



HOCHSCHULE DER WIRTSCHAFT
FÜR MANAGEMENT

UNIVERSITY OF APPLIED
MANAGEMENT STUDIES

Module Handbook

B.A. Management in International Business

Valid from WS 2016/17

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1. Contents, Structure and Qualifications of the degree

Contents

The Management in International Business (MIB) degree contains all the business-management modules and international business specialisms necessary to qualify graduates for a variety of positions for which a good understanding of international and intercultural complications are essential. Graduates will have the skills to take up junior management positions in smaller companies engaged in import /export activities in a range of countries. In larger companies the jobs are more likely to be trainee or assistant positions in a range of departments in which international business knowledge and intercultural skills are important.

The normal time required to complete the programme is three years (six semesters). Successful completion leads to the award of the degree BA – Management in International Business. The degree course is academically based but also very practically oriented.

Structure

To gain the MIB degree students must achieve a total of **180 Credit Points** (ECTS Points), which as a rule can be accomplished in **six semesters**. The CPs are spread more or less evenly over the six semesters and completion within the three years is normally achieved.

The core business-management modules, such as Introduction to Business, Business Economics, Principles of Marketing, Human Resource Management and Financial and Management Accounting are taught in the first three semesters but two business-management modules, Strategic Management & Leadership and Applied Business Psychology are taught in the final semester at a level more suited to final year students.

The foundation for the academic nature of the degree is laid out in in the first semester with the Academic Research Skills module. In every semester up to the sixth at least one of the modules is assessed through an academic term paper, thus assuring that by the final semester students are well prepared for their Bachelor Dissertation. We also teach Business English and Business Maths in the first semester.

It is essential that students learn to present and to work in teams. Hence we have a Presentation Skills module in semester two and a Teamworking Skills module in the third semester. In the first two semesters students are also introduced to and are given the skills to apply quantitative methods to management and academic research problems.

The International Business Specialisms begin to be introduced with a Business Environments module in the second semester. International Marketing, International Human Resource Management and Intercultural Communications account for more than half the CPs in the third semester and all the CPs in the fifth semester.

In the fifth semester, International Business Case Studies are taught, as the name suggests, using Harvard style case teaching, which is also the major teaching content in Strategic Management & Leadership in the final semester.

The fourth semester consists of an 18-week internship to give students a view of how real companies operate and to give them a chance to put some of the theory into practice. MIB students are strongly

encouraged and tend to be already highly motivated to find internship opportunities outside of Germany, even outside of Europe.

In their fifth semester students earn their 30 CPs in five modules, all of which are categorised as International Business Specialisms. These modules include International Sales Management and Business Ethics and International Corporate Governance, in which students are introduced to the ethical problems faced by all companies but especially those operating internationally. Students also take International Politics and Organisations because students planning to embark upon careers in international business need an understanding of how politics impact on business life. In this semester, we also offer a dissertation colloquium to help students find suitable research topics for their dissertations.

The dissertation, worth 12 CPs, is the main module in the sixth and final semester of the course. Students writing their dissertations are supported by meetings with their supervisors and a series of dissertation workshops. This semester also includes the two business-management modules referred to earlier and they have a final chance to develop their oral communications skills with the Public Speaking & Debating module. These three modules are scheduled on two successive days so that working students, many of whom have extended work contracts from their internships have sufficient time to concentrate on their dissertations.

The practical orientation of the Management in International Business degree is underpinned by the practical business experience of the professors and adjunct professors, by the fourth semester internship, by a number of guest speakers from industry and commerce and by a series of visits to internationally operating companies such as John Deere, EvoBus and BASF. The academic nature of the degree is guaranteed by the structure and content of the modules, and in particular through the Academic Research Skills module and the Bachelor Dissertation itself. Graduates are well prepared for study at Master's level.

Qualifications

The degree programme is designed to give the students a range of competences, which is achieved through the structure of the programme, the variety of the modules and their academic and practical applications:

Academic competences

Even in the most practical applications, students are constantly reminded that this is an academic qualification and strict academic standards are expected to be adhered to throughout the programme. In all papers academic citation practices are de jure and students are guided towards good academic practice from the first semester onwards.

Professional and specialist competences

Graduates leave with a sound understanding of modern business management principles, tools and techniques. They are also able to appreciate the impact of macroeconomic changes on business practice and they can apply quantitative methods to solve business problems and to the analysis of management decisions. Graduates have learned the importance of teamwork and how to lead and develop teams. They have also been able to develop the sophisticated intercultural skills essential to those embarking upon international careers. They will be competent public speakers, able to make and defend arguments under pressure. Graduates will also be able to analyse company strategies

and develop new, appropriate strategies based on internal company analysis and analysis of the micro- and macro-environments.

Vocational competences

The structure and content of the degree programme ensures that graduates will possess a package of competences that will allow them find employment in a wide range of positions requiring intercultural competences and an understanding of the complications of international business. Graduates with a Management in International Business degree are also likely to be highly motivated to be successful in their chosen international careers.

Interdisciplinary qualifications and competences

Graduates have learned to analyse and view practical problems from various angles. In the two modules (International Business Case Studies and Strategic Management & Leadership), based on Harvard style case study teaching, students have analysed a wide variety of business problems from an interdisciplinary viewpoint. They have been taught presentations skills and practiced and developed their communications and presentations skills in many different modules. The same is true of their ability to work in teams.

Reflecting on ethical aspects of management and academic behaviour

In the fifth semester module Business Ethics and International Corporate Governance, and in other modules throughout the curriculum students are required to reflect upon ethical issues facing all business, especially those operating internationally. They are also required to think about the ethical aspects of their own research and to be guided by ethical principles when designing and carrying out their own research.

Internationality

Students on the MIB degree programme live in a truly international environment, both in terms of the number of nationalities in the student body and also the various nationalities of professors and adjunct teachers. Combined with the high percentage of modules that specifically address international themes, this allows students to understand management decisions in an international context. They also have, of course, the necessary English language skills. Their language development is not only due to the Business English, Public Speaking and Debating, and other classes taught by native speakers but also by the total immersion effect of studying 100% in English for three years. Students wishing to add to their language skills can take part in language classes via Mannheim University's "Studium Generale" programme.

Interdisciplinary thinking and personality development

Outside of their academic work, students come together with their colleagues from the other programmes. For those students from outside Germany this helps to develop their German language skills and an understanding of how "other nations" think and live. Personalities are developed through taking part in social and other activities and through working together in teams. We also help students to develop their characters by requiring them to frequently take responsibility for many aspects of teaching, an example being the "session leaders" in Applied Business Psychology and Strategic Management and Leadership.

Module overview: B.A. Management in International Business**Thematic Structure**

B.A. Management in International Business											
	Modules	ECTS-Semester							WL		
Nr.	Title	1	2	3	4	5	6	Ass	CH	SS	ECTS
Core Business Management and Economics Modules											
BUST03	Introduction to Business	5						E	52	73	5
MARK03	Principles of Marketing	5						E	52	73	5
ECON03	Business Economics	6						E	52	98	6
FACC03	Financial Accounting		5					E	52	73	5
HRMA03	Human Resource Management		5					E	52	73	5
IECO03	International Economics		5					TP	52	73	5
MACC03	Management Accounting			5				E	52	73	5
STMG03	Strategic Management & Leadership						6	TP	52	98	6
ABPS03	Applied Business Psychology						6	E	52	98	6
Methods and Language Modules											
MATH03	Business Maths	5						E	52	73	5
ACAD03	Academic Research Skills	5						TP	52	73	5
ENG103	Business English I	4						E+D	52	48	4
STAT03	Business Statistics		5					E	52	73	5
ENG203	Business English II		4					E+D	52	48	4
PRES03	Presentation Skills		2					P	26	24	2
TEAM03	Teamworking Skills			2				P	26	24	2
IENG03	Intermediate English			4				E+D	52	48	4
DEBA03	Public Speaking and Debating						5	P	52	73	5
International Business Specialisms											
BUEN03	Business Environment Studies		6					E	52	98	6
INMK03	International Marketing			6				E	52	98	6
IHRM03	International Human Resource Management			6				TP	52	98	6
ICOM03	Intercultural Communications			6				E	52	98	6
BUCU03	Business Cultures					6		TP	52	98	6
ISMG03	International Sales Management					6		TP	52	98	6
INBU03	International Business Case Studies					6		P	52	98	6
BETH03	Business Ethics & Int. Corp. Governance					6		E	52	98	6
INPO03	International Politics & Organisations					6		E	52	98	6
Bachelor Dissertation and Internship											
INTE03	Internship				30			IR	10	740	30
DISS03	Bachelor Dissertation						12	D	10	290	12
		30	32	29	30	30	29		1372	3128	180

Abbreviations: WL = Workload, CH = Contact hours, SS = Private study

Ass = Assessments; E = Written Examination; TP = Term Paper; P = Presentation; D = Discussion

IR = Internship Report; D = Bachelor Dissertation

Module overview: B.A. Management in International Business**Chronological Structure**

B.A. Management in International Business											
	Modules	ECTS-Semester						WL			
Nr.	Title	1	2	3	4	5	6	Ass	CH	SS	ECTS
1. Semester											
BUST03	Introduction to Business	5						E	52	73	5
MARK03	Principles of Marketing	5						E	52	73	5
ECON03	Business Economics	6						E	52	98	6
MATH03	Business Maths	5						E	52	73	5
ACAD03	Academic Research Skills	5						TP	52	73	5
ENG103	Business English I	4						E+D	52	48	4
2. Semester											
FACC03	Financial Accounting		5					E	52	73	5
HRMA03	Human Resource Management		5					E	52	73	5
IECO03	International Economics		5					TP	52	73	5
BUEN03	Business Environment Studies		6					E	52	98	6
STAT03	Business Statistics		5					E	52	73	5
ENG203	Business English II		4					E+D	52	48	4
PRES03	Presentation Skills		2					P	26	24	2
3. Semester											
MACC03	Management Accounting			5				E	52	73	5
INMK03	International Marketing			6				E	52	98	6
IHRM03	International Human Resource Management			6				TP	52	98	6
ICOM03	Intercultural Communications			6				E	52	98	6
TEAM03	Teamworking Skills			2				P	26	24	2
IENG03	Intermediate English			4				E+D	52	48	4
4. Semester											
INTE03	Internship				30			IR	10	740	30
5. Semester											
BUCU03	Business Cultures					6		TP	52	98	6
ISMG03	International Sales Management					6		TP	52	98	6
INBU03	International Business Case Studies					6		P	52	98	6
BETH03	Business Ethics & Int. Corp. Governance					6		E	52	98	6
INPO03	International Politics & Organisations					6		E	52	98	6
6. Semester											
STMG03	Strategic Management & Leadership						6	TP	52	98	6
ABPS03	Applied Business Psychology						6	E	52	98	6
DEBA03	Public Speaking and Debating						5	P	52	73	5
DISS03	Bachelor Dissertation						12	D	10	290	12
		30	32	29	30	30	29		1372	3128	180

Abbreviations: WL = Workload, CH = Contact hours, SS = Private study

Ass = Assessments;

E = Written Examination; TP = Term Paper; P = Presentation; D = Discussion

IR = Internship Report; D = Bachelor Dissertation

2. Overview – Semester content and Module Descriptors

BA Management in International Business	
Overview of Modules taught	
Semester	1
Modules	<ul style="list-style-type: none"> • Introduction to Business • Principles of Marketing • Business Economics • Business Maths • Academic Research Skills • Business English I
Number of ECTS Credit Points awarded	30 ECTS CPs
Description	<p>In the first semester we introduce the core business-management modules, Introduction to Business, Business Economics, and Principles of Marketing.</p> <p>We also teach basic research skills in the module Academic Research Skills and develop numerical skills in Business Maths.</p> <p>Business English I supports and develops students' language skills, in particular helping those students who need to catch up with others.</p>

Module-Nr./ Code	BUST03
Module title	Introduction to Business
Outline of module syllabus	<ul style="list-style-type: none"> • Taking risks and making profits within the dynamic business environment • How to form a business • Entrepreneurship and starting a small business • Management and Leadership • Structuring Organizations for Today's Challenges • Production and Operations Management • Motivation employees • Finding and Keeping the best employees • Understanding Accounting and Financial Information • Financial Management • Demanding Ethical and Socially Responsible Behaviour
Learning outcomes and competences	<ul style="list-style-type: none"> • After completion of the module students will be able: • to demonstrate knowledge & understanding of how business works • to understand how the separate business functions are integrated in an organisation • to understand how business is the only social institution that simultaneously creates and distributes wealth • to develop and write a simple Business Plan • to draw organisational charts and analyse company structures • to evaluate discussions of current business issues • to demonstrate understanding of key principles of Accounting and Financial Management • to demonstrate understanding of key principles of leadership and people management
Which semester?	1st semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every first semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the first semester and offers students first insights into business. For students in the other programmes it would be a suitable alternative to ABWL, subject to an adequate level of English
Requirements for participation	No special requirements
Responsible academic	Prof. Dr Perizat Daglioglu

Instructors	Prof. Dr. Perizat Daglioglu Prof. Roy J Jenkins
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with a final written examination.
Weighting in calculation of final grade in %	3.3%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small groups to prepare presentations.
Special features (e.g. online, company visits, etc.)	Organised company visits, online (TED) lectures and guest lectures, videos, case studies, critical thinking exercises
Required text and other literature	Core text: "Understanding Business", 11 th edition, Nickels & McHugh, McGraw-Hill Education, 2016 Also: Hill, C., Thomas, G., Hult, M (2016) "Global Business Today", McGraw Hill, New York Students will also be provided with a weekly set of PowerPoint slides and be referred to current articles in "The Economist"

Module-Nr./ Code	MARK03
Module title	Principles of Marketing
Outline of module syllabus	<ul style="list-style-type: none"> • Basics of marketing – and specifics of marketing with regard to consumer goods, industrial goods, services and trade – as well as marketing in non-profit organizations • Marketing planning and marketing processes • Market analysis – market size, market segments, differentiation • Marketing strategy – Objectives, Niche v. mass marketing, portfolio analysis • Market research – primary and secondary research, data collection and analysis • Marketing mix – the 7 Ps of marketing – Product, Price, Promotion, Place, Packaging, Positioning and People • Further aspects of the marketing of services – quality of employees, customer oriented processes, optimisation of the service environment
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To demonstrate knowledge and understanding of key marketing activities • To show an understanding of how the elements of the marketing mix work together to achieve desired objectives • To design, develop and write a simple marketing plan • To analyse the market (market research) for a specified product • To show that they understand how the elements of the marketing mix function together • To appreciate the importance of marketing in a given organisation • To understand the way marketing can inform company growth strategies
Which semester?	1st semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every first semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the first semester and offers students a comprehensive overview of business marketing activities For students in the other programmes it would be a suitable alternative to “Grundlagen Marketing”, subject to an adequate level of English
Requirements for participation	No special requirements
Responsible academic	Professor Roy J Jenkins
Instructors	Professor Dr Hans-Rüdiger Kaufmann

	Angela Weil MBA
Language of instruction	The module is taught in English
Type of assessment	The module finishes with a 90 minute written examination
Weighting in calculation of final grade in %	3.3%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small groups to prepare presentations.
Special features (e.g. online, company visits, etc.)	Organised company visits, online (TED) lectures and guest lectures
Required text and other literature	<p>Core text: Kotler, P., Armstrong, G., (2015), "Principles of Marketing, 16th Global Edition", Prentice-Hall/Pearson, Englewood Cliffs, New Jersey</p> <p>Also: Kotler, P. et al. (2009): "Marketing Management" – International Edition, Pearson Malhotra & Birks (2002): "Marketing Research – an applied approach" – 3rd edition, Pearson</p>

Module-Nr./ Code	ECON03
Module title	Business Economics
Outline of module syllabus	<ul style="list-style-type: none"> • Micro- and Macroeconomic influences on business • Theory & practice of demand and supply – and market equilibrium • Demand elasticity – price-, cross-price-, income-elasticity • Understanding consumer demand and consumer economic behaviour • Production and Cost analysis – short run and long run • Market structures – perfect competition, monopoly, monopolistic competition, oligopoly • Fundamentals of pricing strategies and price formation within differing market scenarios • Key figures of profitability, productivity and efficiency • Effect of governmental decisions on business – Government spending and taxation – effects on individual companies
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To demonstrate knowledge & understanding of key economic principles • To show how economic theory help to predict the possible (likely) outcomes of business decisions in specific circumstances • To explain how markets function under conditions of perfect competition, monopoly, or monopolistic competition • To explain how the elasticities of supply and demand affects how markets respond to external stimuli • To explain how markets react to external shocks • To demonstrate the likely effects of government interventions in business, consumer and investment markets under given circumstances • To explain how companies make pricing and output decisions • To analyse the affects of government policies on economic output and employment
Which semester?	1st semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every first semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	<p>This module is taught in the first semester and gives students a basic understanding of how economic principles impact on markets and business decisions.</p> <p>For students in the other programmes it would be a suitable alternative to “VWL”, subject to an adequate level of English</p>

Requirements for participation	No special requirements
Responsible academic	Professor Roy J Jenkins
Instructors	Professor Roy J Jenkins
Language of instruction	The module is taught in English
Type of assessment	The module finishes with a 90 minute written examination
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and tutorials and will include directed and independent learning. Directed learning will consist largely of practice exercises which students complete at home and which are then discussed in tutorials. Students should also pre-read slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning.
Special features (e.g. online, company visits, etc.)	Online exercises and videos
Required text and other literature	Core text: Parkin, M., Powell, M., Matthews, K. (2012) "Essential Economics", Paperback European Edition with access to "myeconlab". Also: Case, K., Fair, R., Oster, S., (2013), "Principles of Economics", Pearson, UK Samuelson, P., Nordhaus, W., (2009): "Economics", McGraw-Hill, New York Other materials will be provided as required, including a complete set of PowerPoint slides.

Module-Nr./ Code	MATH03
Module title	Business Mathematics
Outline of module syllabus	<p>Part I</p> <ul style="list-style-type: none"> • Review of the basic terminology and rules of arithmetic, working with fractions, decimals, percentages, and basic algebra • Review of exponents, logs, quadratic functions, and intermediate algebra <p>Part II</p> <ul style="list-style-type: none"> • Payroll and depreciation • Buying and selling • Stocks and bonds <p>Part III</p> <ul style="list-style-type: none"> • Interest and discounts – simple interest, bank discounts • Other financial – FV, simple annuity; PV/NPV, annuity, sinking fund, amortization <p>Part IV</p> <ul style="list-style-type: none"> • Linear equations – supply and demand equilibrium, break-even and profit analysis • Non-linear equations – derivatives, marginal functions, integration, elasticity of demand, consumer/producer surplus • Linear programming
Learning outcomes and competences	<p>Students completing the module will be able:</p> <ul style="list-style-type: none"> • To demonstrate the ability to carry out basic and intermediate mathematical calculations • To show that they can use key mathematical tools & techniques • To understand the impacts of mathematics on a wide range of business and economic scenarios • Perform business financial calculations • To calculate various finance functions (FV, PV, NPV, IRR, Annuities) for investment decisions • To analyse growth trends • To analyse basic demand & supply, revenue, and profit functions and to calculate markers for business decisions (e.g., equilibrium, break-even, profit maximization)
Which semester?	1st semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every first semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the first semester the necessary quantitative skills they will need during their degree studies and also when they move into the world of business. For students in the other programmes it would be a suitable alternative to “Wirtschaftsmathe”, subject to an adequate level of English

Requirements for participation	No special requirements
Responsible academic	Professor Dr Mike Cofrin
Instructors	Professor Dr Mike Cofrin
Language of instruction	The module is taught in English
Type of assessment	The assessment will be by a combination exam. There are in-class tests (30% weight) during the semester and a written end of semester examination (70% weight).
Weighting in calculation of final grade in %	3.3%
Methods of instruction and student participation	The module will be delivered through weekly lectures and tutorials. Students will be expected to attend seminars to be able to complete regular practice exercises and tests. Directed learning includes a range of activities including pre-reading and preparation for lectures and tutorial activities. Some tutorials will be based on working in small groups.
Special features (e.g. online, company visits, etc.)	
Required text and other literature	<p>Core text: Don, E. & Lerner, J. (2009). Schaum's Basic Business Mathematics (2nd ed.). McGraw Hill.</p> <p>Also: Slater, A. (2016). Math for Business and Finance: An algebraic approach. Pearson. ISBN: 9780073377551 Burton, S., & Shelton, N. (2012). Business Math Using Excel (2nd ed.). Cengage. ISBN: 9780538731195</p> <p>Additional Required Material: Calculator (suggested: Casio FX-992s)</p>

Module-Nr./ Code	ACAD03
Module title	Academic Research Skills
Outline of module syllabus	<ul style="list-style-type: none"> • Identifying research topic , aims and objectives • Understanding research philosophies and approaches • Developing an initial research methodology • Exploring Research ethics • Advantages / disadvantages of using secondary data • Different methods of collecting primary data • Identifying the importance of intellectual property (Plagiarism) • Using the Harvard System when citing and referencing
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To carry out basic research tasks to academic standards • To research and to critically review the literature(analytical skills) • To use the Harvard referencing system accurately • To demonstrate familiarity with different methods of data collection • To produce papers written in an academic writing style • To conduct interviews and focus groups • To develop the ability to transcribe, analyze,evaluate and present empirical data • To develop an academic mindset
Which semester?	1st semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every first semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	<p>This module is taught in the first semester so that students begin their studies understanding the nature of academic work and the importance of a scientific approach to research.</p> <p>For students in the other programmes it could be a suitable alternative to “Grundlagen der Forschung”, subject to an adequate level of English</p>
Requirements for participation	No special requirements
Responsible academic	Professor Dr Dolores Sanchez
Instructors	Professor Dr Dolores Sanchez

	Professor Dr Perizat Daglioglu
Language of instruction	The module is taught in English
Type of assessment	The module will be assessed through an academic Term Paper
Weighting in calculation of final grade in %	3.33%
Methods of instruction and student participation	The module will be delivered through weekly lectures and tutorials, (constant feedback is provided at this early stage of research). It will include directed and independent learning. Directed learning will consist of actually conducting research complete at home and which are then discussed in class. Practice exercises e.g. paraphrasing, scanning documentation will be done during the class. There will be a mixture of individual and small groups learning. Team research is encouraged as well as team identification of potential mistakes e.g. citation style, reasoning, academic writing)
Special features (e.g. online, company visits, etc.)	Online exercises and videos. Students will conduct interview and focus group at the university
Required text and other literature	Core text: Saunders, M., Lewis, P., Thornhill, A., (2015), "Research Methods for Business Students" , Financial Times Prentice Hall, UK Also: Saldkind, N.J, (2006), Exploring research, 6 th edition, Pearson International Edition Wallance, M., Wray, A. (2006), Critical Reading and Writing for Postgraduates, Sage Publications White, B., (2000), Dissertation Skills for Business and Management Students, Thomson, UK They will also be provided with the university's own guide to Harvard referencing with examples

Module-Nr./ Code	ENG103
Module title	Business English I
Ggfs. Lehrveranstaltungen des Moduls	
Outline of module syllabus	<ul style="list-style-type: none"> • Business communication: correspondence & telephoning, organisation & making arrangements, meetings & socialising • Dealing with information: exchanging / comparing / analysing information • Dealing with problems: negotiation, issues & solutions to complaints, hypothesizing & taking actions • Language of business: reporting, planning, describing trends • Going international: business travel & company visits • Technical terms & professional language
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To demonstrate confidence in using English in business emails • To engage in English discussions in a variety of situations • To show they are at or close to level B2 • To read a technical article fluently without stumbling • To communicate clearly, orally or in writing, in business situations • To be able to take accurate notes in a short business meeting
Which semester?	1st semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every first semester
Number of ECTS credit points	For successful completion of the module four (4) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 48
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	<p>This module is taught in the first semester. An important objective is to close the gap between the different levels of English ability that students bring with them.</p> <p>For students in the other programmes it could be a suitable alternative to "Wirtschaftsenglisch I", subject to an adequate level of English</p>
Requirements for participation	No special requirements
Responsible academic	Professor Roy J Jenkins
Instructors	Dr Rebecca Henschel
Language of instruction	The module is taught in English

Type of assessment	The module will be assessed through a Combi exam. 50% Test and 50% a group discussion.
Weighting in calculation of final grade in %	2.7%
Methods of instruction and student participation	All the techniques of modern language teaching, such as blended learning, pair work, short presentations, role plays, language games, and progress tests etc. will be used. By combining authentic business materials with a modern textbook and e-learning, business vocabulary will be practised in context and key grammar will be imparted for accurate communication in work situations. A balance of practice, review and strategy will ensure an improvement of the student's scores. We aim to bridge the gap between classroom theory and on-the-job practice.
Special features (e.g. online, company visits, etc.)	Online exercises and videos
Required text and other literature	Core text: Market Leader Upper Intermediate – with MyEnglishLab, Pearson Also: A selection of English newspapers and magazines

BA Management in International Business	
Overview of Modules taught	
Semester	2
Modules	<ul style="list-style-type: none"> • Financial Accounting • Human Resource Management • International Economics • Business Statistics • Business English II • Presentation Skills • Business Environment Studies
Number of ECTS Credit Points awarded	32 ECTS CPs
Description	<p>In semester two we have three core business management modules, Financial Accounting, Human Resource Management and International Economics to emphasis the importance that the international business environment plays in this degree programme.</p> <p>The second semester also sees the first international business specialism, Business Environment Studies.</p> <p>The ability to make clear and attractive presentations is a core competence, and we offer a module Presentation Skills in this semester.</p> <p>Business English II takes students further on their journey towards real fluency and accuracy in the English language.</p> <p>Finally, students learn, in Business Statistics, how to analyse and present business and economic data, and how to analyse and make inferences from data, including how to carry out essential statistical tests for their own research in later semesters.</p>

Module-Nr./ Code	FACC03
Module title	Financial Accounting
Outline of module syllabus	<ul style="list-style-type: none"> • An Introduction to Accountancy and Accounting • Establishing accounting structures and rules • Concepts and Creativity in accounting • The Depreciation of Fixed Assets • Sources of Business Finance • Company Financial and Cash Flow Statements • Preparing a Profit and Loss Account and Balance Sheet from a Trial Balance • Performance Measurement - The Interpretation and Analysis of Financial Statements • The Published Financial Statements of Companies – differences in international accounting rules • Performance Measurement - Other Aspects • Modern ideas in accounting practice
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To demonstrate knowledge and understanding of key accounting principles • To demonstrate basic competency in accounting techniques • To analyse the information in company annual reports • To use financial data to prepare a simple Balance Sheet • To use financial data to prepare a simple Profit & Loss statement • To use financial data to prepare a cashflow forecast • To appreciate the use of financial ratios to measure company performance
Which semester?	2nd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every second semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	<p>This module is taught in the second semester and introduces students the ways company financial performance is recorded and analysed.</p> <p>For students in the other programmes it would be a suitable alternative to “Buchführung”, subject to an adequate level of English</p>

Requirements for participation	No special requirements
Responsible academic	Professor Roy J Jenkins
Instructors	Professor Dr Günter Welter Dr Geoffrey Writes
Language of instruction	The module is taught in English
Type of assessment	The module finishes with a 90 minute written examination
Weighting in calculation of final grade in %	3.3%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small groups to prepare presentations.
Special features (e.g. online, company visits, etc.)	
Required text and other literature	Core text: Atrill, P., McLaney, E.,(2014) "Accounting and Finance for Non-Specialists", Pearson, UK, 9 th ed. Also: Nobles, T., et al. (2014) "Horngren's Accounting", Pearson, UK, 10 th ed. Berk, J., DeMarzo, P. (2013), "Corporate Finance", Pearson, UK

Module-Nr./ Code	HRMA03
Module title	Human Resource Management
Outline of module syllabus	<ul style="list-style-type: none"> • Introducing human resource management • High-performance working: employee engagement through involvement and participation • The employment relationship • Managing Equal Opportunity and Diversity • Human resource strategy and planning • Personnel Planning and Recruiting • Recruitment and selection • Performance Management and Appraisal • Training and Developing Employees • Managing exceptional talents – and also poor performers • Compensating Employees • Ethics and Fair Treatment in Human Resource Management • Dismissal, redundancy and outplacement
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To identify the main roles of the HR function and its strategic role within a corporate • To demonstrate knowledge and understanding of the main HR processes in a company • To understand the importance of a coherent and strategic approach to managing people • To understand and design a diversity concept for an organisation • To draft job descriptions according to best practice • To draft job advertisements according to best practice • To prepare and carry out candidate interviews in role play • To be able to plan, prepare and carry out (role play) performance interviews • To understand hrs role in learning and talent development
Which semester?	2nd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every second semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the second semester and introduces students to the world of human resource management.

	For students in the other programmes it would be a suitable alternative to "Personalführung", subject to an adequate level of English
Requirements for participation	No special requirements
Responsible academic	Professor Dr Perizat Daglioglu
Instructors	Professor Dr Perizat Daglioglu Professor Dr Dolores Sanchez
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with a final written examination
Weighting in calculation of final grade in %	3.3%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small groups to prepare presentations.
Special features (e.g. online, company visits, etc.)	Visits to company HR departments, online lectures by HR practitioners, Guest lecturers
Required text and other literature	Core text: Foot & Hook, (2016), "Introducing Human Resource Management", 7 th edition, Prentice Hall, UK Dessler (2011) "A framework for Human Resource Management", 6 th edition, Pearson, UK Torrington, Hall, Taylor, Atkinson, (2014) "Human Resource Management", 9th edition, Pearson, UK Kakabadse & Tyson (eds.) (1994), "Cases in European Human Resource Management"

Module-Nr./ Code	IECO03
Module title	International Economics
Outline of module syllabus	<ul style="list-style-type: none"> • The economics of the Global economy • International economic institutions since 1945 (e.g. Bretton Woods agreement) • International trade: theory of comparative advantage (CA and the gains from trade & CA and factor endowments) • Theories of Tariffs & Quotas • Commercial policies • International Finance: trade and the balance of payments; exchange rates and exchange rate systems; open economy macroeconomics; International financial crises • Regional Issues: <ul style="list-style-type: none"> • Economic integration in North America • European Union • Export oriented growth in East Asia • China, India, Brazil, Russia and South Africa in the world economy
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To apply basic economic principles to international business transactions • To show how changes in exchange rates affect international trade • To demonstrate the links between financial capital flows and international business • To demonstrate an understanding of how governmental actions affect international economic events • To evaluate the effects of regional economic groupings on world trade • To explain modern theories of international trade • To research economic data from official databases • To be aware of modern developments in tariffs and other barriers to trade
Which semester?	2nd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every second semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module

Use of the module	<p>This module is taught in the second semester and introduces students to the impacts of the global economy on businesses.</p> <p>This module does not have an equivalent in the other programmes</p>
Requirements for participation	Students need a basic knowledge of Economics before starting this course
Responsible academic	Professor Roy J Jenkins
Instructors	<p>Professor Roy J Jenkins</p> <p>Professor Dr Johannes Beverungen</p>
Language of instruction	The module is taught in English
Type of assessment	The module will be assessed with a 3,000 word Term Paper
Weighting in calculation of final grade in %	3.3%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small groups to prepare presentations.
Special features (e.g. online, company visits, etc.)	Online Lectures from TED talks
Required text and other literature	<p>Core text: Gerber, J.,(2014) "International Economics", Pearson New International Edition, 6/E, ISBN-10: 1292023384 • ISBN-13: 9781292023380, Also: Krugman, P. et al., (2014), "International Economics: Theory and Policy", 10th edition, Pearson, UK Carbaugh R. J. (2011), "Global Economics", Cengage Learning, UK "The Economist"</p> <p>Web-sites & Research publications – World Bank, IMF, WTO</p>

Module-Nr./ Code	STAT03
Module title	Business Statistics
Outline of module syllabus	<ul style="list-style-type: none"> • critical and statistical thinking • basic statistical terminology and notation; types of data and scales; graphic representation. • frequency distributions; measures of central tendency and variability. • sampling techniques. • discrete and normal probability distributions. • rules of probability and conditional probability. • hypothesis testing, significance tests, and confidence intervals. • relationships between variables – correlation and linear regression (least squares method). • non-parametric tests – Chi-Square, Pearson contingency coefficient.
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • to sort and present financial and other business data in appropriate diagrammatical forms such as line graphs, histograms and pie charts • to calculate measures of central tendency and dispersion • to use sample statistics to infer population statistics • to be able to demonstrate a clear understanding of probability concerning dependent and independent events • to be able to carry out hypothesis tests appropriate to the data • to be able to identify elements of a study (e.g., independent and dependent variables, control condition) • to be able to calculate t-test, chi-square, ANOVA and other statistics • to be able to calculate linear regression and correlation indices
Which semester?	2nd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every second semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the second semester and introduces students to the presentation of data and analysis to enable inferences to be made from sample data

	For students in the other programmes it would be a suitable alternative to "Statistik", subject to an adequate level of English
Requirements for participation	Students need a basic knowledge of Economics before starting this course
Responsible academic	Professor Dr Mike Cofrin
Instructors	Professor Dr Mike Cofrin Professor Roy J Jenkins
Language of instruction	The module is taught in English
Type of assessment	The module will be assessed with an end of term examination
Weighting in calculation of final grade in %	3.3%
Methods of instruction and student participation	The module will be delivered through weekly lectures and tutorials and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for tutorial activities, and working in small groups.
Special features (e.g. online, company visits, etc.)	Online courses
Required text and other literature	Core text: Berenson, M., Levine, D., & Szabat, K. (2015). <i>Basic Business Statistics Global Edition</i> (13th ed.). Pearson. ISBN: 9781292069029 Also: Donnelly, R. (2013). <i>Business Statistics</i> . Pearson. ISBN: 9780133371376 Anderson, D. (2014). <i>e-Study Guide for Essentials of Modern Business Statistics with Microsoft Excel</i> (5th ed.). Cram101. ISBN: 9781478451228 Additional Required Material: Calculator (suggested: Casio FX-992s)

Module-Nr./ Code	ENG203
Module title	Business English II
Outline of module syllabus	<ul style="list-style-type: none"> • Dealing with information: exchanging / comparing / analysing information • Dealing with problems: negotiation, issues & solutions to complaints, hypothesizing & taking actions • Language of business: reporting, planning, describing trends • Going international: business travel & company visits • Technical terms & professional language • Advertising copy and promotional materials, business proposals, manuals, internal and external corporate newsletters, brochures, instructions, letters & technical reports
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To write business emails competently and correctly • To engage in higher level English discussions in a variety of situations • To demonstrate that they have progressed beyond level B2 • To produce fluent and accurate written material for various business situations • To engage in fluent conversations with people from differing nationalities • To take accurate notes in a short business meeting, despite distractions
Which semester?	2nd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every second semester
Number of ECTS credit points	For successful completion of the module four (4) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 48
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the second semester. For students in the other programmes it could be a suitable alternative to "Wirtschaftsenglisch 3", subject to an adequate level of English
Requirements for participation	No special requirements
Responsible academic	Professor Roy J Jenkins
Instructors	Dr Rebecca Henschel

Language of instruction	The module is taught in English
Type of assessment	The module will be assessed through a Combi exam. 50% Test and 50% a group discussion.
Weighting in calculation of final grade in %	2.7%
Methods of instruction and student participation	All the techniques of modern language teaching, such as blended learning, pair work, short presentations, role plays, language games, and progress tests etc. will be used. By combining authentic business materials with a modern textbook and e-learning, business vocabulary will be practised in context and key grammar will be imparted for accurate communication in work situations. A balance of practice, review and strategy will ensure an improvement of the student's scores. We aim to bridge the gap between classroom theory and on-the-job practice.
Special features (e.g. online, company visits, etc.)	Online exercises and videos
Required text and other literature	Core text: Market Leader Upper Intermediate – with MyEnglishLab, Pearson Also: A selection of English newspapers and magazines

Module-Nr./ Code	PRES03
Module title	Presentation Skills
Outline of module syllabus	<ul style="list-style-type: none"> • Importance of presentations in study and business • Importance of body language – getting rid of bad habits • Engaging with one’s audience appropriately • Importance of timing • creativity
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • to research accurate information from which to develop presentations • to plan and script informative presentations • to deliver presentations to mixed audiences without undue nervousness and with appropriate gestures and body language • to demonstrate presentation styles appropriate to the situation and content of the presentation • to be able to hold the attention of an audience
Which semester?	2nd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every second semester
Number of ECTS credit points	For successful completion of the module two (2) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 26 Private study including examination: 24
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	<p>This module is taught in the second semester.</p> <p>For students in the other programmes it could be a suitable alternative to “Präsentationstechniken”, subject to an adequate level of English</p>
Requirements for participation	No special requirements
Responsible academic	Professor Roy J Jenkins
Instructors	Henrike Tyll Professor Dr Perizat Daglioglu
Language of instruction	The module is taught in English
Type of assessment	The module will be assessed through an end of semester Presentation.

Weighting in calculation of final grade in %	1.3%
Methods of instruction and student participation	Students will prepare and practice presentations under the guidance of an experienced presentations coach.
Special features (e.g. online, company visits, etc.)	Online videos will be used as examples of good and bad practice
Required text and other literature	<p>Core text: Booth, D., et al. (2010), "Own the room", McGraw-Hill, New York</p> <p>Also: Duarte, N., (2012) "HBR Guide to Persuasive Presentations", Harvard Business Publishing, US. Roam, D., (2014) "Show and tell: How everybody can make Extraordinary Presentations", Portfolio Penguin, UK.</p>

Module-Nr./ Code	BUEN03
Module title	Business Environments
Outline of module syllabus	<ul style="list-style-type: none"> • Internationalization and globalization • History of international trade from local to international to global markets – comparative advantage and mutual gains from trade • The world's economies and formation of regional economies • The macroeconomic environment – macroeconomic goals • Business Cycles and instability • Economic growth and Financial markets • Political systems around the world – Geo-politics & Supranational organizations • Socio-cultural differences, environmental pressures, the impact of new technologies
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To identify and describe the main ways that the international environment impacts on international organisations • To apply basic macroeconomic theory to the international business environment • To analyse a given business environment in the context of a specific industry • To relate business environments to political systems • To demonstrate basic knowledge of political systems around the world • To show understanding of how socio-cultural differences affect global businesses • To reflect on the formation (or collapse) of regional economies from a business point of view • To asses and to evaluate company challenges to go abroad
Which semester?	2nd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every second semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the second semester and gives students a basic understanding of how international businesses is conducted and how it is affected by their political, economic and social environment(s)

	For students in the other programmes there is no equivalent module
Requirements for participation	No special requirements
Responsible academic	Professor Dr Dolores Sanchez
Instructors	Professor Dr Dolores Sanchez Professor Roy J Jenkins
Language of instruction	The module is taught in English
Type of assessment	The module finishes with a 90 minute written examination
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of practice exercises which students complete at home and which are then discussed in seminars. Students should also pre-read slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning.
Special features (e.g. online, company visits, etc.)	Online exercises and videos
Required text and other literature	<ul style="list-style-type: none"> • Core text: • Nickels, W.G, McHugh, J.M., McHugh, S.M. 2016, Understanding Business 11th edition, McGraw-Hill • Other literature: • International Business – Competing in the Global Marketplace, Hill, C.; McGraw Hill, 8th edition, 2011 or Global Edition 2012 • Rugman & Collinson: “International Business”, 5th Edition. Pearson 2008 • Cavusgil, Knight & Riesenberger: “International Business - Strategy, Management, and the New Realities”, International Edition, Pearson International 2008

BA Management in International Business	
Overview of Modules taught	
Semester	3
Modules	<ul style="list-style-type: none"> • Management Accounting • International Marketing • International Human Resource Management • Intercultural Communications • Teamworking Skills • Intermediate English
Number of ECTS Credit Points awarded	29 ECTS CPs
Description	<p>In the third semester, the first stage of the core business management module is completed, with the Module “Management Accounting”.</p> <p>Because of the importance of teamworking, whilst studying as well as in the business world, we have also introduced a methods module “Teamworking Skills” in this semester.</p> <p>We also have the final taught English language module, “Intermediate English”.</p> <p>We now make the switch in emphasis to the International Business specialisms, with the three modules: “International Marketing”, International Human Resource Management” and “Intercultural Communications”.</p>

Module-Nr./ Code	MACC03
Module title	Management Accounting
Outline of module syllabus	<ul style="list-style-type: none"> • An Introduction to Cost and Management Accounting • Basic tools of management accounting • Classification of costs – product costs and job costing • Total Absorption Costing • Activity-Based Costing • Marginal Costs and Break-Even Analysis – short term decision making • Preparing Budgets and using Budgets for Control purposes – performance evaluation and feedback reporting • Capital Investment Appraisal – using static and dynamic appraisal techniques – including net present value, internal rate of return and annuity methods • Management Accounting and Business Strategy • Analysis of Case studies
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To demonstrate knowledge and understanding of key management accounting principles • To show knowledge of how cost and other financial data is collected in typical companies • To collate financial data • To prepare reports to assist management decision making • To appraise capital investment projects using NPV and IRR methods • To prepare simple budgets for management control purposes • To be able to carry out annuity calculations • To be able to carry out marginal cost and break-even analysis to assist short term decision taking
Which semester?	3rd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every third semester
Number of ECTS credit points	For successful completion of the module five (5) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 73
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the third semester and completes the accounting section of the course syllabus. In particular students learn how accountants measure the efficiency of processes.

	For students in the other programmes it would be a suitable alternative to “Kosten & Leistungsrechnung” or “Investition”, subject to an adequate level of English
Requirements for participation	No special requirements
Responsible academic	Professor Roy J Jenkins
Instructors	Professor Dr Mike Cofrin Dr Geoffrey Writes
Language of instruction	The module is taught in English
Type of assessment	The module finishes with a 90 minute written examination
Weighting in calculation of final grade in %	3.3%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning includes a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small groups to prepare presentations.
Special features (e.g. online, company visits, etc.)	
Required text and other literature	Core text: Atrill, P., McLaney, E.,(2014) “Accounting and Finance for Non-Specialists”, Pearson, UK, 9 th ed. Also: Groot, T., Lukka, K., (2000)“Cases in Management Accounting – current practices in European companies”, Prentice Hall Nobles, T., et al. (2014) “Horngren’s Accounting”, Pearson, UK, 10 th ed. Berk, J., DeMarzo, P. (2013), “Corporate Finance”, Pearson, UK

Module-Nr./ Code	TEAM03
Module title	Teamworking Skills
Outline of module syllabus	<ul style="list-style-type: none"> • Defining types of teams • Stages in team development • Team roles according to Belbin and others • Characteristics of effective teams • Individual team member competences • Team leading competences • Managing conflict in teams • Leading and working in virtual teams • Team exercises • The 3rd semester team: process, roles, challenges, conflicts
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To build target oriented teams • To moderate and lead teams • To help teams avoid unhelpful conflicts • To analyse team processes • To manage conflicts in teams • To work productively in a team
Which semester?	3rd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every third semester
Number of ECTS credit points	For successful completion of the module two (2) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 26 Private study including examination: 24
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	<p>This module is taught in the third semester.</p> <p>For students in the other programmes it could be a suitable alternative to "Teamarbeit", subject to an adequate level of English</p>
Requirements for participation	No special requirements
Responsible academic	Professor Roy J Jenkins
Instructors	Henrike Tyll Professor Dr Perizat Daglioglu
Language of instruction	The module is taught in English
Type of assessment	The module will be assessed through an end of semester Presentation.

Weighting in calculation of final grade in %	1.3%
Methods of instruction and student participation	The teaching will involve a mixture of theoretical input, group work, group presentations, discussions and team exercises.
Special features (e.g. online, company visits, etc.)	Online videos will be used as examples of good and bad practice
Required text and other literature	<p>Core text: Kirtman, L., (2013), "Leadership and teams", Pearson, UK, ISBN: 9780132778954</p> <p>Also: Jones, A., (2008) "More team-building activities for every group", Rec Room Publishing, UK Harvard Business Review Press, (2008), HBR's 10 Must Reads on Teams (with featured article "The Discipline of Teams," by Jon R. Katzenbach and Douglas K. Smith) Egolf, D., (2001), "Forming Storming Norming Performing: Successful Communication in Groups and Teams", iUniverse, Pittsburgh, USA</p>

Module-Nr./ Code	IENG03
Module title	Intermediate English
Outline of module syllabus	<ul style="list-style-type: none"> • Based on the course text a wide variety of demanding business texts will be studied • Advertising copy and promotional materials, business proposals, manuals, internal and external corporate newsletters, brochures, instructions, letters & technical reports • Editing and evaluating various types of written communication • Academic texts & presentations
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To produce fluent and accurate written material • To speak freely with very few mistakes • To understand speakers with a wide range of accents • To take accurate notes of a discussion held at normal speed • To take the minutes of a meeting • To demonstrate that they have reached a level of competence which is at least C1
Which semester?	3rd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every third semester
Number of ECTS credit points	For successful completion of the module four (4) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 48
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	<p>This module is taught in the third semester. This is the last time that formal English teaching is included in the programme. Students completing this module will be at least C1, most will be at or very near to C2 level.</p> <p>For students in the other programmes it could be a suitable alternative to “Englisch III”, but only for the best students</p>
Requirements for participation	At least B2 in English as the starting point.
Responsible academic	Professor Roy J Jenkins
Instructors	Nick Foster
Language of instruction	The module is taught in English

Type of assessment	The module will be assessed through a Combi exam. 50% Test and 50% a group discussion.
Weighting in calculation of final grade in %	2.7%
Methods of instruction and student participation	All the techniques of modern language teaching, such as blended learning, pair work, short presentations, role plays, language games, and progress tests etc. will be used. By combining authentic business materials with a modern textbook and e-learning, business vocabulary will be practised in context and key grammar will be imparted for accurate communication in work situations. A balance of practice, review and strategy will ensure an improvement of the student's scores. We aim to bridge the gap between classroom theory and on-the-job practice.
Special features (e.g. online, company visits, etc.)	Online exercises and videos
Required text and other literature	Core text: Market Leader Upper Intermediate – with MyEnglishLab, Pearson Also: A selection of English newspapers and magazines

Module-Nr./ Code	INMK03
Module title	International Marketing
Outline of module syllabus	<ul style="list-style-type: none"> • Introduction to international marketing in the firm • Internationalization theories and the initiation of internationalization • Selection of markets – based on Global marketing research • The political, economic and socio-cultural environments • Market entry strategies – including the choice of entry mode • Export modes and intermediate entry modes • International sourcing decisions and the role of the sub-supplier • Designing Global marketing programmes • International Product decisions • International Pricing and Terms of Business decisions • International Distribution decisions • Promotional strategies in an international context – cultural implications • Cross-cultural sales negotiations • Organization and control of the global marketing programme
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To demonstrate knowledge and understanding of the key principle of international marketing • To explain how the marketing mix has to be adapted to take international circumstances into account • To explain how the “experience effect” is particularly relevant in international markets • To describe and explain concepts like “zones of cultural affinity” and “classes of cultural affinity” • To explain why companies have to make compromises between worldwide product standardisation and local market customisation • To understand to arguments for or against Global Marketing campaigns • To design a global marketing plan • To advise senior managers on pros and cons of various market entry modes
Which semester?	3rd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every third semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module

Use of the module	<p>This module is taught in the third semester. It widens students' marketing knowledge to cover specifically international marketing.</p> <p>For students in the other programmes it could be used to develop their Marketing knowledge, subject to adequate English skills.</p>
Requirements for participation	Student should have previously taken a Principles of Marketing course.
Responsible academic	Professor Roy J Jenkins
Instructors	Professor Roy J Jenkins Angela Weil
Language of instruction	The module is taught in English
Type of assessment	The module finishes with a 90 minute written examination
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	<p>The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of practice exercises which students complete at home and which are then discussed in seminar sessions.</p> <p>Students should also pre-read slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning.</p>
Special features (e.g. online, company visits, etc.)	Online exercises and videos
Required text and other literature	<p>Core text: Usunier, J-C., Lee, J. A., (2010) "Marketing Across Cultures", 6th Edition 2010, Pearson Prentice Hall (5th edition will also do, if students look for used copies).</p> <p>Also: Hollensen, S., (2014) "Global Marketing", 6th ed. Pearson, UK Bradley, F., (2005) "International Marketing Strategy", 5th edition, Pearson UK.</p> <p>Other materials will be provided as required.</p>

Module-Nr./ Code	IHRM03
Module title	International Human Resource Management
Outline of module syllabus	<ul style="list-style-type: none"> • Introduction to International Human Resource Management (IHRM) • The Cultural Context of IHRM • The Organizational Context of IHRM • IHRM in Cross-Border Mergers & Acquisitions, International Alliances and SMEs • Sourcing Human Resources for Global Markets – Staffing, Recruitment and Selection • International Performance Management • International Training, Development and Careers • International Compensation • International Industrial Relations and the Global Institutional Context • IHRM Trends and Future Challenges
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To demonstrate knowledge and understanding of the key processes of IHRM • To identify the main roles of the HR function within a multinational enterprise • To understand the strategic importance of IHRM within the global working corporate • To understand the importance of intercultural competence of HR practitioners working in an IHRM department • To prepare and carry out trainings and coachings for expatriates • To design recruitment and selection concepts for PCNs, HCNs and TCNs • To design performance management concepts for globally working enterprises
Which semester?	3rd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every third semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the third semester. It widens students' Human Resources knowledge to cover specific requirements in the international Human Resources Management field.

	For students in the other programmes it could be used to develop their HR knowledge, subject to adequate English skills.
Requirements for participation	Student should have previously taken an Introducing to Human Resource Management course in the second semester.
Responsible academic	Professor Dr. Perizat Daglioglu
Instructors	Professor Dr. Perizat Daglioglu Professor Dr. Dolores Sanchez-Bengoa
Language of instruction	The module is taught in English
Type of assessment	The module is assessed by a Term Paper
Weighting in calculation of final grade in %	4%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of case studies which students complete at home and which are then discussed in seminar sessions. Students should also pre-read slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning.
Special features (e.g. online, company visits, etc.)	Visits to company IHR departments, Guest lectures, Case studies and videos
Required text and other literature	Core text: Dowling, P., Festing, M., Engle, A., (2013), "International Human Resource Management", 6 th edition, Cengage Learning, Andover, UK Also: Roper, I., Prouska, R., Chatrakul, U., (2010), "Critical Issues in Human Resources Management", 1 st edition, Roper, CIPD, 2010 Briscoe, D., Schuler, R., Tarique, I., (2012), "International Human Resource Management", Policies and Practices for Multinational Enterprises, 4 th edition, Routledge, London Hayton, Biron, Christiansen, Kuvaas, (2012), "Global Human Resource Management Casebook", 1 st edition, , Routledge,

Module-Nr./ Code	ICOM03
Module title	Intercultural Communications
Outline of module syllabus	<ul style="list-style-type: none"> • Basic theories of communication (internal and external) • Good communication practice across cultural boundaries • Developing sensitivity to potential misunderstandings due to differing: <ul style="list-style-type: none"> • Lifestyles • Religions • Languages • Business cultures • Family cultures • Written versus oral communications • Non-verbal communication (proxemics, paralinguistic) • Complexity and preparation for using interpreters • Effective communication in intercultural meetings • Communicating in social media and networking
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To show that they understand how cultural differences can affect communications • To demonstrate knowledge of potential barriers to communication • To explain how different business cultures affect the success or otherwise of acquisitions or mergers • To explain how religion can be a barrier to communication • To analyse intercultural situations and their effect on international businesses • To have developed sensitivity to problems in mixed culture organisations • To have developed their own communications skills in intercultural contexts • To understand the importance of a well planned intercultural communication message
Which semester?	3rd semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every third semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module

Use of the module	<p>This module is taught in the third semester. It widens students' awareness and knowledge of problems in intercultural communication and helps students develop skills in this area.</p> <p>There is no equivalent for students in the other programmes.</p>
Requirements for participation	No specific requirements
Responsible academic	Professor Dr Dolores Sanchez
Instructors	<p>Professor Dr Perizat Daglioglu</p> <p>Professor Dr Dolores Sanchez</p>
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with an individual Term Paper.
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	<p>The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of practice exercises which students complete at home and which are then discussed in seminar sessions.</p> <p>Students should also pre-read slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning.</p>
Special features (e.g. online, company visits, etc.)	Online exercises and videos, Guest lectures will be invited.
Required text and other literature	<p>Core text: Samovar, L.A., Porter, R.E., McDaniel, E.R., Roy, S.C.(2015), Communication Between Cultures, 9th edition, Cengage Learning.</p> <p>Also: Adler, B.R., Elmhorst, J., Lucas, K. (2013), Communicating at work, 11th edition, McGraw-Hill International edition Lewis, R.D. (2015), When Cultures Collide, 3rd edition, Nicholas Bradley, UK.</p> <p>Plus extra material developed and provided by the instructors.</p>

BA Management in International Business	
Overview of Modules	
Semester	4
Module	<ul style="list-style-type: none">• Internship
Number of ECTS CPs awarded	30 ECTS CPs
Description	<p>The fourth semester consists of a compulsory internship, which must last for 18 weeks.</p> <p>MIB students are encouraged to find internships in companies operating outside of Germany and given help where possible.</p>

Module-Nr./ Code	INT03
Module title	Internship
Outline of module syllabus	<p>The placement lasts 18 weeks and students are free to find any company. Students on the MIB programme should aim for a placement in a position that constitutes an interface between the parent company and an overseas subsidiary (or vice versa), a supplier or a customer organisation. They are encouraged to go overseas for their internship.</p> <p>The internship gives students an opportunity to put knowledge and competences gained in their first semesters into practice. Ideally they will gain experience of tasks such as:</p> <ul style="list-style-type: none"> • Preparation of presentations and/or reports • Preparation of oral and written reports of an appropriate standard • Preparation and wrapping up of conferences and team meetings • Organising events and travel • Carrying out research on current topics • Making decisions under appropriate supervision
Learning outcomes and competences	<p>After completion of the module students will ideally:</p> <ul style="list-style-type: none"> • Have gained insights into the workplace • Have improved their knowledge of company organisations • Have had the opportunity to relate the theory of the first semesters with company practice • Have observed and learned to recognise good management practice • Have made valuable contacts in a potential future employer company
Which semester?	4th semester
Duration of the module	The module takes place for one complete semester
Availability of the module	The module is placed in the fourth semester
Number of ECTS credit points	For successful completion of the module thirty (30) ECTS credit points will be awarded
Total workload	Contact hours during internship: 10 Internship plus internship report: 740
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is placed in the fourth semester

Requirements for participation	Three study semesters should have been completed prior to starting the internship
Responsible academic	Professor Roy J Jenkins Professor Dr Mike Cofrin
Instructors	Henrike Tyll
Language of instruction	The internship is in the language of the company
Type of assessment	The module is assessed by an end of placement report – which will be marked as Pass or Fail. In the event of a Fail the internship is failed and a new internship must be found.
Weighting in calculation of final grade in %	Not graded
Methods of instruction and student participation	Before the placement begins students will receive individual and group briefings
Special features (e.g. online, company visits, etc.)	
Required text and other literature	Montoya, P., Vandehey, T.: The Brand Called You – Create a Personal Brand That Wins Attention and Grows Your Business -, Mc Graw-Hill, 2009 Senn, L. E. and Hart, J.: Winning Teams—Winning Cultures, Los Angeles, The Leadership Press, 2006

BA Management in International Business	
Overview of Modules taught	
Semester	5
Modules	<ul style="list-style-type: none"> • Business Cultures • International Sales Management • International Business Case Studies • Business Ethics and International Corporate Governance • International Politics and Organisations
Number of ECTS Credit Points awarded	30 ECTS CPs
Description	<p>The fifth semester is given over totally to modules in the category International Business Specialisms.</p> <p>The teaching style also tends to change as most students tend to return from their internships more mature than they left us.</p> <p>“Business Cultures” focusses students’ thoughts on the effects of different cultures on business organisations.</p> <p>“International Sales Management” is concerned with the special problems that com with selling into different systems.</p> <p>“Business Ethics & International Corporate Governance” is an essential module in any modern business programme. Awareness of the ethical issues in doing business is critical in today’s world and so looking at how different governance regimes cope with these issues is also important.</p> <p>“International Politics and Organisations” has its rationale in the simple statement – no student of international business should be unaware of the importance of the relationships between politics and business in the international arena.</p> <p>Finally we get students to study individual international business issues in depth – by studying, Harvard style, International Business Cases.</p>

Module-Nr./ Code	BUCU03
Module title	Business Cultures
Outline of module syllabus	<ul style="list-style-type: none"> • Theoretical cultural frameworks to identify cultural differences between countries and their origins • Impact and management of cultural diversity on business practices • Consideration of how European business behaviours are perceived by Asian, Africans and Americans – and vice versa • National Business and Company cultures in key European and emerging economies: <ul style="list-style-type: none"> • Germany, France, Spain, Great Britain and The Netherlands • Switzerland, Austria and Sweden, Russia, Turkey, Ukraine and Hungary • Other major global players: USA, India, Japan, Brazil and China. • Knowledge transfer between main office and foreign subsidiaries
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To demonstrate knowledge of the importance of cultural differences • To show understanding the origins of cultural differences • To critically appraise the potential difficulties when entering into international business relationships • To demonstrate awareness of the potential problems when acquisitions or mergers take place • To develop emotional and cultural intelligence • To offer guidance to companies planning to extend their international operations into new regions • To be aware of the latest academic research in this area • To analyse specific intercultural problems and suggest solutions
Which semester?	5th semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every fifth semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the fifth semester and provides students with insights into cultural perspectives of selected countries. The importance of differing company cultures is also a major theme.

	For students in the other programmes, there is equivalent to this module.
Requirements for participation	No special requirements
Responsible academic	Professor Dr Dolores Sanchez
Instructors	Professor Dr Dolores Sanchez Professor Dr Perizat Daglioglu
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with a Term Paper
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of practice exercises which students complete at home and which are then discussed in seminars. Students should also pre-reading slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning. Video analysis and role games are part of the directed learning
Special features (e.g. online, company visits, etc.)	Online exercises and videos.
Required text and other literature	Core text: Jean-Claude Usunier and Julie Anne Lee: Marketing Across Cultures, 6th Edition 2010, Pearson Prentice Hall (5th edition will also do, if students look for used copies). Richrd, D. Lewis, When Cultures Collide, 3 rd edition, 2015, Nicholas Bradley David, C. Thomas 2008 Cross-Cultural Management: Essential concepts, 2 nd edition, Sage Another useful book: Crane: "European Business Cultures" Prentice Hall, 1999

Module-Nr./ Code	ISMG03
Module title	International Sales Management
Outline of module syllabus	<ul style="list-style-type: none"> • How to understand and master the technical and operational aspects related to international sales • Efficient and successful conduct of negotiations at the international level • Understand the legal complications related to local and international markets • Preparing strategies related to international sales and marketing • Understanding the organization of international marketing and sales activities • Analyzing the impact of culture on consumer behavior • Organisation and operation of international sales and procurement activities (including market research) • Effects on international activities of differing economic systems and currency problems • Selling in a globalised world
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To show that they are familiar with typical international sales organisations • To explain how differing economic systems can affect international sales operations • To explain why international sales people need to be aware of cultural issues • To demonstrate a basic knowledge of the effects of different legal systems on international sales contracts • To show that they understand the basic competences for international sales staff • To be aware of the basic requirements for managing other sales people • To be able to prepare an international marketing plan for a given product
Which semester?	5th semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every fifth semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module

Use of the module	<p>This module is taught in the fifth semester and provides students with insights into international sales activities across different company types and cultures.</p> <p>This would be an alternative to other sales modules for students in the other programmes, assuming they have the necessary level of English</p>
Requirements for participation	Students should have completed courses in Business Economics (ECON03) and International Economics (IECO03) or equivalent
Responsible academic	Professor Dr Hans-Rüdiger Kaufmann
Instructors	Professor Dr Hans-Rüdiger Kaufmann
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with a Term Paper
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of practice exercises which students complete at home and which are then discussed in seminars. Students should also pre-read slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning.
Special features (e.g. online, company visits, etc.)	Online exercises and videos.
Required text and other literature	<p>Core text: “Sales Management: A multinational perspective”, Paolo Guenzi / Susi Geiger (Editors), 2011, paperback version</p> <p>Also: Kaufmann, H. R., and Al Panni, M. F., (2014) Handbook of consumerism in Business and Marketing: Concept and Practices”, IGI publisher</p> <p>Semenik, R. J., Allen, C. O’Guinn, Kaufmann, H. R. (2012), „Advertsing and Promotions: An intergrated Brand Approach“, International Edition, 6th Edition, South-Western CENGAGE Learning, New York</p> <p>Other articles as directed by instructor</p>

Module-Nr./ Code	INBU03
Module title	International Business Case Studies
Outline of module syllabus	<p>Students will be discussing a wide range of international business issues, such as:</p> <ul style="list-style-type: none"> • International enterprises and markets • International HR: multicultural working environment • Communication policy of international companies and organisations • World economy: economic systems, sectors of economy, economic alliances • Internationalisation / globalisation • Industrial / developing countries: challenges & opportunities • International currency issues • International socio-economic problems
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To analyse business cases in depth • To clearly present, in a concise fashion, their analysis of a business case • To demonstrate the ability to think through business problems in an interdisciplinary way • To understand and discuss a wide range of the issues faced by businesses in a global world • To argue their point of view, based on their own analysis, in group discussions • To analyse various business situations in an international setting • To develop recommendations based on analysis of a case scenario • To be capable of presenting their recommendations in a convincing manner
Which semester?	5th semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every fifth semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught by Case Studies in the fifth semester. Thus the students gain insights into a whole range of international business issues through different viewpoints

	There is no equivalent module in the other programmes.
Requirements for participation	Students should have completed courses in Business Economics, Human Resource Management and Accounting.
Responsible academic	Professor Dr Mike Cofrin
Instructors	Professor Dr Mike Cofrin Professor Roy J Jenkins
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with individual or group presentations
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	Teaching will be through Harvard style case teaching. Cases will be studied by students (individually or in groups) in advance of discussions in class. Instructor feedback will be used to develop students' case analysis skills.
Special features (e.g. online, company visits, etc.)	
Required text and other literature	<i>Cases to be analysed will be provided by the instructor</i> Background texts: Hill, Charles; 9 th Edition, 2013, "International Business: Competing in the Global Marketplace"; McGraw-Hill, New York or Cavusgil, Tamer; Gary Knight & John Riesenberger (2008): "International Business: Strategy, Management, and the New Realities" Prentice Hall, New Jersey could be useful as background reading .

Module-Nr./ Code	BETH03
Module title	Business Ethics & International Corporate Governance
Outline of module syllabus	<ul style="list-style-type: none"> • Ethics and Business, Moral Duty, Rights, and Justice • Moral Responsibility: Individual and Corporate • Corporate Governance, Disclosure, and Executive Compensation • Main philosophers' ethical considerations • The ethics of consumer protection and Marketing • The ethics of job discrimination and Whistle-Blowing • The Information Age: Property and New Technologies • Ethical leadership
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To discuss the relationship between moral responsibilities and ethics • To demonstrate knowledge and understanding of key issues concerning ethical behaviour in modern business • To critically appraise organisations' approaches to ethical issues in today's world • To explain the implications of changing views on Business Ethics for individuals, companies and society • To demonstrate an understanding of the practical difficulties companies face in meeting changed expectations • To assess the impact of different Corporate Governance structures on ethical issues • To engage in knowledgeable discussions on ethical controversies such as whistleblowing • To explain the ethical implications of Industry 4.0
Which semester?	5th semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every fifth semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module introduces students to the moral and practical arguments in favor of ethical practices in business. The starting point will be the body of research that has grown since the 1970s – and current understanding of the moral desirability as well as, from a pragmatic point of view, the business advantages of ethical behavior

	For students in the other programmes, this module could be an alternative to “Wirtschaftsethik”, subject to satisfactory language skills
Requirements for participation	No special requirements
Responsible academic	Professor Dr Dolores Sanchez
Instructors	Professor Dr Dolores Sanchez Professor Dr Perizat Daglioglu Professor Dr Mike Cofrin
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with a written examination
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of practice exercises which students complete at home and which are then discussed in seminars. Students should also pre-reading slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning.
Special features (e.g. online, company visits, etc.)	Online exercises, videos and companies examples.
Required text and other literature	Core text: Velasquez, M.G. 2014, “Business Ethics, concepts and Cases, 7 th edition, Pearson education Also: Crane & Matten, “Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization”, 3 rd edition, OUP 2010 Goergen, M. (2012), “International Corporate Governance”, Pearson Education Ltd., Harlow, UK Ghillyer, A., (2012, “Business Ethics Now”, McGraw-Hill International, New York

Module-Nr./ Code	INPO03
Module title	International Politics and Organisations
Outline of module syllabus	<p>Students will be discussing a wide range of international business issues, such as:</p> <ul style="list-style-type: none"> • Overview of major international political organisations • The modus operandi of selected major political organisations: • United Nations • European Union • NAFTA, ASEAN, (TTIP?) • World Trade Organisation • World Bank • International Monetary Fund • Impact of such organisations on international business • Impact of national politics on international business • Examination of political impact on world business of politics in selected countries and the European Union:
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To understand why (international) politicians “interfere” in business issues • To critically appraise the impact of international politics on national and international businesses • To advise senior management on dealing with international organisations • To demonstrate an ability to understand the rivalries between international organisations – e.g. the World Bank and the IMF • To understand the possible effects of different political systems on businesses operating internationally • To be aware of the current major issues in international politics • To show how international businesses organise to deal with political issues
Which semester?	5th semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every fifth semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module is taught in the fifth semester. We believe that no student of International business management should graduate

	<p>without learning about the inter-relationships between international business and international politics.</p> <p>There is no equivalent module in the other programmes.</p>
Requirements for participation	Students should have completed a course in International Economics (IECO03) or equivalent
Responsible academic	Professor Roy J Jenkins
Instructors	Professor Dr Dolores Sanchez Professor Dr Lars Castellucci
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with a written examination
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of practice exercises which students complete at home and which are then discussed in seminars. Students should also pre-read slides to preparation for lecture and tutorial activities and presentations. There will be a mixture of individual and small groups learning.
Special features (e.g. online, company visits, etc.)	Online videos; visit to European Council and European Parliament
Required text and other literature	<p>Core text: Roskin, M. G., (2012), "Countries and Concepts - Politics, Geography, Culture", 12th edition, Pearson International, UK</p> <p>Also: Baylis, J., Smith, S., Owens, P., (2013), "The Globalization of World Politics: An Introduction to International Relations", Oxford University Press. Rourke, J. T., (2007), "International Politics on the World Stage", McGraw-Hill Education, New York</p> <p>Students must also have access to the homepages of all the world organisations in the syllabus Further articles will be provided by the instructor</p>

BA Management in International Business	
Overview of Modules taught	
Semester	6
Modules	<ul style="list-style-type: none"> • Strategic Management and Leadership • Applied Business Psychology • Public Speaking and Debating • Bachelor Dissertation
Number of ECTS Credit Points awarded	29 ECTS CPs
Description	<p>The main feature of the final semester is the writing of the Bachelor Dissertation, worth 12 ECTS CPs, in the first 12 weeks.</p> <p>Students also have to take three further modules, “Strategic Management & Leadership”, which takes a strategic look at corporate management and leadership, “Applied Business Psychology” and finally, MIB students get to practice and then demonstrate their rhetorical skills in the English language with the module “Public Speaking and Debating”</p>

Module-Nr./ Code	STMG03
Module title	Strategic Management & Leadership
Outline of module syllabus	<ul style="list-style-type: none"> • Introducing Strategy – the role of the strategic leader, the nature of strategic problems and the context in which decisions are made • The Strategic Environment and Strategic Capability • Tools of strategic analysis: evaluation of the external environment and internal capabilities • Business Level Strategies: Cost Leadership, Product / Service differentiation • Corporate Level Strategies: integration and/or diversification, corporate diversity, innovation & entrepreneurship • Strategic Alliances, Mergers & Acquisitions • Mergers & Acquisitions • Internationalisation Strategies • Implementation issues: Organising for success, Enabling success, Managing change • Leadership and Strategic Change
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To use classical environmental analysis tools • To explain the differences between business and corporate strategies • To demonstrate knowledge & understanding of the key issues in strategic management and leadership • To critically evaluate organisations to identify strategic problems they face and be able to propose viable strategic options • To demonstrate knowledge of key issues in strategic leadership • To understand and explain the major pitfalls in mergers and acquisitions • To be able to carry out strategic reviews of company strengths and weaknesses • To advise companies planning to revise their corporate strategies
Which semester?	6th semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every sixth semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module

Use of the module	<p>This module is taught in the sixth semester. It represents our belief that students in their final semester of an international business management degree, should spend time analysing international businesses in depth.</p> <p>There is no equivalent module in the other programmes.</p>
Requirements for participation	Students should have completed a course in International Economics (IECO03) and International Marketing (INMK03) or equivalents
Responsible academic	Professor Roy J Jenkins
Instructors	Professor Roy J Jenkins Professor Dr Hans-Rüdiger Kaufmann
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with Term Paper
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars – and will include directed and independent learning. Directed learning will include a range of activities including pre-reading and preparation for seminar activities and presentations. Seminar work will be based on working in small (ca. 5 students) groups to analyse and make presentations on business Case Studies
Special features (e.g. online, company visits, etc.)	Online videos Intensive use of Business Cases based on real companies
Required text and other literature	<p>Core text: Johnson, Scholes & Whittington, (2014) “Exploring Corporate Strategy – Text & Cases,” 10th edition, Pearson Education, UK</p> <p>Also: Yukl, G (2013), “Leadership in Organisations”, Pearson Education Ltd, Harlow, UK Campbell, D., Edgar, D., Stonehouse, G., (2011), Business Strategy: An Introduction”, Palgrave Macmillan, New York Stonehouse et al., (2004) “Global and Transnational Business”, John Wiley & Sons, Chichester, UK</p> <p>Students will also be required to read a selection of recommended academic articles from the “Harvard Business Review” and other academic journals</p> <p>They will need regular access to The Economist</p>

Module-Nr./ Code	ABPS03
Module title	Applied Business Psychology
Outline of module syllabus	<ul style="list-style-type: none"> • A brief introduction to the history, disciplines, and research in psychology in general and industrial/organizational psychology • Brief overview of neurological studies in psychology and sense & perception • Personality and individual differences, personality assessment and other assessments in business • Theories of motivation and outcome measures (e.g., job satisfaction, commitment) • Psychology in the employment processing and employee appraisals • Social influence and group dynamics • Working in groups and building teams • Organizational culture and change • Psychology of leadership and leadership assessment • Psychology of negotiation • Stress and well-being in the workplace • Consumer psychology
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To explain psychometric testing used in business and the advantages and disadvantages of these tests • To explain core aspects of personality from a systems approach and the difference between personality traits and skills; to also understand the most common defense mechanisms a manager is likely to encounter when managing people. • To explain why studying emotions is important in understanding human behavior and how emotions are linked to personality, motivation, learning, and success in business. • To explain the links between motivation, job satisfaction, and commitment and how managers can make practical use of motivation and goal setting theory • To explain the psychology of social cognition, heuristics, and biases and the importance of this knowledge when negotiating with suppliers, colleagues and customers • To explain the factors identified in the literature that are known to contribute to successful teams • To explain how theories and empirical studies in psychology have contributed to our current understanding of the factors that contribute to leadership development and effectiveness • To explain the factors identified in the research that contribute to psychological well-being or stress and the different approaches in managing employee health
Which semester?	6th semester

Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every sixth semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module introduces students to the theory of modern business psychology as it helps to explain the actions of people in the business world and to give students a better understanding of how psychology underpins topics such as employee motivation. For students in the BSc Management Psychology this module could be an alternative to "Introduction to Business Psychology", subject to satisfactory language skills
Requirements for participation	No special requirements
Responsible academic	Professor Dr Mike Cofrin
Instructors	Professor Dr Mike Cofrin
Language of instruction	The module is taught in English
Type of assessment	The module is assessed with a written examination
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	The module will be delivered through weekly lectures and seminars and will include directed and independent learning. Directed learning will consist largely of discussion and role-play. Students will also learn by taking responsibility and leading class discussion on a chosen topic as "session leaders". Students should also pre-read articles and to prepare for lectures and tutorial activities and presentations. There will be a mixture of individual and small groups learning.
Special features (e.g. online, company visits, etc.)	Online exercises and videos, role playing exercises
Required text and other literature	Core text: Schultz, D. & Schultz, S. E. (2013). Psychology and Work Today (10th ed.). Pearson. ISBN: 9781292021683 Also:

	<p>Jex, S., & Britt, T. (2014). <i>Organizational Psychology: A Scientist-Practitioner Approach</i> (3rd ed.). Wiley & Sons. ISBN: 9781118724071</p> <p>Rothman, I. (2015). <i>Work and Organizational Psychology</i> (2nd ed.). Routledge. ISBN: 9781848722194</p>
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Module-Nr./ Code	DEBA03
Module title	Public Speaking and Debating
Outline of module syllabus	<ul style="list-style-type: none"> • Public speaking & announcing • Business speeches & presentations • Organisation, performance & personal appearance • Openings, body of speech, closing; topic development • Humour, story- telling techniques, tips and tricks • Importance of non-verbal communications • Formal debating rules • Practical debating strategies & tactics • Participation in regular practice debates with coaching by instructor • Attendance at Professors' Debate
Learning outcomes and competences	<p>After completion of the module students will be able:</p> <ul style="list-style-type: none"> • To communicate confidently and accurately in spoken English • To prepare and deliver speeches in front of audiences • To demonstrate the use of rhetorical skills in the English language • To analyse data and prepare information for use in speeches or debates • To make a persuasive case on a variety of topics • To argue convincingly something one does not personally believe in • To demonstrate the ability to change arguments swiftly in reponse to ones opponents' arguments • To recognise quickly when wit, aggression, humour, etc. are appropriate during the course of a debate
Which semester?	6th semester
Duration of the module	The module is taught for one complete semester
Availability of the module	The module will be offered in every sixth semester
Number of ECTS credit points	For successful completion of the module six (6) ECTS credit points will be awarded
Total workload	Contact hours during teaching sessions: 52 Private study including examination: 98
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	This module introduces students to the theory and practice of public speaking in the English language. They will be introduced to speaking in different situations and under different conditions. They are then given that little extra at the end of their English track programme. To add to the "correct" English they have learned up to this stage they will now be trained to speak off the cuff and be able to respond quickly and with wit to comments made by others. The

	debating format encourages (even necessitates) free speaking and very careful listening in order to counter arguments made by the opposition.
Requirements for participation	To be successful, students must have reached a level of spoken English very close to C2
Responsible academic	Professor Dr Mike Cofrin
Instructors	Professor Roy J Jenkins Professor Dr Mike Cofrin
Language of instruction	The module is taught in English
Type of assessment	The module is assessed by a presentation – in the form of a competitive, public debate
Weighting in calculation of final grade in %	4.0%
Methods of instruction and student participation	Training & exercises, short presentations with video feedback, preparation of speeches & presentations, simulations, coaching and public debating will all be used. The module will be delivered through weekly workshops with training exercises, practice presentations with video feedback, and group discussion of performance
Special features (e.g. online, company visits, etc.)	Online videos, video feedback of practice
Required text and other literature	Grice, G. & Skinner, J., (2014) "Mastering Public Speaking", 8 th ed., Pearson New International Edition Rybacki, K., & Rybacki, D., (2014) "Advocacy and Opposition: An introduction to Argumentation", Pearson New International Edition, 7 th ed. Heinrichs, J., (2007) "Thank you for arguing", Random House, New York

Module-Nr./ Code	DISS03
Module title	Bachelor Dissertation
Essence of the module	The purpose of the dissertation is for students to demonstrate that they are capable of independent academic work, which involves applying scientific methods to a practical business problem. The Dissertation consists of an individual student led investigation into an applied business problem or issue. For students in the MIB programme the dissertation must have an international aspect and must be written in English. The student must choose and define the topic and have this approved by the Chair of the MIB programme, who will also appoint a supervisor. The work has to be set in an appropriate intellectual framework by including a critical review of relevant academic literature. The student must then research relevant information (by means of primary or secondary research), analyse the information/data and draw relevant conclusions. The results have then to be compared with the reviewed literature. The work has then to be written up and submitted in an approved format. Target length is 11,000 (\pm 10%) words.
Learning outcomes and competences	Students will have demonstrated their ability: <ul style="list-style-type: none"> • To work independently • To be able to manage their time throughout a major project • To research and critically review academic literature • To carry out new research involving some form of data collection • To analyse such data appropriately • To use appropriate statistical tests • To write in an academic style
Which semester?	6th semester
Duration of the module	The module is located in the sixth semester
Availability of the module	The module is available in every sixth semester
Number of ECTS credit points	For successful completion of the module twelve (12) ECTS credit points will be awarded
Total workload	Contact hours: 10 Writing the Dissertation 290 hours
Type of module (core or elective)	This is a core (compulsory) module
Use of the module	The module is the final demonstration of the students ability to work academically
Requirements for participation	To be accepted for submission the student has to be in the 5 th or 6 th semester and may not have more than one outstanding (i.e. not yet passed) module assessment from the first four semesters. All other

	requirements are contained in the Dissertation regulations / guidelines.
Responsible academic	Professor Roy J Jenkins
Supervisors	Professor Roy J Jenkins Professor Dr Mike Cofrin Professor Dr Perizat Daglioglu Professor Dr Dolores Sanchez
Language of instruction	The dissertation has to be written in English
Type of assessment	The assessment is of the final Bachelor Dissertation – 11,000 words ± 10%
Weighting in calculation of final grade in %	8.0%
Methods of instruction and student participation	<p>There will be a series of support lectures on topics such as:</p> <ul style="list-style-type: none"> • Finding a dissertation topic • Writing an academic literature review • Approaches to researching, analyzing and interpreting data <p>Each student also has an academic supervisor and if appropriate an in-company mentor.</p> <p>Students have the right to six formal meetings with their supervisor during the preparation of the dissertation. Supervisors will also respond promptly (within 48 hours) to a reasonable number of questions submitted by email. The supervisor is only responsible for support regarding the dissertation process. Content is the sole responsibility of the student and the student is also responsible for reading and complying with the formal requirements.</p>
Special features (e.g. online, company visits, etc.)	Supervision – see above
Required text and other literature	<p>Saunders, M., Lewis, P., Thornhill, A., (2015), “Research Methods for Business Students”, Financial Times Prentice Hall, UK</p> <p>Saldkind, N.J, (2006), Exploring research, 6th edition, Pearson International Edition</p> <p>Wallance, M., Wray, A. (2006), Critical Reading and Writing for Postgraduates, Sage Publications</p> <p>White, B., (2000), Dissertation Skills for Business and Management Students, Thomson, UK</p>