**International Communication Skills**

<table>
<thead>
<tr>
<th>Credit Hours</th>
<th>Method</th>
<th>Module Coordinator</th>
<th>Subject Area</th>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>180 hrs.</td>
<td>Lecture and discussion, case studies, presentations, team work, individual writing, exercises.</td>
<td>Prof. Dr. Jutta Beninghausen</td>
<td>Unit 1: Prof. Dr. Jutta Beninghausen Unit 2: Dr. Mikaela Janu</td>
<td>Unit 1 “Cultural and Cross-cultural Management” relates cross-cultural theories with management at all levels. Students will acquire personal and professional skills that will be useful for their own personal and professional development on an international level. Students will acquire personal and professional skills that will be useful for their own personal and professional development on an international level. Students will learn to write and speak effectively in a variety of business situations, to develop and apply communication strategies to inform, persuade, and motivate others, to present effectively ideas and recommendations, and to communicate adequately in conflict interactions that occur in business, professional, and private settings. Students will be given specific, achievable short- and long-term goals to achieve, strategies for coping with stress, and to develop critical thinking and decision-making skills.</td>
</tr>
<tr>
<td>120 hrs.</td>
<td>English</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>60 hrs.</td>
<td>Compulsory</td>
<td></td>
<td>No prerequisite courses</td>
<td>1 Sem.</td>
</tr>
</tbody>
</table>

**Learning outcomes**

- After conclusion of the module, students know about the influence of culture in the workplace, concentrating on the levels of intercultural competence, intercultural sensitivity, enhancement of knowledge about other cultures and practical skill improvement. Students will have an improved awareness of miscommunication in intercultural situations and be prepared to deal with complex processes while working abroad by reflecting on their personal cultural background. They will be prepared for possible culture shock and know how to deal with it and will be able to identify the major dimensions of culture and describe their effect on behaviour in an international environment. Furthermore, they will have comprehensively improved their individual communication skills, self-confidence and effectiveness in rhetoric activities and are able to professionally apply presentation, moderation and negotiation techniques in an international context.

**Overall, the module will cover the following EAM programme learning outcomes**: 1, 2, 3, 4, 5, 6, 8, 10, 11, 13, 14, 16, 17, 18.

**Type of assessment, see Student Handbook for details**

**Overall workload**

- Individual study hours required for preparation and follow-up
- In-class teaching/contact hours with lecturers
- Competencies an avg. student should have after successful completion
- No. of overall competencies that are especially covered in this module

**Compulsory: students must take**

**Elective: students can choose from a number of subjects**

**Frequency**

- The term in which the module is normally offered
- Maximum duration, however, most courses are blocked
- Faculty with overall academic responsibility for the delivery of the module
- Faculty with the responsibility for the subject

**Usability for other programmes**

- No. of credits awarded

**Course No.**

- Short description, a more detailed syllabus will be provided by the lecturers

**Overall, the module will cover the following EAM programme learning outcomes**: 1, 2, 3, 4, 5, 6, 8, 10, 11, 13, 14, 16, 17, 18.
Programme Learning Outcomes

I. Knowledge
On the basis of a broad general knowledge, graduates will have acquired ...

1. a fundamental knowledge of the main fields of management and economics in theory and practice. They have, therefore, a fair understanding of the operational functions in international companies and can assess and contribute to the operational, economic and managerial processes and their interactions with the environment (business knowledge).

2. a fundamental understanding of the economic, political, social and legal environment of international companies (understanding of the business environment).

3. in-depth knowledge in selected integrating subjects, which combine as a cross function technical and social aspects and processes. They have deepened skills in coordination, communication, methodology, and leadership (integrative knowledge).

4. knowledge in the field of applied, empirical research and are acquaintant with independent scientific working methods and selected methods of inductive and deductive modelling (epistemological knowledge).

II. Skills
Graduates are able to...

5. systematically process, analyze, and evaluate operational processes and utilise them for new fields of application (analysis skills),

6. collect, interpret, and critically reflect on relevant secondary and primary data in business contexts (information skills),

7. independently design and develop adequate business management systems and to define framework conditions for the implementation (conceptual skills),

8. use scientific methods and conduct in-depth literature searches and use the latest research results for their work (research skills),

III. Personal Competences
Graduates of the Master in European / Asian Management have deepened their methodological and analytical skills of the previous training, particularly through the unity of research and teaching, and acquired in this way the following advanced competencies. They can ...

9. make rational and ethically sound decisions in a complex environment with partly new and/or unknown variables and think critically, abstractly, and cross-functional to find innovative and effective solutions for cross-disciplinary, qualitative and quantitative problems (critical thinking competence),

10. think abstract and analytically out of the individual case and in an integrated way, and have the ability to work quickly get up methodically and systematically into new and unknown fields (integrated thinking competence),

11. express themselves logically and persuasively in oral and written form and on contents and issues of each discipline, and can communicate in the chosen foreign language and cross-cultural with both colleagues as well as the wider public (communication competence),

12. effectively interact with other people in different situations in a cross-disciplinary manner and take on management tasks in interdisciplinary and intercultural teams and organizations (leadership competence),

13. identify complex tasks in the business context and to solve them interdisciplinarily, innovatively, and methodically (interdisciplinary and innovative problem solving and action competence),

14. apply scientific methods and new results in management and economic research to practical tasks by taking economic, environmental and social needs into account (transfer competence),

15. both individually and as a member of a group, effectively organize, implement, and manage projects (project management competence),

16. work constructively, interdisciplinary, and effectively with other people in different situations in an international environment and integrate themselves directly into the professional environment because of a sufficient practical relevance of their studies and work with partners at various levels to shape social relations and assume social responsibility (social competence),

17. assume management tasks in interdisciplinary and cross-cultural teams and organizations and integrate themselves in an international and cross-cultural environment (cross-cultural competence),

18. keep up with the current state of science and research through self-study (lifelong learning competence).
# Professional Development

<table>
<thead>
<tr>
<th>Hours</th>
<th>Portfolio</th>
<th>Once per acad. year</th>
<th>Winter term</th>
</tr>
</thead>
<tbody>
<tr>
<td>180</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>120</td>
<td>English</td>
<td>MTM, EAM</td>
<td>6 ECTS</td>
</tr>
<tr>
<td>60</td>
<td>Compulsory</td>
<td>No prerequisites</td>
<td>1 Sem.</td>
</tr>
</tbody>
</table>

## Methods
Lecture and class discussion, case studies, presentations, team work, individual reading, exercises

## Module coordination
Prof. Dr. Sabrina Hegner

## Subject leaders
Unit 1: Prof. Dr. Sabrina Hegner  
Unit 2: Dr. Mihaela Jucan

## Learning outcomes
Upon completion of the module students will have extended their repertoire of cross-cultural and professional skills and will be able to

- apply analytical and critical thinking skills to complex international business problems,
- utilize cross-cultural management skills in different business settings,
- examine and evaluate the complexity of culture within organisations,
- express complex issues effectively both orally and in writing,
- work generatively with different people in diverse group situations,
- manage professional conflicts more effectively,
- give and receive peer feedback.

Overall, this module will cover the following MGM program learning outcomes: 3, 5, 6, 10-12, 14-21

## Contents
The module introduces students to methods of cross-cultural management and aims to enhance their personal and professional skills.

Unit 1 "Culture and Cross-cultural Management" relates cross-cultural theories with management science and introduces students to methods necessary to interact effectively with people of other cultures. It deals with the impact of cultural diversity on international business and the strategic value of cultural differences, the analysis of prejudice and racism, cross-cultural teambuilding, managing cultural differences, managing human resources across cultures, and expatriate needs.

Unit 2 "Personal Skills Development" aim to prepare students for being a professional in a global world. Students will learn to write and speak effectively in a variety of business situations, to develop and apply communication strategies to inform, persuade, and motivate others, to present effectively ideas and recommendations, and to communicate adequately in conflict interactions that occur in business, professional, and private settings.

## Literature
The current literature list will be given to the students at the beginning of the course.

## Teaching staff

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Sabrina Hegner</td>
<td>Culture and Cross-cultural Management</td>
<td>30</td>
</tr>
<tr>
<td>Dr. Mihaela Jucan</td>
<td>Personal Skills Development</td>
<td>30</td>
</tr>
</tbody>
</table>
Business Analytics

180 hrs. Portfolio Once per acad. year Winter term
120 hrs. English MTM, EAM 6 ECTS
60 hrs. Compulsory No prerequisites 1 Sem.

Methods
Lecture and class discussion, case studies, presentations, team work, individual reading, exercises.

Module coordination
Prof. Dr. Mechthild Schrooten

Subject leaders
Unit 1: Dr. Amit Mitra
Unit 2: Dr. Amit Mitra

Learning outcomes
Upon completion of this module students will be able to
- understand how managers use business analytics to formulate and solve business problems and to support managerial decision-making,
- cope with the challenges in using, designing and implementing management information systems in companies,
- work with large data sets and apply the appropriate data mining techniques,
- apply statistical analyses to generate meaningful data for business analytics,
- analyze and evaluate output from complex statistical and data mining procedures and draw correct conclusions from it.

Overall, this module will cover the following MGM program learning outcomes: 1-3, 5-9, 12-14, 18-21.

Contents
The module introduces students to the ways in which enterprises can use data to gain insights and make better decisions.

Unit 1 “Management Information Systems” provides an overview of key information technology/system concepts for the provision of necessary data and information for business analytics. Students will be made familiar with the process of transforming data into actions through analysis and insights in the context of organizational decision-making and problem-solving. Technics/methods will be applied to practical problems such as inventory management, capital investment analysis, market share estimation, sensitivity analysis, etc.

Unit 2 “Quantitative Methods” makes students familiar with statistical analysis, forecasting/extrapolation, predictive modelling, optimization, and simulation. Topics include presentation and interpretation of descriptive measures, applications of probability and the normal distribution. Simple and multiple regression models as well as time series analysis will be introduced and applied to cases from business. The use of software will support the presentation of the material.

Literature
The current literature list will be given to the students at the beginning of the course.

Teaching staff

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Amit Mitra</td>
<td>Management Information System (MIS)</td>
<td>30</td>
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<tr>
<td>Dr. Amit Mitra</td>
<td>Quantitative Methods</td>
<td>30</td>
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## Corporate Social Responsibility

<table>
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<tr>
<th>Time</th>
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<th>Language</th>
<th>Lecturer/Unit</th>
<th>Contact Hours</th>
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<tr>
<td>180 h.</td>
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<td>Portfolio</td>
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</tr>
<tr>
<td>120 h.</td>
<td></td>
<td>English</td>
<td>MTM, EAM</td>
<td>Prof. Dr. Tim Goydke</td>
<td>6 ECTS</td>
</tr>
<tr>
<td>60 h.</td>
<td></td>
<td>Compulsory</td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

**Methods**
Lecture and class discussion, case studies, presentations, team work, individual reading, exercises.

**Module coordination**
Prof. Dr. Tim Goydke

**Subject leaders**
Unit 1: Dr. Joy Alemazung
Unit 2: Prof. Dr. Tim Goydke

**Learning outcomes**
Upon successful completion of this module students will be able to
- explain and apply the most important terminology, facts, concepts, principles, analytic techniques, and theories used in the field of human resources management,
- implement effective diversity management practices for a globally inclusive workplace,
- identify conflicting interests and values between organizations, their stakeholders, and the public,
- apply major ethical theories to complex organizational and personal situations,
- identify major social and environmental sustainability risks facing companies today,
- implement and monitor CSR frameworks and strategies.

Overall, this module will cover the following MGM program learning outcomes: 1-3, 5, 8-10, 15, 17-21.

**Contents**
This module combines key business themes in a holistic approach – business ethics, corporate social responsibility/sustainability, and human resources and diversity management.

Unit 1 “Human Resources and Diversity Management” teaches students the key functions involved in managing human resources effectively and how sound management of human resources contributes to organizational performance. Key HR topics discussed include selection and recruitment, training and development, performance management, communication, emotional intelligence, teams and teamwork, managing conflict and negotiations, motivation, pay and other rewards, managing one’s career, power and politics, and leadership. The course also addresses the challenges of managing an increasingly diverse workforce.

Unit 2 “Business Ethics / Sustainable Development” explores corporate responsibility and ethics from a multidisciplinary and multi-stakeholder perspective. Theories and practice of corporate ethics, corporate social responsibility (CSR), and sustainability will be introduced and it will be discussed how they apply to a number of complex global business situations. A number of case studies will illustrate the current CSR debates, dilemmas, and practices in the light of socioeconomic, cultural, and political challenges to businesses.

**Literature**
The current literature list will be given to the students at the beginning of the course.

### Teaching staff

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Joy Alemazung</td>
<td>Human Resources and Diversity Management</td>
<td>30</td>
</tr>
<tr>
<td>Prof. Dr. Tim Goydke</td>
<td>Business Ethics/Sustainable Development</td>
<td>30</td>
</tr>
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</table>
## Global Management

<table>
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<th>Credit Hours</th>
<th>Duration</th>
<th>Medium</th>
<th>Assessment</th>
<th>Frequency</th>
<th>Term</th>
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<tbody>
<tr>
<td>180 hrs.</td>
<td>Portfolio</td>
<td>Once per acad. year</td>
<td>Winter</td>
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<td></td>
</tr>
<tr>
<td>120 hrs.</td>
<td>English</td>
<td>MTM, EAM</td>
<td>6 ECTS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>60 hrs.</td>
<td>Compulsory</td>
<td>No prerequisites</td>
<td>1 Sem.</td>
<td></td>
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</tbody>
</table>

### Methods
Lecture and class discussion, case studies, presentations, team work, individual reading, exercises.

### Module coordination
Prof. Dr. Mechthild Schrooten

### Subject leaders
Unit 1: Prof. Dr. Kai Havekost  
Unit 2: Prof. Dr. Kai Havekost

### Learning outcomes
On conclusion of this module students will have the competencies to:

- understand what determines the success and failure of companies around the globe,
- devise strategies to sustain a company’s growth and profitability in international markets,
- develop an international and global strategy,
- adjust it to the changes of the environment,
- design the organizational structure of a company to the needs of international or global business with the adequate coordination and control mechanisms.

Overall, this module will cover the following MGM program learning outcomes: 1, 3, 5, 7-10, 17-21.

### Contents
The module focuses on the opportunities and challenges companies face when expanding their activities internationally and when dealing with international competitors.

Unit 1 “Strategic Management and Globalization” aims to equip students with systematic knowledge of the nature of international and global business, the theories of the multinational enterprise (MNE), the strategic complexity in international business, basic concepts of strategy evolution in international business, and tools to analyse the global economic, political, legal, and social environment.

Unit 2 “Organizing International and Global Business” provides learners with systematic knowledge of the organizational communication flow between MNE’s headquarters and subsidiaries, planning and control of international operations, and organizational structures of international and global business (functional, regional, product, international subsidiary structures).

### Literature
The current literature list will be given to the students at the beginning of the course.

### Teaching staff

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Kai Havekost</td>
<td>Strategic Management and Globalization</td>
<td>30</td>
</tr>
<tr>
<td>Prof. Dr. Kai Havekost</td>
<td>Organizing International and Global Business</td>
<td>30</td>
</tr>
</tbody>
</table>
# Global Economics

<table>
<thead>
<tr>
<th>180 hrs.</th>
<th>Portfolio</th>
<th>Once per acad. year</th>
<th>Winter term</th>
</tr>
</thead>
<tbody>
<tr>
<td>120 hrs.</td>
<td>English</td>
<td>MTM, EAM</td>
<td>6 ECTS</td>
</tr>
<tr>
<td>60 hrs.</td>
<td>Compulsory</td>
<td>No prerequisites</td>
<td>1 Sem.</td>
</tr>
</tbody>
</table>

**Methods**
Lecture and class discussion, case studies, presentations, team work, individual reading, exercises.

**Module coordination**
Prof. Dr. Mechthild Schrooten

**Subject leaders**
Unit 1: Prof. Dr. Mechthild Schrooten
Unit 2: Prof. Dr. Mechthild Schrooten

**Learning outcomes**
After completion of this module students will have acquired the competence to
- understand the intellectual and practical problems that arise from the economic interaction between countries,
- make sound decisions concerning international economic issues especially with respect to international trade and trade policy,
- determine the impacts of trade barriers on both domestic and foreign markets,
- understand the fundamental causes of exchange rate fluctuations as well as the key determinants of international capital flows,
- explain financial crises including their causes and consequences,
- take up an individual position in discussions of this field.

Overall, this module will cover the following MGM program learning outcomes: 1-3, 5, 8-10, 21.

**Contents**
The module will provide students with an understanding of commonly used trade models, the political economy of international trade, and international monetary economics.

Unit 1 "Trade Theory and Policy" deals with international trade theory, world trade patterns, history of economics and trade policies, and the evolution of today’s global trading system. The topics connect these historical roots with the underlying theories, the political development up to today’s international institutions and negotiation rounds including their relevance to world development and politics. Additionally, the students will become aware of alternative and critical issues of globalization.

Unit 2 "International Capital Markets and Exchange Rates" aims to equip students with systematic knowledge and a deepened understanding of international capital flows and exchange rate fluctuations, the consequences of different exchange rate regimes, the effects of capital controls, and analytical tools used to explain and forecast movements in exchange rates and international capital flows.

**Literature**
The current literature list will be given to the students at the beginning of the course.

**Teaching staff**

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Mechthild Schrooten</td>
<td>Trade Theory and Policy</td>
<td>30</td>
</tr>
<tr>
<td>Prof. Dr. Mechthild Schrooten</td>
<td>International Capital Markets and Exchange Rates</td>
<td>30</td>
</tr>
</tbody>
</table>
International Finance and Accounting

180 hrs.  Portfolio  Once per acad. year  Winter term
120 hrs.  English  MTM, EAM  6 ECTS
60 hrs.  Compulsory  No prerequisites  1 Sem.

Methods
Lecture and class discussion, case studies, presentations, team work, individual reading, exercises.

Module coordination
Prof. Dr. Mechthild Schrooten

Subject leaders
Unit 1: Prof. Dr. Armin Varmaz
Unit 2: Dr. Hubert Joo Kitano

Learning outcomes
Upon successful completion of this course, students will be able to
• understand and deal with major issues in the financial management of international corporations,
• apply methods used to manage financial risk in global markets,
• understand the international dimensions of accounting,
• determine the impact of international accounting practices on the business decision-making process.

Overall, this module will cover the following EAM programme learning outcomes: 1, 2, 3, 4, 8, 10, 14, 17, 18.

Contents
The purpose of this module is to develop an insight into theory and practice of global finance as well as principles and techniques of international accounting.

Unit 1 “Global Finance” addresses the following key topics: cost of capital for overseas investment, multinational capital budgeting, international treasury management and repatriation of profits, capital investment appraisal, international transfer pricing, international tax planning and optimizing, the classification and measurement of risk exposure, the management of financial risk exposure by MNEs.

Unit 2 “International Accounting” is concerned with managerial and financial accounting functions from an international perspective, accounting requirements and practices and the influence of environmental factors on the development of domestic and international accounting systems, international harmonization of financial reporting, accounting for foreign currency transactions, etc.

Literature
The current literature list will be given to the students at the beginning of the course.

Teaching staff
<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Armin Varmaz</td>
<td>Global Finance</td>
<td>30</td>
</tr>
<tr>
<td>Dr. Hubert Joo Kitano</td>
<td>International Accounting</td>
<td>30</td>
</tr>
</tbody>
</table>
# 407

## Logistics and Sustainable Supply Chain Management

<table>
<thead>
<tr>
<th>Time</th>
<th>Portfolio</th>
<th>Course Value</th>
<th>Summer Term</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>180 hrs.</td>
<td>Once per acad. year</td>
<td>MTM, EAM</td>
<td>6 ECTS</td>
<td>60 hrs.</td>
</tr>
<tr>
<td>120 hrs.</td>
<td>English</td>
<td>Compulsory</td>
<td>No prerequisites</td>
<td></td>
</tr>
<tr>
<td>60 hrs.</td>
<td></td>
<td></td>
<td>1 Sem.</td>
<td></td>
</tr>
</tbody>
</table>

### Methods
Lecture and class discussion, case studies, presentations, team work, individual reading, exercises.

### Module coordination
Prof. Dr. Frank Fürstenberg

### Subject leaders
Unit 1: Prof. Dr. Frank Fürstenberg  
Unit 2: Prof. Dr. Frank Fürstenberg

### Learning outcomes
Upon successful completion of this module, students will have acquired the capability to:

- make decisions about adequate solutions for logistics problems,
- implement a global supply chain for a company and manage it,
- outline energy consuming activities and potential sources of emissions from transport and
- identify measures, assess sustainability and suggest responsible logistic compose strategies towards sustainable development of supply chains

Overall, this module will cover the following MGM program learning outcomes: 1, 3, 5, 8, 10, 12, 15-17, 19, 21.

### Contents
This module aims to facilitate the understanding of the conceptual framework of Sustainable Supply Chain and its applications as well as to familiarize students with concepts of logistics management.

Unit 1 “Global Logistics and Supply Chain Management” is concerned with the function and importance of global logistics, logistics interfaces and concepts, the elements of global supply chain management, the function of supplier networks, the importance of inventory management in the supply chain, and the different alternatives for transporting products/materials along the supply chain and related issues in advanced operations.

Unit 2 “Sustainable Supply Chain” is concerned with the new regulations, production patterns and techniques for limiting emissions and the usage of resources and energy over the whole supply chain as well as over the whole life cycle of the product. By this the Unit is focusing not only on sustainability through resource efficiency but also by supporting elements of a circular economy.

### Literature
The current literature list will be given to the students at the beginning of the course.

### Teaching staff

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Frank Fürstenberg</td>
<td>Global Logistics and Supply Chain Management</td>
<td>30</td>
</tr>
<tr>
<td>Prof. Dr. Frank Fürstenberg</td>
<td>Sustainable Supply Chain</td>
<td>30</td>
</tr>
</tbody>
</table>
International Legal and Tax Framework

180 hrs. Portfolio Once per acad. year Summer term
120 hrs. English MTM, EAM 6 ECTS
60 hrs. Compulsory No prerequisites 1 Sem.

Methods
Lecture and class discussion, case studies, presentations, team work, individual reading, exercises.

Module coordination
Prof. Dr. Lydia Scholz

Subject leaders
Unit 1: Prof. Dr. Lydia Scholz
Unit 2: Dr. Hubert Joo Kitano

Learning outcomes
After conclusion of this module students have gained the competence to
• understand basic legal terms and concepts used in law pertaining to global business,
• comprehend the applicability of legal principles to situations in business,
• recognize and manage legal risks in business decision-making,
• assess tax-related advantages and disadvantages of different legal forms, corporate strategies and location factors,
• understand the concept of corporate tax planning and management, and their implications in different business situations.

Overall, this module will cover the following MGM program learning outcomes: 1-3, 5, 8, 10, 15, 21.

Contents
The module provides students with essential knowledge in international business law and a profound insight into the tax systems relevant for global businesses.

Unit 1 "International Business Law" addresses the function of private international law and its sources, international commercial arbitration, the multinational enterprise in different legal systems, the legal environments of international business transactions, and transactions involving the sale of goods and services.

Unit 2 "International Taxation Systems" addresses the purpose, kinds, regulation and use of taxation in different systems around the globe, important types of taxes relevant to enterprises involved in international business, and introduces different corporate policies and strategies regarding tax planning.

Literature
The current literature list will be given to the students at the beginning of the course.

Teaching staff

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Lydia Scholz</td>
<td>International Business Law</td>
<td>30</td>
</tr>
<tr>
<td>Dr. Hubert Joo Kitano</td>
<td>International Taxation Systems</td>
<td>30</td>
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</table>
## Project and Quality Management

<table>
<thead>
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<th>Hours</th>
<th>Portfolio</th>
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<tbody>
<tr>
<td>180</td>
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<td>Summer term</td>
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<td>120</td>
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<td>6 ECTS</td>
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<tr>
<td>60</td>
<td></td>
<td>Compulsory</td>
<td>1 Sem.</td>
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</table>

### Methods
- Lecture and class discussion, case studies, presentations, team work, individual reading, exercises.

### Module coordination
- Prof. Dr. Mechthild Schrooten

### Subject leaders
- Unit 1: Dr. Rainer Sappa
- Unit 2: Dr. Rainer Sappa

### Learning outcomes
- Upon successful completion of this course, students will have the competency to
  - understand structural and process-oriented aspects of project management,
  - break down complex projects into manageable segments,
  - lead a project team,
  - use effective tools to ensure that the project is completed within budget and on schedule,
  - understand the quality requirements of projects and customers,
  - develop and implement process and quality management techniques to improve quality and create value for companies operating globally,
  - assess, transfer, and apply knowledge developed through case studies and discussions in class, and thus put theories and instruments into operation.

Overall, this module will cover the following MGM program learning outcomes: 1-3, 5, 7, 8, 10, 14-21.

### Contents
- The module introduces students to the managerial and technical skills which are necessary to manage projects successfully and to improve process and product quality.

  Unit 1 “Projects in International Business” addresses fundamental principles of project management, its potential areas of application and its relevance for the process optimization of the value chain. Different approaches and instruments of project management and project team leadership are introduced before project organization, structuring and controlling are discussed in detail.

  Unit 2 “Process and Quality Management” deals with the analysis and development of processes from various perspectives such as efficiency, responsiveness, quality and productivity. Topics are operations strategy, process design, forecasting, inventory management, scheduling, and quality management.

### Literature
- The current literature list will be given to the students at the beginning of the course.

### Teaching staff
<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Rainer Sappa</td>
<td>Projects in International Business</td>
<td>30</td>
</tr>
<tr>
<td>Dr. Rainer Sappa</td>
<td>Process and Quality Management</td>
<td>30</td>
</tr>
</tbody>
</table>
# Master Thesis

<table>
<thead>
<tr>
<th>Method</th>
<th>Scientific writing and research</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module coordination</td>
<td>Prof. Dr. Mechthild Schrooten</td>
</tr>
<tr>
<td>Subject leaders</td>
<td>Depends on chosen examiners</td>
</tr>
<tr>
<td>Learning outcomes</td>
<td>After conclusion of this module students have learned to formulate, analyze and solve a problem by applying and developing theoretical knowledge, systematically collecting and analyzing relevant data by using scientific methods, and presenting the process and results. Overall, this module will cover the following MGM program learning outcomes: 1-10, 13-16, 21.</td>
</tr>
<tr>
<td>Contents</td>
<td>Students will gain a deepened insight into one chosen field of study or problem area and will develop a scientifically supported analysis or problem solution with practical relevance to modern management issues. Students are expected to use their theoretical understanding developed in previous modules to deal with a practical business issue in a methodologically appropriate manner. Within the framework of a master seminar, students are familiarized with the requirements and standards of scientific work, the purpose of the Master thesis within the program structure, methods of researching literature and IGC’s rules and regulations against plagiarism. Moreover, students will have the opportunity to discuss the topic of their thesis with experts and peers.</td>
</tr>
<tr>
<td>Literature</td>
<td>The current literature list will be given to the students at the beginning of the course.</td>
</tr>
</tbody>
</table>

## Teaching staff

<table>
<thead>
<tr>
<th>Lecturers</th>
<th>Unit</th>
<th>Contact hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prof. Dr. Mechthild Schrooten</td>
<td>Master Thesis Seminar/Academic writing</td>
<td>30</td>
</tr>
</tbody>
</table>
# 412

## Internship

<table>
<thead>
<tr>
<th>Methods</th>
<th>Practical work experience</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Module coordination</strong></td>
<td>Prof. Dr. Mechthild Schrooten</td>
</tr>
<tr>
<td><strong>Subject leaders</strong></td>
<td>--</td>
</tr>
</tbody>
</table>

### Learning outcomes

The students acquire and enhance their “employability skills” in a European or global context beyond the foundation provided by coursework. Especially the key competence areas of methodological skills, social skills, self-competence and intercultural competence are promoted. At the same time, their expertise is deepened and expanded in practical terms. Students will become familiar with corporate structures, processes and cultures in Europe respectively in the world. The internship will provide students with the opportunity to gain practical experience within the business environment and acquire knowledge of the industry in which the internship is done. They can apply knowledge and skills learned in the classroom in a work setting and develop a greater understanding about career options while more clearly defining personal career goals. Students will understand the performance expectations of various jobs related to the student’s area of concentration/interest. They will further experience the activities and functions of business professionals and have the opportunity to identify areas for future knowledge and skill development.

### Contents

In this module students complete an internship in a company in Europe or Global. The contents of the practice phase should build on the theoretical knowledge of the students and realise it into practice. Students will become familiar with the elements of the working methodology, the operational organizational structures and information flows, the meanings of corporate culture in the success of a company and give them a deeper insight into the economic relationships in Europe and Global. The internship is an extension of the curriculum and provides meaningful experience related to the student’s area of concentration/interest. An internship is a form of experiential learning that integrates knowledge and theory learned in the classroom with practical application and skills development in a professional setting. Internships give students the opportunity to gain valuable applied experience, make connections in professional fields, and gives employers the opportunity to guide and evaluate the student’s talent.

### Literature

The current literature list will be given to the students at the beginning of the course.