Technische
Hochschule
Wildau
Technical University
of Applied Sciences

WILDAU

Degree course

"European Business Management (120 ECTS)"

Master of Arts

Programme description

As of March 2024

For the academic year 2024

European Business Management (120 ECTS) - Matrix - Full time

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
Strategic Management - Compulsory									
International Business & Strategies	KMP	1	5	2	2	0	0	0	4
Strategic Planning	FMP	2	5	2	2	0	0	0	4
Entrepreneurship & Business Development	KMP	2	5	2	2	0	0	0	4
Project Strategic Management	SMP	3	5	0	0	0	0	4	4
European Competences - Compulsory									
The European & German Economy	FMP	1	5	2	2	0	0	0	4
European Union Institutions & Policies	FMP	1	5	2	2	0	0	0	4
European Challenges of the 21st Century	KMP	2	5	2	2	0	0	0	4
European Identities	SMP	2	5	0	0	0	0	4	4
Management Competences - Compulsory									
Project Management	SMP	1	5	0	0	0	0	4	4
International Negotiations & Conflict Management	SMP	2	5	0	0	0	0	4	4
Information Management - Compulsory									
Information Management	FMP	1	5	2	2	0	0	0	4
Data Science & Artificial Intelligence	SMP	2	5	2	2	0	0	0	4
Research Methods & Academic Writing - Compulsory									
Academic & Professional Skills	SMP	1	5	0	0	0	0	4	4
Minor Specialization - International Human Resource Management - Specialization									
International Human Resource Management I	SMP	3	5	2	2	0	0	0	4
International Human Resource Management II	SMP	3	5	2	2	0	0	0	4
Minor Specialization - International Marketing - Specialization									
International Marketing I	FMP	3	5	2	2	0	0	0	4
International Marketing II	SMP	3	5	2	2	0	0	0	4
Minor Specialization - Transformation and Sustainability - Specialization									
Transformation and Sustainability I	KMP	3	5	2	2	0	0	0	4
Transformation and Sustainability II	KMP	3	5	2	2	0	0	0	4
Minor Specialization - Innovation and Entrepreneurship for Sustainable Development - Specialization									
Networks and Industries for Sustainable Development	SMP	3	5	2	2	0	0	0	4
Strategic Foresight and Scenario Analysis	KMP	3	5	2	2	0	0	0	4

European Business Management (120 ECTS) - Matrix - Full time

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
Minor Specialization - International Trade and Investment - Specialization									
International Trade and Investment I	FMP	3	5	2	2	0	0	0	4
International Trade and Investment II	SMP	3	5	2	2	0	0	0	4
Elective Module - Elective									
Elective Module 1	SMP	3	5	2	2	0	0	0	4
Elective Module 2	SMP	3	5	2	2	0	0	0	4
Elective Module 3	SMP	3	5	2	2	0	0	0	4
International Project or Major Specialization - Elective									
International Project	SMP	4	5	0	0	0	4	0	4
Major - International Marketing	SMP	4	5	2	2	0	0	0	4
Major - New Topics in Innovation, Entrepreneurship and Sustainability	SMP	4	5	2	2	0	0	0	4
Major - International Trade and Investment	SMP	4	5	2	2	0	0	0	4
Academic credits									
Kolloquium	SMP	4	5						
Master's Thesis	SMP	4	20						

				V	Ü	L	P	S	Tot.
Total semester hours per week				26	26	0	4	20	76
Total credit points to be achieved from WPM			10						
Total credit points from PM			65						
Total credit points to be achieved from SPM			20						
Sum of academic achievements			25						
Total credit points			120						

V - Lesson
Ü - Exercise
L - Laboratory
P - Project

PA - Examination type
CP - Credit Points
PM - Compulsory modules
WPM - Elective modules

SPM - Specialization modules
SMP - Examination during the semester
KMP - Combined module examination
FMP - Fixed module examinatio

European Business Management (120 ECTS) - Matrix - Part time

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
Strategic Management - Compulsory									
International Business & Strategies	KMP	1	5	2	2	0	0	0	4
Strategic Planning	FMP	2	5	2	2	0	0	0	4
Entrepreneurship & Business Development	KMP	2	5	2	2	0	0	0	4
Project Strategic Management	SMP	5	5	0	0	0	0	4	4
European Competences - Compulsory									
The European & German Economy	FMP	3	5	2	2	0	0	0	4
European Union Institutions & Policies	FMP	1	5	2	2	0	0	0	4
European Challenges of the 21st Century	KMP	4	5	2	2	0	0	0	4
European Identities	SMP	2	5	0	0	0	0	4	4
Management Competences - Compulsory									
Project Management	SMP	3	5	0	0	0	0	4	4
International Negotiations & Conflict Management	SMP	4	5	0	0	0	0	4	4
Information Management - Compulsory									
Information Management	FMP	3	5	2	2	0	0	0	4
Data Science & Artificial Intelligence	SMP	4	5	2	2	0	0	0	4
Research Methods & Academic Writing - Compulsory									
Academic & Professional Skills	SMP	1	5	0	0	0	0	4	4
Minor Specialization - International Human Resource Management - Specialization									
International Human Resource Management I	SMP	5	5	2	2	0	0	0	4
International Human Resource Management II	SMP	7	5	2	2	0	0	0	4
Minor Specialization - International Marketing - Specialization									
International Marketing I	FMP	5	5	2	2	0	0	0	4
International Marketing II	SMP	7	5	2	2	0	0	0	4
Minor Specialization - Transformation and Sustainability - Specialization									
Transformation and Sustainability I	KMP	5	5	2	2	0	0	0	4
Transformation and Sustainability II	KMP	7	5	2	2	0	0	0	4
Minor Specialization - Innovation and Entrepreneurship for Sustainable Development - Specialization									
Networks and Industries for Sustainable Development	SMP	5	5	2	2	0	0	0	4
Strategic Foresight and Scenario Analysis	KMP	7	5	2	2	0	0	0	4

European Business Management (120 ECTS) - Matrix - Part time

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
Minor Specialization - International Trade and Investment - Specialization									
International Trade and Investment I	FMP	5	5	2	2	0	0	0	4
International Trade and Investment II	SMP	7	5	2	2	0	0	0	4
Elective Module - Elective									
Elective Module 1	SMP	6	5	2	2	0	0	0	4
Elective Module 2	SMP	6	5	2	2	0	0	0	4
Elective Module 3	SMP	6	5	2	2	0	0	0	4
International Project or Major Specialization - Elective									
International Project	SMP	4	5	0	0	0	4	0	4
Major - International Marketing	SMP	7	5	2	2	0	0	0	4
Major - New Topics in Innovation, Entrepreneurship and Sustainability	SMP	7	5	2	2	0	0	0	4
Major - International Trade and Investment	SMP	4	5	2	2	0	0	0	4
Academic credits									
Kolloquium	SMP	8	5						
Master's Thesis	SMP	8	20						

Total semester hours per week				26	26	0	4	20	76
Total credit points to be achieved from WPM			10						
Total credit points from PM			65						
Total credit points to be achieved from SPM			20						
Sum of academic achievements			25						
Total credit points			120						

V - Lesson	**PA** - Examination type	**SPM** - Specialization modules
Ü - Exercise	**CP** - Credit Points	**SMP** - Examination during the semester
L - Laboratory	**PM** - Compulsory modules	**KMP** - Combined module examination
P - Project	**WPM** - Elective modules	**FMP** - Fixed module examinatio

International Business & Strategies

Module name	
International Business & Strategies	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)	
Prof. Dr. Petra Poljsak-Rosinski, Prof. Dr. rer. pol. Mike Steglich & Prof. Dr. rer. pol. Christian Schultz	

As of	Language
2024-01-30	English

Type	Examination type	CP according to ECTS
Compulsory	KMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	1	4	2 / 2 / 0 / 0 / 0
Part time	1	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	88,0 h	0,0 h	2,0 h	150 h

International Business & Strategies

Learning objectives

Knowledge

- Students learn to compare and contrast the relationship between the external and internal contexts of an organisation, and their combined impact on its strategies;

- Students are able to lay out different internationalisation strategies;

- Students comprehend the complexity behind the strategic management imperatives and resulting decision making for organisations in the global context.

Skills

- Students are able to describe the role of strategic management within organisations;

- Students learn to apply strategic management and internationalisation theories and concepts to critically analyze the different international expansion opportunities;

- Students develop the ability to critically assess the different international business and strategic elements that contribute to successful functioning of multinational corporations (MNCs);

- Students learn to draw parallels between strategic management theory and practice.

Social

- Students learn to critically question and review the work of their peers, and can formulate and communicate their feedback in a structured and constructive manner;

- Students are able to discuss benefits, drawbacks, opportunities and risks of different approaches to strategic management in group discussions; they will discuss concepts in case study work in small teams.

Autonomy

- Participants are able to carry out analyses, develop novel ideas and organize work processes independently.

International Business & Strategies

Content

1. Introduction: What is Strategic Management and why does it matter?

    1.1 Principles of Strategy

    1.2 Strategic Purpose, Culture and Strategy

    1.3 Mintzberg's Schools of Strategic Management

2. International Business

    2.1 Motives for and Barriers to Internationalisation

    2.2 Institutional View of International Business: Formal Institutions and their implications for MNCs

    2.3 Institutional view of international business: Informal institutions and their Implications for MNCs

    2.4 International Business Environment Assessment Frameworks (e.g. PESTEL/SWOT)

    2.5 Internationalisation Strategies and Models (Vernon, Aharoni, Dunning, Uppsala)

    2.6 Entry Modes and their Considerations for International Business Success

    2.7 Monetary and Financial Issues in International Business

Compulsory literature

- Wunder, T. (2023). Essentials of Strategic Management: Effective Formulation and Execution of Strategy in the Era of Sustainability

- Griffin, R. W., & Pustay, M. W. (2020). International business: A managerial perspective. Pearson.

Suggested literature

- Cavusgil, S.T., Knight, G., & Riesenberger, J. (2020). International Business – The New Realities (Global edition). Pearson Prentice Hall.

The European & German Economy

Module name
The European & German Economy

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Christian Hederer

As of	Language
2024-03-05	English

Type	Examination type	CP according to ECTS
Compulsory	FMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	1	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	3	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Basic knowledge of economics.

Special regulations
The course offers a combined overview of core elements and issues of the European and German economy. Key characteristics of the German economy, such as its export orientation and the social market economy, will be discussed in the context of the EU Internal Market and EU Economic and Monetary Union. Topics will be approached both from a top-down, interdisciplinary view and a bottom-up perspective focussing on the European Union and Germany as a business location.

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	88,0 h	0,0 h	2,0 h	150 h

The European & German Economy

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Learning objectives

Knowledge

- Students ...
- ... understand the institutional setup and governance of the EU Internal Market as well as the Euro Area;
- ... understand the integration of the German economy in European and global markets;
- ... understand key features of the European social model, with a focus on the German social market economy and its interrelation with the EU Internal Market;
- ... understand key features of European labour markets, with a focus on the German labour market in the context of free movement of persons and labour in the EU Internal Market, and associated institutions on the national German and EU level;
- ... understand key features of the German education, R&D, and innovation system in the context of the EU Internal Market;
- ... understand key features of German corporate governance and financial system in a comparative European perspective;
- ... understand German climate and energy policies in a European and global context.

Skills

- Students ...
- … can judge the strengths and weaknesses of the EU and Germany as a business location from different perspectives, including core economic criteria;
- … can identify, and work with, appropriate data sources;
- … improve their ability to systematically orient decisions for or against a certain business location along economic and related criteria.

Social

- Students improve their competence ...
- ... to develop and defend positions in groups, including such that do not correspond to their personal opinion;
- … to provide constructive and substantiated feedback to the work of other students.

Autonomy

- Students are able to set up a short research paper in a limited amount of time, including appropriate sources and an own position.

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The European & German Economy

Content

1. Introduction to the EU Internal Market and the Four Freedoms

2. The EU Economic and Monetary Union (EMU): Institutional setup and economic characteristics

3. The German economy: main characteristics and integration in EU and world markets

4. Social market economy: Germany and EU

5. German and European labour markets

6. Education, R&D, and innovation systems in Germany and the EU

7. Corporate governance and financial systems in Germany and the EU

8. Climate and energy policies in Germany and the EU

Compulsory literature

Suggested literature

- Baldwin, R & Wyplosz, C. (2015). *The economics of European integration* (5. ed.). London [u.a.] : McGraw-Hill.

- Siebert, Horst (2014): The German Economy, Princeton: Princeton University Press.

European Union Institutions & Policies

Module name	
European Union Institutions & Policies	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)	
Prof. Dr. rer. pol. Christian Hederer	

As of	Language
2024-03-05	English

Type	Examination type	CP according to ECTS
Compulsory	FMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	1	4	2 / 2 / 0 / 0 / 0
Part time	1	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	88,0 h	0,0 h	2,0 h	150 h

European Union Institutions & Policies

Learning objectives

Knowledge

– Students acquire knowledge of ...

– ... the background of the European Union in terms of history and political philosophy;

– ... the institutional framework and policy process of the European Union: main institutions and their interaction, principles of representation and conflict solving, role of organized interests;

– ... selected policy fields according to students' choice.

Skills

– Students are able to ...

– ... read and assess primary EU sources (e.g. legislative proposals, press statements) based on the acquired knowledge of EU policies and institutions;

– ... evaluate EU policy decisions and developments with respect to their possible effects on business;

– ... apply EU terminology and the language of policy analysis in English in dialogues and presentations.

Social

– Students are able to ...

– ... articulate, discuss and defend policy positions in a professional communication style;

– ... organize group discussions to develop and defend common positions, including a division of tasks.

Autonomy

– Students are able to ...

– ... read and analyse English texts under a tight timeframe;

– ... synthesize course materials and learning experiences to develop, express, and defend a personal opinion on policy measures;

– ... assume a professional mindset and role identities as analyst, negotiator, and representative.

Content

1. Historical development and key structural features of the European Union
2. Working and interaction of core EU institutions and EU decision making processes
3. Selected policy fields

Compulsory literature

European Union Institutions & Policies

Suggested literature

– Bulmer, S, Parker, O, Bache, I, George, S & Burns, C. (2020). *Politics in the European Union* (Fifth edition). Oxford, United Kingdom : Oxford University Press.

– Hix, S & Høyland, B. (2011). *The political system of the European Union* (3. ed., 1. publ.). Basingstoke, Hampshire [u.a.] : Palgrave Macmillan.

– Nugent, N. (2017). *The government and politics of the European Union* (Eighth edition). London : Palgrave Macmillan Education.

European Union Institutions & Policies

Suggested literature

Project Management

Module name
Project Management

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Christian Schultz

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Compulsory	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	1	4	0 / 0 / 0 / 0 / 4
Part time	3	4	0 / 0 / 0 / 0 / 4

Recommended prerequisites
General understanding of management. Overview of the management fields of action.

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	30,0 h	60,0 h	0,0 h	150 h

Project Management

Learning objectives

Knowledge

– Students deepen their theoretical basis of project management and are familiar with advanced tools for managing business development projects. They have an overview of the entire spectrum of project management tasks and are able to apply their knowledge to a given project in a manner appropriate to the situation. They recognize the variety of management tasks in connection with the realization of projects and are able to implement them in a context-specific manner. They are able to divide complex projects into individual project phases and know suitable methods for planning and implementing these phases and monitoring their success. Students recognize starting points for the systematic analysis, planning and execution of the project task and can select innovative solution approaches. They effectively use the instruments and methods of project management and are able to evaluate their project results.

Skills

– The Project Management module enables students to use state-of-the-art instruments of project planning and project controlling. Typical content of this module includes: basics of project management/ project definition, project start, project structure, scheduling and sequence planning, network planning, project controlling. Furthermore, students gain an overview on the development and significance of project management in an international economic setting.

Social

– Students are enabled to reflect on their strengths and weaknesses in sub-areas of their personal and social competencies. They are encouraged to apply their competencies in group and team work and to formulate constructive feedback to fellow students. The students are able to work in project teams and to discuss the planning, the chances and risks as well as the status of the project with project team members, potential clients and other project participants. They are able to inform stakeholders about problems in the project in a situation-appropriate manner and to discuss necessary control measures with them in a professionally sound manner.

Autonomy

– Students are aware of the need for situation- and context-appropriate planning of projects and can apply their business knowledge to project-related issues. They can develop creative solutions and make management decisions in complex situations. In conflict situations, they recognize the interests of different stakeholders depending on the situation and they can work out integrative management solutions.

Content

1. Relevance of projects
   2. Project management as a leadership system
   3. Project management instruments
   4. Agile project management
   5. Business development projects
   6. Project control and project implementation
   7. New issues in project management.

Project Management

Compulsory literature

- Bea, F, Scheurer, S, Hesselmann, S & Uni-Taschenbücher GmbH. (2020). *Projektmanagement* (3., vollständig überarbeitete und erweiterte Auflage). München : UVK Verlag.

- Lehnert, M, Linhart, A & Röglinger, M. (2016). *Value-based process project portfolio management: integrated planning of BPM capability development and process improvement*. Heidelberg: Springer.

- Project Management Institute. (2017). *A guide to the project management body of knowledge : (PMBOK guide)* (Sechste Ausgabe). Newtown Square, Pennsylvania : Project Management Institute, Inc.

- Möller, T & Dörrenberg, F. (2003). *Projektmanagement*. München [u. a.] : Oldenbourg.

- Olfert, K. (2016). *Projektmanagement* (10., aktualisierte Auflage). Herne : kiehl.

Suggested literature

- Dubinskas, F. Modeling cultures of project management. *Journal of Engineering and Technology Management* 10 (1993), S. 129-160. Elsevier. http://linkinghub.elsevier.com/retrieve/pii/0923-4748(93)90061-M

- Starr, M. The role of project management in a fast response organization. *Journal of Engineering and Technology Management* 7 (1990), S. 89-110. Elsevier. http://linkinghub.elsevier.com/retrieve/pii/0923-4748(90)90001-N

Information Management

Module name
Information Management

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Mathias Walther

As of	Language
2023-10-13	English

Type	Examination type	CP according to ECTS
Compulsory	FMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	1	4	2 / 2 / 0 / 0 / 0
Part time	3	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	88,5 h	0,0 h	1,5 h	150 h

Information Management

Learning objectives

Knowledge

– This Master's course in Information Management focuses on the strategic and practical aspects of managing information resources within organizations. It combines theoretical knowledge with hands-on experience to prepare students for leadership roles in information-intensive environments.

Skills

– To develop a comprehensive understanding of information management principles and practices.

– To equip students with the skills to design and implement effective information systems.

– To prepare students for leadership roles in information governance and compliance.

– To foster critical thinking and problem-solving skills in the context of information management.

– To provide hands-on experience with industry-standard tools and technologies.

– To explore emerging trends and technologies in information management.

– To encourage collaboration and communication skills necessary for effective information management.

– To emphasize ethical considerations and data privacy in information management.

– To develop the ability to analyze and optimize information workflows.

– To prepare students for research and innovation in the field of information management.

Social

– The students are able to actively participate in a group and adequately communicate strategic IT content in class discussions.

– The students can discuss and solve tasks in a team.

– The students can present their own results to the group and respond appropriately to questions.

Autonomy

– The students are able to set their own learning and work goals and realize them.

– The students can compare their own knowledge with the set learning goals and, if necessary, take necessary steps such as: e. g. ask for learning advice.

– The students can carry out independent scientific research, choose and define topics to solve a given problem in information management.

Information Management

Content

1. Foundations of Information Management
2. Information Governance and Compliance
3. Information Architecture and Design
4. Information Systems Development
5. Data Management and Analytics
6. Knowledge Management
7. Emerging Technologies in Information Management
8. Cybersecurity and Information Protection
9. Information Ethics and Privacy
10. Research Methods in Information Management

Compulsory literature

Suggested literature

Academic & Professional Skills

Module name
Academic & Professional Skills

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof.Dr.rer.pol.habil. Iciar Dominguez Lacasa

As of	Language
2024-03-05	English

Type	Examination type	CP according to ECTS
Compulsory	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	1	4	0 / 0 / 0 / 0 / 4
Part time	1	4	0 / 0 / 0 / 0 / 4

Recommended prerequisites
English C1 level.

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	60,0 h	20,0 h	10,0 h	150 h

Academic & Professional Skills

Learning objectives

Knowledge

– Students know and understand the importance of a sound research methodology from an academic perspective.

– Students know how to manage a literature review and to cite sources according to academic standards.

– Students know how to structure a research paper and a presentation.

– Students know the main challenges and opportunities of team work in a research project.

Skills

– Students can write clear, well-structured, and well-reasoned texts, present them, and have a discussion reacting to questions and suggestions. They practice effective written and verbal communication

– They are able to critically evaluate the quality of information in academic texts.

– Students are able to select and utilize selected qualitative and quantitative research methods as well define research steps

– Students can find relevant and appropriate sources and know how to manage them using appropiate software for literature and data management.

Social

– Students learn how contribute to team work according to their abilities and to the needs of the team.

– Students can successfully and appropriately discuss the shortcomings, relevance, and merit of both their own and others' academic research.

Autonomy

– Students value academic integrity and can identify plagiarism in others' texts and know how to avoid it in their own.

– They can form, develop, and express original ideas successfully.

– Students learn how to prioritize tasks to meet deadlines.

Content

1. Introduction to Research Methods
   1.1 Qualitative research methods
   1.2 Quantitative research methods
2. English Language for Academic Writing
3. Information Quality and Data Management
4. Use of Scientific Sources and Literature Management
5. Research Article Analysis

Academic & Professional Skills

Compulsory literature

- Saunders, M, Lewis, P & Thornhill, A. (2016). *Research methods for business students* (7. ed.). Harlow [u.a.] : Pearson.

- Creswell, J. (2009). *Research design : qualitative, quantitative, and mixed methods approaches* (3. ed.). Los Angeles [u.a.] : Sage.

- Wallwork, A. (2016). *English for writing research papers* (Second edition). Cham ; Heidelberg ; New York ; Dordrecht ; London : Springer.

- Hewings, M., & Thaine, C. (2012). Cambridge Academic English C1 Advanced Student's Book: An Integrated Skills Course for EAP Advanced. Cambridge: Cambridge University Press.

Suggested literature

- Herkenhoff, L & Fogli, J. (2013). *Applied statistics for business and management using Microsoft Excel*. New York, NY : Springer.

- Dean, S., Holmes, A. & Illowsky, B. (2017). Introductory Business Statistics OpenStax. https://open.umn.edu/opentextbooks/textbooks/509

Strategic Planning

Module name
Strategic Planning

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Mike Steglich, Prof. Dr. Petra Poljsak-Rosinski & Prof. Dr. rer. pol. Christian Schultz

As of	Language
2023-11-06	English

Type	Examination type	CP according to ECTS
Compulsory	FMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	2	4	2 / 2 / 0 / 0 / 0
Part time	2	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Good management knowledge, especially accounting and controlling, marketing and production and logistics

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	48,0 h	42,0 h	0,0 h	150 h

Strategic Planning

Learning objectives

Knowledge

− Students gain a comprehensive understanding of the basics of strategy and strategic management, the tools of strategic planning, and selected strategic planning problems.

Skills

− Students will be able to organise a process of strategy development, set up strategic options for an action plan, evaluate strategic projects, and solve selected strategic planning problems.

Social

− Students are able to actively participate in a learning group and cooperatively shape results.

Autonomy

− Students can acquire specialised knowledge independently in different ways.

Content

1. Fundamentals of strategic planning
   1.1 Basic terms
   1.2 Selected prescriptive theories of strategic management
   1.3 Levels of strategy design
   1.4 Strategic planning in the context of business planning
   1.5 Elements of strategic planning
2. Selected tools of strategic planning
   2.1 Definition of vision and mission
   2.2 Prognosis and forecasting techniques
   2.3 Tools for strategic analysis and strategy development
       2.3.1 Overview
       2.3.2 PESTEL analysis
       2.3.3 Porter's five forces analysis
       2.3.4 Life cycle analysis
       2.3.5 BCG matrix
3. Strategy evaluation
   3.1 Principals of capital budgeting
   3.2 Capital budgeting on the basis of discounted cash flows
   3.3 Capital budgeting under uncertainty
   3.4 Investment programmes
   3.5 Simultaneous investment and financing planning

Compulsory literature

Strategic Planning

Suggested literature

– David & David: Strategic Management – Concepts, 16th ed., Pearson 2018.

– Charifzadeh, M.; Taschner, A.: Management Accounting and Control – Tools and Concepts in a Central European Context, Wiley, 2017

– Drury, C, Tayles, M. E, 2020. Management and Cost Accounting, 11th ed, Cengage Learning EMEA

– Ehrhardt/Brigham: Corporate Finance, 4th. ed, Cengage Learning 2011.

Entrepreneurship & Business Development

Module name	
Entrepreneurship & Business Development	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)	
Prof. Dr. rer. pol. Christian Schultz	

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Compulsory	KMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	2	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	2	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
General understanding of management and its different decision fields. Open mind for working on innovative solutions in a corporate setting or in an entrepreneurial team.
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	88,0 h	0,0 h	2,0 h	150 h

Entrepreneurship & Business Development

Learning objectives

Knowledge

– Students develop an understanding of the significance of innovation and technologies for business and society and gain a deeper insight into the disciplinary diversity of the scientific examination of organizational innovation and change processes. They are able to define and critically assess the specifics of the various approaches to the design of business development processes. Students recognize innovation potentials and develop their own business ideas. In doing so, they will be sensitized above all to the entrepreneurial opportunities and risks of the transformation of markets and companies. They will be able to methodically develop, market, sustainably manage and legally protect suitable business models. Students will be able to analyze the potential of digitalization for business processes in existing companies and derive management decisions with regard to possible solutions. Students are able to independently acquire the contents of current scientific contributions.

Skills

– Students are able to analyze the potential of entrepreneurship in general and business development techniques for new and existing companies. They can derive management decisions independently regarding the economic development of a company. Students are able to evaluate concrete research topics and instruments of entrepreneurship and corporate development management in a scientifically sound manner and assess their contribution for science and practice.

Social

– Students are able to discuss and compare different models, methods and instruments for managing start-up and business development projects. Through group work, they understand different positions and learn how to argue constructively for arriving at a suitable solution. Students can recognize conflict potentials and act in the best interest of their working group.

Autonomy

– Students justify their own actions with theoretical and methodological knowledge and reflect on them with regard to alternative designs. Students are able to evaluate different management paths and make adequate decisions. They are able to grasp and describe the different functional logics and interactions of the various corporate subsystems involved in start-up and business development processes and to model them in a manner appropriate to a specific ask. They can develop business models in a group.

–

Content

1. 1. Entrepreneurship and Intrapreneurship
2. Start-up Process and Entrepreneurial Mindset
3. Disruptive Innovation and Transformation of Corporations
4. Business Development Techniques
5. Lean Start-up Strategies
6. Business Model Innovation
7. Business Model Canvas
8. Business Model Navigator

Entrepreneurship & Business Development

Compulsory literature

- Allen, G. (2022). *ConcepturealizeTM: A new contribution to generate real-needs-focussed, user-centred, lean business models*. Heidelberg: Springer.

- Becker, B. (2019). *The Impact of Innovation Policy on Firm Innovation and Performance: A Review of Recent Research Developments*. München: ifo Institut – Leibniz-Institut für Wirtschaftsforschung an der Universität München.

- Behrens, V, Berger, M, Hud, M, Hünermund, P, Iferd, Y, Peters, B, Rammer, C & Schubert, T. (2017). *Innovation activities of firms in Germany - Results of the German CIS 2012 and 2014: Background report on the surveys of the Mannheim Innovation Panel Conducted in the Years 2013 to 2016*. Mannheim: Zentrum für Europäische Wirtschaftsforschung (ZEW).

- Christensen, C. (2013). *The innovator's dilemma : when new technologies cause great firms to fail*. Boston, Mass. : Harvard Business Review Press.

- Gassmann, O, Frankenberger, K & Choudury, M. (2017). *Geschäftsmodelle entwickeln : 55 innovative Konzepte mit dem St. Galler Business Model Navigator* (2., überarbeitete und erweiterte Auflage). München : Hanser.

- Grichnik, D, Heß, M, Probst, D, Antretter, T, Pukall, B & Frankfurter Allgemeine Buch. (2018). *Startup Navigator : das Handbuch* (Erste Auflage). Frankfurt am Main : Frankfurter Allgemeine Buch.

- Hauschildt, J., Salomo, S., Schultz, C. & Kock, A. (2016). Innovationsmanagement. München: Vahlen.

- Hauschildt, J. (1998). *Promotoren : Champions der Innovation*. Wiesbaden : Gabler.

- Osterwalder, A & Pigneur, Y. (2010). *Business model generation : a handbook for visionaries, game changers, and challengers*. Hoboken, NJ : Wiley.

- Ries, E. (2011). *The lean startup : how today's entrepreneurs use continuous innovation to create radically successful businesses*. New York : Crown Business.

- Lazear, E. (2003). *Entrepreneurship*. Bonn: Institute for the Study of Labor (IZA).

Suggested literature

- (2015). How should successful business models be configured? Results from an empirical study in business-to-business markets and implications for the change of business models. *Zeitschrift für Betriebswirtschaft* Springer Gabler.

- (2017). *Business models and business model innovation: Between wicked and paradigmatic problems*. Elsevier.

- (2017). Beyond the purely commercial business model: Organizational value logics and the heterogeneity of sustainability business models. *Long Range Planning* Elsevier.

European Challenges of the 21st Century

Module name
European Challenges of the 21st Century

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof.Dr.rer.pol.habil. Iciar Dominguez Lacasa & Prof. Dr. rer. pol. Christian Hederer

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Compulsory	KMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	2	4	2 / 2 / 0 / 0 / 0
Part time	4	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	50,0 h	35,0 h	5,0 h	150 h

European Challenges of the 21st Century

Learning objectives

Knowledge

– Students show awareness of the major debates on challenges covered in this module.

– Students understand the basic drivers of the challenges covered in this module, and dilemmas raised from a European perspective. They are aware of associated policy responses.

– Students understand how interests, institutions and ideas influence and constrain policymaking relevant to the challenges covered in this module.

Skills

– Students can retrieve, manage, and interpret social science data, policy documents and academic literature related to the challenges covered in this module.

– Students understand the key features of social science research and how it differs from knowledge that is not evidence based.

– Students can participate in current debates on the challenges covered in this module.

Social

– Students can provide constructive feedback to fellow students.

– Students learn to adequately communicate expert content in class discussions.

Autonomy

– Students can engage in collaborative work and contribute to it according to their skills and strengths.

– Students can set their own working and research goals and achieve them.

Content

1. Introduction to major societal challenges and related priority research questions as identified by leading scholars. Analysis of policy responses from a European perspective.

2. Main themes:
   • The environmental and climate challenge and policy responses
   • The challenge of income inequality and policy responses
   • The challenge of aging population and migration and policy responses
   • The challenge of technological disruption and policy responses
   • The challenge of development and innovation divide and policy responses

3. The module includes desk research tasks, literature and data management, reading and discussion to the different topics.

European Challenges of the 21st Century

Compulsory literature

- Guillén, M., & Ontiveros, E. (2016). Global Turning Points: The Challenges for Business and Society in the 21st Century (2nd ed.). Cambridge: Cambridge University Press. doi:10.1017/9781316481592

- Ramiro Troitiño, David; Kerikmäe, Tanel; La Guardia, Ricardo Martín de; Pérez Sánchez, Guillermo Á. (Hg.) (2020): The EU in the 21st Century: Challenges and Opportunities for the European Integration Process. Cham: Springer International Publishing.

- Santos, Filipe D.; Ferreira, Paulo L.; Pedersen, Jiesper S. (2022): The Climate Change Challenge: A Review of the Barriers and Solutions to Deliver a Paris Solution. In: Climate 10 (5). DOI: 10.3390/cli10050075.

Suggested literature

- Reinert, Erik S.; Kvangraven, Ingrid H. (2023): A modern guide to uneven economic development. Cheltenham, UK, Northampton, MA: Edward Elgar Publishing ([Edward Elgar books]).

- Jacobs, M & Mazzucato, M. (2016). *Rethinking capitalism : economics and policy for sustainable and inclusive growth*. Chichester, West Sussex, United Kingdom :Wiley-Blackwell,.

European Identities

Module name
European Identities

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Bond, Gregory

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Compulsory	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	2	4	0 / 0 / 0 / 0 / 4
Study type	Semester	SWS	L / E / L / P / S
Part time	2	4	0 / 0 / 0 / 0 / 4

Recommended prerequisites
English C1
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	75,0 h	0,0 h	15,0 h	150 h

European Identities

Learning objectives

Knowledge

– Students know and understand different historical, cultural and political concepts of what constitutes Europe.

Skills

– Students are able to view Europe from different perspectives, and to critically understand and assess concepts of Europe. They are able to greatly improve their academic reading and writing, and their critical faculties when looking at histories of ideas.

Social

– Students are able to enhance their team-working abilities, they gain experience in leading and moderating group discussions and team work.

Autonomy

– Students are able to reflect on their identities within Europe, and they gain self-confidence in formulating their own positions vis a values and concepts in intellectual and cultural discourse, and thus in critical thinking in general.

Content

1. The myth of Europe
2. Symbols of Europe
3. Concepts of Europe today and in history: What is Europe?
4. European values? The Enlightenment and human rights.
5. Europe as a geographical unit? Mapping Europe
6. Europe seen from the outside.
7. Everyday life in Europe
8. Structuring written texts

Compulsory literature

– Fornäs, J. (2012). *Signifying Europe : Johan Fornäs*. Bristol [u.a.] : Intellect.
– Kershaw, I. (2018). *Roller-Coaster : Europe, 1950-2017*. London : Allen Lane.
– Kundnani, H. (2023). *Eurowhiteness : culture, empire and race in the European project*. London : Hurst & Company.
– Mak, G. (2021). *The dream of Europe : travels in the twenty-first century*. London : Harvill Secker.

Suggested literature

International Negotiations & Conflict Management

Module name
International Negotiations & Conflict Management

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Bond, Gregory

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Compulsory	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	2	4	0 / 0 / 0 / 0 / 4
Part time	4	4	0 / 0 / 0 / 0 / 4

Recommended prerequisites
English C1

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	80,0 h	0,0 h	10,0 h	150 h

International Negotiations & Conflict Management

Learning objectives

Knowledge

– Students know and understand the significance of negotiations in business, theoretical approaches to negotiating, significant negotiating tools, cultural theories relating to approaches to negotiation and conflict, theoretical approaches to conflict management, and methods to manage conflicts.

Skills

– Students are able to prepare for and act confidently in negotiation situations, to analyse and evaluate negotiation and conflict, and to apply these skills to a variety of business and personal settings.

Social

– Students are able to communicate more effectively in negotiation and conflict, and to engage in team and project work with a view to managing conflict well.

Autonomy

– Students reflect on their own negotiation and conflict behaviour, and gain self-awareness and self-confidence.

Content

1. The Harvard model of principled negotiation - people vs. problems, recognizing positions and interests, core concerns, searching for options for mutual gain, using objective criteria, BATNA, ZOPA, coming to agreement

2. Preparing negotiations, the negotiation environment, phases of negotiation, post - negotiation

3. Negotiation styles and Blake / Mouton's managerial grid

4. Negotiation psychology - creating and claiming value (the negotiator's dilemma); zero - sum negotiation, framing and anchoring; persuasion (compliance techniques)

5. Conflict theories: social conflict, functions of conflict, escalation

6. Conflict management: litigation, arbitration, mediation; intervention strategies

7. Introduction to mediation and using mediation in the workplace: theory and practice

8. The course will use a variety of hands - on methods, including role plays, group activities, input lectures, negotiation diaries, complex simulations, and also input from invited guest speakers (mediators, businesspeople etc.).

9. Cross-cultural theories relating to negotiation and conflict

Compulsory literature

– Fisher, R, Ury, W & Patton, B. (2012). *Getting to yes : negotiating an agreement without giving in* (third edition, revised edition). London : Random House Business Books.

– Meyer, E. (2015). *The culture map : decoding how people think, lead, and get things done across cultures* (First edition, international edition). New York, NY : PublicAffairs.

International Negotiations & Conflict Management

Suggested literature

– Fisher, R & Shapiro, D. (2005). *Beyond reason : using emotions as you negotiate*. New York [u.a.] : Viking.

– Fisher, R & Ury, W. (2007). *Getting to yes : negotiating an agreement without giving in* (2. ed., repr.). London [u.a.] : Random House.

– Thompson, L. (2008). *The truth about negotiations* ([Nachdr.]). Harlow [u.a.] : Pearson.

– Cialdini, R. (2007). *Influence : the psychology of persuasion* (Rev. ed., 1. Collins business essentials ed.). New York : Collins.

– Dana, D. (o.D.). *Conflict resolution : mediation tools for everyday worklife*. New York, NY [u.a.] : McGraw-Hill.

– Goldsmith, J & Ingen-Housz, A. (o.D.). *ADR in business : practice and issues across countries and cultures*. Alphen aan den Rijn [u.a.] : Kluwer Law International.

– Lax, D. & Sebenius, J. (1986). The manager as negotiator. New York [u.a.]: Free Press [u.a.].

– Ury, W. (2007). *The power of a positive no : how to say no and still get to yes*. New York [u.a.] : Bantam Books.

– Glasl, F. (1600). *Confronting Conflict: A First-Aid Kit for Handling Conflict by Glasl, Friedrich (1999) Taschenbuch*. Hawthorn Pr (Hawthorn House).

– Goleman, D. (2006). *Emotional intelligence* (10., anniversary ed.). New York [u.a.] : Bantam Books.

– Ury, W. (1993). *Getting past no : negotiating your way from confrontation to cooperation* (rev. ed.). New York u.a. : Bantam Books.

– Lax, D & Sebenius, J. (2006). *3-D negotiation : powerful tools to change the game in your most important deals*. Boston, Mass. : Harvard Business School Press.

– Fisher, R & Ertel, D. (1995). *Getting Ready to Negotiate (Penguin Business) by Fisher, Roger, Ertel, Danny (1995) Paperback*. Psychology Press.

Data Science & Artificial Intelligence

Module name
Data Science & Artificial Intelligence

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. nat. Sebastian Rönnau

As of	Language
2023-10-23	English

Type	Examination type	CP according to ECTS
Compulsory	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	2	4	2 / 2 / 0 / 0 / 0
Part time	4	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Basic programming knowledge, preferably in Python

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	29,0 h	60,0 h	1,0 h	150 h

Data Science & Artificial Intelligence

Learning objectives

Knowledge

- Students have an overview of the most common machine learning models and their field of use.
- Students understand the preconditions for the use of Machine Learning (ML).
- Students understand the challenges of combining data sources and know the different types of data.
- Students understand the need for data preprocessing and know different preprocessing techniques.
- Students understand the ethical aspects and regulatory limitations in Europe regarding the use of artificial intelligence (AI).
- Students understand the investment needed and cost caused by the use of AI.

Skills

- Students can name at least two different ML approaches and can distinguish their strengths and weaknesses
- Students can judge whether a given task can be solved by ML and are able to justify their assessment.
- Students can name different data types and are able to identify the suitable data type of a given data set.
- Students are able to select a suitable data preprocessing strategy for a given data set.
- Students can classify the different approaches in ML.
- They are able to train given ML models in a given environment.
- Students understand the limitations and possible fallacies of data-based decision-making.
- Students are able to evaluate a given case with respect to the current EU regulation.

Social

Autonomy

Content

1. Foundations of Data Science & Artificial Intelligence
2. Data Collection and Preprocessing
3. Machine Learning Basics
4. Predictive Analytics
5. Natural Language Processing (NLP)
6. AI and Decision Making
7. Ethical and Privacy Considerations

Compulsory literature

Data Science & Artificial Intelligence

Suggested literature

– Joel Grus: Data Science from Scratch: First Principles with Python, O'Reilly (2019)

Project Strategic Management

Module name
Project Strategic Management

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Mike Steglich, Prof. Dr. Petra Poljsak-Rosinski & Prof. Dr. rer. pol. Christian Schultz

As of	Language	
2023-11-04	English	

Type	Examination type	CP according to ECTS
Compulsory	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	0 / 0 / 0 / 0 / 4
Study type	Semester	SWS	L / E / L / P / S
Part time	5	4	0 / 0 / 0 / 0 / 4

Recommended prerequisites
Good knowledge of strategic management and strategic planning

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	30,0 h	60,0 h	0,0 h	150 h

Project Strategic Management

Learning objectives

Knowledge

– Students have in-depth knowledge in the areas of development, planning and implementation of strategies.

Skills

– Students are able to apply, link, and extend their knowledge from previous strategic management modules.

– Students are able to apply their knowledge in a practical case study.

– Students are able to present their results professionally in presentations and reports.

Social

– Students are able to discuss problems and solutions within a team.

– Students are able to understand and respect the perception, the way of thinking and acting from persons with different social and cultural backgrounds.

Autonomy

– Students are able to develop solutions independently.

Content

1. Project or case study in strategic management

Compulsory literature

– Patzak, G & Rattay, G. (1997). *Projekt Management : Leitfaden zum Management von Projekten, Projektportfolios und projektorientierten Unternehmen* (2., überarb. Aufl.). Wien : Linde.

Suggested literature

Elective Module 1

Module name	
Elective Module 1	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Christian Hederer

As of	Language
2024-03-04	English

Type	Examination type	CP according to ECTS
Elective	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	6	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	0,0 h	0,0 h	0,0 h	60 h

Learning objectives
Knowledge
Skills
Social
Autonomy

Content

Compulsory literature

Elective Module 1

Suggested literature

Elective Module 2

Module name		
Elective Module 2		

Degree course	Degree	
European Business Management (120 ECTS)	Master of Arts	

Module responsible(s)		
Prof. Dr. rer. pol. Christian Hederer		

As of	Language	
2024-03-04	English	

Type	Examination type	CP according to ECTS
Elective	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Part time	6	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	0,0 h	0,0 h	0,0 h	60 h

Learning objectives
Knowledge
Skills
Social
Autonomy

Content

Compulsory literature

Elective Module 2

Suggested literature

Elective Module 3

Module name
Elective Module 3

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Christian Hederer

As of	Language
2024-03-04	English

Type	Examination type	CP according to ECTS
Elective	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	6	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	0,0 h	0,0 h	0,0 h	60 h

Learning objectives
Knowledge
Skills
Social
Autonomy

Content

Compulsory literature

Elective Module 3

Suggested literature

International Human Resource Management I

Module name
International Human Resource Management I

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. Petra Poljsak-Rosinski

As of	Language
2024-01-30	English

Type	Examination type	CP according to ECTS
Specialization	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Part time	5	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	80,0 h	8,0 h	2,0 h	150 h

International Human Resource Management I

> Learning objectives
>
> Knowledge
>
> – Upon successful completion of this module, students will be able to:
>
> – Understand the overall international employee life cycle, which includes international HR talent sourcing, (expatriate) recruitment, selection, compensation, training & development, and retention;
>
> – Comprehend the complexity, challenges and opportunities that the global context presents for international Human Resource Management (HRM) practices;
>
> – Critically assess the different contextual (e.g. cultural, institutional, economic, etc.) factors that contribute to varied HRM practices worldwide and consider their relevance and applicability beyond domestic markets;
>
> – Explain how the international HRM (operationally and functionally) contributes to strategic success of multinational enterprises.
>
> Skills
>
> – Apply contemporary HR instruments and tools to analyze and solve HR-related problems across a number of international contexts;
>
> – Consolidate new information and theoretical insights to formulate an informed opinion;
>
> – Learn to produce constructive feedback.
>
> Social
>
> – Further practice and develop the networking and team-work skills that are needed to engage and convince in a stakeholder dialogue across different cultural contexts;
>
> – Improve professional communication (oral and written).
>
> Autonomy
>
> – Further develop independent learning skills;
>
> – Critically reflect on business-related personal skills, and learn to identify specific tools and techniques for further professional development;

International Human Resource Management I

Content

1. The Cultural Context of International Human Resource Management (IHRM)
2. The Organizational Context for IHRM
3. IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs
4. Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection
5. International Performance Management
6. Motivating and Leading in the International Context
7. International Training, Development and Careers
8. International Compensation
9. Strategic IHRM
10. International Industrial Relations and The Global Institutional Context
11. Challenges and Opportunities in IHRM

Compulsory literature

− Dowling, PJ, Festing, M & Engle, AD Sr. (2023). International Human Resource Management. EMEA: Cengage Learning.

− Bauer, T, Erdogan, B, Caughlin, D & Truxillo, D. (2020). *Human resource management : people, data, and analytics*. Los Angeles ; London ; New Delhi ; Singapore ; Washington, DC ; Melbourne : Sage.

Suggested literature

− Deresky, H. (2011). *International management : managing across borders and cultures ; text and cases* (7th ed., international ed.). Boston, Mass. [u.a.] : Pearson.

− Griffin, RW. & Pustay, MW. (2015). International Business. A managerial perspective. (8th ed.). London: Pearson.

International Human Resource Management II

Module name	
International Human Resource Management II	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)	
Prof. Dr. Petra Poljsak-Rosinski	

As of	Language
2024-01-30	English

Type	Examination type	CP according to ECTS
Specialization	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	7	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	80,0 h	8,0 h	2,0 h	150 h

International Human Resource Management II

Learning objectives

Knowledge

- – Upon successful completion of this module, students will be able to:
- – Understand and explain the ever-evolving range of modern HRM issues and practices that are essential for organizational success;
- – Comprehend the complexity of the interplay of various global factors (e.g., economic, financial, social, etc.) and their impact on contemporary HRM issues;
- – Critically assess the contemporary HRM issues, opportunities and risks that modern organizations have to contend with;
- – Identify new and emerging HRM trends and associated instruments and tools.

Skills

- – Develop the ability to draw parallels between contemporary HRM trends and their significance for HRM practice;
- – Initiate an informed debate on current HRM issues and their impact for organizational management and success;
- – Critically analyze and assess information and provide informed HRM-related implications for practice;
- – Improve academic writing skills.

Social

- – Improve presentation skills;
- – Formulate and communicate informed opinions that are backed up by relevant facts.

Autonomy

- – Learn independently;
- – Improve time management and planning skills;

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International Human Resource Management II

Content

1. A variety of contemporary HRM issues and practices will be covered, discussed, and critically analyzed, such as:

2. e-HRM challenges, opportunities and implications for modern organizations

3. The role of green HRM practices and the implications for the organizational bottom line;

4. New Work Models: Fads or Trends?

5. Management and retention of Generation Z Workforce;

6. Competition for global talent;

7. The role of quiet quitting in modern HRM;

8. The practice of remote onboarding in modern HRM;

9. The role of e-Recruitment and Artificial Intelligence (AI) in modern HRM;

10. Challenges of leading virtual transnational teams;

11. The role of incivility in modern HRM;

12. Clarifying the link between employee engagement and superior performance;

13. The role of candidate experience and love bombing in modern HRM;

14. Organizational and employee challenges in expatriation and repatriation processes.

Compulsory literature

– Evidence-based Human Resource Management

– Harvard Business Review

– The International Journal of Human Resource Management

– Festing, M & Royer, S. (2008). *Current Issues in International Human Resource Management and Strategy Research* (1. Auflage). Mering : Rainer Hampp Verlag.

– Dowling, PJ, Festing, M & Engle, AD Sr. (2023). International Human Resource Management. EMEA: Cengage Learning

– Bauer, T, Erdogan, B, Caughlin, D & Truxillo, D. (2020). Human resource management : people, data, and analytics Los Angeles ; London ; New Delhi ; Singapore ; Washington, DC ; Melbourne : Sage

Suggested literature

– Deresky, H. (2011). International management : managing across borders and cultures ; text and cases (7th ed., international ed.) Boston, Mass. [u.a.] : Pearson.

– Griffin, RW. & Pustay, MW. (2015). International Business. A managerial perspective. (8th ed.). London: Pearson.

– Briscoe, D & Schuler, R. (2004). *International human resource management : policy and practice for the global enterprise* (2. ed.). London [u.a.] : Routledge.

International Marketing I

Module name
International Marketing I

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Lydia Göse

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Specialization	FMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Part time	5	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Basic knowledge of marketing

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	50,0 h	39,0 h	1,0 h	150 h

International Marketing I

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Learning objectives

Knowledge

– Students are aware of country specific differences that may require alternative marketing programs.

– They perceive detailed knowledge on international marketing mix and on creating an international marketing plan.

– Students become familiar with international theories, international marketing planning and control and designing marketing tools and strategies.

Skills

– Students can identify influencing factors and benefits for standardizing or adapting international marketing programs and can find ways to react to marketing programs of competitors.

– Students apply and adapt planning and decision making techniques for developing marketing programs for international businesses. They are able to create an international marketing plan.

Social

– Students work effectively and cooperatively in teams to solve multifaceted marketing problems.

– Students will develop intercultural competencies.

– They will learn to reflect on their own consumer behavior.

Autonomy

– Students will develop a critical, analytical, flexible and creative state of mind while practicing questioning, challenging and innovative thinking.

– Through comprehensive project work, students improve their ability to plan and control learning processes independently.

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Content

1. International theories
2. International marketing planning and control process
3. International marketing strategies
4. Standardization vs adaptation
5. Designing an individual international marketing plan
6. Solving specific problems with the help of examples and cases
7. Concluding project (in groups / with practice partner)

Compulsory literature

– Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing. Pearson

– Hollensen, S. (newest edition). Global Marketing. Pearson

– Keegan, W & Green, M. (2011). *Global marketing* (6. ed., global ed.). Boston [u.a.] : Pearson.

Suggested literature

International Marketing II

Module name
International Marketing II

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Lydia Göse

As of	Language
2023-10-13	English

Type	Examination type	CP according to ECTS
Specialization	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Part time	7	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Basics of marketing, basics of digital marketing

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
64,0 h	40,0 h	45,0 h	1,0 h	150 h

International Marketing II

Learning objectives

Knowledge

– International Digital marketing strategy and practice

– Cross-cultural buying behavior and market segmentation

– Decision theory and digital decision guidance

– Quantitative decision support and marketing analytics

– Risk and uncertainty in complex situations

– Own research on a topic of the future of international marketing in teams

Skills

– Students are able to deduct digital or general marketing strategies from analysing a company or organization

– Students can develop own digital marketing programs and plans for a given goal

– They understand how data helps in marketing and how this data is collected

– Students are able to use and improve modern marketing technology

Social

– Students learn to debate pros and cons in marketing strategies

– Students work in groups on projects

Autonomy

– Students learn how to manage their time and efforts efficiently in smaller projects.

– Students will develop a critical, analytical, flexible and creative state of mind while practicing questioning, challenging and innovative thinking.

Content

1. Digital Marketing
   • Digital Marketing channels
   • Digital Marketing strategies
   • Metrcis in digital Marketing
   • Methods and Tools (SEA, SEO, Email Marketing, Content Creation, Lead Generation, Marketingautomation)

2. Decision Analysis
   • Decision Theory
   • Support systems
   • Planning and influencing decisions
   • Basic behavioral economics

3. Marketing Analytics
   • Tools
   • Strategies
   • Interpretation

International Marketing II

Compulsory literature
– Chaffey, D., & Ellis-Chadwick, F. (2019). Digital marketing. Pearson
– Hemann, C. & Burbary, K. (newest edititon). Digital Marketing Analytics: Making Sense of Consumer Data in a Digital World. Que
Suggested literature

Transformation and Sustainability I

Module name
Transformation and Sustainability I

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Haas, Sandra

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Specialization	KMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Part time	5	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	88,0 h	0,0 h	2,0 h	150 h

Transformation and Sustainability I

Learning objectives

Knowledge

- Students are able to define transformation management and know the reasons, objectives and functions of transformation management. They also understand the challenge and impact of transformations on a company.

- With a view to digital and sustainable transformations, they can explain challenges and requirements for companies.

- Students can give an overview of different methods for the analysis and design of transformation processes.

Skills

- Students can recognize the subject matter of a practical transformation problem, identify interrelationships and processes and develop proposals for solutions. Students know how to strategically plan transformations and how to create a transformation concept. (=Conceptual competences)

- Students are able to meaningfully support the transformation project management of a company.

Social

- Students develop their ability to put themselves in other people's shoes and situations.

- Students can work in a team in a fair and collegial way to develop a collaborative solution/achieve a goal.

Autonomy

- Students independently identify, develop and take steps to develop & present a self-selected content contribution.

Content

1. This module introduces the field of "transformation management including transformation project management" and aims to enable graduates of the module to competently support companies in the planning and implementation of transformations.

2. Knowledge transfer: Transformation management as contrasted with change management, organizational development and restructuring. • Reasons for, aims of and functions of transformation management • Specifics of transformation management and transformation concepts • Challenges and requirements of successful digital and sustainable transformations • Phases of a transformation management project • Transformation project management

3. Practice: The course participants discuss practical examples, guest lectures or work on case studies in groups

4. Participation: Course attendees participate in the design of course content by contributing to the content of a self-chosen method for the analysis and design of transformation processes. These can related, for example - to leadership concepts, agile management, transformation communication (e.g. team-building events, onboarding information packages, information roadshows, storytelling), emotion management, conflict reduction/management strategies.

Transformation and Sustainability I

Compulsory literature
– Richard Busulwa (2023): Navigating Digital Transformation in Management. Routledge. London
– Martin Kaschny & Matthias Nolden (2018): Innovation and transformation : basics, implementation and optimization. Springer. Cham, Switzerland
– Mark Kozak-Holland & Chris Procter (2020): Managing transformation projects : tracing lessons from the Industrial to the Digital Revolution. Palgrave Macmillan. Cham
– Antonio Nieto-Rodriguez (2021): Harvard Business Review project management handbook : how to launch, lead, and sponsor successful projects. Harvard Business Review Press. Boston, Massachusetts
Suggested literature

Transformation and Sustainability II

Module name
Transformation and Sustainability II

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Haas, Sandra

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Specialization	KMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	7	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	68,5 h	20,0 h	1,5 h	150 h

Transformation and Sustainability II

Learning objectives

Knowledge

– - Students have science-based knowledge of climate change, climate-related future scenarios, emitters and the effects of climate change worldwide.

– - Students can define the relevant terms in the field of sustainability, differentiate between various concepts. Students recognise the requirements for sustainable corporate development. They know methods, processes and tools of sustainability management in order to be able to set impulses for the sustainable development of an organisation and to participate in the implementation.

– - Course participants know the basics as well as approaches and options for operational sustainability marketing.

Skills

– - Students are able to develop sustainable strategies and to competently represent corresponding solution concepts in the company organisation. Furthermore, they can recognise barriers and possible implementation problems of sustainable development.

– - Students are able to develop solution approaches for a sustainable design of operative marketing measures and to separate "real" sustainable marketing from greenwashing. Students have knowledge of reflection processes and can apply them to themselves.

Social

– - Students work cooperatively, peer to peer on the development of a collective product, giving objective, concrete and constructive feedback.

– - Students develop their discussion skills (professional reasoning, confident argumentation) in the context of interdisciplinary discussions.

Autonomy

– - Students critically question their own acting, behaviour and responsibility as part of society and develop their reflective competences.

– - Students recognise, develop and take independent steps to carry out a self-chosen voluntary activity.

Transformation and Sustainability II

Content

1. The module sustainability management & marketing was designed according to the principles of Education for sustainable development and contains the following elements: Content, Science, Ethics, Participation & Practice.

   1.1 Content & Practice:
   - Based on an introduction to sustainability management (understanding of the term, differentiation from CSR, models, topics and principles), students learn about the content, processes and tools of developing sustainability strategies. In addition, relevant laws, environmental management systems and possible implementation problems (e.g. creation of a sustainable corporate culture, process management) are addressed.
   - Course participants are introduced to the basics of sustainability marketing (development and understanding of the term sustainability marketing, goals and framework conditions). In addition, approaches and possibilities of operational sustainability marketing are discussed, which participants can use to help shape the necessary change.

   1.2 Science: Course participants deal with the results of scientific research on climate change (e.g. climate system and components, anthropogenic greenhouse effect, sectors and emitters with the highest greenhouse gas emissions, 2 degree target and future scenarios, effects of climate change worldwide).

   1.3 Ethics:
   Guided and introduced, course participants take part in ethical discussions on topics such as cultural sustainability, "desired global transformation" or moral capitalism.

   1.4 Participation & Practice:
   - Course participants work together to develop a structured best practice collection of sustainable marketing measures.
   - Finally, the module asks course participants to actively participate in the sustainable transformation of society by volunteering for a defined period of time in a self-organised and self-selected project, association, etc. and reflecting on their experience. The search and selection of voluntary activities should be based on the 17 Sustainable Development Goals (SDGs) of the United Nations.

Compulsory literature

– Archie B. Carroll and Jill A. Brown, Business & Society: Ethics, Sustainability, and Stakeholder Management, 11th edition, 2023, Cengage Publishing.

– Rishi Raj Sharma, Tanveer Kaur, Amanjot Singh Syan: Sustainability marketing : new directions and practices. United Kingdom: Emerald Publishing, 2021.

– Stephen A. Roosa: Sustainable development handbook: River Publishers, 2020.

– Jishnu Bhattacharyya, Manoj Kumar Dash, Chandana Hewege, Sathyaprakash Balaji Makam, Lim Weng Marc.: Social and sustainability marketing : a casebook for reaching your socially responsible consumers through marketing science. New York : Productivity Press, 2021.

Suggested literature

Networks and Industries for Sustainable Development

Module name	
Networks and Industries for Sustainable Development	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof.Dr.rer.pol.habil. Iciar Dominguez Lacasa, Prof. Dr. rer. pol. Dana Mietzner & Prof. Dr. rer. pol. Christian Schultz

As of	Language
2023-10-18	English

Type	Examination type	CP according to ECTS
Specialization	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	5	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	60,0 h	25,0 h	5,0 h	150 h

Networks and Industries for Sustainable Development

Learning objectives

Knowledge

– Students know the main concepts related to innovation, innovation networks and sustainable development.

– Students understand the interconnectivity between industry sectors and the impact on global sustainability.

– Students show an awareness of the major challenges for sustainability in the industries covered in this module.

– Students understand the opportunities associated with innovation for sustainable development in various industries.

Skills

– Students explore the challenges and opportunities associated with innovation and public engagement for sustainable development in various industries and sectors.

– Students develop research skills and the ability to analyze data, case studies, and academic literature related to sustainabilility in selected industries and sectors.

– Students analyze complex problems using data and academic literature related to sustainability in selected industries and sectors.

– Students develop interdisciplinary approaches, integrating concepts from economics, social sciences, and technology.

Social

– Students learn how to work effectively in diverse teams, including understanding the strengths and weaknesses of team members, and collaborating to achieve common goals.

– Through group work and presentations, students will improve their oral and written communication skills. This includes the ability to articulate ideas, explain complex concepts, and convey information clearly.

Autonomy

– The course encourages critical thinking related to sustainable development in different industries and economic sectors.

– Students will provide and receive feedback on their work, helping them learn to give and receive feedback in a constructive and helpful manner.

Networks and Industries for Sustainable Development

Content

1. Introduction to Sustainable Development and Networks

2. Introduction to case studies and research methods

3. Social Innovation and Public Engagement for Sustainable Development

4. Energy Networks and Sustainability

5. Transportation and Sustainable Mobility

6. ICT and Sustainabilty

7. Industry and Circular Economy

8. Sustainable Food and Agriculture

9. Sustainable Development and Global Networks

Compulsory literature

– Adenle, Ademola A.; Chertow, Marian R.; Moors, Elisabeth Henrica Maria; Pannell, David J. (Hg.) (2020): Science, technology and innovation for sustainable development goals. Insights from agriculture, health, environment, and energy. New York: Oxford University Press (Oxford scholarship online Political Science).

– Silvestre, Bruno S.; Ţîrcă, Diana Mihaela (2019): Innovations for sustainable development: Moving toward a sustainable future. In: Journal of Cleaner Production 208, S. 325–332. DOI: 10.1016/j.jclepro.2018.09.244.

Suggested literature

Strategic Foresight and Scenario Analysis

Module name	
Strategic Foresight and Scenario Analysis	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)	
Prof. Dr. rer. pol. Dana Mietzner, Prof.Dr.rer.pol.habil. Iciar Dominguez Lacasa & Prof. Dr. rer. pol. Christian Schultz	

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Specialization	KMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	7	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	30,0 h	50,0 h	10,0 h	150 h

Strategic Foresight and Scenario Analysis

Learning objectives

Knowledge

– Students know the basics of strategic foresight and future researchs to support strategy and innovation processes in companies. They know scenario analysis and have knowledge about its possibilities and limitations for strategic innovation work in companies. After completing the module, students are able to carry out scenario analyses of societal, technological and economic developments in the company environment in order to develop new business opportunities and growth strategies within the framework of concrete business cases.

Skills

– Students acquire the skills to recognise and evaluate technology and societal trends and developments.

– Students acquire the skill to evaluate and implement strategic foresight methods, with a special focus on scenario analysis.

– Students acquire the skills to develop robust corporate strategies.

– Students acquire the skills to analyse complex case studies and to present results.

Social

– Students are able to contribute to group work and to communicate about the content of the module adequately.

Autonomy

– The project work and work on case studies is intended to strengthen the self-reflection of the individual students. The aim is for them to identify their strengths and weaknesses and to use and develop their resources and competences in a targeted way. By defining deadlines, the students are made to organise themselves in a goal- and result-oriented way, to document their work in a meaningful way and thus to secure knowledge levels.

Content

1. Main terms and definition of strategic foresight and futures research
2. Role of strategic foresight in complex environments
3. Overview of strategic foresight methods
4. Methodological approach of scenario analysis as a selected strategic foresight method
   4.1 Collection and systematisation of influencing factors
   4.2 Influence analysis and consistency analysis
   4.3 Visualisation and communication of future scenarios
   4.4 Strategy development under uncertainty

Strategic Foresight and Scenario Analysis

Compulsory literature

- Bradfield, R., Wright, G., Burt, G., Cairns, G., & Van Der Heijden, K. (2005). The origins and evolution of scenario techniques in long range business planning. Futures, 37(8), 795-812.

- Fergnani, A. (2022). Corporate foresight: A new frontier for strategy and management. Academy of Management Perspectives, 36(2), 820-844.

- Gordon, A. V., Ramic, M., Rohrbeck, R., & Spaniol, M. J. (2020). 50 Years of corporate and organizational foresight: Looking back and going forward. Technological Forecasting and Social Change, 154, 119966.

- Schwarz, J. O., Rohrbeck, R., & Wach, B. (2020). Corporate foresight as a microfoundation of dynamic capabilities. Futures & Foresight Science, 2(2), e28.

- van Duijne, F., & Bishop, P. (2018). Introduction to strategic foresight. Futures, 1, 67.

Suggested literature

International Trade and Investment I

Module name
International Trade and Investment I

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Baetge, Dietmar & Prof. Dr. rer. pol. Christian Hederer

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Specialization	FMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	5	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Basic knowledge of economics and core issues of globalization.
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	88,0 h	0,0 h	2,0 h	150 h

International Trade and Investment I

Learning objectives

Knowledge

– Students know ...

– ... the main features of the current global institutional framework for cross-border trade and investment, and its economic and political background;

– ... the World Trade Organization, its main components, and significance for cross-border trade and investment from a business perspective;

– ... the main instruments of strategic trade policy, their economic effects, and their political backgrounds;

– ... the main institutions of international investment protection and how businesses as international investors can make use of them;

– ... ... the main current policy debates on the current international trade and investment system, and how to assess different scenarios from a business perspective.

– ... the main theories of exchange rate formation and their implications for business, including strategies to hedge against exchange rate fluctuations.

Skills

– Students learn to ...

– ... read and assess primary, including legal, sources on international trade and investment;

– ... apply correct terminology on issues in international trade and investment, including in dispute settlement;

– ... assess developments in international trade and investment policies with respect to cross-border business activity;

– ... form positions on, and participate in, current debates on the future of the international trade and investment system.

Social

– Students learn to ...

– ... engage in academic debate and respect different positions;

– ... organize group discussions to develop and defend common positions, including a division of tasks, and resolve differences in group members' preferences.

Autonomy

– Students learn to ...

– ... read and analyse English texts under a tight timeframe;

– ... produce effective oral statements and briefings;

– ... (if chosen) prepare a scientific text, including a specific research question and ensuing analysis.

International Trade and Investment I

Content

1. The economics and politics of international trade and investment: overview of theoretical approaches

2. (De-)Globalization: history and current trends

3. Topics in international trade

    3.1 The World Trade Organization (WTO): basic principles, structure, dispute settlement

    3.2 WTO Agreements

    3.3 Trade remedies: WTO rules and EU trade defence instruments

    3.4 Regional trade agreements

    3.5 Strategic trade policy and EU instruments

    3.6 The political economy of economic sanctions

    3.7 State of the world trade system and reform proposals

4. Topics in international investment

    4.1 What international investment protection covers and how it works

    4.2 Dispute settlement between states and foreign investors

    4.3 Political risk insurance

    4.4 Investment screening

    4.5 State of global investment protection system and reform proposals

5. Exchange rate formation and risk

    5.1 Basics of exchange rate regimes

    5.2 Economic theories of exchange rate formation

    5.3 Exchange rate fluctuations and hedging

Compulsory literature

Suggested literature

International Trade and Investment II

Module name
International Trade and Investment II

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Baetge, Dietmar & Prof. Dr. rer. pol. Christian Hederer

As of	Language
2023-09-27	English

Type	Examination type	CP according to ECTS
Specialization	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	3	4	2 / 2 / 0 / 0 / 0
Part time	7	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Basics of private and public law; basics of economics

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	63,0 h	0,0 h	2,0 h	125 h

International Trade and Investment II

Learning objectives

Knowledge

– Students know ...

– - ... the scope and character of different legal sources relating to international business transactions;

– - ... basic rules of international competition policy;

– - ... the legal implications of international trade for international corporations;

– - ... key rules of export/import control.

Skills

– Students are able to ...

– - ... apply and assess of different standards related to international trade in various fields;

– - ... recognize the broader social, political, and environmental consequences of business decisions in an international context;

– - ... retrieve, organize, and assess relevant legal information from different sources;

– - ... read and assess primary legal sources on international trade and investment.

Social

– Students are able to ...

– - ... resolve differences and organize teamwork effectively, and taking into account intercultural differences;

– - ... communicate legal issues in international trade to a broader audience of businesses and other stakeholders.

Autonomy

– Students are able to ...

– - ... familiarize themselves quickly with complex legal issues in international trade, including relevant research;

– - ... work out smaller case studies on international business taking into account legal as well as economic and social perspectives.

Content

1. International sales transactions in a nutshell

2. Export and import control laws and their impact on doing business abroad

3. Trade compliance and the mitigation of trade risks

4. Corporate accountability in supply chains (human rights, social standards, sustainable development goals)

5. International competition policy and trade defense measures (antitrust, subsidies, anti-dumping): Effects on individual companies

International Trade and Investment II

Compulsory literature
Suggested literature

Kolloquium

Module name	
Kolloquium	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)	
Prof. Dr. rer. pol. Christian Hederer	

As of	Language
2023-10-09	German, English

Type	Examination type	CP according to ECTS
Compulsory	SMP	5

Recommended prerequisites
Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
0,0 h	150,0 h	0,0 h	0,0 h	150 h

Learning objectives
Knowledge
Skills
Social
Autonomy

Content
1. Oral presentation and discussion on substantive content of Master's Thesis with supervisors.

Compulsory literature
Suggested literature

Master's Thesis

Module name	
Master's Thesis	

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)	
Prof. Dr. rer. pol. Christian Hederer	

As of	Language
2023-10-09	German, English

Type	Examination type	CP according to ECTS
Compulsory	SMP	20

Recommended prerequisites

Special regulations

Workload breakdown

Presence	Self-study	Projects	Exam	Total
0,0 h	0,0 h	600,0 h	0,0 h	600 h

Learning objectives

Knowledge

Skills

− Students can conduct scientific work in accordance with established scientific – standards.

Social

− The general study guidelines ("Rahmenordnung") offer the possibility to work in teams of two persons.

Autonomy

− Students are able to work independently on a concrete scientific problem and develop their own answers and solutions.

Content

1. Master's Thesis

Compulsory literature

Suggested literature

International Project

Module name
International Project

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Christian Hederer

As of	Language
2023-10-09	English

Type	Examination type	CP according to ECTS
Elective	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	4	4	0 / 0 / 0 / 4 / 0
Part time	4	4	0 / 0 / 0 / 4 / 0

Recommended prerequisites
Advance determination of project including topic/title and supervisor

Special regulations
Projects have varying content and examination forms, tbd with supervisor. Teamwork of up to 2 students is possible.

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
16,0 h	33,0 h	100,0 h	1,0 h	150 h

International Project

Learning objectives

Knowledge

– Students deepen and enrich their knowledge by project work in international business or a related area. Specifics tbd with supervisor.

Skills

– Students are able to set up, develop, implement, and report on, a project, building on the competencies acquired in the first semester (in particular, the module 'Project Management in Europe')

Social

– Students improve their competencies in team-oriented work, possibly by working in teams. Specifics tbd with supervisor.

Autonomy

– Students can independently structure project related tasks and develop – project goals.

Content
1. Substantive content is specific for each project and tbd with supervisor.

Compulsory literature

Suggested literature

Major - International Marketing

Module name
Major - International Marketing

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Lydia Göse

As of	Language
2023-08-30	English

Type	Examination type	CP according to ECTS
Elective	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	4	4	2 / 2 / 0 / 0 / 0
Part time	7	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
International Marketing I and II

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	50,0 h	39,0 h	1,0 h	150 h

Major - International Marketing

Learning objectives

Knowledge

– Theory and practice of marketing research

– Conducting an own (guided and supervised) research project in groups with data collection, data analyses and results interpretation

Skills

– Planning and execution of a real-life, self-selected marketing research topic

– Preparing, analysing and interpreting the collected data

– Deduct recommendations from the data analysis

Social

– Leading and joining a group as a valuable member

Autonomy

– Self-organisation

– Planning and controlling an own project

Content

1. Theory of market and marketing research

2. Marketing research methods

3. Conducting an own marketing research project under guidance and consulting

4. Analysing and interpreting the collected data

Compulsory literature

– Mishra, S. B., & Alok, S. (2022). Handbook of research methodology.

– Palmatier, R. W., & Sridhar, S. (2020). Marketing strategy: Based on first principles and data analytics. Bloomsbury Publishing.

– Burns, A. C., Veeck, A., & Bush, R. F. (2017). Marketing research. Pearson.

– McDaniel, C. D., & Gates, R. H. (1998). Marketing research essentials.

Suggested literature

Major - New Topics in Innovation, Entrepreneurship and Sustainability

Module name
Major - New Topics in Innovation, Entrepreneurship and Sustainability

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof.Dr.rer.pol.habil. Iciar Dominguez Lacasa, Prof. Dr. rer. pol. Dana Mietzner & Prof. Dr. rer. pol. Christian Schultz

As of	Language
2023-10-18	English

Type	Examination type	CP according to ECTS
Elective	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	4	4	2 / 2 / 0 / 0 / 0
Study type	Semester	SWS	L / E / L / P / S
Part time	7	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Modules or Bachelor's degree with reference to innovation management or entrepreneurship and high interest in scientific work

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	90,0 h	0,0 h	0,0 h	150 h

Major - New Topics in Innovation, Entrepreneurship and Sustainability

Learning objectives

Knowledge

– Students will be able to explore a research topic in the field of innovation (management), entrepreneurship and sustainability in a written paper format.

Skills

– Students are able to conduct a literature review.

– Students are able to assess different research approaches and its limitations.

– Students develop critical thinking skills.

– Students are able to write a scientific paper.

Social

– Students know how to present their work, communicate, provoke discussion and share arguments on a selected topic.

Autonomy

– Students know how to organise their work independently, set milestones and deadlines.

Content

1. Introduction of selected current topic(s) in innovation (management), entrepreneurship and sustainability research
2. The research process
3. Overview of selected research methods, its standards and limitations
4. Construction of a scientific paper
5. Discussion of currents topics and forms of exploration

Compulsory literature

– Clark, T., Foster, L., Bryman, A., & Sloan, L. (2021). Bryman's social research methods. Oxford university press.

– Greetham, B. (2020). How to write your literature review.

– Newhart, M., & Patten, M. L. (2023). Understanding research methods: An overview of the essentials.

Suggested literature

Major - International Trade and Investment

Module name
Major - International Trade and Investment

Degree course	Degree
European Business Management (120 ECTS)	Master of Arts

Module responsible(s)
Prof. Dr. rer. pol. Christian Hederer

As of	Language
2023-11-04	English

Type	Examination type	CP according to ECTS
Elective	SMP	5

Study type	Semester	SWS	L / E / L / P / S
Full time	4	4	2 / 2 / 0 / 0 / 0
Part time	4	4	2 / 2 / 0 / 0 / 0

Recommended prerequisites
Modules "International Trade and Investment" I+II

Special regulations

Workload breakdown				
Presence	Self-study	Projects	Exam	Total
60,0 h	30,0 h	59,0 h	1,0 h	150 h

Major - International Trade and Investment

Learning objectives

Knowledge

– Students know ...

– ... ... applications of their knowledge acquired in the minor specialization modules (International Trade and Investment I and II) in a specified project/case study.

Skills

– Students are able to (examples, depending on specific project/case study) ...

– ... support business enterprises in complying with, and utilizing, international rules on trade and investment;

– ... judge the suitability and use of different instruments of protecting international transactions for business enterprises;

– ... judge whether internal processes in enterprises or public institutions are in line with trade compliance rules;

– ... derive business strategies from their judgement of fundamental developments in the international trade and investment system.

Social

– Students are able to engage in teamwork and collaborative forms of knowledge collection (details tbd in specific project).

Autonomy

– Students are able to identify key issues relevant for international business strategy in the field of international trade and investment, and to develop respective project goals.

Content

1. Substantive content applying the material of "International Trade and Investment" I and/or II; specific for each project/case study.

Compulsory literature

Suggested literature