writing and orally). 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (90 mins): 75 % of module grade • Presentation or seminar paper: 25 % of module grade 	
Teaching format	Teaching in the form of seminars, seminars, case study work and exercise units	
Teaching content	<p>Group accounting (in accordance with HGB and IFRS):</p> <ul style="list-style-type: none"> • Foundations • Group accounting obligations • Full consolidation • Proportional consolidation • At-equity method. <p>International accounting:</p> <ul style="list-style-type: none"> • Internationalisation of accounting in Germany • Foundations of the IASB set of regulations • Comparison of key recognition, assessment and reporting requirements in accordance with HGB versus IFRS 	

	Annual financial statements and financial statement analysis	
	<ul style="list-style-type: none"> • Objectives and steps involved in an indicator-based annual financial statement analysis • Indicators of a fiscal and performance-related annual financial statement analysis • Possibilities and limitations of an indicator-based overall assessment formation 	
Workload	Face-to-face instruction: 8 hrs/wk per semester:	120 h
	Preparatory and follow-up work by student:	240 h
	Total:	360 h
Requirements with regard to content	Requirements with regard to content: Profound knowledge gained from relevant courses in the module “Financial Business Administration II” and the advanced module “Accounting”	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	<p>Baetge/ Kirsch/ Thiele: Konzernbilanzen, neueste Auflage</p> <p>Coenenberg/ Haller/ Schultze: Jahresabschluss und Jahresabschlussanalyse, neueste Auflage</p> <p>Küting/ Weber: Die Bilanzanalyse, neueste Auflage</p> <p>Pellens/ Fülbier/ Gassen/ Sellhorn: Internationale Rechnungslegung, neueste Auflage</p>	

Functional Human Resources Management (Funktionales Personalmanagement) [MSB.1.0130.0.P]		
Examination: [MSB.1.0130.0.P] Functional Human Resources Management	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Sonja Öhlschlegel	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Sonja Öhlschlegel, Prof. Dr. Thomas Jansen		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • assess the strategic significance of professional acquisition management and evaluate, apply and independently devise personnel selection and personnel marketing instruments and methods, • analyse and shape incentive schemes in a targeted manner, • explain the significance and design variants of personnel controlling, • apply and assess personnel controlling tools, • flesh out, apply, critically reflect and assess methods of empirical social research related to human resource issues. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (60 mins): 25 % of module grade • Project: 50 % of module grade • Assignments: 25 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars with a high degree of activation • Group work/ case studies • Conceptual design, implementation of an assessment centre • Projects 	
Teaching content	<ul style="list-style-type: none"> • Strategic significance, assessment, legal aspects and implementation of target-oriented HR marketing and the use of personnel selection instruments • Motivation and performance • Foundations, legal aspects and the shaping of material and non-material incentives • Significance and design variants of personnel controlling • Personnel controlling instruments • Application of method 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	

Recommended reading	Literature will be provided during the course
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Leadership and Change (Führung und Wandel) [MSB.1.0129.0.P]		
Examination: [MSB.1.0129.0.P] Leadership and Change	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Annette Nagel	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Annette Nagel		
Learning Outcomes	Students should <ul style="list-style-type: none"> • know the key scientific findings on cause-effect relationships in human resources management and change management, • be able to apply these findings to practical scenarios both analytically and in practical simulations, • be able to prepare independent subject-relevant academic work on the basis of professional research alone and/or in the team and to present it appropriately, • be able to organise themselves in a target-oriented manner, both alone and in a team. 	
Type and length of examination	<ul style="list-style-type: none"> • Essays throughout the semester: 25 % of the module grade • Seminar paper: 25 % of the module grade • Written exam (90 mins): 50 % of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Learning in team work • Plenum • Case study work • Practical simulations 	
Teaching content	<ul style="list-style-type: none"> • Leading employees • Special aspects of leadership in change processes • Framework conditions of leadership and change management • Current special topics on human resources management and change management 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 270 h 360 h
Requirements with regard to content	Foundations of human resources management and principles of management concerning behavioural science	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Literature will be provided during the course	

International Marketing (Internationales Marketing) [MSB.1.0167.0.P]		
Examination: [MSB.1.0167.0.P] International Marketing	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Dr. Sue Rossano Rivero	Module frequency: [WiSe/SoSe]	How to register:
Student support: Dr. Sue Rossano Rivero, Prof. Dr. Thomas Baaken, Claudia Umanzor, M.Sc.		
Learning Outcomes	<p>The course will provide Students with domain specific knowledge through Lecture Sessions in International Marketing and Business and it will help Students to develop the necessary analytical and critical skills by its Case Studies approach throughout the course.</p> <p>After successfully completing this course, Students will be able to:</p> <ul style="list-style-type: none"> • understand the basic foundations of marketing in the international context, • obtain tools to apply these concepts to the resolution of case studies and real business projects, • learn that international marketing is about striking the balance between maximizing the similarities across cultures and customising marketing to important local differences, • learn from business cases the complexities of conducting marketing research in an international environment. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (60 mins): 33,3 % of module grade • Seminar paper and presentation: 33,3 % of module grade • Presentation and project work: 33,3 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Lecture, students read chapters of a defined reader prior to the class. During the class content will be discussed and deepened. In-depth case study analysis • Case study analysis, dynamic discussions, team problem solving. • Presenting Consulting Methods and Tools for Project in Marketing, seminar and exercise and recorded classroom presentations, feedback evaluation • Project work on a real world project for a company in the region in Strategic Marketing 	
Teaching content	<p>Content:</p> <ul style="list-style-type: none"> • Market Research in International Marketing I & II (Population, Sampling, Secondary & Primary Research) • Risk Management in International Markets • The 4 Ps and the 7 Ps in International Marketing • B2C & B2B Marketing in the International Environment • Standardisation vs. Differentiation, EPRG Scheme • Market Entry Strategies in International Markets 	

	<ul style="list-style-type: none"> • Market Development Strategies in International Markets • Cultural Aspects in International Marketing • Communication Policy in International Marketing • Distribution Policy in International Marketing • Product Policy in International Marketing • Services Policy in International Marketing • Pricing Policy in International Marketing • Global Marketing • Marketing Controlling and Adjustments <p>Methods trained on cases:</p> <ul style="list-style-type: none"> • Project Management • Defining an Agenda and writing Minutes • Selecting Sources of Information in Desk Research • Designing Research Instruments • Excel: Database Management • Quantitative Research Approaches • Qualitative Research Approaches • Quantitative and Qualitative Analysis and Reports • Generating and Deriving Recommendations • Beyond Bullet Points in Power Point • Presenting Research Results • Boosting Presentation Skills 						
Workload	<table border="1"> <tr> <td>Face-to-face instruction: 8 hrs/wk per semester:</td> <td>120 h</td> </tr> <tr> <td>Preparatory and follow-up work by student:</td> <td>240 h</td> </tr> <tr> <td>Total:</td> <td>360 h</td> </tr> </table>	Face-to-face instruction: 8 hrs/wk per semester:	120 h	Preparatory and follow-up work by student:	240 h	Total:	360 h
Face-to-face instruction: 8 hrs/wk per semester:	120 h						
Preparatory and follow-up work by student:	240 h						
Total:	360 h						
Requirements with regard to content	Basics in Marketing						
Formal requirements	Requirements for admission to the module examination: at least 72 CP.						
Recommended reading	<p>Cateora, P. R., Gilly, M. C., & Graham, J. L. (2016). International marketing. McGraw-Hill Education.</p> <p>Douglas, S. P., & Samuel Craig, C. (2011): The role of context in assessing international marketing opportunities. International Marketing Review, 28(2), 150-162.</p> <p>Isayeva, A. (2014). Ethics in International Marketing. International Journal of Economic Practices and Theories, 4(5), 552-561.</p> <p>Samiee, S., Chabowski, B. R., & Hult, G. T. M. (2015). International Relationship Marketing: Intellectual Foundations and Avenues for Further Research. Journal of International Marketing, 23(4), 1-21.</p>						

	<p>Schweitzer, S. (2015). <i>Access to Asia: Your Multicultural Guide to Building Trust, Inspiring Respect, and Creating Long-lasting Business Relationships</i>. John Wiley & Sons.</p> <p>Usunier, J. C., Lee, J. A., & Lee, J. A. (2013). <i>Marketing across cultures</i>. Pearson Education.</p> <p>Westjohn, S. A., Singh, N., & Magnusson, P. (2012). Responsiveness to global and local consumer culture positioning: A personality and collective identity perspective. <i>Journal of International Marketing</i>, 20(1), 58-73.</p>
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Operational Marketing (Operatives Marketing) [MSB.1.0206.0.P]		
Examination: [MSB.1.0206.0.P] Operational Marketing	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Roland Multhaup	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Roland Multhaup, Prof. Dr. Bert Kiel		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • appropriately select important price analysis, price setting or price variation methods as each situation demands in the framework of price policy, apply them with the support of specialist literature and discuss price-strategic decisions, • identify and reproduce relevant operational product policy decisions in the context of market stimulation strategies, and reflect on important methods of product policy critically and select them as each situation demands, • discuss basic decisions and concepts of brand management, • define objectives, strategies and measures of communication policy, and reflect on them in planning, implementation and control with regard to practical cases, • discuss the manufacturers' perspective within distribution policy using the various distribution policy alternatives in a customer-oriented manner. 	
Type and length of examination	Written exam (120 mins)	
Teaching format	Teaching in the form of seminars	
Teaching content	<ul style="list-style-type: none"> • Price policy: the significance of price policy, cognitive processing of price information, price-analytical instruments for studying demand, determinants of price policy and price variation, price-strategic concepts • Product policy: the significance of product policy, unique selling proposition, life-cycle models, corporate strategies and their effect on operational product policy decisions, innovation orientation, quality orientation, programme range orientation, cost orientation and brand orientation • Communication policy: foundations of communication theory, communication under the conditions of information overload, overview of communication policy instruments, personal communication • Distribution policy: decision fields of distribution policy, comparison of acquisitive distribution with the abstraction principle of the contract of sale, physical distribution, decisions 	

	about locations, direct selling, indirect selling, motivational effects and the suitability of compensation systems in sales	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Foundations of marketing gained from the course "Primary Business Processes" (2 nd semester)	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Meffert/ Burmann/ Kirchgeorg: ‚Marketing‘, aktuelle Auflage Diller, Hermann: ‚Preispolitik‘, aktuelle Auflage Bruhn, Manfred: ‚Kommunikationspolitik‘ Pepels, Werner: ‚Kommunikations- und Identitätspolitik‘ Pepels, Werner (Hrsg.): ‚Distribution und Verkaufspolitik‘	

Potential-oriented Human Resources Management (Potenzialorientiertes Personalmanagement) [MSB.1.0211.0.P]		
Examination: [MSB.1.0211.0.P] Potential-oriented Human Resources Management	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Thomas Jansen	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Thomas Jansen, Prof. Dr. Sonja Öhlschlegel-Haubrock		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • are able to plan, organise and assess training and continuing education in companies on the basis of applicable statutory provisions, • are able to carry out and evaluate training and continuing education processes on the basis of considerations of the psychology of learning, • are capable of analysing target groups, formulating target group-related educational objectives and creating teaching-learning situations, • understand the strategic significance of personnel development, • are able to identify the personnel development needs for a company required within its strategic orientation. 	
Type and length of examination	Written exam (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars, including a high degree of activation • Group work/ case studies • Implementation of specific training units 	
Teaching content	<ul style="list-style-type: none"> • Legal and economic basics of training and continuing education • Planning and organisation of training and continuing education • Implementation and evaluation of training and continuing education • Foundations of organisational development • Identification of personnel development needs 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	

Recommended reading	Literature will be provided during the course
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Project Course Organisation and Business Informatics (Projektstudium Organisation und Wirtschaftsinformatik) [MSB.1.0225.0.P]		
Examination: [MSB.1.0225.0.P] Project Course Organisation and Business Informatics	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Wieland Appelfeller	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Wieland Appelfeller, Prof. Dr. Wolfgang Buchholz, Prof. Dr. Michael Dirksen, Prof. Dr. Carsten Feldmann, Prof. Dr. Marcus Laumann, Prof. Dr. Jürgen Nonhoff, Prof. Dr. Franz Vallée,		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • carry out projects in practice, transferring the knowledge gained in one or more lectures on the topics of organisation, purchasing, business informatics or logistics to a practical case, • develop analyses and concepts in the form of workshops together with company employees and to propose the results to executives in a convincing manner, • develop communication and change concepts for specific changes. 	
Type and length of examination	<ul style="list-style-type: none"> • Presentation and discussion of a change management and communication concept: 20 % of module grade • Kick-off presentation: 10 % of module grade • Interim presentation: 20 % of module grade • Commented final presentation: 30 % of module grade • Oral examination: 20 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Project work • Coaching of project groups • Block course involving seminars on the topics of change management and communication 	
Teaching content	During the project course, between three and five students work on a specific project in company. Examples of projects include analysing organisations, optimising processes, introducing new IT systems, optimising purchasing and logistics, and so on. The projects usually require students to be at the company for two days a week. A coaching meeting with the supervising professor is held once a week at the university of applied sciences. Change and communication concepts are developed for the projects in an accompanying three-day block course.	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	90 h 270 h 360 h

Requirements with regard to content	Participation in the course on “Meeting Management” in the partial module SK III/ SK Occupation-Specific Skills
Formal requirements	Requirements for admission to the module examination: <ul style="list-style-type: none"> • at least 72 CP • successful completion of the advanced module “Foundations of Process Management and ERP Systems” or the advanced module “Logistics”
Recommended reading	Doppler, K./ Lauterburg, C.: Change Management – Den Unternehmenswandel gestalten, aktuelle Auflage, Frankfurt Jenny, B.: Projektmanagement: Das Wissen für eine erfolgreiche Karriere, aktuelle Auflage, Zürich

Quantitative Methods II (Quantitative Methoden II) [MSB.1.0229.0.P]		
Examination: [MSB.1.0229.0.P] Quantitative Methods II	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Michael Bucker	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Michael Bucker, Prof. Dr. Reiner Kurzahls		
Learning Outcomes	<p>Students should</p> <ul style="list-style-type: none"> • be able to independently implement market research and data mining projects in professional practice and responsibly in a team, • be able to apply data mining methods to suit the problem, • be able to classify the term 'big data' and its associated economic and social significance, • have in-depth theoretical and practical knowledge of multivariate and statistical analytical methods and should be able to apply and interpret these for economic issues, • gain an understanding of applying risk management software. 	
Type and length of examination	<p>Project: 25 % of module grade Term paper, case studies: 75 % of module grade</p>	
Teaching format	<ul style="list-style-type: none"> • Lectures/ exercises • Teaching in the form of seminar with a high proportion of case studies, projects and computer-aided practical exercises 	
Teaching content	<ul style="list-style-type: none"> • Introduction to data mining • The data mining process • Introduction to big data • Assignment of big data seminar topics, including methodological classification, providers, societal challenges, training options and professional fields, trends, legal elements • Multivariate methods • Introduction to risk management software 	
Workload	<p>Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:</p>	<p>120 h 240 h 360 h</p>
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	<p>Han, J./ Kamber, M.: Data Mining – Concepts and Techniques</p> <p>Bachmann, Ronald: Big Data - Fluch oder Segen: Unternehmen im Spiegel gesellschaftlichen Wandels, mitp Verlag, 2014</p> <p>Backhaus, K. u.a.: Multivariate Analysemethoden, aktuelle Auflage, Springer Verlag, Berlin</p>	

Quantitative Methods III (Quantitative Methoden III) [MSB.1.0230.0.P]		
Examination: [MSB.1.0230.0.P] Quantitative Methods III	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Anja Stumpf	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Anja Stumpf, Prof. Dr. Michael Bücken, Prof. Dr. Reiner Kurzhals, Prof. Dr. Christiane Fühner		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • recognise, model, mathematically formulate, solve and interpret linear, whole-number and, where applicable, non-linear economic optimisation problems and use suitable software for problem-solving, • prepare rational decisions for resolving practical economic problems using methods related to decision theory, • recognise and model discrete simulation problems, conduct simulations using suitable software, validate simulation models and interpret simulation results, • understand and apply risk analysis-simulation software to quantify risks. 	
Type and length of examination	Combination of case studies: 50% of module grade Presentation: 25% of module grade Seminar paper: 25% of module grade	
Teaching format	<ul style="list-style-type: none"> • Lectures involving accompanying exercises • Activating teaching elements (case study work/ presentation) 	
Teaching content	<ul style="list-style-type: none"> • Linear, whole-number and, where applicable, non-linear optimisation • Decisions in the event of risks, multi-stage decisions, group decisions, game theory and others • Simulation, particularly discrete event simulation • Introductory course in Monte Carlo simulation software (e.g. by Oracle Crystal-Ball or @risk by Palisade) 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	Basic knowledge of business mathematics, statistics and quantitative methods would be beneficial	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Zimmermann, H.-J: Operations Research, aktuelle Aufl., Vieweg, Bamberg, G./ A.G. Coenenberg: Betriebswirtschaftliche Entscheidungslehre. Vahlen, aktuelle Aufl.	

	<p>Wenzel, S./ Weiß, M./ Collisi-Böhmer, S./ Pitsch, H., Rose, O.: Qualitätskriterien für die Simulation in Produktion und Logistik, Planung und Durchführung von Simulationsstudien, Springer, 2008</p> <p>User Guide Crystal-Ball von Oracle</p>
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Strategic Marketing (Strategisches Marketing) [MSB.1.0368.0.P]		
Examination: [MSB.1.0368.0.P] Strategic Marketing	Course No: B95602	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: English
Module Leader: Dr. Kerstin Kurzhals	Module frequency: [WiSe/SoSe]	How to register:
Student support: Dr. Kerstin Kurzhals, Prof. Dr. Carmen Maria Albrecht, Carina Alfert, M.A., Prof. Dr. habil. Thomas Baaken		
Learning Outcomes	<p>Be able to present a coherent argument in support of an action or position</p> <p>Knowledge and understanding:</p> <ul style="list-style-type: none"> • The role of marketing within an organisation at corporate and functional level, • setting objectives adopting SMART criteria, • the tools, concepts and models for strategic marketing evaluation, decision and implementation, • the importance of the planning process within the context of Strategic Marketing and developing a marketing plan The requirements for implementation of a co-ordinated strategic marketing programme. <p>Transferable Skills:</p> <ul style="list-style-type: none"> • develop skills relating to the presentation of academic material verbally an applying it in practice, • Critical Thinking Analysis of case study material and academic papers. 	
Type and length of examination	<ul style="list-style-type: none"> • Weekly individual Assignments: 25 % of module grade • Case study assignment on Innovation Marketing: 25 % of module grade • Project work including “Tools & Methods”: 50 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Lecture, students read chapters of a defined reader prior to the class. During the class content will be discussed and deepened. In-depth case study analysis • Case study analysis, dynamic discussions, team problem solving • Presenting Consulting Methods and Tools for Project in Marketing, seminar and exercise and recorded classroom presentations, feedback evaluation • Project work on a real world project for a company in the region in Strategic Marketing 	

	<p>Baaken, T., Kiel, B., & Kliewe, T. (2015). Real world projects with companies supporting competence development in higher education. <i>International Journal of Higher Education</i>, 4(3), 129. http://scholar.google.de/scholar?hl=de&q=baaken+kliewe+&btnG=&lr</p>	
Teaching content	<p>Content:</p> <ul style="list-style-type: none"> • Fundamentals of Relationship Marketing • External Relationships to Stakeholders in the Value Net • Analysing Buying Behaviour • Segmenting, Targeting, Positioning • Product & Service Process and Decisions • Pricing Decisions • Distribution Decisions • Communication Decisions • Branding Strategies • Implementation and Controlling of the Marketing Planning Process • Developing and Managing Customer Relations <p>Methods trained on cases:</p> <ul style="list-style-type: none"> • Project Management • Defining an Agenda and writing Minutes • Selecting Sources of Information in Desk Research • Designing Research Instruments • Excel: Database Management • Quantitative Research Approaches • Qualitative Research Approaches • Quantitative and Qualitative Analysis and Reports • Generating and Deriving Recommendations • Beyond Bullet Points in Power Point • Presenting Research Results • Boosting Presentation Skills 	
Workload	<p>Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:</p>	<p>120 h 240 h 360 h</p>
Requirements with regard to content	Basics in Marketing	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	<p>Cravens, D. W., & Piercy, N. (2006). <i>Strategic marketing</i> (Vol. 7). New York: McGraw-Hill.</p> <p>Grönroos, C. (1994). From marketing mix to relationship marketing: towards a paradigm shift in marketing. <i>Management decision</i>, 32(2), 4-20.</p> <p>Hollensen, S., & Opresnik, M. O. (2015). <i>Marketing: A relationship perspective</i>. Vahlen. READER</p>	

- Maciariello, J. (2009). Marketing and innovation in the Drucker Management System. *Journal of the Academy of Marketing Science*, 37(1), 35-43.
- McDonald, M. (1996). Strategic marketing planning: theory, practice and research agendas. *Journal of Marketing Management*, 12(1-3), 4-27.
- Meffert, H. (2013). *Marketing-Management: Analyse—Strategie—Implementierung*. Springer-Verlag.
- Ravald, A., & Grönroos, C. (1996). The value concept and relationship marketing. *European journal of marketing*, 30(2), 19-30.
- Stone, M., Woodcock, N., & Wilson, M. (1996). Managing the change from marketing planning to customer relationship management. *Long Range Planning*, 29(5), 675-683.
- Wilson, R. M., & Gilligan, C. (2012). *Strategic marketing management*. Routledge.

Auditing (Wirtschaftsprüfung) [MSB.1.0333.0.P]		
Examination: [MSB.1.0333.0.P] Auditing	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Dirk Thoms-Meyer	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Dirk Thoms-Meyer, Prof. Dr. Gregor Solfrian, Prof. Dr. Olaf Tanto		
Learning Outcomes	Students <ul style="list-style-type: none"> • know the most important professional principles for auditors, • are able to explain and substantiate risk-oriented auditing methods, • know basic auditing techniques and can apply them in a situation-dependent and audit area-related manner, • are able to apply their knowledge of accounting methods and auditing techniques in case studies and develop a technically sound solution to moderately difficult tasks, • know the most important methods of business valuation (net value, discounted cash flow and multiples methods) and apply these in case studies. They understand the effect of valuation assumptions on the company value. 	
Type and length of examination	Written exam (120 mins)	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Exercises • Case studies 	
Teaching content	<ul style="list-style-type: none"> • Auditing (rules governing the auditing profession, risk-oriented auditing approach, auditor's report) • Auditing technique (auditing methods and techniques; application of accounting principles in accordance with the German Commercial Code, HGB) • Business valuation in accordance with IDW S 1 (Principles for the Performance of Business Valuations) • Case study seminar (on accounting and auditing) 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	None	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	HGB, Kommentare, IDW-Standards, Internet und Lehrbücher, insb.: Marten/ Quick/ Ruhnke: Wirtschaftsprüfung, Schäffer-Poeschel Ballwieser: Unternehmensbewertung, Schäffer-Poeschel	

	<p>Hommel/ Dehmel: Unternehmensbewertung case by case</p> <p>Peemöller: Praxishandbuch der Unt.-bewertung, nwb</p> <p>Henselmann/ Kniest: Unt.-Bew.: Praxisfälle mit Lösungen, nwb</p>
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Business Law III (Wirtschaftsrecht III) [MSB.1.0342.0.P]		
Examination: [MSB.1.0342.0.P] Business Law III	Course No:	ECTS credits: 12
Recommended classification: 5 th / 6 th / 7 th semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Rainer Herzog	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Rainer Herzog, Prof. Dr. Andrea Kersting		
Learning Outcomes	Students should <ul style="list-style-type: none"> • gain sound, practically applicable legal knowledge in selected areas and be able to use it suitably for business practice, • be able to grasp and assess law as an instrument for settling social and economic problems, • gain confidence in using legal working techniques and should be able to apply these techniques with confidence, • learn how to deal with judgements, legal literature and electronic databases, and use these sources in the relevant context, • learn how to become acquainted with unfamiliar circumstances and to solve them appropriately in a limited period of time using the knowledge gained. 	
Type and length of examination	<ul style="list-style-type: none"> • Seminar paper (max. 15 pages): 20 % of module grade • Presentation (15 mins): 5 % of module grade • Written exam (120 mins): 75 % of module grade 	
Teaching format	<ul style="list-style-type: none"> • Teaching in the form of seminars • Excursion (Münster Regional Court, Chamber for Commercial Matters) • Presentation 	
Teaching content	<ul style="list-style-type: none"> • Selected areas of private business law • Aspects of international law 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student: Total:	120 h 240 h 360 h
Requirements with regard to content	A good knowledge of civil law (1st to 3rd book of BGB), commercial law and company law	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Berens/ Engel (Hrsg.): Wichtige Wirtschaftsgesetze für Bachelor/ Master Band 1, current edition	

Sustainability and Ethics in Society and Economy (Sustainability and Ethics in Society and Economy) [MSB.1.0261.0.P]		
Examination [MSB.1.0261.0.P] Sustainability and Ethics in Society and Economy	Course No.	ECTS credits: 12
Recommended classification 5 th /6 th /7 th . Semester	Compulsory mark: [WPF]	Language of instruction: German
Module Leader: Prof. Dr. Nina V. Michaelis	Module frequency [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Nina V. Michaelis, Prof. Dr. Bert Kiel, Dr. Therese Kirsch, Cathrin Ruppe, M.A		
Learning Outcomes	<p>Students are able to</p> <p>discuss questions and intermittent conflicts that are superordinate to the business management process in a structured and differentiated way.</p> <p>discuss and reflect on economic decision-making processes based on ethical principles.</p> <p>discuss and apply CSR tools - also in the field of social marketing - and communicate the results comprehensibly and convincingly.</p> <p>explain the special marketing challenges of governments, nonprofit organizations, and engaged citizens in influencing socially desirable behavior.</p> <p>establish or expand knowledge in the area of academic research as well as scientific work through the accompanied creation of home or project work.</p> <p>work as a team on the conception or implementation of CSR measures and social marketing campaigns in a constructive way.</p>	
Type and length of examination	Assignments (100 % of Module grade, home- and project-work, moderation, presentation)	
Teaching format	<ul style="list-style-type: none"> • Seminaristic teaching with a high degree of activation • group work / case studies • project 	
Teaching content	<ul style="list-style-type: none"> • Economic Case Studies (2 hrs/week, German): Deepening of content from the macroeconomic area on the basis of selected case studies / seminar papers • Business Ethics (2 hrs/week, English): applying ethical theories and concepts to selected case studies • Project (2 hrs/week, German): Application of selected CSR tools (Corporate Social Responsibility) • Social Marketing (2 hrs/week, English): applying traditional marketing concepts to social issues and related behaviors. 	
Workload	Face-to-face instruction: 8 hrs/wk per semester: Preparatory and follow-up work by student, project:	120 h 240 h 360 h

	Total:	
Requirements with regard to content	Advanced module "Sustainable economic activity" has been completed successfully.	
Formal requirements	Requirements for admission to the module examination: at least 72 CP.	
Recommended reading	Literature will be provided during the course	

Thesis and Placement/ Internship

Transfer Module (Transfermodul) [MSB.1.0266.0.P]		
Examination: [MSB.1.0266.0.P] Transfer Module	Course No:	ECTS credits: 6
Recommended classification: 7 th semester	Compulsory mark: [WPF]	Language of instruction: English, German
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: [WiSe/SoSe]	How to register:
Student support: All lecturers. For this module, students must find a university lecturer who is willing to act as their supervisor.		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • transfer selected lecture content, e.g. from one or more extension modules, to a practical case, a practical example, • prepare specialist topics in writing in a structured manner, taking into account basic academic rules, • critically reflect on their own actions and, if applicable, actions within the company. 	
Type and length of examination	A roughly 15-20 page essay (report)	
Teaching format	A case study within Münster University of Applied Sciences or a case study in collaboration with a company; also a work placement in a company, if applicable	
Teaching content	<ul style="list-style-type: none"> • The specialised content may come from any subject area taught on the EBP Bachelor's programme • In the event of a work placement, the module may involve comparing the content of the work placement with the content learned during lectures, questioning it critically and consciously applying the lecture content to practice as best as possible • In the event of a case study, the aim is to show how selected lecture content can be applied to a real or fictitious example • The content of the work placement or case study can be used as preparation for the thesis or to expand selected aspects of the thesis. 	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	- 180 h 180 h
Requirements with regard to content	None	
Formal requirements	None	
Recommended reading	None	

Internship (Praxissemester) [MSB.1.0217.0.P]		
Examination: [MSB.1.0217.0.P] Internship	Course No:	ECTS credits: 30
Recommended classification: 5 th / 6 th semester	Compulsory mark: [PF]	Language of instruction: German, English, Spanish
Module Leader: Prof. Dr. Carmen-Maria Albrecht	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Klaus Kobold		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • solve practice-oriented problems in the company independently, accompanied by their supervisor, using the skills gained so far on the course, • apply the models and methods learned to solve practice-oriented problems, • critically reflect on practical solutions on the basis of the skills developed during the course, • progress in their decision-making process concerning their choice of further specialisations and their future career based on the experience gained during the work placement. 	
Type and length of examination	Work placement report: 15-20 pages net (excluding images, tables, appendix)	
Teaching format	Accompanied work placement	
Teaching content	Practice-oriented activities and/or projects	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	800 h (internship) 100 h 900 h
Requirements with regard to content	Recommendation: The student should have taken advanced and/or extension modules in the area of the work placement.	
Formal requirements	None	
Recommended reading	None	

Bachelor's thesis – 12 ECTS (Bachelorarbeit lang) [MSB.1.0017.0.A]		
Examination: [MSB.1.0017.0.A] Bachelor's thesis - long	Course No: -	ECTS credits: 12
Recommended classification: 6th/ 7th semester	Compulsory mark: [PF]	Language of instruction: German, English, Spanish, French
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: [WiSe/SoSe]	How to register: It is essential to register via form. Form should be downloaded the exams office website.
Student support: Full-time teachers of the faculty		
Learning Outcomes	<p>The thesis should be application-oriented.</p> <p>Students are able to</p> <ul style="list-style-type: none"> • understand application-oriented business or economic issues, • structure those issues consistently, • put them into context, • sort economic literature and identify convenient economical methods to resolve the issue, • develop a consistent structure, • resolve the issue in a differentiated way, using the identified methods. <p>The main topic of the thesis can be the independent resolution of a scientific issue, if a convenient application-oriented issue is lacking or the student must meet the standard period of study or the student must write a thesis with 12 ECTS points due to an agreement with the partner universities.</p>	
Type and length of examination	The written thesis is assessed	
Teaching format	Written thesis	
Teaching content	<ul style="list-style-type: none"> • Students exercise an independent solution of a defined issue • They learn how to resolve the application-oriented and complex issue developing a justified and decision-based approach • Areas of business administration and related areas (Economics, IT, Law, Taxation, Mathematics/Statistics) 	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	0 h 360 h 360 h
Requirements with regard to content	It is recommended to have taken at least one extension module in the thematic area of the thesis.	

Formal requirements	Proof of having earned at least 96 credit points from module examinations in accordance with § 5 BB PO 2016.
Recommended reading	None

Bachelor's thesis - 6 ECTS (Bachelorarbeit kurz) [MSB.1.0017.0.A]		
Examination: [MSB.1.0017.0.A] Bachelor's thesis - short	Course No: -	ECTS credits: 6
Recommended classification: 6 th / 7 th semester	Compulsory mark: [PF]	Language of instruction: English, German, Spanish, French
Module Leader: Prof. Dr. Ulrich Balz	Module frequency: [WiSe/SoSe]	How to register: It is essential to register via form. Form should be downloaded the exams office website.
Student support: Full-time teachers of the faculty		
Qualification objectives	<p>Thesis should be literature-based.</p> <p>Students are able to</p> <ul style="list-style-type: none"> • understand business or economic issues independently, • structure those issues consistently, • put them into context, • sort economic literature and check it with reference to its relevance and applicability, • develop a consistent structure, • resolve the issue in a differentiated and justified way, using the identified methods. 	
Type and length of examination	The written thesis is assessed.	
Teaching format	Written thesis	
Teaching content	<ul style="list-style-type: none"> • Students exercise an independent solution of a defined issue • They learn how to resolve the issue developing a justified and decision-based approach • Areas of business administration and related areas (Economics, IT, Law, Taxation, Mathematics/Statistics) 	
Workload	Face-to-face instruction: 0 hrs/wk per semester: Preparatory and follow-up work by student: Total:	0 h 180 h 180 h
Requirements with regard to content	It is recommended to have taken at least one extension module in the thematic area of the thesis.	
Formal requirements	None	
Recommended reading	None	

Incomings

A1.1 German as a foreign language		
Examination:	Course No: MSB.1.0085.0.V.1	ECTS credits: 6
Recommended classification: 5 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Kristina Wedi	Module frequency: WiSe/SoSe	How to register:
Student support: Kristina Wedi and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand slowly spoken questions and simply worded instructions, and respond to them briefly, • formulate everyday requests and respond to them, • glean the relevant information from short written and oral statements, • ask and respond to short simple questions about themselves, the family, leisure activities, studies, careers and jobs, • understand and express numbers, prices and times, • give and ask information about eating habits, • enter information about themselves on forms, <p>make appointments by email or letter and write simple messages about everyday life and the world of work.</p>	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	seminars	
Teaching content	<ul style="list-style-type: none"> • Greetings and introductions: information about one's name, age, family, language, country, job, hobbies, numbers • First contacts in the workplace and at university: naming of office furniture and equipment and departments, hobbies, leisure activities and days of the week • Getting around in the city. Finding one's way around the city, expression of the time of day and the time • Eating and drinking. Ordering of food and drink, naming of food items, packaging and dimensions, description of simple recipes and eating habits. • Formal and informal Appointments 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	none	

Formal requirements	Obligatory regular and active participation in the course
Recommended reading	Klett A1 Netzwerk neu Kursbuch, Klett A1 Netzwerk neu Übungsbuch, ilias-Self-study units

A1.2 German as a foreign language		
Examination:	Course No: MSB.1.0372.0.V.1	ECTS credits: 6
Recommended classification: 5 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Kristina Wedi	Module frequency: WiSe/SoSe (depends)	How to register:
Student support: Kristina Wedi and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand slowly spoken questions and simply worded instructions, and respond to them briefly, • formulate everyday requests and respond to them, • glean the relevant information from short written and oral statements, • ask and respond to short simple questions about themselves, the family, leisure activities, studies, careers and jobs, • understand and express numbers, prices and times, • give and ask information about eating habits, • enter information about themselves on forms, • make appointments by email or letter and write simple messages about everyday life and the world of work. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	seminars	
Teaching content	<ul style="list-style-type: none"> • Work Life (office, bank, media, small talk at work) • Health (body parts, illnesses, Jobs in Health) • Living (rooms, furniture, colours, forms of living) • Jobs and Education • Clothes and Shopping • Travelling (weather, sights, travel organisation) 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	A1.1 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett A1 Netzwerk neu Kursbuch, Klett A1 Netzwerk neu Übungsbuch, ilias-Self-study units	

A2.1 German as a foreign language		
Examination:	Course No: MSB.1.0085.0.V.2	ECTS credits: 6
Recommended classification: 5 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Kristina Wedi	Module frequency: WiSe/SoSe	How to register:
Student support: Kristina Wedi and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand simple information about people and work; key messages from short, simple announcements and messages; most important information from simple texts and summarise them roughly. • make simple phone calls at work; can provide information about location or directions and ask for guidance; give short presentations on familiar topics in simple words and with the help of notes. • compose simple written text messages (appointments, invitations, etc.); short texts about organisations and objects; personal introductions in a short text and report regarding training, professional experience and professional activities. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	seminars	
Teaching content	<ul style="list-style-type: none"> • Talking about one's Past and Life (Job, Hobbies, Preferences) • Educational System Germany • Media • Urban Life • Emotions and what to express • Working in Germany 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	A1.2 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett A2 Netzwerk neu Kursbuch, Klett A2 Netzwerk neu Übungsbuch, ilias-Self-study units	

A2.2 German as a foreign language		
Examination:	Course No: MSB.1.0373.0.V.1	ECTS credits: 6
Recommended classification: 5 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Kristina Wedi	Module frequency: WiSe/SoSe (depends)	How to register:
Student support: Kristina Wedi and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand simple information about people and work; key messages from short, simple announcements and messages; most important information from simple texts and summarise them roughly. • make simple phone calls at work; can provide information about location or directions and ask for guidance; give short presentations on familiar topics in simple words and with the help of notes. • compose simple written text messages (appointments, invitations, etc.); short texts about organisations and objects; personal introductions in a short text and report regarding training, professional experience and professional activities. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	seminars	
Teaching content	<ul style="list-style-type: none"> • Mobility – Public and Individual Transport • Learning and Working • Living and Ways of Life • Time Management and Free time, Future Plans • Travelling and Entertaining in Germany 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	A2.1 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett A2 Netzwerk neu Kursbuch, Klett A2 Netzwerk neu Übungsbuch, ilias-Self-study units	

B1.1 German as a foreign language		
Examination:	Course No: MSB.1.0085.0.V.3	ECTS credits: 6
Recommended classification: 5 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Kristina Wedi	Module frequency: WiSe/SoSe	How to register:
Student support: Kristina Wedi and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand key messages in reports, letters, presentations and interviews • have simple conversations about problems, activities and work processes • give media-based simple presentations • write standard enquiries and letters 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	seminars	
Teaching content	<ul style="list-style-type: none"> • Travelling in Germany • Buying Media & Customer Services • Milestones in life: Past and Changes • Working in Germany • Caring for the Environment 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	A2.2 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett B1 Netzwerk neu Kursbuch + Übungsbuch, ilias-Self-study units	

B1.2 German as a foreign language		
Examination:	Course No: MSB.0.0021.0.V	ECTS credits: 6
Recommended classification: 5 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Kristina Wedi	Module frequency: WiSe/SoSe (depends)	How to register:
Student support: Kristina Wedi and lecturer		
Learning Outcomes	Students are able to <ul style="list-style-type: none"> • understand key messages in reports, letters, presentations and interviews • have simple conversations about problems, activities and work processes • give media-based simple presentations • write standard enquiries and letters 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	seminars	
Teaching content	<ul style="list-style-type: none"> • Interpersonal relationship and interaction: Charity, Projects, Conflicts and Discussions • Health and German Health Care System • Rural and Urban Life, Germany and other Countries, European Union • Banking and Money 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	B1.1 has been completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett B1 Netzwerk neu Kursbuch, Klett B1 Netzwerk neu Übungsbuch, ilias-Self-study units	

B2.1 German as a foreign language (general)		
Examination:	Course No: MSB.0.0060.0.V	ECTS credits: 6
Recommended classification: 5 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Kristina Wedi	Module frequency: WiSe/SoSe (depends)	How to register:
Student support: Kristina Wedi and lecturer		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • understand and put into context longer written and spoken texts of intermediate difficulty with regard zu study, everyday life and regional studies • paraphrase general and specific economical/business related texts, orally and in writing, with correct content (albeit with linguistic deficits) • present information with regard to economic and business topics coherently • take active part in conversations and discussions at an intermediate level of language • react adequately on cultural practices in everyday life of the target country 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Oral examination: 20 % of the module grade • Obligatory regular and active participation in the course 	
Teaching format	seminars	
Teaching content	<ul style="list-style-type: none"> • Migration – Opinions and Experiences • target-orientated language: small talk and business talk • Jobs in Germany: Finding a Job an Working in Germany • Necessary language skills for later academic writing (indirect speech, passive voice, connectors) 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	B1.2 has ben completed (proven in internal assessment test)	
Formal requirements	Obligatory regular and active participation in the course	
Recommended reading	Klett B2 Aspekte neu Kurs- und Übungsbuch	

B2+ Business German		
Examination: Regional Studies Europe TP 1	Course No: MSB.1.0287.0.V	ECTS credits: 6
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Kristina Wedi	Module frequency: WiSe/SoSe	How to register:
Student support: Kristina Wedi		
Learning Outcomes	<p>Students</p> <ul style="list-style-type: none"> • understand longer listening and readings texts related to regional studies and business in a broader context and to glean important individual items of information from them, • are able to accurately reproduce the content of general and specialist texts both orally and in writing, albeit with linguistic shortcomings, • are able to write an application dossier (Curriculum Vitae, covering letter) according to customary practices in a largely independent manner, • are able to hold interviews at an intermediate language level in a communicative and effective manner, albeit with minor errors, • are able to give presentations on business topics including graphic illustration. 	
Type and length of examination	<ul style="list-style-type: none"> • Written exam (100 min): 50 % of the module grade • Course-related achievement tests: 30 % of the module grade (homework assignments, e.g. self-study units, ilias mini-exams, active collaboration) • Presentation: 20 % of the module grade 	
Teaching format	<ul style="list-style-type: none"> • Seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • The German business landscape: history and development, large concerns, small and medium-sized enterprises, family businesses, legal forms • Job application training • Business practice: location factors, market strategies • Economically and socio-culturally important regions 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h
Requirements with regard to content	B2 of the CEFR, proven in internal assessment test	
Formal requirements	Obligatory regular and active participation in the course	

Recommended reading	Schubert: Entscheidungen, Deutsch als Verhandlungssprache, Klett B2 Daf im Unternehmen, Waxmann-Verlag: Dammers/Wedi: Deutsch für Wirtschaftswissenschaftler, Schubert-Verlag: Exportwege neu 3,
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Intercultural Management & German Academia (Intercultural Management & German Academia) [MSB.1.0133.0.P]		
Examination: Intercultural Management & German Academia [MSB.1.0133.0.P]	Course No:	ECTS credits: 6
Recommended classification: 3 rd /4 th semester	Compulsory mark: [PF]	Language of instruction: English
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: [WiSe/SoSe]	How to register:
Student support: Prof. Dr. Marcus Laumann, Constantina Rokos, M.A., Cathrin Ruppe, M.A., Jennifer Burkart, M.A.		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, decision making and leadership based on cultural models (knowledge), • reflect on their own intercultural competence and culture-based assumptions (reflection), • recognize intercultural situations, perform a change of perspectives in interculturally sensitive situations and know strategies to overcome communication barriers and cultural differences (strategy), • adapt their style of communicating and behavior to intercultural situations and reflect independently on intercultural situations (behavior), • know how to carry out expert interviews and a content-analysis of the interview (scientific work), • work in multicultural teams, • get familiar with the German academic system and evaluation criteria, • be able to reflect on changes in their everyday life, • understand and analyze cultural differences between Germany and their respective country, • be able to discuss current topics of German politics, economy and society. 	
Type and length of examination	Presentation and written assignments: <ul style="list-style-type: none"> • Presentation: 66% of the module • Written Assignment: 33% of the module 	
Teaching format	Interactive lectures	
Teaching content	<ul style="list-style-type: none"> • Intercultural Management • Living and studying in Germany, the German academic system • Current topics of German politics, economy and society 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	60 h 120 h 180 h

Requirements with regard to content	advanced level of English
Formal requirements	none
Recommended reading	<p>Steers, R. M., Nardon, L., Sanchez-Runde, C. J.: Management Across Cultures – Developing Global Competencies, 2nd edition, 2013.</p> <p>Meyer, E.: The Culture Map – Breaking Through The Invisible Boundaries of Global Business, Public Affairs, 2014.</p> <p>Thomas, A.: Beruflich in, book series, Vandenhoeck & Ruprecht.</p> <p>Schroll-Machl, S.: Doing Business with Germans – Their Perception, Our Perception, Vandenhoeck & Ruprecht.</p>

Regional Studies Europe 1 - Business German (Regionalstudien Europas TP 1 – Wirtschaftsdeutsch) [MSB.1.0236.1]		
Examination: [MSB.1.0236.1] Regional Studies Europe TP 1	Course No:	ECTS credits: 4
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register:
Student support: Cathrin Ruppe (responsible), Kristina Wedi (implementing)		
Learning Outcomes	Students <ul style="list-style-type: none"> • understand longer listening and readings texts related to regional studies and business in a broader context and to glean important individual items of information from them, • are able to accurately reproduce the content of general and specialist texts both orally and in writing, albeit with linguistic shortcomings, • are able to write an application dossier (Curriculum Vitae, covering letter) according to customary practices in a largely independent manner, • are able to hold interviews at an intermediate language level in a communicative and effective manner, albeit with minor errors, • are able to give presentations on business topics including graphic illustration. 	
Type and length of examination	Homework (10 % of module grade); presentation (7 % of module grade); written examination (100 mins, 16,3 % of module grade)	
Teaching format	<ul style="list-style-type: none"> • Seminars • Presentations 	
Teaching content	<ul style="list-style-type: none"> • Job application training • Business practice: location factors, market strategies • Economically and socio-culturally important regions • The German business landscape: large concerns, small and medium-sized enterprises, family businesses, legal forms 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	none	
Formal requirements	At least Level B1.2 of the CEFR, proven in the assessment test Regular and active participation in the Business German course	
Recommended reading	Nadja Fügert, Regine Grosser, et al.: DaF im Unternehmen B2. Kursbuch. ISBN 978-3-12-676455-1	

	Stefan Fodor, Regine Grosser, et al.: DaF im Unternehmen B2. Intensivtrainer Grammatik. ISBN 978-3-12-676467-4
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Regional Studies Europe 2 – European Politics I (Regionalstudien Europas TP 2 – Politik Europas I) [MSB.1.0236.2]		
Examination: [MSB.1.0236.2] Regional Studies Europe TP 2	Course No: C59101	ECTS credits: 2
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: German or Spanish
Module Leader: Martina Ratermann	Module frequency: WiSe	How to register:
Student support: Omar Handabaka		
Learning Outcomes	Students: <ul style="list-style-type: none"> • are able to identify the most important framework conditions that influence German and European societies and economies, such as social and power structures, institutions, the rule of law, international relations and economics • understand and explain today's conditions and developments in Germany and Europe. 	
Type and length of examination	Presentation (16,7 % of module grade)	
Teaching format	Seminar	
Teaching content	<ul style="list-style-type: none"> • Historical, political and economic developments in Germany and Europe, • Current social issues in Germany and Europe 	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	23 h 37 h 60 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Schmidt, Manfred G.: Das politische System der Bundesrepublik Deutschland. Bundeszentrale für politische Bildung, Bonn, 2016 Stiftung Wissenschaft und Politik: Dokumente, Berichte, Dossiers und Analysen (www.swp-berlin.org)	

Regional Studies Europe 3 – Intercultural Management (Regionalstudien Europas TP 3 – Intercultural Management) [MSB.1.0236.3]		
Examination: [MSB.1.0236.3] Regional Studies Europe TP 3	Course No:	ECTS credits: 4
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: English
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: WiSe/SoSe	How to register:
Student support: Prof. Dr. Marcus Laumann, Constantina Rokos		
Learning Outcomes	<p>Students are able to</p> <ul style="list-style-type: none"> • explain the basis of cultural differences and the influences culture has on cognition, communication, conflicts, decision making and leadership based on cultural models (knowledge), • reflect on their own intercultural competence and culture-based assumptions (reflection), • recognize intercultural situations, perform a change of perspectives in interculturally sensitive situations and know strategies to overcome communication barriers and cultural differences (strategy), • adapt their style of communicating and behavior to intercultural situations and reflect independently on intercultural situations (behavior), • Know how to carry out expert interviews and a content-analysis of the interviews (scientific work), • work effectively in multicultural teams. 	
Type and length of examination	Presentation (33,3 % of module grade)	
Teaching format	4 hrs/wk short intensive course (group exercises, role play, video reflection, case studies)	
Teaching content	<ul style="list-style-type: none"> • Methods for analysing and bridging cultural differences • Influence of culture on all important management functions (communication, conflict management, leadership) • Tools for reflection 	
Workload	Face-to-face instruction: 4 hrs/wk per semester: Preparatory and follow-up work by student: Total:	45 h 75 h 120 h
Requirements with regard to content	none	
Formal requirements	active and regular participation in the “Intercultural Management” course	
Recommended reading	<p>Adler, J.N.: International Dimensions of Organizational Behaviour, 5th edition, SAGE</p> <p>Meyer, Erin: The Culture Map: Breaking Through the Invisible Boundaries of Global Business, 2014</p>	

	Thomas, D. C./ Inkson, K.: Cultural Intelligence – Living and Working Globally, 2nd edition, Berrett-Koehler Publishers, 2009
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Regional Studies Europe 4 – European Politics II (Regionalstudien Europas TP 4 – Politik Europas II) [MSB.1.0236.4]		
Examination: [MSB.1.0236.4] Regional Studies Europe TP 4	Course No:	ECTS credits: 2
Recommended classification: 5 th /6 th semester	Compulsory mark: [PF]	Language of instruction: German
Module Leader: Prof. Dr. Marcus Laumann	Module frequency: SoSe	How to register:
Student support: Martina Ratermann, Constantina Rokos		
Learning Outcomes	Students <ul style="list-style-type: none"> • are able to name the most important framework conditions that influence Latin American and European societies and economies, such as social and power structures, institutions, the constitutional state, and international relations, • are able to classify current conditions and developments in Latin America and Europe from the perspective of different disciplines. 	
Type and length of examination	Seminar paper (16,7 % of module grade)	
Teaching format	Public conference	
Teaching content	<ul style="list-style-type: none"> • Comparison of political systems in Latin America and Europe • Political and economic relations between Latin America and Europe • Current societal issues in Latin America and Europe 	
Workload	Face-to-face instruction: 2 hrs/wk per semester: Preparatory and follow-up work by student: Total:	23 h 37 h 60 h
Requirements with regard to content	none	
Formal requirements	none	
Recommended reading	Various, depends on subject of conference	