

**Modulhandbuch des Studiengangs**

**MBA International Management**  
**(Master of Business Administration)**

**an der**  
**Universität der Bundeswehr München**

**(Version 2021)**

Stand: 10. Juni 2021

# Prolog

## Qualification Profile

### Aims of the programme

The study programme MBA International Management is designed to qualify graduates for management positions in an international business context. The programme builds upon at least two years of professional or military experience and aims to open up or to widen career perspectives and to allow for international employability.

It aims to develop generalist, international and practice-oriented professional competencies including

- generalist management knowledge for solving complex business problems,
- applied research competencies and methods of evidence-based management allowing application of appropriate research tools, methods and evidence to develop concrete, innovative findings in managerial practice,
- leadership, teamwork and communicative competencies and an awareness for social and corporate social responsibility and intercultural sensitivity,
- core competencies such as structured problem-solving, focus on achievement and self-organization and autonomy.

The professional contents of the MBA study programme, especially in the distance-learning phase, are of a generalist nature, in order to enable extensive treatment of the most important aspects of business studies. In the practice-oriented on-campus phase, in-depth study of special areas, functions, or industries is possible in order to prepare for a specific professional preference, which may already have been formed at this stage. In addition, the professors in the MBA programme have many years of professional experience, and maintain close contacts to industry. Guest lecturers from the world of business, projects, case studies, and the opportunity to carry out work for the master's thesis in collaboration with companies, are a further component of the training for the real world provided by the MBA programme (practice-oriented).

The MBA programme works closely with globally-active companies. This is supported by both the ESB Business School and its related institutions (V.I.M.A. e.v., Alumni e.v., corporate partners and the ESB Career Center with different events and offerings) and the Universität der Bundeswehr München (organization for alumni and career conventions). These possibilities are used intensively by the MBA programme in order to keep in touch with corporate requirements with regard to international and practical content and focus.

In addition to academically well-founded professional competencies, graduates of the MBA programme should also have acquired a wide range of soft skills required for successful operation in international management or expert positions in all branches of industry. These include written and spoken communication skills in German and English. This is supported by the bilingual model: while the distance-learning phase is carried out in German, the courses in the on-campus phase are taught in English. Graduates should also be able to present themselves and behave in a manner appropriate to the situation. These presentation skills are promoted by practice on many occasions during their studies and the obligatory work-experience period of at least two years.

The field of structured problem-solving comprises the identification and definition of complex problems; breaking problems down and working through them systematically. Specific classroom units are dedicated to imparting this skill. Good analytical skills and sound numeracy are also required to be successful in many business professions. The MBA programme offers core and elective modules to provide a range of support for the acquisition of these skills.

The desired student focus on achievement requires, in addition to a high level of willingness to learn, a clear dedication to achievement and the ability to work under pressure. Graduates should also be able to meet deadlines and achieve set targets. This requires the development of active skills in self-management and management of others as well as situational adaptability. The demanding curriculum and the combination of work and study support the development of these skills.

To perform successfully in a team requires appropriate behaviour with regard to criticism and conflict, but also willingness to assume responsibility and leadership skills: teamwork is an integral component of most of the teaching modules. In their extra-curricular activities in various student organisations, students also work on the development of their leadership skills. Responsible ethical conduct is required of all those involved in the MBA programme – students, staff, and teachers.

These objectives described above are also reflected in the ‘Learning outcomes’ section of the current Curriculum & Syllabus Handbook (CSH) for the four areas of competence: professional, methodical, social, and personal.

Degree awarded

Master of Business Administration (MBA) from Universität der Bundeswehr Munich und Hochschule Reutlingen

Duration of studies

Distance-learning phase: 18-9 months: on-campus phase = 6 months, master’s thesis = 5 months

Duration and frequency of modules

All modules of the programme are offered once a year.

**Competency goals (CGs) and objectives according to AACSB**

The overall competency goals and objectives of ESB degree programmes have evolved from the ESB Business School mission and are subject to continuous quality assurance processes.

*‘Within an educational environment that is truly international, we develop leaders who shape global business practice and society responsibly.’*

Derived from this target, ESB Business School is committed to achieving distinct learning outcomes in individual programmes. The quality of teaching and learning is measured along these outcomes. The programme goals are rendered in English and follow the international quality standards of AACSB (Association to Advance Collegiate Schools of Business). On the basis of assessment results, curricular improvements may be deemed necessary and thus implemented to help improve learning and teaching within the degree programme and in line with the educational mission of ESB Business School.

The defined competency goals (and objectives) for all ESB programmes include:

- Language proficiency
- Intercultural competence
- Ethical behaviour
- Problem-solving competence
- Digital skills in functional and/ or methodological context
- Functional and methodological competence

**Table 1: Competency goals and objectives MBA International Management**

<b>LANGUAGE PROFICIENCY</b>	<b>INTER-CULTURAL COMPETENCE</b>	<b>ETHICAL BEHAVIOUR</b>	<b>PROBLEM-SOLVING COMPETENCE</b>	<b>FUNCTIONAL COMPETENCE</b>	<b>METHODOLOGICAL COMPETENCE</b>
<b>COMPETENCY GOAL 1</b>	<b>COMPETENCY GOAL 2</b>	<b>COMPETENCY GOAL 3</b>	<b>COMPETENCY GOAL 4</b>	<b>COMPETENCY GOAL 5 DIGITAL SKILLS</b>	<b>COMPETENCY GOAL 6 CAREER STRATEGIES</b>
<b>MBA graduates</b> are proficient in the English	...are interculturally competent.	...are able to manage complex, ethical and legal issues	...are experts at integrating leadership skills with general	...are able to develop strategies in digital environments.	...are able to understand and reflect upon sound judgement

language and communicate in spoken and written word at proficiency level.		expertly in their professional field and in wider environmental contexts.	management concepts.		and rational for making career decisions in their chosen business environment.
	...reflect upon the cultural context and its complexities when making decisions in a global business environment.	...are reflexively aware of ethical and legal issues in their professional field. They are able to critically analyse these issues on the basis of normative theory or models.	....develop proper management solutions and manage teams to transfer these solutions into appropriate business contexts.	....develop proper strategies in digital business environments and manage to transfer these solutions into appropriate business contexts.	...develop their own career strategies (career planning, developing and promotion) based on profound understanding of career progression and logic within their chosen business environment.
Measure embedded in admission requirements	Measure embedded in modules 3676 'Managerial Skills and Methods' by way an IES online test	Measure embedded in module 3676 'Managerial Skills and Methods' by way of reflective essay	Measure embedded in module 'Master Thesis' and assessed by respective MBA professors	Measure embedded in module 3672 'Strategic Management in International Corporations' by way of case study and presentation	Measure embedded in module 3676 'Managerial Skills and Methods' by way of reflective essay

Studienverlaufsplan für den Masterstudiengang <i>International Management (MBA)</i>									
Studienjahr	Trimester (bzw. Zeitraum)	Modultitel	Leistungs-nachweis	Lehrformen	h Selbst-studium	h Präsenz-lehre	Workload pro Modul	ECTS	
1	1. Winter-trimester (Jan.-April)	Introduction to Management*	sP-120	Fernstudium / Blended Learning (Workshops + Online-Tutorials)	109	16	125	5	
		<b>Summe 1. WT:</b>				<b>109</b>	<b>16</b>	<b>125</b>	<b>5</b>
	2. Frühjahrs-trimester (April - Okt.)	Managing Finances and Costs*	sP-120	Fernstudium / Blended Learning (Workshops + Online-Tutorials)	109	16	125	5	
		Managing Information and Projects*	sP-120	Fernstudium / Blended Learning (Workshops + Online-Tutorials)	109	16	125	5	
		<b>Summe 2. FT:</b>				<b>218</b>	<b>32</b>	<b>250</b>	<b>10</b>
	3. Herbst-trimester (Okt.-Jan.)	Managing Institutional Environments	sP-120	Fernstudium / Blended Learning (Workshops + Online-Tutorials)	109	16	125	5	
		<b>Summe 3. HT:</b>				<b>109</b>	<b>16</b>	<b>125</b>	<b>5</b>
	<b>Summe 1. Studienjahr:</b>					<b>436</b>	<b>64</b>	<b>500</b>	<b>20</b>
	2	4. Winter-trimester (Jan.-April)	Managing Markets	sP-120	Fernstudium / Blended Learning (Workshops + Online-Tutorials)	109	16	125	5
<b>Summe 4. WT:</b>				<b>109</b>	<b>16</b>	<b>125</b>	<b>5</b>		
5. Frühjahrs-trimester (April - Sept.)		Managing Values	PF	Fernstudium / Blended Learning (Workshops + Online-Tutorials)	109	16	125	5	
		Strategic Management in International Corporations	PF	Präsenzstudium (Workshops, Case Studies und Übungen)	61	64	125	5	
		Managerial Functions in Corporations	PF	Präsenzstudium (Workshops, Case Studies und Übungen)	122	128	250	10	
		Managerial Skills and Methods (Teil 1)	PF	Präsenzstudium (Workshops, Case Studies und Übungen)	26	24	50	2	
<b>Summe 5. FT:</b>				<b>318</b>	<b>232</b>	<b>550</b>	<b>22</b>		
6. Herbst-trimester (Okt.-Dez.)		International Finance and Accounting	PF	Präsenzstudium (Workshops, Case Studies und Übungen)	61	64	125	5	
		Business Analytics and Information Management	PF	Präsenzstudium (Workshops, Case Studies und Übungen)	61	64	125	5	
		Electives	PF	Präsenzstudium (Workshops, Case Studies und Übungen)	75	50	125	5	
<b>Summe 6. HT:</b>				<b>197</b>	<b>178</b>	<b>375</b>	<b>15</b>		
<b>Summe 2. Studienjahr:</b>					<b>624</b>	<b>426</b>	<b>1050</b>	<b>42</b>	
3	7. Winter-trimester (Jan.-März)	Managerial Skills and Methods (Teil 2)	PF	Präsenzstudium (Workshops und Übungen)	35	40	75	3	
		Master Thesis (Teil 1)	Masterarbeit		400	0	400	16	
		<b>Summe 7. WT:</b>				<b>435</b>	<b>40</b>	<b>475</b>	<b>19</b>
	8. Frühjahrs-trimester (April - Mai)	Master Thesis (Teil 2)	Masterarbeit		225	0	225	9	
<b>Summe 8. FT:</b>				<b>225</b>	<b>0</b>	<b>225</b>	<b>9</b>		
<b>Summe 3. Studienjahr:</b>					<b>660</b>	<b>40</b>	<b>700</b>	<b>28</b>	
<b>Summe Gesamtstudium</b>					<b>1720</b>	<b>530</b>	<b>2250</b>	<b>90</b>	

#### Legende Abkürzungen

sP-120 schriftliche Prüfung, 120 Minuten

PF Portfolio (z.B. Case-Bearbeitung)

h Zeitstunden

ECTS European Credit Transfer System (Credit Points)

\* Diese Module werden nochmal im sog. Fasttrack von September (Jahr 1) bis Juni (Jahr 2) angeboten (s. Terminplan Fernstudienphase).

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Modulname	Modulnummer
Introduction to Management	3666

Konto	Pflichtmodule Fernstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. rer. pol. Arjan Kozica	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3666-V1	VL	International Management	Pflicht	
3666-V2	VL	Fundamentals of Financial Reporting	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
none

Qualifikationsziele
<p><u>Subject-specific competencies</u></p> <p>In the first module students are introduced to basic managerial concepts and frameworks. They understand the characteristics of the different functional areas within a firm and understand their interrelations of primary and support processes to add value. They become accustomed to the main challenges of management and understand the influence of systemic thinking and the external environment (especially digitalization and internationalization) on management. Students get a general idea of the structure of companies (legal forms, organization, corporate governance) and its influence on the management process. Furthermore, they understand the relevance of theory in good managerial practice.</p> <p>Given that companies are financially driven, the module also focusses also on fundamentals of financial reporting. Students understand and are able to use fundamental terms and instruments of accounting, like bookkeeping, balance sheets, income statements and cash flow statements. They improve their understanding of fundamental terms like revenues, expenses, costs and sales, as well as important financial ratios.</p> <p>Overall, the participants learn the fundamental terminology and language of management science in order to be able to analyse and solve practical managerial problems based on familiarity with main theoretical frameworks. After successfully passing the module, students are able to engage more deeply with the following modules of the study.</p>

Professional and interdisciplinary competencies

Students learn to use the digital learning platform and the technological tools used during the distance study phase. Furthermore, they learn to apply managerial knowledge to business practice by using the framework of evidence-based management.

Social skills/ key competencies

Learnings groups will be established in which students are asked to integrate themselves. They learn to establish a learning community and to engage in teambuilding efforts as preparation for the further phase of distance study.

Personal competencies

Students learn to cope with stress caused by the requirements of studying course content alongside their professional roles in their organizations as part-time students. They reflect on the challenge of balancing their professional duties, the learning requirements of their MBA classes and their private life.

**Lernziele****International Management**

CG2 (introduced): Students are made aware of cultural context of management and understand the influence of intercultural parameters (norms, values, legal frameworks) on business activities.

CG3 (introduced): Students are made aware of the relevance of CSR and ethics in the context of management.

CG4 (introduced): Students learn how to frame and structure a practical problem as a managerial problem and enhance their abilities to solve managerial problems by using appropriate managerial language.

CG5 (introduced): Students initially discuss the societal and technological trend of digitization.

CG 6 (introduced): Students initially reflect on leadership and leadership development. By providing a framework of leadership development, they learn to identify competencies of their learning journey and are enabled to have an integrative view on their MBA study in connection to their career aspirations.

**Fundamentals of financial reporting**

CG4 (introduced): Students become acquainted with the institutional framework of financial accounting and selected accounting concepts relating to German GAAP accounting.

**Inhalt**

The students acquire comprehensive knowledge about structures and processes of international management and the fundamentals of financial reporting.



<p>They receive a basic introduction to the following concepts and theories of international management</p> <ul style="list-style-type: none"> <li>• General concepts and frameworks of management (e.g. value chain; other literature based frameworks), including ethical dimensions of management</li> <li>• External environment and its influence on management (digitalization, internationalization)</li> <li>• Basic legal structure of corporations and corporate governance</li> <li>• Theory-practical gaps and the approach of evidence-based management</li> </ul> <p>They receive a basic introduction to the following fundamentals of financial reporting</p> <ul style="list-style-type: none"> <li>• General concepts of financial accounting</li> <li>• Financial statements</li> <li>• German Accounting Standards (HGB)</li> <li>• Statement Analysis</li> </ul>
<b>Lehrmethoden</b>
Lectures, case studies, group discussions
<b>Literatur</b>
<p>Clegg, Steward, Kornberger, Martin, and Pitsis, Tyrone (2016). Managing &amp; Organisations. An Introduction to Theory and Practice, 4th edition, Sage Publications: London.</p> <p>Cunliffe, Ann (2014). A Very Short, Fairly interesting and Reasonably Cheap Book about Management, 2th edition, Sage Publications: London.</p> <p>Barends, Eric, Rousseau, Denise M., Briner, Rob (2018). Evidence-Based Management: How to Use Evidence to Make Better Organizational Decisions, Kogan Page: London.</p> <p>Dyson, John R., Franklin, Ellie (2017). Accounting for Non-Accounting students, 9th ed., Prentice Hall: Harlow.</p> <p>Weber, Jürgen, Weißenberger, Barbara (2015). Einführung in das Rechnungswesen, 9. Auflage, Schäffer-Poeschel: Stuttgart.</p>
<b>Leistungsnachweis</b>
sP 120 – 60 min International Management / 60 min Fundamentals of Financial Reporting
<b>Verwendbarkeit</b>
Module 3673 International Finance and Accounting
<b>Sonstige Bemerkungen</b>
Sprache: deutsch

Modulname	Modulnummer
<b>Managing Finances and Costs</b>	3667

Konto	Pflichtmodule Fernstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Rolf Daxhammer	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3667-V1	VL	Financial Management	Pflicht	
3667-V2	VL	Management and Cost Accounting	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
none
Qualifikationsziele
<p><u>Subject-specific competencies</u></p> <p>The module introduces and elaborates on the financial dimension of steering companies. The module integrates a specifically financial perspective that focusses on finance instruments and concepts and an accountancy perspective which focusses on management systems.</p> <p>In the course “Financial Management” students will learn the use of the terminology for key finance instruments, ratios and concepts. They evaluate the access to different financing instruments for different types of companies. They calculate a company’s cost of capital and critically reflect on its limitations. They apply different valuation methods and understand their real-life limitations. Students should gain a clear understanding of how neoclassical models use assumptions, which may not mirror real life investors’ attitudes to ethics, risk or personal gain.</p> <p>The course “Management and Cost Accounting” gives an overview of important performance management and measurement tools, especially the cost accounting system.</p> <p><u>Professional and interdisciplinary competencies</u></p>

Students transfer basic principles of mathematics to the field of corporate finance and will learn how managerial decision are reflected in cash-flow requirements and how a company's financial flexibility is limited by macroeconomic conditions.

The course provides an understanding of the management accountant's contribution to steer a company, especially its role in providing decision-relevant performance information.

#### Social skills/ key competencies

Learnings groups will be established in which students are asked to integrate themselves. They continue to learn inside a learning community and to strengthen teambuilding efforts. Homework assignments are worked on in learning groups and will be discussed based on the groups' suggested solutions.

#### Personal competencies

Students learn to cope with stress caused by the requirements of studying course content alongside their professional roles in their organizations as part-time students. They reflect on the challenge of balancing their professional duties, the learning requirements of their MBA classes and their private life.

### Lernziele

#### **International Management**

#### **Financial Management**

CG4 (introduced): Students learn the fundamentals of investment decisions and financial planning and are able to discuss pros and cons of different approaches and instruments from a company's perspective.

#### **Management and Cost Accounting**

CG 2 (introduced): The students learn about differences in management accounting practice in German speaking countries vs. USA.

CG3 (introduced): Students are able to reflect the relevance of providing "objective" information as a basis for managers' decision-making.

CG 4 (introduced): Students learn to apply management accounting tools to support decision-making.

### Inhalt

In the "Financial Management" part of the course students will gain a basic understanding of the importance of cashflows for a company's economic success. They are introduced to the internal and external sources of finance and learn to distinguish between basic concepts like Equity, Debt or Derivatives.

Students' methodological competencies are addressed through different Capital Budgeting exercises. In these they apply the Net Present Value approach to different real-life business cases.

And at last, students will glimpse into the challenges posed in an international financial market environment (as a preparation for module 3673 International Finance and Accounting).

In the "Management and Cost Accounting" part of the course students acquire comprehensive knowledge about the principles of management accounting. They are introduced to the basics of cost accounting as an important information basis for managerial decision making. They get to know by means of exemplary examples how company's performance can be measured and management with Key performance indicators. They are informed about planning and control tasks of management accountants.

#### Lehrmethoden

Lectures, case studies, group discussions

#### Literatur

#### Financial Management

Basic:

- Zutter, C.J./Smart, S.B (2018): Principles of Managerial Finance; Reading, MA
- Gräfer, H./Schiller, B./Rösner, S. (2014): Finanzierung, Berlin

Further reading:

- Brealey, R., Myers, S., Allen, F., (2017): Principles of Corporate Finance, Columbus
- Perridon, L./Steiner, M./Rathgeber, A.W. (2017): Finanzwirtschaft der Unternehmung; München

#### Management and Cost Accounting

Weber, J./Schäffer, U. (2020): Einführung in das Controlling, 16. Aufl., Stuttgart.

Weber, J./Weißberger, B. (2015): Einführung in das Rechnungswesen, 9. Aufl., Stuttgart.

#### Leistungsnachweis

sP 120 – 60 min Financial Management / 60 min Management and Cost Accounting

#### Verwendbarkeit

Module 3673 International Finance and Accounting

#### Sonstige Bemerkungen

Sprache: deutsch

Modulname	Modulnummer
Managing Institutional Environments	3668

Konto	Pflichtmodule Fernstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Philipp von Carlowitz	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3668-V1	VL	Economics	Pflicht	
3668-V2	VL	Business Law	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
none
Qualifikationsziele
<p><u>Subject-specific competencies</u></p> <p>The students will be qualified to understand basic economic and business law concepts and their relevance for management situations. The course "Economics" will focus on the key concepts in economic theory. The course "Business Law" gives an overview of national and international business law, focussing on sales law.</p> <p><u>Professional and interdisciplinary competencies</u></p> <p>The course enables students to grasp the relevant economic and legal dimensions of real business topics and to take this knowledge into account when making decisions. The course lays the foundation for students to turn into managers that have a solid understanding on economic and legal interdependencies enabling them to draw more substantiated conclusions and improve their decision making.</p> <p><u>Social skills/ key competencies</u></p> <p>Team work and work organization, especially in study teams, is practiced.</p> <p><u>Personal competencies</u></p>

The two subjects foster analytical and abstract thinking improving comprehensive opinion building. In the context of project groups delivering presentation under time constraints stress coping is fostered.

### Lernziele

#### **Economics:**

CG 4 (introduced): Students study economic theories and learn economic analytics as well as how to apply them to countries' situations.

#### **Business Law:**

CG 3 (introduced): Students are introduced to legal aspects that have their basis in ethics (good faith, breach of contract must not count, general questions arising in the field of compensation law) and learn to interpret legal regulations in relation to ethical principles.

### Inhalt

The students acquire comprehensive knowledge about economics and business law. They receive a basic introduction to the following theoretical models and theories:

#### **Economics**

##### Microeconomics

- Household theory
- Theory of the Firm
- Price Theory

##### Macroeconomics

- Market for goods
- Money Market
- IS-LM Model
- Growth theory
- Labor market

#### **Business Law**

##### German Civil Law

- German Law of Obligations
- Formation of Contract
- Breach of Contract
- Sales Law: Consumer Protection and Commercial Sales

##### CISG

- United Nations Convention for the International Sale of Goods (CISG) as source of international unified law
- Comparison German Sales Law and CISG

<b>Lehrmethoden</b>
Lectures, case studies, group discussions
<b>Literatur</b>
<p><b>Economics</b></p> <p>Blanchard, O.; Illing, G. (2017). Makroökonomie (7. Auflage). Pearson, München.</p> <p>Cezanne, W., &amp; Franke, J. (2018). Volkswirtschaftslehre: Einführung. Walter de Gruyter GmbH &amp; Co KG</p> <p>Pindyck, Robert S. und Daniel L. Rubinfeld (2018): Mikroökonomie, 9. Aufl., Pearson Studium, München</p> <p><b>Business Law</b></p> <p>Conrads, Markus (2017), Internationales Kaufrecht, De Gruyter Verlag Berlin/Boston.</p> <p>Conrads, Markus (2012), Internationales Wirtschaftsprivatrecht, 2. Aufl. Oldenbourg Verlag München.</p>
<b>Leistungsnachweis</b>
sP 120 – 60 min Economics / 60 min Business Law
<b>Verwendbarkeit</b>
Module 3672 Strategic Management in International Corporations
<b>Sonstige Bemerkungen</b>
Sprache: deutsch

Modulname	Modulnummer
Managing Markets	3669

Konto	Pflichtmodule Fernstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Christian Gärtner	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3669-V1	VL	Business Strategy	Pflicht	
3669-V2	VL	Marketing Management	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
none

Qualifikationsziele
<p>The environment of today's business corporations is highly dynamic, competitive but also characterized by cooperation both within and between organizations. This course enables students to analyze the environment and the situational contingencies of specific organizations, in order to develop strategies, based on sound vision/mission statements and values, that enable corporations to successfully compete and cooperate in nowadays business environments.</p> <p>The course "Business Strategy" introduces into theoretical accounts of strategic management, mainly the resource based/dynamic capability perspective and the market-based view of strategic management. Thereby, strategic frameworks and tools like industry analysis, value nets, business modelling or Balances Scorecards are discussed and put into practice in order to enable students to conduct strategic analyses, develop and implement strategies. Further, the course introduces into current trends in strategic management (disruptive strategies and strategies based on ecosystems in the wake of digitization; internationalization strategies).</p> <p>The course "Marketing Management" provides the students with the strategic and operative marketing management tools to manage products and enter new markets. The students are introduced in contemporary thinking on marketing management and marketing philosophy. They learn about consumer/customer behaviour, how different types of marketing strategies can be applied in order to reach market shares and how organizations can systematically design and manage customer experiences. Students</p>



further develop an operative approach in marketing in order to transfer strategy into market relevant practical measures.

### Subject-specific competencies

In this module, the students...

- ... get to know crucial frameworks and tools that are used in strategic and marketing management
- ... receive a basic introduction to the market-based and resource-based view
- ... acquire an in-depth understanding of basic strategy & marketing-related concepts

### Professional and interdisciplinary competencies

In this module, the students...

- ... acquire actionable knowledge for carrying out strategic analysis and developing strategies based on proven methods to reflect changes in the business environment
- ... learn to place the psychological and sociological foundations of human behaviour in the context of marketing activities
- ... apply theoretical knowledge and practical experience to brief case studies

### Social skills/ key competencies

In this module, the students...

- ... develop their ability to work in interdisciplinary teams under time constraints
- ... strengthen their ability to reflect on, discuss and solve ambiguous issues

### Personal competencies

In this module, the students...

- ... acquire the ability to structure complex (strategic) problems and the basic skills to design a strategic presentation, also in a virtual working environment
- ... develop a strategic mindset and creativity competencies by means of generating (new) solutions to complex problems

## Lernziele

### **Strategic Management**

CG2 (reinforced): Students discuss the environment and background of today's international manager's tasks in global competitive environments

CG3 (reinforced): Students analyze processes and methods for developing strategies; to develop a perspective about business processes, to understand the ways in which a company can create and sustain competitive advantages based on sustainable strategies

CG4 (reinforced): Students learn to formulate and implement effective business strategies.

CG5 (reinforced): Introduced: Students discuss the impact of digitization on industry and company level (in particular for analyzing trends as well as competitive and collaborative patterns in industries)

CG6 (reinforced): Students reflect on the role of leadership in developing and implementing strategies.

### Marketing Management

CG 2 (reinforced): Students reflect upon intercultural aspects when making decisions in a global business environment. They are reflecting the respective target markets conventions in consumption and business in general. They discuss and develop solutions using basic marketing instruments.

CG 3 (reinforced): Students reflect upon the potential ethical consequences of marketing and product decisions, in particular by solving case studies (e.g. on different environmental / social standards / sustainability between countries, ethical behavior of branded companies etc.).

CG 4 (reinforced): Students develop an understand about consumer/customer behavior and its relevance for market-based strategies.

CG5: Students discuss market related issues in strategic thinking in preparation for discussing strategies in the digital age.

### Inhalt

The module increases the competencies in following areas of **strategic management**.

- Clarification of the strategy concept and process at different levels
- Definition and application of concepts of strategic management (e.g., vision, mission, co-opetition, business model)
- Resource based view of organisations and dynamic capability perspective
- Strategic tools and instruments (e.g., SWOT-analysis, business model canvas, value mapping)
- Generation and evaluation of strategic options
- Fundamentals of implementing business strategies
- Role of leadership in developing and implementing strategies and strategic change (incl. digital transformation)
- Trends in strategic management (e.g., role of Big Data and Machine Learning in strategic analyses and foresight)

Further, studens are introduced into following concepts of **marketing management**

- Basics concepts of marketing and marketing philosophy
- Theories on consumer/customer behaviour
- Different types marketing strategies
- Identify and handle competitive advantages in a highly competitive business environment
- Marketing instruments and the operative approach in marketing in order to transfer strategy into market relevant practical measures
- Instruments for systematically designing and managing customer experiences

<b>Lehrmethoden</b>
(Online) Lectures, case studies, group work & discussions
<b>Literatur</b>
Cialdini, R. (2001). Harnessing the Science of Persuasion, in: Harvard Business Review, October 2001, p. 72-79.
Edelmann, D.C., Singer, M. (2015). Competing on Customer Journeys, in: Harvard Business Review, Nov. 2015, p. 88-100.
Hagiu, A. (2014). Strategic Decisions for Multisided Platforms. MIT Sloan Management Review, 55(2), 4-13.
Hollensen, S. (2016). Global Marketing, 7th Edition, Prentice Hall.
Hungenberg, H. (2014). Strategisches Management in Unternehmen: Ziele-Prozesse-Verfahren. Springer.
Isabelle, D., Horak, K., McKinnon, S., & Palumbo, C. (2020). Is Porter's Five Forces Framework Still Relevant? A study of the capital/labour intensity continuum via mining and IT industries. Technology Innovation Management Review, 10(6), 28-41.
Kiron, D., & Schrage, M. (2019). Strategy for and with AI. MIT Sloan Management Review, 60(4), 30-35.
Kotler, P. e.a. Marketing Management, 3rd Edition, Prentice Hall 2016
Kotler, P. Kartajaya, H., Setiawan, I. (2017). Marketing 4.0 - Moving from Traditional to Digital, John Wiley & Sons, Inc., Hoboken, New Jersey.
Rawson, A., Duncan, E., Jones, C. (2013). The Truth About Customer Experience, in: Harvard Business Review, 11/2013, p. 1-10.
Reichheld, F. F. (2003). The One Number You Need to Grow, in: Harvard Business Review, Vol. 81, Issue 12, p. 46-54.
Sarstedt, M., Schütz, T. (2018). Customer Research – Time for Second Thoughts, in: The Marketing Review, 18(1), p. 97-111.
Watkinson, M. (2013). The Ten Principles Behind Great Customer Experiences, FT Publishing, Harlow.
<b>Leistungsnachweis</b>
sP 120 – 60 min Business Strategy / 60 min Marketing Management
<b>Verwendbarkeit</b>
Module 3672 Strategic Management in International Corporations

Sonstige Bemerkungen
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Sprache: deutsch
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Modulname	Modulnummer
Managing Values	3670

Konto	Pflichtmodule Fernstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Maud Schmiedeknecht	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3670-V1	VL	Intercultural Management	Pflicht	
3670-V2	VL	Business Ethics ans CSR	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
none

Qualifikationsziele
<p>The module "Managing values" consisting of the two courses "Intercultural Management" and "Business Ethics and CSR". It provides students with an understanding of the relevance, key concepts and issues of intercultural management, ethics and CSR in society and business life within the context of globalization (awareness).</p> <p>After the successful completion of the module, the students have acquired an enhanced understanding of theoretical and practical aspects of intercultural management, business ethics and CSR (analysis). They are familiar with main methods, tools and instruments regarding these three topics and can apply them in various business situations (implementation). Furthermore, students are able to organize and constructively use a process of exchange and dialogue with relevant stakeholders and are able to understand their perspectives. Students have enhanced their analytical and critical thinking skills in addition to their problem-solving skills particularly in the field of intercultural management, business ethics and CSR management.</p> <p><u>Subject-specific competencies</u></p> <p>Students have acquired a framework for understanding inter- and multicultural management. They are familiar with critical issues in intercultural communication and know about strategies and methods that can be used to work and lead effectively in a multi-cultural environment.</p>

Students will develop an enhanced understanding of theoretical and practical aspects of business ethics and CSR. They will be able to apply methods to identify and analyse challenges and perspectives. Furthermore, students will be able to organize and constructively use a process of exchange and confrontation with relevant stakeholders and their perspectives.

#### Professional and interdisciplinary competencies

Students know about the relevant dimensions that help understand cultural differences.

Students will enhance their analytical and critical thinking skills in addition to their problem-solving skills particularly in the field of CSR.

#### Social skills/ key competencies

The students have acquired skills that help them deal with critical issues in intercultural communication and interaction and what it takes to successfully work in multicultural settings.

Through the interactive nature of the course, students will apply their oral and written communication skills. Furthermore, they will apply their team skills by developing results in discussions in various team set-ups. Students will be able to analyse and critically reflect on their own learning process during the course.

#### Personal competencies

The students know about their own strengths and weaknesses in dealing with intercultural differences and working in a multicultural environment.

Students will gain knowledge and competencies in analysing and assessing business ethics and CSR issues and thereby grow into responsible decision makers.

### Lernziele

#### **Intercultural Management**

CG 2 (embedded assessment): Short lectures provide students with a theoretical foundation of intercultural issue. A self-assessment instrument gives them feedback and the opportunity to reflect on their personal preferences and challenges in dealing with cultural differences including ways to enhance their intercultural skills. They learn how to deal with cultural differences more effectively in a simulation and have the opportunity to apply their learnings in various mini cases as well as a project report including feedback.

#### **Business Ethics and CSR**

CG 3 (reinforced): The lecture develops the awareness of students about ethical challenges in business practice by case analysis, enables students to analyze business situations from a moral point of view by discussing fundamental ethical theories and further enables students to solve ethical challenges in business practice by discussing approaches for implementing ethics/CSR in business operations with case studies.

CG 6 (reinforced): Students reflect on the importance of ethics for their further career. By discussing the "MBA oath" (Harvard and others) they discuss the moral foundations of their prospective career as an educated "MBA"-professional in their business environments.

## Inhalt

### **Intercultural Management**

The students

- Have acquired a general framework for understanding issues relevant to inter- and multi-cultural management;
- Know several dimensions for reading and understanding cultural differences;
- Have learnt about their personal strengths and areas for improvement in dealing with cultural differences;
- Know about the range of challenges in working in inter- and multi-cultural settings;
- Have learnt concepts and ways in dealing with different inter- and multicultural challenging situations;
- Know about issues of communication in inter- and multicultural work settings and how to handle them.

### **Business Ethics and CSR**

The students acquire comprehensive knowledge about business ethics and CSR.

In this part the students

- are introduced to the basics of business ethics and CSR (concepts and theories),
- learn about key actors and their roles,
- receive an overview about CSR standards and guidelines,
- get to know how to analyze specific business operations based on stakeholder analysis (supply chain, risk management)
- learn about ways how to implement CSR management (strategies, processes and structures, instruments and tools) in a corporation.

The knowledge acquired in business ethics and CSR is deepened with case studies on sustainable business models.

## Lehrmethoden

Lectures, case studies, group discussions

## Literatur

### **Intercultural Management**

Barmeyer, C., Bausch, M. & Mayrhofer, U. (forthcoming). Constructive Intercultural Management: Integrating Cultural Differences Successfully. Edward Elgar.

Phillips, Margaret E. & Sackmann, Sonja A. (2015). Cross Cultural Management Rising. In N. Holden, S. Michailova & S. Tietze (Hrsg.) The Routledge Companion of Cross Cultural Management. Routledge: p. 8-18.

Selected Readings from Primecz, H. , Romani, L. & Sackmann, S. (2011). Cross-Cultural Management in Practice. Edward Elgar, Cheltenham.

Phillips, M. E. & Sackmann, S. A. (2002). Managing in an Era of Multiple Cultures. The Graziadio Business Report, November 2002. <http://gbr.pepperdine.edu/024/multi-cultural.html>

Søndergaard, M. & Sackmann, S. A. (2015). Challenges in working across cultures – reflections of two executives. In N. Holden, S. Michailova & S. Tietze (Hrsg.) The Routledge Companion to Cross Cultural Management, Section 1: Review and Critique. Routledge: S. 68-76.

### **Business Ethics and CSR**

Crane, A./Matten, D. (2016): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 4th edition, Oxford University Press, Oxford

Trevino, L./Nelson, K. (2017): Managing business ethics, 7th edition, Oxford University Press, Oxford

Crane, A./Matten, D./Spence, L.J. (2013): Corporate Social Responsibility: Readings and Cases in a Global Context, 2nd Edition. Routledge

Schaltegger, S., & Burritt, R. (2018). Business cases and corporate engagement with sustainability: Differentiating ethical motivations. Journal of Business Ethics, 147(2), 241-259.

### **Leistungsnachweis**

#### **Intercultural Management**

- Individual Case study
- Group case study and presentation

### **Verwendbarkeit**

Module 3672 Strategic Management in International Corporations

Module 3676 Managerial Skills and Methods

### **Sonstige Bemerkungen**

Sprache: englisch



Modulname	Modulnummer
Managing Information and Projects	3671

Konto	Pflichtmodule Fernstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Volker Reichenberger	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3671-V1	VL	Managerial Statistics	Pflicht	
3671-V2	VL	Project Management	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
none

Qualifikationsziele
<p>The module enhances the problem-solving capacities of students by learning the basic principles of quantitative decision making and by using methods of project management to solve complex problems in organization.</p> <p>In the course "Managerial Statistics" students get acquainted with methods from statistics which enable them to identify quantitative problems in typical management situations. At the end of the course, they are capable to choose and set up quantitative models and to analyze and interpret the findings.</p> <p>In the course "Project Management" students are enabled to identify projects as a specific collaborative form to solve complex business problems. They are familiar with the basic methods of project management and are able to use them for normal business problems.</p> <p><u>Subject-specific competencies</u></p> <p>After successful completion of the course, the students understand and describe the fundamental principles and methods of statistical model building and project management.</p> <p><u>Professional and interdisciplinary competencies</u></p>

Students understand how to interpret data based on descriptive statistics and how to conduct basic statistical tests. They can set up statistical models and know which machine learning models are appropriate for different situations. They know how to assess the quality of statistical models and they know about limitations in these models.

Students understand important methods and techniques of project management. They analyze the context of a project, solve problems and create breakdown structures for time, technical breakdown, work and risk. They describe and apply the fundamental methods and techniques for project leadership and understand why structuring and planning are prerequisites for successful execution of projects.

#### Social skills/ key competencies

Students integrate in a team and deliver results in a project team context. They give feedback, solve conflicts, negotiate and motivate team members. They communicate consistently as a leader and as a team member in a project team setup.

#### Personal competencies

Students understand how to support decision making by formulating complex management problems as quantitative problems and choosing correct solution strategies for solving these problems. They are able to identify potentials and limitations for specific models.

Students understand why structuring and planning are prerequisites for successful execution of complex projects, especially in a product development context.

Students develop an understanding of the requirements towards a project leader. They solve leadership problems individually as well as in a team setup.

#### Lernziele

##### **Managerial Statistics**

CG4 (reinforced): Students are introduced to quantitative models as a basis for decision making.

CG5 (reinforced): Students develop understanding of computer age statistical methods.

##### **Project Management**

CG2 (reinforced): Students are made aware of the cultural context of international projects and of cultural diversity in international project teams. They learn to identify and manage challenges and conflicts in international project settings.

CG4 (reinforced): Students learn important problem-solving techniques in the context of project management and project leadership.

#### Inhalt

Contents in one module, based on the qualification goals, in managerial statistics are

- Descriptive statistics

- Statistical testing
- Regression methods
- Machine learning
- Model performance assessment
- Limitations of quantitative models

Further, students are introduced to the basics of project management as follows

- Definition of projects and project management
- Concepts of project success, milestones
- Project start
- Product Breakdown Structure
- Work Breakdown Structure
- Project Execution and Controlling
- Supporting activities of project management (risk and quality management)
- Problem solving and creativity techniques
- Communication in project management

#### Lehrmethoden

Lectures, case studies, group discussions

#### Literatur

##### **Managerial Statistics**

Michael Sachs (2018). Wahrscheinlichkeitsrechnung und Statistik für Ingenieurstudierende an Hochschulen. 5. Auflage. München: Hanser Fachbuch

Ludwig Fahrmeir, Christian Heumann et al. (2016). Statistik: Der Weg Zur Datenanalyse. 8. Auflage. Springer-Lehrbuch. Berlin, Heidelberg: Springer.

Klaus Backhaus et al. (2018). Multivariate Analysemethoden: Eine anwendungsorientierte Einführung. 15th ed. Berlin: Springer Gabler. ISBN: 978-3662566541

Ian H. Witten, Eibe Frank and Mark A. Hall (2011). Data Mining: Practical Machine Learning Tools and Techniques. 3. Auflage. San Francisco, CA, USA: Morgan Kaufmann Publishers Inc.

##### **Project Management:**

Resource Pack "Project Management I (FP)

Meredith, J. / Mantel, S. (2019): 'Project Management – A Strategic Managerial Approach', 10th Ed., John Wiley & Sons

Jenny, B.: 'Projektmanagement - Das Wissen für eine erfolgreiche Karriere, vdf Hochschulverlag, 7. Auflage, Zürich 2020

Kerzner, H. (2013): 'Project Management: A Systems Approach to Planning, Scheduling, and Controlling, John Wiley & Sons; 12th Ed., 2017 (English)

Leistungsnachweis
sP 120 – 60 min Managerial statistics / 60 min Project Management
Verwendbarkeit
Module 3675 Business Analytics and Information Management
Sonstige Bemerkungen
Sprache: deutsch

Modulname	Modulnummer
<b>Strategic Management in International Corporations</b>	3672

Konto	Pflichtmodule Präsenzstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Christian Gärtner	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3672-V1	VL	Strategy and Design in International Corporations- Part Strategy	Pflicht	
3672-V2	VL	Strategy and Design in International Corporations- Part Design	Pflicht	
3672-V3	VL	International Institutional Frameworks (Law)	Pflicht	
3672-V4	VL	International Institutional Frameworks (Economics)	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
Module 3669 Managing Markets

Qualifikationsziele
<p>The module elaborates in-depth knowledge of the strategic management of international business corporations. It combines an external perspective by analyzing the relevance of international institutional frameworks, i.e. the economic and legal influence on strategic management, with an internal perspective by analyzing internal resources and capabilities and by focusing on the link between strategy and organizational design.</p> <p>The course “Strategy and Design in International Corporations” elaborates strategy in digitalized and international business environments. Based on theoretical input, case studies and practical examples, students elaborate how organizations can build and leverage capabilities that allow creating and capturing unique customer value. The module mainly draws on the main theories of the market-based and resource-based view of strategic management (including Dynamic Capabilities and Relational Rents), but also considers technological trends and industry structures that impact strategic decision making.</p>

In addition to concepts and tools for strategic analyses, a specific focus will be detailing on the popular notion of (digital) business models as a means to detailing and formulating strategies. Besides useful methods and concepts for analyzing business models, the main question will be on characteristics and patterns of design criteria of digitized business models.

In dynamic, international and digitally transformed business environments, organizational designs are not only a part of implementing strategy, but rather has a relevant impact on performance, innovation and the dynamic capabilities (change and learning) of corporations. Beyond the assumption “structure follows strategy”, the creation of an agile organizational design and culture enables strategic options in the first place. The course hence elaborates the key concepts of organizational design (e.g. integration and differentiation, coordination and control), introduces different forms of forms of organizational structure (e.g. functional, divisional, matrix) and discusses trends in organizational design from a strategic perspective, in particular self-managing organizations (also referred to as “agile organizations” or holocracy).

Finally, formulating strategies is only the starting point of the strategy process. The question of how to implement strategies requires considering change management. In order to do justice to its practical significance, helpful tools and methods are presented. Attention is also drawn to forces of persistence that may result in inertia or even path-dependency.

After the course the students should be able to understand the relevance of technology, industry, resources for creating business models and are able to elaborate concrete practical approaches for strategic decision making in business corporations. Further students understand the significance of organizational design and culture for building sustained competitive advantage. In sum, students will have acquired an understanding of managing a company from the top management perspective.

The course “International Institutional Frameworks” focusses on the application of economic concepts to business relevant situations, trains the application of economic concepts in managerial decision making. Students should be able to discuss relevant economic impacts on strategic thinking in corporations on a high level of proficiency. This is trained by cases and practical examples. Further, students should be able to identify and apply appropriate international agreements (international treaties/protocols) for the drawing up of international contracts. This part of the module deals with international contracts: Implementation and validity of standard business terms, clauses limiting responsibility, contract terms providing penalties, remedies of the contract partners etc. The students discuss contract drafts and the legal impact of terms and conditions. The student should be able to analyse the position of a company and make proposals to potential contract partners during a negotiation process.

#### Subject-specific competencies

In this module, the students acquire an in-depth understanding of basic strategy & marketing-related concepts. Students learn to apply the key tools and frameworks uses by strategists and marketing managers. The theoretical aspects of the course are reviewed in practical exercises and assignments, which include several case studies.

Professional and interdisciplinary competencies

The students will understand how strategists think and work by applying several frameworks and tools to specific business problems, including strategy formulation, managing alliances and resisting extortion and solicitation in international activities. The students apply theoretical knowledge and practical experience to in-depth case studies. Based on the different exercises and case studies, the students should be able to plan and structure the execution of strategic transformation programs in multinational corporations and multicultural environments.

Social skills/ key competencies

Students have learned and absorbed some of the best practices of strategists and marketing managers. They have further developed their social skills for working in teams and improved their presentation skills.

Personal competencies

Students have practiced how to structure and solve complex assignments, both individually and together with others. Students should be able to cope with moving targets and how to structure and support major strategy execution and organizational redesign initiatives.

**Lernziele****Strategy and Design in International Corporations**

CG 4 (reinforced): Students learn to apply the methods of strategic management within the strategic management process by executing a real case divided into different groups. Working in groups of students, the students discuss integration and differentiation of organizational structures and reflect on consequences for corporate strategies.

CG 5 (embedded assessment): Students discuss the underlying principles of digital transformation and impact of digitization on industry and company level as well as the impact on business models and organizational designs (practiced by solving case studies).

CG 6 (reinforced): Students reflect on the role of leadership in strategic and organizational transformations, thereby enabling them to deepen the connection between the MBA study and their career aspirations.

**International Institutional Frameworks**

CG 3: Students are introduced to legal aspects that have their basis in ethics (good faith, breach of contract must not count, general questions arising in the field of compensation law) and learn to interpret legal regulations in relation to ethical principles.

CG 4: Student will have to apply economic concepts to specific business and market situations, thereby assessing the situation and analyzing it and elaborating specific solutions that take economic perspectives into account.

#### Inhalt

The module increases the methodological competence in following areas of **Strategy and Design in International Corporations**

- Application of strategic concepts on real business scenarios
- Crucial aspects and drivers of the Digital Transformation
- Basic concepts of organizations design (tensions between integration and differentiation, elements of organizational design)
- Organizational structures and forms and their current trends, based on cases
- Link between organizational design and structure

Further, students learn the following **international institutional frameworks** and theories

- Microeconomic and macroeconomic topics are applied to real business life situations
- Analysis of macroeconomic situation of countries and its relevance for international business strategies
- discussion of current (international) economic topics to practice the grasp of economic concepts in contemporary discussions
- Case study on petrol prices applying microeconomic concepts
- Analysis of different legal agreements like licensing, franchising, sales, joint venture, strategic alliance, mergers and acquisitions
- Analysis of types of terms and conditions in international trade (payment and delivery clauses, warranty clauses, penalties and liquidated damages, remedies)

#### Lehrmethoden

Lectures, case studies, group discussions

#### Literatur

Buron, R.M., Obel, B., SeSanctis, G. (2015). Organizational Design: A Step-by-Step Approach, 3rd edition, Cambridge University Press

Conrads, Markus (2017), Internationales Kaufrecht, De Gruyter Verlag Berlin/Boston.

Conrads, Markus (2012), Internationales Wirtschaftsprivatrecht, 2. Aufl. Oldenbourg Verlag München.

De Pina, E. S. (2018). ING: An agile organization in a disruptive environment. Lausanne, Schweiz: IMD - International Institute for Management Development.

Gärtner, C., & Heinrich, C. (Eds.). (2018). Fallstudien zur Digitalen Transformation: Case Studies für die Lehre und praktische Anwendung. SpringerGabler: Wiesbaden.

Kerr, W. R., Gabrieli, F., & Moloney, E. (2018). Transformation at ING (A): Agile. Harvard Business Review Case Study.



Iansiti, M., & Lakhani, K. R. (2020). Competing in the age of AI: strategy and leadership when algorithms and networks run the world. Harvard Business Press.

Morschett, Dirk, Schramm-Klein, Hanna, Zentes, Joachim (2015). Strategic International Management. Text and Cases. 3rd Edition, SpringerGabler: Wiesbaden.

Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). Strategic Management and Business Policy (15th ed.). Pearson.

Stanford, N. (2014). Organization Design. Engaging with Change, 2nd edition, Routledge: London, New York.

Leistungsnachweis

Portfolio

Verwendbarkeit

Module 3688 Advanced Topics in International Management

Sonstige Bemerkungen

Sprache: englisch

Modulname	Modulnummer
<b>International Finance and Accounting</b>	3673

Konto	Pflichtmodule Präsenzstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Univ.-Prof. Dr. rer. pol. Bernhard Hirsch	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3673-V1	VL	International Finance	Pflicht	
3673-V2	VL	International Accounting	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
Module 3667 Managing Finances and Costs

Qualifikationsziele
<p><u>Subject-specific competencies</u></p> <p>The module focuses on the financial dimension of steering companies.</p> <p>The first course “International Finance” enhances students’ understanding and use of the terminology of international financial markets, especially securities’ markets. Students will learn how risk and return shape demand and supply in financial markets and they will see how risk in financial markets can turn into financial market crises. Further, students will learn how managerial decision shaped by risk and return considerations and how a company’s financial flexibility is limited by macroeconomic conditions. Students should gain a clear understanding of how neoclassical models use assumptions, which may not mirror real life investors’ attitudes to ethics, risk or personal gain. They evaluate funding and risk management strategies in an international setting. Finally, students will gather profound understanding of financial market crises to get a better understanding for financial markets’ stability.</p> <p>The “International Accounting” aims to provide a comprehensive understanding of the relevance and functioning of accounting systems and accounting reports. The students should be able to read and interpret balance sheets, profit and loss statements and management reports. Students get an understanding about the normative foundations of International Financial Reporting Standards (IFRS) and discusses selected IFRS. Furthermore, students get familiar with management reports and the relevance of Key performance indicators for steering companies. Students learn to understand</p>

the influence of accounting systems on managing a corporation and on the financial performance of the corporation.

#### Professional and interdisciplinary competencies

Students are enabled to better understand and to actively use instruments and tools for managing the financial dimension of corporations. They are trained to add value to business corporations by applying knowledge about financial instruments and accounting tools in practice.

#### Social skills/ key competencies

During the lecture, students will learn how to discuss complex economic issues in a seminar style interactive environment. Students are expected to solve case studies and to present group work results in front of the class. This strengthens their presentation skills and their ability to work in a group under time pressure.

#### Personal competencies

Students learn to cope with stress caused by time pressure and group behaviour. They reflect on the challenge of balancing their professional goals, the need to perform as a group and to solve potential conflicts in a team, duties, the learning requirements of their MBA classes and their private life.

### Lernziele

#### **International Finance**

CG3 (introduced): Students identify and address ethical dilemmas based on asymmetric information in financial market settings

CG4 (reinforced): Students become familiar with different methods of determining interest rates in financial markets and they develop an exchange rate forecast based on publicly available information.

#### **International Accounting**

CG 2 (reinforced): The students get aware of differences in accounting habits in in German speaking countries vs. USA.

CG3 (reinforced): Students reflect the relevance of providing "objective" information as basis for investors' and managers' decision making.

CG4 (reinforced): Students learn to apply accounting tools for supporting decision making.

### Inhalt

#### **International Finance:**

In the part International Finance students will receive a comprehensive overview of companies' financial activities in an international environment. There will be special focus on the economic foundations of International Financial Markets and on securities trading.

From a methodological point of view, along CG4 students will analyze the determinants of interest rates in different financial markets: Money Market, Bond Market, Equity Market and Foreign Exchange Market.

In line with CG3 students will become aware of ethical dilemmas based on asymmetric information in financial market settings. In this context, they will understand the limits of neoclassical modelling bases on behavioral insights.

### **International Accounting:**

The students acquire comprehensive knowledge about the structure and basic goals of accounting systems in a company.

In this module

- the students receive a basic introduction to the International Financial Accounting Standards (IFRS).
- -the students get to know relevant key performance indicators for steering a company
- they learn how to use planning and control tools for planning and control activities.

### **Lehrmethoden**

Lectures, case studies, group discussions

### **Literatur**

Bodie, Z./Kane, /Marcus; (2019): Investments, Boston et al.

Daxhammer, R. J./Hanneke, B./Nisch, M. (2012): Beyond risk and return modeling - How humans perceive risk, Reutlingen Working Papers on Finance & Accounting Nr. 2012 – 1

International Financial Reporting Standards (IFRS) (2021). Deutsch-Englische Textausgabe der von der EU gebilligten Standards. English & German edition of the official standards approved by the EU, 15. ed., Wiley.

Madura, J./Fox, R. (latest ed.): International Financial Management, New York.

Miller-Nobles, Tracie L./ Mattison, Brenda L./ Matsumura, Ella Mae (2017): Horngren's Financial & Managerial Accounting, 6th Edition, Pearson.

### **Leistungsnachweis**

Portfolio

### **Verwendbarkeit**

Module 3688 Advanced Topics in International Management

### **Sonstige Bemerkungen**

Sprache: englisch

Modulname	Modulnummer
<b>Managerial Functions in Corporations</b>	3674

Konto	Pflichtmodule Präsenzstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Univ.-Prof. Dr. rer. pol. Stephan Kaiser	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 250 Lectures (h) 128 Self Study (h) 122	128	122	10

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3674-V1	VL	Marketing Management in Digitally Transformed Environments	Pflicht	
3674-V2	VL	Operations and Logistics in Digital Business Environments - Part Ops	Pflicht	
3674-V3	VL	Operations and Logistics in Digital Business Environments - Part Log	Pflicht	
3674-V4	VL	Global Workforce Management	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
none

Qualifikationsziele
<p><u>Subject-specific competencies</u></p> <p>The module focuses on three managerial functions in companies. Students will be enabled to understand concepts of and know tools for marketing, logistics and operations, and global workforce management in modern organizations.</p> <p>They learn to apply this knowledge to add value to firms in these three managerial functions.</p> <p>In the first course, “Marketing Management in Digitally Transformed Environments” students understand, explain, choose, and apply the key approaches to designing, delivering and communicating customer centric value propositions in a digitally transformed environment.</p> <p>They are familiar with methods of generating customer insights and creating a meaningful customer segment.</p>

They know about the latest developments of new media, apply the toolkit of customer experience management (case simulation) and understand how to reach their customers with both traditional and digital marketing tools.

They understand the importance of customer relationship management (CRM) and can both choose and interpret the relevant CRM KPIs.

They practice how to systematically develop a customer centric business model and pitch and defend their business case in front of potential investors.

The second course, "Operations and Logistics in Digital Business Environments" students get to know business practices that create the highest level of efficiency within an organization. Students understand traditional and digital Operation Processes within a firm or network.

Requirements, concepts, tools, and technologies of Operations Management in digitally transformed environments are discussed and applied. Students will know how to coordinate and develop new processes while reevaluating current structures.

They can assess the ecological, economic, and social aspect on an international level. They have the qualification to analyze complex issues and present them in a systematic and scientific way.

The third course, "Global Workforce Management" teaches theoretical concepts and applied knowledge about the management of a global workforce.

The students get to know different theoretical approaches and practical perspectives regarding motivation, development and recruiting of human resources.

They will also learn the key aspects of strategic HRM, i.e., the strategic relevance of people and people management, the organization of HR and the alignment of HR- and corporate strategy.

Students acquire skills to apply their HR-knowledge on specific practical challenges and to provide concrete solutions.

#### Professional and interdisciplinary competencies

They will be able to reflect and discuss current topics connected to marketing management in globalized markets. They develop a sense for the consequences of their decisions in an international context also of social/new media. They develop a feeling for international media and communication.

Finally, they are enabled to deal with unpredictable events and controversial attitude of international markets. They are capable to deal with different cultural and professional approaches. The interdisciplinary skills are particularly promoted by the fact that the students have studied a wide variety of subjects in their first degree and bring this prior knowledge into the discussions.

#### Social skills/ key competencies

The students will acquire social competences. Learnings groups will be established in which students commonly solve complex decision problems, strengthening individual teambuilding and team playing competences. Students form teams and deliver results in a project team context.

They give feedback, solve conflicts, negotiate, and motivate team members. They communicate consistently as a leader and as a team member in a project team setup and apply their communication skills and social competencies to successfully lead a project team.

### Personal competencies

Students learn to work together with their team to solve complex problems in a short period of time. This increases the perception of their own self-efficacy, self-confidence, and the ability to deal with time pressure.

Students increase their ability to motivate themselves during the three courses within the module and to control their own emotions in case of conflicts.

## Lernziele

### **Marketing Management in Digitally Transformed Environments**

CG 2 (reinforced): Students reflect upon the cultural context and complexity of markets when making decisions in a global business environment. They work in international teams, reflecting different cultures within the group and discuss dos and don'ts. They work on intercultural different consumer and business behavior and present their results.

CG 5 (reinforced): Students enhance their understanding about marketing strategies in digital environments.

### **Operations and Logistics in Digital Business Environments**

CG 2 (reinforced): Students enhance their understanding of the international dimension of logistics especially regarding international distribution levels.

CG 4 (reinforced): Students learn methods of optimizing the overall logistic infrastructure.

CG 5 (reinforced): Students elaborate on production and logistic strategies in digitalized environments by using case studies.

### **Global Workforce Management**

CG 2 (reinforced): Students work on cases that focus on global work force issues, which requires them to reflect upon the culture dependence of different parties' positions and expectations.

CG 3 (reinforced): Students discuss the social and ethical consequences of workforce strategies and decisions. By solving case studies, students identify social and ethical consequences of HRM strategies and discuss decision-making.

CG 4 (reinforced): students learn to apply HRM-tools and techniques to enhance organizational effectiveness and performance.

CG 5 (reinforced): Students are familiarized with the significance of digitization for the various fields of activity in HR management and learn to deal with it critically (e.g., people analytics).

CG 6 (reinforced): Students learn HRM practices in global contexts to relate these HRM practices to their own careers in (larger) organizations.

## Inhalt

### **Marketing Management in Digitally Transformed Environments**

- An Introduction to Customer Orientation
- Customer Psychology & Customer Behavior
- Traditional / 1st generation Marketing Concepts
- Managing Customer Experiences 1: Generating Customer Insight
- Managing Customer Experiences 2: Designing Customer Centric Value Propositions
- Managing Customer Experiences 3: Designing Products and Services
- Managing Customer Experiences 4: Delivering Experiences
- Business Case: Developing a Customer Centric Business Model
- Guest Lecture: Data-based CRM – the case of an internationally leading fashion brand

### **Operations and Logistics in Digital Business Environments**

- Fundamentals Operations Management
- Changes of Operations Management in a digitally transformed environment
- Developing products and services
- Design of Operation Systems (Plants, Supply Chain structures)
- Design and optimization of Operation Processes (Processes of production, logistics and administration)
- Planning and control of Operation Systems (capacity, demands)
- Planning and control of inventory
- Managing of Quality and Maintenance

### **Global Workforce Management**

- Fundamental and theoretical concepts for Global Workforce Management
- Strategic aspects of Workforce Management
- Concepts and tools for developing and motivating the people.
- Challenges and solutions for employer branding and recruiting.
- Tools for managing a global workforce in an international and intercultural context.
- New Challenges for workforce management, e.g., diversity, people analytics, digital work, remote work.

## Lehrmethoden

Lectures, case studies, group discussions



<b>Literatur</b>
Cialdini, R. (2001). Harnessing the Science of Persuasion, in: Harvard Business Review, October 2001, p. 72-79.
Edelmann, D.C., Singer, M. (2015). Competing on Customer Journeys, in: Harvard Business Review, Nov. 2015, p. 88-100.
Kotler, P. Kartajaya, H., Setiawan, I. (2017). Marketing 4.0 - Moving from Traditional to Digital, John Wiley & Sons, Inc., Hoboken, New Jersey.
Osterwalder, A., Pigneur, Y., Bernarda, G., Smith, A. (2014). Value Proposition Design, John Wiley & Sons, Inc., Hoboken, New Jersey.
Rawson, A., Duncan, E., Jones, C. (2013). The Truth About Customer Experience, in: Harvard Business Review, 11/2013, p. 1-10.
Reichheld, F. F. (2003). The One Number You Need to Grow, in: Harvard Business Review, Vol. 81, Issue 12, p. 46-54.
Sarstedt, M., Schütz, T. (2018). Customer Research – Time for Second Thoughts, in: The Marketing Review, 18(1), p. 97-111.
Watkinson, M. (2013). The Ten Principles Behind Great Customer Experiences, FT Publishing, Harlow.
Hill.T (2012): Operations Management, Globe Press.
Russell, R.S., Taylor, B.W. (2020): Operations & Supply Chain Management, WileyPlus Products.
Thonemann, U. (2015): Operations Management, Pearson Studium.
Dowling, P.; Festing, M.; Engle, A. (2017): International Human Resource Management. Ceneage Learning.
Rees, Gary; Smith Paul (2021): Strategic human resource management: An international perspective. Sage.
<b>Leistungsnachweis</b>
Portfolio
<b>Verwendbarkeit</b>
Module 3688 Advanced Topics in International Management
<b>Sonstige Bemerkungen</b>
Sprache: englisch

Modulname	Modulnummer
<b>Business Analytics and Information Management</b>	3675

Konto	Pflichtmodule Präsenzstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Univ.-Prof. Dr. rer. pol. Claudius Steinhardt	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3675-V1	VL	Quantitative Decision Making	Pflicht	
3675-V2	VL	Business Analytics	Pflicht	
3675-V3	VL	Project Management	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

## Empfohlene Voraussetzungen

Module 3671 Managing information und projects

## Qualifikationsziele

Subject-specific competencies

The course “Quantitative Decision Making” covers fundamental techniques for quantitative decision support. In particular, the students will acquire competencies to decide which problems can be solved by quantitative methods, how quantitatively model decision problems can be set up, and how decision models can be solved by means of adequate software.

The course “Business Analytics” gives student a broad overview of the different aspects of the field and enables them to deal theoretically competent with the challenges of business analytics. Further, students will have profound theoretical knowledge of different particular methods of data mining for business analytics, and are able to analyze their potential and their individual strengths/weaknesses depending on the given task. Based on the theory, students will be enabled to systematically and adequately apply state-of-the-art software to solve business analytics tasks.

The course “Project Management” provides participants with the competencies to successfully plan, manage and lead international projects. The course deepens the project management techniques and skills, which have been acquired in the course ‘Project Management’ of the distance phase. Based on an international case study, the techniques for project planning and project leadership are practically applied.

Professional and interdisciplinary competencies

Students familiarize themselves with methods and with state-of-the-art software tools for quantitative decision making that are valuable for business practice. In particular, they learn to analyse and reflect on the benefits and drawbacks of the methods and tools with regard to given business problems in practice and to critically judge the outcomes. As such, they are enabled to professionally interact with experts of other related fields, e.g. software development and business process modelling and optimization.

Students apply important methods and techniques of project management to a case study and successfully plan a project regarding scope, schedule, cost and quality. They apply methods and techniques for project leadership and understand why structuring and planning are prerequisites for successful execution of projects. After successful completion of this module, the participants are able to plan, optimize and execute international projects, to lead the project team in conflict situations and to present the relevant project results to the steering board.

Social skills/ key competencies

Learnings groups will be established in which students commonly solve complex decision problems, strengthening individual teambuilding and teamplaying competences.

Students form teams and deliver results in a project team context. They give feedback, solve conflicts, negotiate and motivate team members. They communicate consistently as a leader and as a team member in a project team setup and apply their communication skills and social competencies to successfully lead a project team.

Personal competencies

The content covered in this module supports personal and organizational efforts of empowerment by providing frameworks of abstracting real-world challenges as well as methodological toolkits, helping students to develop solutions of complex business problems on their own in a self-confident way.

Students develop an understanding of the requirements towards a project leader. They solve complex leadership problems individually as well as in a team setup. They also understand models for analysis of personal and cultural diversity and apply them to the planning of international projects

**Lernziele****Quantitative Decision Making**

CG 4 (reinforced): Students learn important problem-solving techniques in the context of quantitative decision making.

**Business Analytics**

CG 4 (reinforced): Students learn the fundamental techniques from the field of business analytics to solve real-world business problems

<p><b>Project Management</b></p> <p>CG2 (reinforced): Students are made aware of the cultural context of international projects and of cultural diversity in international project teams. They learn to identify and manage challenges and conflicts in international project settings.</p> <p>CG4 (reinforced): Students learn important problem-solving techniques in the context of project management and project leadership.</p>
<p><b>Inhalt</b></p> <p>In this module, the students acquire fundamental methodological knowledge on how organizations in digitally transformed business environments leverage the potential of data driven decisions and are able to structure information, decisions and managerial actions in order to get project done professionally.</p> <p>The students' competencies in the field of Quantitative Decision Making will be strengthened by covering the following topics:</p> <ul style="list-style-type: none"> <li>• Advanced modeling of large-scale business optimization problems</li> <li>• The fundamentals and pitfalls of standard procedures of solving models, such as linear programming-, integer programming- and mixed integer programming-methods</li> <li>• Managerial and economic interpretation of results of quantitative decision methods</li> <li>• Practical application to business cases, including introduction to and usage of a state-of-the-art software tool in an extensive lab session</li> </ul> <p>The students are familiarized with the fundamental methods of Business Analytics along the following topics:</p> <ul style="list-style-type: none"> <li>• Introduction to business analytics</li> <li>• Data preprocessing &amp; exploratory analytics</li> <li>• In depth study and application of selected methods of machine learning</li> <li>• Practical application to business cases, including introduction to and usage of a state-of-the-art software tool in an extensive lab session</li> </ul> <p>In Project Management the students acquire the competencies to practically plan, optimize and lead a complex project and to successfully present it to a steering board. This is achieved by covering the following topics:</p> <ul style="list-style-type: none"> <li>• Working with Project Management planning tools</li> <li>• Project schedule planning- Project resource planning</li> <li>• Project budgeting and cost planning</li> <li>• Project optimization regarding schedule, costs, resources</li> <li>• Project risk management- Conflict management and negotiation</li> <li>• Analysis of personal diversity</li> <li>• Analysis of cultural diversity</li> </ul>
<p><b>Lehrmethoden</b></p> <p>Lectures, in-class exercises, lab sessions, case studies, group discussions</p>
<p><b>Literatur</b></p>
<p><b>Quantitative Decision Making</b></p>

Williams, H.P.: Model Building in Mathematical Programming, Wiley (current edition)

Domschke, W., Drexl, A., Klein, R., Scholl, A.: Einführung in Operations Research, Springer (current edition)

Nickel, S., Steinhardt, C., Schlenker, H., Burkart, W., Reuter-Oppermann, M.: Angewandte Modellierung mit IBM ILOG CPLEX Optimization Studio. Springer (current edition)

### **Business Analytics**

Larose, D., Larose, C.: "Discovering Knowledge in Data: An Introduction to Data Mining", Wiley (current edition)

Larose, D., Larose, C.: "Data Mining And Predictive Analytics", Wiley (current edition)

Shmueli, G., Bruce, P., Patel, N.: "Data Mining for Business Analytics: Concepts, Techniques, and Applications in XLMiner", Wiley (current edition)

### **Project Management:**

Resource Pack "Project Management II (PP)"

Meredith, J. / Mantel, S. (2019): 'Project Management – A Strategic Managerial Approach', 10th Ed., John Wiley & Sons

Jenny, B.: 'Projektmanagement - Das Wissen für eine erfolgreiche Karriere, vdf Hochschulverlag, 7. Auflage, Zürich 2020

Kerzner, H. (2013): 'Project Management: A Systems Approach to Planning, Scheduling, and Controlling ', John Wiley & Sons; 12th Ed., 2017 (English)

Leistungsnachweis

Portfolio

Verwendbarkeit

Module 3688 Advanced Topics in International Management

Sonstige Bemerkungen

Sprache: englisch

Modulname	Modulnummer
<b>Managerial Skills and Methods</b>	3676

Konto	Pflichtmodule Präsenzstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. rer. pol. Arjan Kozica	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

## Zugehörige Lehrveranstaltungen:

Nr.	Art	Veranstaltungsname	Teilnahme	TWS
3676-V1	VL	Applied Research Methods	Pflicht	
3676-V2	VL	Leadership and Change Management	Pflicht	
3676-V3	VL	Career Management and Entrepreneurship Coaching	Pflicht	
<b>Summe (Pflicht und Wahlpflicht)</b>				

Empfohlene Voraussetzungen
Module 3666 Introduction to management

Qualifikationsziele
<p><u>Subject-specific competencies</u></p> <p><b>Applied Research Methods</b></p> <p>Students have a broad understanding about how to conduct applied research projects. Especially, they understand epistemological and methodological approaches and they are able to link theoretical and empirical research questions with challenges in the managerial practice. They are able to structure their own research project during their master thesis and they are familiar with appropriate empirical research strategies. Students are able to structure identified research questions, to transfer them into manageable research designs and to conduct the research process in the context of their master thesis.</p> <p><b>Leadership and Change-Management</b></p> <p>Resulting from evermore dynamic and complex environments, researchers and practitioners see leadership and managing change as important factors for achieving sustainable competitive advantages. In the wake of digitization, leadership changes from hierarchical form to more collaborative forms of leadership (including shared leadership, team leadership, and the like). The course hence introduces students into thinking on contemporary forms of leadership and strengthens their abilities to cope with leadership</p>

situation in practice. Thereby, students reflect upon ethical questions of leadership such as power abuse and the possibilities of “ethical leadership”.

Following an individual, group and organizational level of analysis, this course further elaborates upon how organizations change, and discusses management models/frameworks and tactics of intentional change (“best practices” for coping managing change as project, coping with resistance, leadership behavior, ambidextrous leadership, effective communication). Organizational change is a fuzzy and paradox endeavor. Managing change in an instrumental sense is hence limited. Therefore, the course also discusses limits of change, put normative models of “change management” into context and discusses managerial scope and appropriate behavior in face of ever-changing environments and organizations.

### **Career Management and Entrepreneurship Coaching**

Students understand professional career logics in business corporations and the challenges of entrepreneurial activities. Supported by coaches, they reflect their own personality, preferences and skills and match them to career prospects and potential entrepreneurial activities. They relate the competencies they have acquired to that point through prior professional activities and through the MBA program so far to possible career paths and develop actions plans to follow these paths.

#### Professional and interdisciplinary competencies

The module teaches competencies for doing applied research in managerial contexts, which are required both for the master thesis and are relevant for leading applied research endeavors in the managerial practice (e.g. consulting, research driven (experimental) projects). Students also develop their critical and reflexive competencies. They enhance their abilities to structure complex problems, to find solutions for generating new scientific insights, and to strive in complex and uneasy situations for specific research outputs.

#### Social skills/ key competencies

The module focusses on skills for doing management and leadership in practice by providing the opportunity to reflect upon professional leadership behavior and the individual preferences, abilities and professional skills of course participants. Students hence develop their social skills by reflecting their behaviour in leadership situations and develop strategies for communicating effectively and appropriately in social settings that might be characterized by conflict of interests, different motivations and emotions.

### **Lernziele**

#### **Applied Research Methods**

CG 3 (reinforced): Students discuss ethical code of conduct in managerial research based on VHB standards of good professional practice (Gute fachliche Praktiken, GfPs).

CG 4 (reinforced): Students learn how to use qualitative research designs in order to solve managerial challenges.

## Leadership and Change-Management

CG 2 (embedded assesment): Students reflect on the intercultural aspects of management and leadership and integrate their knowledge acquired through the MBA degree.

CG 3 (embedded assesment): Students reflect on the ethical aspects of leadership and integrate their knowledge acquired through the MBA degree.

CG 4 (reinforced): Students develop their problem-solving skills by applying methods and tools of change management and leadership based on case studies and interactive group work.

CG 6 (reinforced): Based on the prior discussion in the first module, students deepen their understanding of leadership. They reflect on leadership identity and leadership roles and discuss their career intentions regard higher managerial positions. Based on cases, they enhance their understanding about the emotional complexities of being a leader.

## Career Management and Entrepreneurship Coaching

CG 6 (reinforced): Students reflect on their career anchors (Schein), discuss career logics and career paths in organizations, and learn to differentiate between careers in organizations and as entrepreneur. Assessment is based on a reflective essay on their own career aspirations.

## Inhalt

The students acquire comprehensive knowledge about following contents:

### Applied Research Methods

- Research process
- Epistemology and methodology
- Use of qualitative and quantitative methods in research projects

### Leadership and Change-Management

- Fundamentals of leadership
- Contemporary leadership models (team leadership, shared leadership)
- Power and ethical leadership
- Fundamentals of organizational change
- Best practices for managing change
- Reflection about limits of a managerial approach towards organizational change

### Career Management and Entrepreneurship Coaching

- Career logics in business and entrepreneurial settings (protean career, boundarylessness career)
- Tools for reflecting own preferences and competences
- Reflection on own career management



<b>Lehrmethoden</b>
Lectures, case studies, group discussions
<b>Literatur</b>
Ang, Siah Hwee (2014). Research Design for Business & Management, Sage Publications: London.
Greenhaus, J. H., Vallanan, G.A., Godshalk, V. M. (2010). Career Management, 4th Edition, Sage Publications: Thousand Oaks.
Silverman, D. (2013). Doing Qualitative Research, 4th Edition, Sage publications.
Van de Ven, Andrew H. (2007). Engaged scholarship. A guide for organizational and social research. Oxford University Press: Oxford.
<b>Leistungsnachweis</b>
Portfolio
<b>Verwendbarkeit</b>
Module 3688 Advanced Topics in International Management
<b>Sonstige Bemerkungen</b>
Sprache: englisch

Modulname	Modulnummer
<b>Master-Thesis</b>	3677

Konto	Pflichtmodule Präsenzstudienphase - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. rer. pol. Arjan Kozica	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	25

Empfohlene Voraussetzungen
Module 3676 Managerial Skills and Methods
Qualifikationsziele
<p><u>Subject-specific competencies</u></p> <p>The master thesis allows students to build up in-depth knowledge about a specific topic in international management. Students will emphasise their field of interest and develop knowledge in this field.</p> <p><u>Professional and interdisciplinary competencies</u></p> <p>Students learn to cope with overwhelming amount of information and develop their competencies in structuring a complex topic. They further develop their competencies in identifying appropriate</p>
Lernziele
<p>CG 3 (reinforced): Students discuss ethical aspects of advanced topics in international management by using case studies or practical examples.</p> <p>CG 4 (reinforced): Students learn how to use research in order to solve managerial challenges in advanced topics of international management.</p>
Inhalt
Individual treatise of a research question (varying subjects related to international management)
Lehrmethoden
Individual work on research questions, supervised by lecturers
Literatur
<p>Ang, Siah Hwee (2014). Research Design for Business &amp; Management, Sage Publications: London.</p> <p>Silverman, D. (2013). Doing Qualitative Research, 4th Edition, Sage publications.</p>

Van de Ven, Andrew H. (2007). Engaged scholarship. A guide for organizational and social research. Oxford University Press: Oxford.
Leistungsnachweis
Master Thesis
Sonstige Bemerkungen
Sprache: deutsch/englisch

Modulname	Modulnummer
<b>Advanced Topics in International Management (Electives)</b>	3688

Konto	Wahlpflichtmodule zur Studienvertiefung - MBA 2021
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. rer. pol. Arjan Kozica	Wahlpflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

#### Empfohlene Voraussetzungen

none

#### Qualifikationsziele

##### Subject-specific competencies

The module elaborates upon contemporary aspects of international management. Based upon the knowledge from the prior modules, this module deepens theoretically informed but practically relevant knowledge in specific areas of international management. After the course, students are capable experts in a specific area of management, with an in-depth understanding of the topics. Students will be informed about the specific topic prior to the course and will be able to elect one of the offerings based on their preferences.

##### Professional and interdisciplinary competencies

Students strengthen their capabilities to structure highly complex managerial problems, read upon research evidence on this specific topic, and develop adequate solutions for the managerial practice based on empirical evidence.

##### Social skills/ key competencies

Students increase their social skills and key competencies by engaging interactively in cases, thereby using the competencies acquired during the study.

#### Lernziele

In this module, students engage in advanced topics of international management. They address the following issues:

- Specific elaboration of the managerial problems to be solved by using research evidence
- Elaborating evidence that allows identifying specific solutions
- Discussing case studies to enhance understanding of the specific problem area
- Develop solutions for coping with the contemporary challenges

<b>Inhalt</b>
In this module, students engage in advanced topics of international management. They address the following issues: <ul style="list-style-type: none"> <li>• Specific elaboration of the managerial problems to be solved by using research evidence</li> <li>• Elaborating evidence that allows identifying specific solutions</li> <li>• Discussing case studies to enhance understanding of the specific problem area</li> <li>• Develop solutions for coping with the contemporary challenges</li> </ul>
<b>Lehrmethoden</b>
Lectures, case studies, group discussions
<b>Literatur</b>
Ang, Siah Hwee (2014). Research Design for Business & Management, Sage Publications: London.  Morschett, Dirk, Schramm-Klein, Hanna, Zentes, Joachim (2015). Strategic International Management. Text and Cases. SpringerGabler: Wiesbaden.
<b>Leistungsnachweis</b>
Portfolio
<b>Verwendbarkeit</b>
none
<b>Sonstige Bemerkungen</b>
Sprache: deutsch/englisch

# Übersicht des Studiengangs: Konten und Module

## Legende:

FT	= Fachtrimester des Moduls
PrFT	= frühestes Trimester, in dem die Modulprüfung erstmals abgelegt werden kann
Nr	= Konto- bzw. Modulnummer
Name	= Konto- bzw. Modulname
M-Verantw.	= Modulverantwortliche/r
ECTS	= Anzahl der Credit-Points

FT	PrFT	Nr	Name	M-Verantw.	ECTS
		<b>7</b>	<b>Pflichtmodule Fernstudienphase - MBA 2021</b>		<b>30</b>
		3666	Introduction to Management	A. Kozica	5
		3667	Managing Finances and Costs	R. Daxhammer	5
		3668	Managing Institutional Environments	P. von Carlowitz	5
		3669	Managing Markets	C. Gärtner	5
		3670	Managing Values	M. Schmiedeknecht	5
		3671	Managing Information and Projects	V. Reichenberger	5
		<b>8</b>	<b>Pflichtmodule Präsenzstudienphase - MBA 2021</b>		<b>55</b>
		3672	Strategic Management in International Corporations	C. Gärtner	5
		3673	International Finance and Accounting	B. Hirsch	5
		3674	Managerial Functions in Corporations	S. Kaiser	10
		3675	Business Analytics and Information Management	C. Steinhardt	5
		3676	Managerial Skills and Methods	A. Kozica	5
		3677	Master-Thesis	A. Kozica	25
		<b>9</b>	<b>Wahlpflichtmodule zur Studienvertiefung - MBA 2021</b>		<b>5</b>
		3688	Advanced Topics in International Management (Electives)	A. Kozica	5

# Übersicht des Studiengangs: Lehrveranstaltungen

## Legende:

FT	= Fachtrimester der Veranstaltung
Nr	= Veranstaltungsnummer
Name	= Veranstaltungsname
Art	= Veranstaltungsart
P/Wp	= Pflicht / Wahlpflicht
TWS	= Trimesterwochenstunden

FT	Nr	Name	Art	P/Wp	TWS
	3666-V1	International Management	Vorlesung	Pf	,
	3666-V2	Fundamentals of Financial Reporting	Vorlesung	Pf	,
	3667-V1	Financial Management	Vorlesung	Pf	,
	3667-V2	Management and Cost Accounting	Vorlesung	Pf	,
	3668-V1	Economics	Vorlesung	Pf	,
	3668-V2	Business Law	Vorlesung	Pf	,
	3669-V1	Business Strategy	Vorlesung	Pf	,
	3669-V2	Marketing Management	Vorlesung	Pf	,
	3670-V1	Intercultural Management	Vorlesung	Pf	,
	3670-V2	Business Ethics and CSR	Vorlesung	Pf	,
	3671-V1	Managerial Statistics	Vorlesung	Pf	,
	3671-V2	Project Management	Vorlesung	Pf	,
	3672-V1	Strategy and Design in International Corporations- Part Strategy	Vorlesung	Pf	,
	3672-V2	Strategy and Design in International Corporations- Part Design	Vorlesung	Pf	,
	3672-V3	International Institutional Frameworks (Law)	Vorlesung	Pf	,
	3672-V4	International Institutional Frameworks (Economics)	Vorlesung	Pf	,
	3673-V1	International Finance	Vorlesung	Pf	,
	3673-V2	International Accounting	Vorlesung	Pf	,
	3674-V1	Marketing Management in Digitally Transformed Environments	Vorlesung	Pf	,
	3674-V2	Operations and Logistics in Digital Business Environments - Part Ops	Vorlesung	Pf	,
	3674-V3	Operations and Logistics in Digital Business Environments - Part Log	Vorlesung	Pf	,
	3674-V4	Global Workforce Management	Vorlesung	Pf	,
	3675-V1	Quantitative Decision Making	Vorlesung	Pf	,
	3675-V2	Business Analytics	Vorlesung	Pf	,
	3675-V3	Project Management	Vorlesung	Pf	,
	3676-V1	Applied Research Methods	Vorlesung	Pf	,
	3676-V2	Leadership and Change Management	Vorlesung	Pf	,
	3676-V3	Career Management and Entrepreneurship Coaching	Vorlesung	Pf	,

