

**Hochschule für Wirtschaft und Recht Berlin**  
**Department of Business/Economics**  
**(Campus Schöneberg)**

**General English Stream**

Module Number	Module Title	ECTS
<a href="#">70100(1-9)</a>	Business German (9 different levels)	5
<b>Bachelor Programs, First Stage</b>		
<a href="#">200191</a>	Human Resources and Organisation	5
<a href="#">200192</a>	Principles of Corporate Finance	5
<a href="#">200193</a>	Marketing	5
<a href="#">200291</a>	Principles to Financial Accounting	5
<a href="#">200391</a>	Microeconomics: Allocation and Distribution	5
<a href="#">200392</a>	Macroeconomics: The Economic Cycle and Employment	5
<a href="#">200394</a>	International Economics	5
<a href="#">200591</a>	Work, Business and Society	5
<a href="#">200592</a>	Political Economy and Social Structure of Modern Society	5
<a href="#">200692</a>	Statistics	5
<a href="#">200792, 400792</a>	Business Applications	5
<a href="#">400191</a>	Human Resources and Organisation	5
<a href="#">400192</a>	Principles of Corporate Finance	5

<a href="#">200193, 400193</a>	Marketing	5
<a href="#">200291,400291</a>	Principals of Financial Accounting	5
<a href="#">200292, 400292</a>	Principals of Managerial Accounting	5
<a href="#">400391</a>	Microeconomics: Allocation and Distribution	5
<a href="#">400392</a>	Macroeconomics: The Economic Cycle and Employment	5
<a href="#">400394</a>	International Economics	5
<a href="#">400491</a>	Fundamentals of Business Law	5
<a href="#">400592</a>	Regional Studies	5
<a href="#">400591</a>	Work, Business and Society	5
<a href="#">400691</a>	Mathematics for Business and Economics	5
<a href="#">400692</a>	Statistics	5
<a href="#">400791</a>	Principals of Business Information Systems	5
<a href="#">400792</a>	Business Applications	5

### Bachelor Programs, Second Stage

<a href="#">201591</a>	Strategic Management	5
<a href="#">201692</a>	Management Accounting and Controlling	5
<a href="#">201693, 201693, 401092</a>	Operations Management	5
<a href="#">202091</a>	Product and Distribution Management	5
<a href="#">202092</a>	Market Research	5
<a href="#">202093</a>	Communication Strategies and Consumer Behaviour	5
<a href="#">202094</a>	Selected Issues in Marketing	5
<a href="#">203091</a>	Corporate Finance	5
<a href="#">203092</a>	Financial Analysis and Valuation	5

<a href="#">203094</a>	Selected Issues in Business Finance	5
<a href="#">204092</a>	International Business Accounting	5
<a href="#">205091</a>	Human Resource Management	5
<a href="#">205092</a>	Organizational Design	5
<a href="#">211091</a>	National and International Financial Relations	5
<a href="#">209193</a>	Quantitative methods for market analysis	15
<a href="#">400991</a>	International Management	5
<a href="#">400992</a>	Strategic Management	5
<a href="#">400993</a>	Organisational Behaviour in International Companies	5
<a href="#">401091</a>	Management Accounting and Controlling	5
<a href="#">401092</a>	Operations Management	5
<a href="#">401191</a>	History, Politics and Economics of the Host Country	5
<a href="#">401491</a>	Intercultural Communications	5
<a href="#">202391, 401492</a>	Communication and Interaction in a Professional Context	5

## Topic Area

<a href="#">209192</a>	Interdisciplinary Subject Field	15
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## Special English Courses

<a href="#">200861</a>	English for Management	2,5
<a href="#">200862</a>	English for Marketing	2,5
<a href="#">202361</a>	English for Finance & Accounting	2,5
<a href="#">202362</a>	English for International Business & Economics	2,5
<a href="#">210862</a>	English for Economics	2.5

<b>Module Number</b>	115007
<b>Title of Module</b>	<b>Berlin as a place of German History, Culture and Politics (For foreign students in English)</b>
Module Shortmark	-
ECTS-Credits	<b>2.5</b>
Credit Hours	<b>2</b>
Teaching Mode	<b>Seminar</b>
Frequency	<b>Every Semester</b>
Prerequisites	<b>None</b>
Assignment Type	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
Foreign students are invited to get acquainted with German history, culture and politics by attending a series of lectures as well as engaging with everyday life and rhythm of contemporary Berlin.
<b>Participants:</b> Guest students, number of participants restricted to 30 students

<b>Content of Course:</b>
Students are invited to study German society and everyday life in Berlin in several ways as by <ul style="list-style-type: none"> <li>• Dynamic lectures (on German history, culture, and politics);</li> <li>• Excursions and walks to important places of historic interest as well as of modern Berlin (architecture; streets; the 'Bayerisches Viertel' around the BSEL; Berlin's industrial past; Berlin in the Cold War; the Brandenburg Gate and the Holocaust Memorial; Berlin's present culture and subcultures).</li> </ul>

<b>Literature Recommendations/Sources:</b>
to be announced at the beginning of the seminar

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<b>Module Number</b>	116002
<b>Title of Module</b>	<b>Academic Writing in English</b>
Module Shortmark	-
ECTS-Credits	<b>2.5</b>
Credit Hours	<b>2</b>
Teaching Mode	<b>Seminar</b>
Frequency	<b>Every Semester</b>
Prerequisites	<b>For intermediate to advanced speakers</b>
Assignment Type	<b>Combined examination</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

This course aims to support study of creative, academic and professional writing. Students will be encouraged to write in a variety of contexts and to the end of research, communication, the disciplines, and discipline. Lessons will include the fundamentals, including note-taking, outlining, summarizing, and paper writing as well as listening, reading, and speaking. We will examine how disciplines have organized their issues, questions, methods, and literatures and how they expect you to address them and in their terms. The objective is to support your writing, to move you as many steps as there are weeks towards your goal.

**Content of Course:**

Developing research questions, library and web search, finding and reviewing sources, collecting and analyzing data, draft and revision, formatting and feedback.  
 Developing disciplinary knowledge, analysis of relevant examples for argument and rhetoric, mapping disciplinary sources and conversations.  
 Developing a web- and pc-based workflow, writing and soliciting feedback on the web, creating portfolios and print documents, working with illustrations and design.

**Literature Recommendations/Sources:**

Wayne Booth, The Craft of Writing

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<b>Module Number</b>	200191
<b>Title of Module</b>	Human Resources and Organisation
<b>Module Shortmark</b>	<b>BAG-A-1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of this module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• knowing fundamental problems, concepts and methods of organisation and Human Resource Management. They can recall and describe them and point out the correlations between them.</li> <li>• being able to apply these concepts/theories to practical situations and put it into the correct context.</li> <li>• being able to work independently on new subjects and present their findings to other students</li> <li>• being able to apply their knowledge to new problems, question their ideas critically and present it.</li> </ul>

<b>Content of Course:</b>
<p><b>Introduction:</b> Functions of the Management (environment, actors, goals)</p> <p><b>I. Organisation (Basics)</b></p> <ul style="list-style-type: none"> <li>○ Job organisation (tasks, positions, departments and teams)</li> <li>○ Organisational structures, processes and projects</li> <li>○ additional specialisations, e.g. Organizational Effectiveness, Leadership in Organisations, Information Management, Change Management, Business Culture</li> </ul> <p><b>II. HR Management</b></p> <ul style="list-style-type: none"> <li>○ Personnel Planning - Recruiting and selection</li> <li>○ Assessment</li> <li>○ Training and development</li> <li>○ Compensation and benefits</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>DeCenzo, D. A., &amp; Robbins, S. P. (2010). Fundamentals of human resource management (10th ed.). Hoboken, N.J: Wiley.</p> <p>Dessler, G. (2013). A framework for human resource management (7th ed.). Upper Saddle River, N.J: Pearson Prentice Hall.</p> <p>Jones, G. R. (2013). Organizational theory, design, and change (7th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.</p>

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<b>Module Number</b>	200192
<b>Title of Module</b>	Principles of Corporate Finance
<b>Module Shortmark</b>	<b>BAG-A-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Introduction to Financial Accounting, Mathematics for Business and Economics</b>
<b>Assignment Type</b>	<b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• recall and describe important problems, concepts and methods of finance and their context in business administration.</li> <li>• explain fundamental financial concepts like the Leverage-Effect, Present Values, Cash Flow, Financial ratios, etc., apply them to given problems and interpret the results.</li> <li>• be able to confidently use the present value concept for investment decisions and basic valuation problems.</li> <li>• critically analyze theoretical methods and concepts with respect to their applicability in practice and transfer the solving methods to new problems.</li> </ul>

<b>Content of Course:</b>
<p>1. <b>Basics in Finance</b> Basic Principles in Finance, Basic financial decisions, Financial objectives, Capital structure and Leverage-Effect</p> <p>2. <b>Basics of investments and investment rules</b> The term investment, Dynamic investment rules (net-present-value method, annuity method, internal-rate-of-return method, complete financial plan), Basic valuation of bonds, stocks and companies.</p> <p>3. <b>Financial analysis and financial planning</b> Financial statement analysis, Cash Flow calculation, Flow of funds statement, financial planning</p> <p>4. <b>External Financing</b> Equity financing, Debt financing (long- and short term), Mezzanine financing</p> <p>5. <b>Internal Financing</b> Internal Financing, Management of assets and liabilities</p> <p>6. <b>Lecturer individual components</b> (e.g. portfolio theory or e.g. options)</p>

<b>Literature Recommendations/Sources:</b>
<p>Berk / de Marzo: Corporate Finance. Pearson.  Brealey/Myers: Principles of Corporate Finance, McGraw-Hill  (Hillier)/Ross/Westerfield/Jaffe/Jordan: Corporate Finance, McGraw-Hill</p>

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<b>Module Number</b>	200193
<b>Title of Module</b>	Marketing
<b>Module Shortmark</b>	<b>BAG-A-3</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Business Administration Basics</b>
<b>Assignment Type</b>	<b>Written examination</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

- After completing this module, students should be able to...
- Describe the role of the marketing planning process and implement it on examples
  - Set up examples of simple marketing plans
  - Explain underlying constructs in consumer behavior and industrial buyer behavior.
  - Explain the process of marketing research and discuss the most relevant problems
  - Describe and discuss the main criteria of market segmentation and the strategies to targeting markets
  - Discuss and reflect decisions regarding the product and the brand management
  - Explain and discuss relevant questions regarding the areas of pricing policy, place and promotion
  - Name and explain basic ratios and concepts of marketing control
  - analyse marketing case studies and develop practical recommendations
  - Reflect decisions in Marketing with regard to ethical perspectives

**Content of Course:**

1. The Marketing concept
2. Marketing planning
3. Understanding customer behavior
4. Marketing research
5. Marketing strategies
6. Marketing-mix decisions: Product, Price, Place/Distribution, Promotion
7. Marketing implementation, control and organization
8. Ethical Issues in Marketing

**Literature Recommendations/Sources:**

Kotler, P./Armstrong, G., Principles of Marketing, latest edition  
 Kotler, P./Armstrong, G., Marketing – An introduction, latest edition

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<b>Module Number</b>	200291
<b>Title of Module</b>	Principles of Financial Accounting
<b>Module Shortmark</b>	<b>BAG-B-1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of this module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• Students demonstrate an understanding of the foundational principles and objectives of accounting.</li> <li>• They apply the accounting equation to illustrate the impact of business transactions. They identify specific debits and credits, t-accounts, record basic transactions and derive a trial balance. Students explain and execute the closing process for a specified accounting cycle. They demonstrate an understanding of VAT topic and enter up VAT in all necessary accounts.</li> <li>• Students identify, analyze and record transactions of a merchandising company.</li> <li>• Students explain and execute entries for allowances for bad debts and depreciate property, plant and equipment. They demonstrate an understanding of why accruals and provisions are necessary and execute related entries.</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. Accounting Information and Financial Reporting <ul style="list-style-type: none"> <li>• Users of accounting information</li> <li>• Objectives of financial accounting and financial reporting</li> <li>• International and national GAAP</li> <li>• Bookkeeping and accounting, accounting cycle</li> </ul> </li> <li>2. Double entry bookkeeping <ul style="list-style-type: none"> <li>• Accounting equation; double entry system for assets, liabilities and capital</li> <li>• Stock-taking, inventory</li> <li>• Double entry system for expenses and revenues</li> <li>• Balancing-off accounts, trial balance, financial statements</li> <li>• VAT</li> </ul> </li> <li>3. Separate financial statements of merchandising companies <ul style="list-style-type: none"> <li>• Impact of trading on income statement and capital accounts</li> <li>• Valuation of inventory</li> </ul> </li> <li>4. Adjustments for financial statements (year-end closing) <ul style="list-style-type: none"> <li>• Bad debts and allowance for doubtful debts</li> <li>• Depreciation of non-current assets</li> <li>• Accruals, prepayments and provisions</li> </ul> </li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Reimers, J.G.: Financial Accounting, New Jersey, newest Edition;  Libby/Libby/Short: Financial Accounting, New York, newest Edition;  Slater, J.: College Accounting, New York, newest Edition.</p>

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<b>Module Number</b>	200391
<b>Title of Module</b>	Microeconomics: Allocation and Distribution
<b>Module Shortmark</b>	<b>BAG-C-1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Written examination</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

The module teaches the foundations of microeconomic analysis. Students will learn:

- how decisions are made under scarcity, weighting benefits and costs
- the analysis of the market equilibrium and factors which determine supply and demand
- welfare characteristics of the market equilibrium, its distributional properties, and circumstances such that it leads to a desirable outcome with respect to aggregate welfare
- conditions such that markets lead to suboptimal outcomes and discuss incentives for state intervention in this context
- how to apply these methodological concepts to analyze current economic policy issues.

**Content of Course:**

1. Introduction to microeconomics
  - What is economics?
  - The marginal principle
  - The market equilibrium
  - Elasticities
  - Consumer and producer rents
2. Demand theory
  - Preferences
  - The budget
  - Optimal choice
  - Comparative statics
  - Individual demand and market demand
3. Supply theory
  - Technology
  - Costs
  - Comparative statics
  - Supply behaviour
4. Markets and welfare
  - The principle welfare theorems
  - Applications
  - Market failure and the state
  - Monopoly and other market forms
5. Distribution

**Literature Recommendations/Sources:**

Bernheim, B. D. and Whinston, M. D., "Microeconomics", McGraw Hill, New York.  
Pindyck, R.S. and Rubinfeld, D.L., "Microeconomics", Pearson Education.  
Varian, H. R., "Intermediate Microeconomics Norton & Company New York.

<b>Module Number</b>	200392
<b>Title of Module</b>	Macroeconomics: The Economic Cycle and Employment
<b>Module Shortmark</b>	<b>BAG-C-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Desirable: Module "Microeconomics: Allocation and Distribution"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After accomplishing this module, students will:</p> <ul style="list-style-type: none"> <li>• get an overview of the most important macroeconomic questions, the systems of national accounts and different macroeconomic paradigms and their implications for economic policy</li> <li>• be familiar with the most important data in the national accounts and learn how to acquire and interpret them critically in particular country cases (Germany in particular)</li> <li>• get to know the most important macroeconomic paradigms, New-Keynesian and Post-Keynesian) and understand how crucial variables are determined within each of them</li> <li>• learn how macroeconomic policy influences crucial variables</li> <li>• learn how to recognise the paradigms behind current policy reform proposals and how to critically evaluate them</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. <b>Introduction to national accounting</b> (Categories of national accounts, empirical development in Europe and Germany, using data sources and acquiring data.)</li> <li>2. <b>History of Economic Thought: Overview of fundamental macroeconomic paradigms</b> (Classical Economics including Marx, Neoclassical and Keynesian Macroeconomics)</li> <li>3. <b>Neoclassical Macroeconomics</b> (Labour Market, capital market, Say's theorem, quantity theory of money, implications for economic policy.)</li> <li>4. <b>Keynesian Macroeconomics</b> (Income-/expenditure model, multipliers, IS-LM-model, Neoclassical synthesis, implications for economic policy)</li> <li>5. <b>Monetarism</b> (Phillips-curve und expectations. Implications for economic policy)</li> <li>6. <b>New Classical Macroeconomics</b> (Rational expectations. Policy ineffectiveness.)</li> <li>7. <b>New-Keynesianism</b> (NAIRU, structural factors on the labour market, mark-up-pricing, New Consensus, inflation targeting, implications for economic policy)</li> <li>8. <b>Post-Keynesianism</b> (endogeneous money, the banking sector, Endogeneity of the NAIRU, limits to interest rate policies, implications for economic policy.)</li> <li>9. <b>Lecturer individual components</b> (e.g. macroeconomic regimes, business cycle and growth theory, income distribution.)</li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Felderer, B., Homburg, S. (1992): Macroeconomics and New Macroeconomics, 2nd edition, Berlin et al.: Springer.</p> <p>N. Goodwin, J.A. Nelson, J. Harris (2015), Macroeconomics in Context, New York</p>

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<b>Module Number</b>	200394
<b>Title of Module</b>	International Economics
<b>Module Shortmark</b>	<b>BAG-C3</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>"Microeconomics: Allocation and Distribution " &amp; "Macroeconomics I: The Economic Cycle and Employment"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• describe basic terms, methods and instruments of international economics and relate these to the subject of economics.</li> <li>• understand transmission channels and impacts of international monetary and trade relations and are able to explain the basic theoretical approaches.</li> <li>• identify major risks of the world economy as well as risks arising from international relations and interdependencies for individual countries and critically assess these risks.</li> <li>• apply what they have learnt to a case study and evaluate this case study.</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. <b>Empirical evolution</b> (Major forms as well as advantages and disadvantages of international flows and their evolution after WWII.)</li> <li>2. <b>Methods and instruments</b> (Structure and proposition of the balance of payments within the overall system of national accounting; relevance of the current account for domestic production and employment as well as international investment position; national money, international functions of money and evolution of world currencies.)</li> <li>3. <b>International monetary relations</b> (exchange rates; explanations of exchange rate fluctuations; adjustment processes of exchange rates in fixed and flexible exchange rate regimes; currency manipulation; trade-offs; selected examples of global and regional exchange rate regimes and unilateral flexible exchange rates.)</li> <li>4. <b>International trade relations</b> (Theoretical basis of free trade and welfare effects; unilateral protectionist measures; mercantilist strategy and beggar-my-neighbour policy; causes and forms of regional integration; trade-offs; Selected examples of multilateral, regional and bilateral agreements )</li> <li>5. <b>Supranational and international institutions</b> (Tasks &amp; functions of institutions responsible for supervising &amp; monitoring regional &amp; international monetary &amp; trade relations.)</li> <li>6. <b>Cross-cutting issues</b> (Developing countries and emerging market; development perspectives of the current monetary and trade architecture)</li> <li>7. <b>Lecturer-specific issues</b> (e.g. informal exchange rate co-ordination and swaps; debt crises &amp; international insolvency proceedings;)</li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Feenstra, R.C., Taylor, A.M., International Economics, New York: Worth Macmillan (current edition).</p> <p>Krugman, O.R., Obstfeld, M., International Economics: Theory and Policy, Boston et.al: Addison-Wesley (current edition).</p> <p>Reinert, K.A., An Introduction to International Economics: New Perspectives on the World Economy, Cambridge: Cambridge University Press (current edition)</p>

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<b>Module Number</b>	200591
<b>Title of Module</b>	<b>Work, Business and Society</b>
<b>Module Shortmark</b>	<b>BAG-E 1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module students should be able to</p> <ul style="list-style-type: none"> <li>• know the meaning of thinking and working academically by learning citation rules and how to write an essay.</li> <li>• recall and identify the main historical, social and political factors shaping the business enterprise in a globalised world.</li> <li>• classify, describe and locate interactions between the business enterprise, society and the political world.</li> <li>• illustrate through a presentation a complex research question and contribute to a discussion.</li> <li>• appraise and assess critically complex questions related to the relationship between the business enterprise, society and the political world and synthesize the findings in an essay.</li> </ul>

<b>Content of Course:</b>
<ul style="list-style-type: none"> <li>• Introduction: The business organisation as subject in economics and the social sciences</li> <li>• Business organisations and companies in their historical changes</li> <li>• The company as a social system (using Max Weber as starting point)</li> <li>• Gender relations and diversity in the company</li> <li>• The German Political System</li> <li>• Varieties of Capitalism</li> <li>• Employment in change, Industrial relations and interest organisations</li> <li>• The European Single Market and business</li> <li>• The business organisation and society</li> <li>• Embedded is: How to work scientifically?</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>John F. Wilson and Andrew Thomson, The Making of Modern Management. British Management in Historical Perspective. Oxford: Oxford University Press 2009 (Paperback edition)</p> <p>Michael Moran, Business, Politics, and Society. An Anglo-American comparison. Oxford: Oxford University Press</p> <p>Archie Carroll, Ann K. Buchholtz, Business and Society. Ethics Sustainability and Stakeholder management. (Stamford: Cengage Learning 2008; 2015)</p> <p>Mark Granovetter, Richard Swedberg, The sociology of economic life. (Boulder,Co.: Westview Press 2001)</p> <p>Richard Swedberg, Principles of Economic Sociology. (Princeton: Princeton University Press 2003) [HWR V16/67]</p> <p>Keith Grint, The Sociology of Work. (Polity: Polity Press 2005)</p> <p>Keith Grint(eds.), Work and Society. A Reader. (Cambridge: Polity Press 2000) [HWR S17/109]</p> <p>Keith Grint, Management. A Sociological Introduction. (Cambridge: Polity 1995)</p>

<b>Module Number</b>	200592
<b>Title of Module</b>	Political Economy and Social Structure of Modern Society
<b>Module Shortmark</b>	<b>BAH-E-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

- By the end of the module students should:
- recall and identify foundation knowledge of the relationship between political economy and social structure
  - classify, describe and summarize political and economic processes and their impact on society
  - compare, criticize and contrast different national political economies and their societies in the context of globalization.
  - be able to illustrate through a presentation a complex research question and contribute to a discussion
  - appraise and assess complex questions related to changing processes in the European and global political economy and its impact on national societies and synthesize the findings in a written essay.

**Content of Course:**

- Germany in the world society
- German Reunification
- The End of Deutschland AG
- The Sustainability of the Welfare State
- Integration, immigration and parallel societies
- Partyocracy and the rise of populism
- The rise of the surveillance society
- Global capitalism, global culture and globalisation
- The crises of the European Union
- Globalisation, Anti-Globalisation movements and Global Justice

**Literature Recommendations/Sources:**

George Ritzer, Paul Dean, Globalization. A Basic Text. (London: Blackwell 2015)  
George Ritzer, Globalization. The Essentials. London:Blackwell and Wiley 2010(online)  
<http://students.sabanciuniv.edu/~nsaleh/George%20Ritzer%20-%20Globalization%20The%20Essentials.pdf> accessed on 25 September 2015  
A. Giddens, Philip W. Sutton, Sociology, Cambridge: Polity 2013. Seventh edition  
Robin Cohen and Paul Kennedy, Global Sociology. (Basingstroke: Palgrave 2012)  
Manuel Castells, The Network Society. (London: Blackwell 2000)  
James Fulcher, John Scott, Sociology. 2nd Edition. (Oxford: Oxford University Press 2003)  
James M. Henslin, Sociology. A down-to-earth approach. (Boston:Pearson 2008)

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<b>Module Number</b>	200692
<b>Title of Module</b>	Statistics
<b>Module Shortmark</b>	<b>BAG-F-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>6</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Mathematics for Business and Economics</b>
<b>Assignment Type</b>	<b>Written examination</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

- Having completed this module students will be able to:
- model the quantitative aspects of typical business and economic problems
  - quantify fluctuations and connect them to probabilities and risk
  - understand the concept of sampling and the uncertainty of decisions and estimates based upon them
  - comprehend various correlation measures and the idea of independence
  - rationally choose the appropriate statistical methods and techniques for analyzing given data sets
  - apply suitable statistical techniques properly to the given data sets and produce reasonable results
  - interpret data and results of statistical analysis adequately and present them in a useful form
  - see the risk of manipulation and the chances of taking influence in applying statistical techniques
  - judge opportunities and risks of business decisions
  - use wide-spread software-tools to support quantitative business analysis

**Content of Course:**

- One-dimensional data (frequencies, scaling, location, dispersion and shape parameters, quantiles, visualizations)
- Two-dimensional data (Linear regression, Correlation, ChiSquare)
- Measures of concentration (Lorenz curve, Gini coefficient)
- Random variables
- Probability (conditional probabilities, Bayes' Theorem and formula of total probability)
- Combinatorics
- Distributions (hypergeometric, binomial, Poisson and normal distribution)
- Limit Theorems (Laws of large numbers, Central Limit Theorem)
- Approximation of distributions
- Point estimation
- Interval estimation
- Hypothesis testing

**Literature Recommendations/Sources:**

Anderson, D. R.; Sweeney, D. J.; Williams, Th. A.: Quantitative Methods for Business, Thomson, South-Western  
 Anderson, D. R. et.al.: Statistics for Business and Economics, Thomson, South-Western  
 Milton J.S., Arnold J.C.: Introduction to Probability and Statistics, 4. edition, 2004, McGraw-Hill, Boston  
 Schaum`s Outline in Statistics, McGraw Hill, New York, (several books)  
 Shenoy G.V., Srivastava Uma Kant, Sharma S.C.: Business Statistics, 2005, New Age Publications (Academic)

<b>Module Number</b>	200792
<b>Title of Module</b>	Business Applications
<b>Module Shortmark</b>	<b>BAG-G-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of the module "Introduction to Business Information Systems"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successfully completing this module, the students have the following competencies:</p> <ul style="list-style-type: none"> <li>• explain important approaches, concepts and methods of business informatics, and understand the relevance of digital transformation of the enterprise.</li> <li>• name the main components of business application software and their importance for business processes.</li> <li>• on the basis of integrated information systems architecture, they can systematically map and evaluate business processes using diagrammatic modeling languages</li> <li>• implement relational database structures and execute structured database queries</li> <li>• using basic information systems knowledge they can actively participate in planning and implementing IT projects in the company</li> <li>• present their results orally in front of a large audience and defend them in the course of audience dialog</li> <li>• orient themselves using current scientific literature and take scholarly sources as well as practical experiences into account when working out their results</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. <b>Digital Transformation of the firm:</b> technical and strategic aspects of digital transformation of markets, the society; current applications and case studies</li> <li>2. <b>Types and structure of information systems:</b> distinguishing between data, information and knowledge; architecture of information systems (IS); functional and structural types of IS; IS within an hierarchical organizational and management structure; applications and case studies</li> <li>3. <b>Business processes in the company:</b> importance of the concept of process; standardization and communication as entry points for the systematic mapping of business procedures; IT-supported process and communications management; application: process modeling with event-controlled process chains (EPC) and Business Process Model and Notation (BPMN).</li> <li>4. <b>Using databases:</b> relational database management systems (RDBMS) in the company; models of data definition and data manipulation; application: structured queries of databases using SQL; for example MySQL; GUIs like phpmyadmin; modeling databases using entity relationship diagrams (ERD).</li> <li>5. <b>Supporting the enterprise:</b> structure of ERP systems using SAP R/3 (SAP ERP) as an example; strategic importance of IS and web services; practice with case studies</li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Laudon, K.C. and Laudon, J.P. (2016) Essentials of Business Information Systems [book]. Pearson.</p> <p>Alcami, R.L. und Carañana, C.D. (n.d.) Introduction to Management Information Systems. [Report]. Universitat Jaume, ISBN 978-695-1639-0. Online: uji.es.</p>

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<b>Module Number</b>	200861
<b>Title of Module</b>	English for Management
<b>Module Shortmark</b>	<b>BAG-En1</b>
<b>ECTS-Credits</b>	<b>2.5</b>
<b>Credit Hours</b>	<b>2</b>
<b>Teaching Mode</b>	<b>Training</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of English language courses (minimum: B1) at school and the ability to participate actively in Business English classes</b>
<b>Assignment Type</b>	<b>Student performance</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>On completion of these two (English for Management &amp; Marketing) courses students will have:</p> <ul style="list-style-type: none"> <li>• enhanced their ability to express their ideas and opinions on business and management topics in English</li> <li>• extended their general word-stock and business terminology</li> <li>• improved their ability to write for academic purposes and have acquired knowledge and practice in writing for business and work-related applications</li> <li>• developed self-confidence and their ability to think critically, as well as to express their opinions on controversial issues in English</li> <li>• become more aware of the power of enthusiastic and persuasive public speaking and have improved their personal style of presentation.</li> </ul>

<b>Content of Course:</b>
<p>Business topics addressed in these two (English for Management &amp; Marketing) courses include</p> <ul style="list-style-type: none"> <li>• What is management?: tasks of managers, personal strategies for finding managerial work, work-life balance issues</li> <li>• Leadership: leadership styles, entrepreneurship, motivation theories, job satisfaction</li> <li>• Types of companies: legal types, corporate culture, family-friendly companies, innovative forms of work organisation</li> <li>• Human resource management: recruitment, motivating staff, office communications</li> <li>• Introduction to marketing: marketing mix, market research, career opportunities in marketing</li> <li>• Brand management: creation and development of brands, customer services, product life-cycle</li> <li>• Advertising: target groups, advertising in different cultures</li> <li>• Operations management: supply chain management and logistics, supplier - manufacturer relationship, make or buy decisions, outsourcing, globalised production</li> </ul>

<b>Literature Recommendations/Sources:</b>
Duckworth, Michael(2004). Business Grammar and Practice, Oxford University Press.

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<b>Module Number</b>	200862
<b>Title of Module</b>	English for Marketing
<b>Module Shortmark</b>	<b>BAG-En2</b>
<b>ECTS-Credits</b>	<b>2.5</b>
<b>Credit Hours</b>	<b>2</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of English language courses (minimum: B1) at school and the ability to participate actively in Business English classes</b>
<b>Assignment Type</b>	<b>Student performance</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>On completion of these two (English for Management &amp; Marketing) courses students will have:</p> <ul style="list-style-type: none"> <li>• enhanced their ability to express their ideas and opinions on business and management topics in English</li> <li>• extended their general word-stock and business terminology</li> <li>• improved their ability to write for academic purposes and have acquired knowledge and practice in writing for business and work-related applications</li> <li>• developed self-confidence and their ability to think critically, as well as to express their opinions on controversial issues in English</li> <li>• become more aware of the power of enthusiastic and persuasive public speaking and have improved their personal style of presentation.</li> </ul>

<b>Content of Course:</b>
<p>Business topics addressed in these two (English for Management &amp; Marketing) courses include</p> <ul style="list-style-type: none"> <li>• What is management?: tasks of managers, personal strategies for finding managerial work, work-life balance issues</li> <li>• Leadership: leadership styles, entrepreneurship, motivation theories, job satisfaction</li> <li>• Types of companies: legal types, corporate culture, family-friendly companies, innovative forms of work organisation</li> <li>• Human resource management: recruitment, motivating staff, office communications</li> <li>• Introduction to marketing: marketing mix, market research, career opportunities in marketing</li> <li>• Brand management: creation and development of brands, customer services, product life-cycle</li> <li>• Advertising: target groups, advertising in different cultures</li> <li>• Operations management: supply chain management and logistics, supplier - manufacturer relationship, make or buy decisions, outsourcing, globalised production</li> </ul>

<b>Literature Recommendations/Sources:</b>
Duckworth, Michael(2004). Business Grammar and Practice, Oxford University Press.

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<b>Module Number</b>	400191
<b>Title of Module</b>	Human Resources and Organisation
<b>Module Shortmark</b>	<b>IB-BWL1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of this module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• knowing fundamental problems, concepts and methods of organisation and Human Resource Management. They can recall and describe them and point out the correlations between them.</li> <li>• being able to apply these concepts/theories to practical situations and put it into the correct context.</li> <li>• being able to work independently on new subjects and present their findings to other students</li> <li>• being able to apply their knowledge to new problems, question their ideas critically and present it.</li> </ul>

<b>Content of Course:</b>
<p><b>Introduction:</b> Functions of the Management (environment, actors, goals)</p> <p><b>I. Organisation (Basics)</b></p> <ul style="list-style-type: none"> <li>○ Job organisation (tasks, positions, departments and teams)</li> <li>○ Organisational structures, processes and projects</li> <li>○ additional specialisations, e.g. Organizational Effectiveness, Leadership in Organisations, Information Management, Change Management, Business Culture</li> </ul> <p><b>II. HR Management</b></p> <ul style="list-style-type: none"> <li>○ Personnel Planning - Recruiting and selection</li> <li>○ Assessment</li> <li>○ Training and development</li> <li>○ Compensation and benefits</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>DeCenzo, D. A., &amp; Robbins, S. P. (2010). Fundamentals of human resource management (10th ed.). Hoboken, N.J: Wiley.</p> <p>Dessler, G. (2013). A framework for human resource management (7th ed.). Upper Saddle River, N.J: Pearson Prentice Hall.</p> <p>Jones, G. R. (2013). Organizational theory, design, and change (7th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.</p>

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<b>Module Number</b>	400192
<b>Title of Module</b>	Principles of Corporate Finance
<b>Module Shortmark</b>	<b>IB-BWL2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Accounting and Basics of Balancing</b>
<b>Assignment Type</b>	<b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• recall and describe important problems, concepts and methods of finance and their context in business administration.</li> <li>• explain fundamental financial concepts like the Leverage-Effect, Present Values, Cash Flow, Financial ratios, etc., apply them to given problems and interpret the results.</li> <li>• be able to confidently use the present value concept for investment decisions and basic valuation problems.</li> <li>• critically analyze theoretical methods and concepts with respect to their applicability in practice and transfer the solving methods to new problems.</li> </ul>

<b>Content of Course:</b>
<p><b>1. Basics in Finance</b> Basic Principles in Finance, Basic financial decisions, Financial objectives, Capital structure and Leverage-Effect</p> <p><b>2. Basics of investments and investment rules</b> The term investment, Dynamic investment rules (net-present-value method, annuity method, internal-rate-of-return method, complete financial plan), Basic valuation of bonds, stocks and companies.</p> <p><b>3. Financial analysis and financial planning</b> Financial statement analysis, Cash Flow calculation, Flow of funds statement, financial planning</p> <p><b>4. External Financing</b> Equity financing, Debt financing (long- and short term), Mezzanine financing</p> <p><b>5. Internal Financing</b> Internal Financing, Management of assets and liabilities</p> <p><b>6. Lecturer individual components</b> (e.g. portfolio theory or e.g. options)</p>

<b>Literature Recommendations/Sources:</b>
<p>Berk / de Marzo: Corporate Finance. Pearson.</p> <p>Brealey/Myers: Principles of Corporate Finance, McGraw-Hill</p> <p>(Hillier)/Ross/Westerfield/Jaffe/Jordan: Corporate Finance, McGraw-Hill</p>

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<b>Module Number</b>	400193
<b>Title of Module</b>	Marketing
<b>Module Shortmark</b>	<b>IB-BWL3</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Written Examination</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

- After completing this module, students should be able to...
- Describe the role of the marketing planning process and implement it on examples
  - Set up examples of simple marketing plans
  - Explain underlying constructs in consumer behavior and industrial buyer behavior.
  - Explain the process of marketing research and discuss the most relevant problems
  - Describe and discuss the main criteria of market segmentation and the strategies to targeting markets
  - Discuss and reflect decisions regarding the product and the brand management
  - Explain and discuss relevant questions regarding the areas of pricing policy, place and promotion
  - Name and explain basic ratios and concepts of marketing control
  - analyse marketing case studies and develop practical recommendations
  - Reflect decisions in Marketing with regard to ethical perspectives

**Content of Course:**

1. The Marketing concept
2. Marketing planning
3. Understanding customer behavior
4. Marketing research
5. Marketing strategies
6. Marketing-mix decisions: Product, Price, Place/Distribution, Promotion
7. Marketing implementation, control and organization
8. Ethical Issues in Marketing

**Literature Recommendations/Sources:**

Kotler, P./Armstrong, G., Principles of Marketing, latest edition  
Kotler, P./Armstrong, G., Marketing – An introduction, latest edition

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<b>Module Number</b>	400291
<b>Title of Module</b>	Principles of Financial Accounting
<b>Module Shortmark</b>	<b>IB-RW1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Written Examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of this module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• Students demonstrate an understanding of the foundational principles and objectives of accounting.</li> <li>• They apply the accounting equation to illustrate the impact of business transactions. They identify specific debits and credits, t-accounts, record basic transactions and derive a trial balance. Students explain and execute the closing process for a specified accounting cycle. They demonstrate an understanding of VAT topic and enter up VAT in all necessary accounts.</li> <li>• Students identify, analyze and record transactions of a merchandising company.</li> <li>• Students explain and execute entries for allowances for bad debts and depreciate property, plant and equipment. They demonstrate an understanding of why accruals and provisions are necessary and execute related entries</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. Accounting Information and Financial Reporting <ul style="list-style-type: none"> <li>• Users of accounting information</li> <li>• Objectives of financial accounting and financial reporting</li> <li>• International and national GAAP</li> <li>• Bookkeeping and accounting, accounting cycle</li> </ul> </li> <li>2. Double entry bookkeeping <ul style="list-style-type: none"> <li>• Accounting equation; double entry system for assets, liabilities and capital</li> <li>• Stock-taking, inventory</li> <li>• Double entry system for expenses and revenues</li> <li>• Balancing-off accounts, trial balance, financial statements</li> <li>• VAT</li> </ul> </li> <li>3. Separate financial statements of merchandising companies <ul style="list-style-type: none"> <li>• Impact of trading on income statement and capital accounts</li> <li>• Valuation of inventory</li> </ul> </li> <li>4. Adjustments for financial statements (year-end closing) <ul style="list-style-type: none"> <li>• Bad debts and allowance for doubtful debts</li> <li>• Depreciation of non-current assets</li> <li>• Accruals, prepayments and provisions</li> </ul> </li> </ol>

<b>Literature Recommendations/Sources:</b>
Frank Wood and Alan Sangster: Business Accounting 1, Prentice Hall/Pearson Education, newest edition

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<b>Module Number</b>	400292
<b>Title of Module</b>	Principles of Managerial Accounting
<b>Module Shortmark</b>	<b>IB-RW2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basics of Financial Accounting</b>
<b>Assignment Type</b>	<b>Written Examination</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

After successfully completing this course, students will be able to:

- Explain how management accounting contributes to financial reporting, how it is different from financial accounting, and how management accounting ideas and practices are relevant to business decisions
- Define and apply cost accounting terminologies.
- Choose and apply suitable cost accounting systems (such as job-order costing, process costing and activity based costing) for different organizations
- Prepare income statements for various reporting purposes and apply cost-volume-profit techniques to support optimal managerial decisions

**Content of Course:**

- Role and Functions of Managerial Accounting
- Cost terms, concepts and classifications
- Job-order costing and process costing
- Volume and activity-based cost allocation
- Absorption costing and variable costing
- Cost-Volume-Profit-analysis

**Literature Recommendations/Sources:**

Drury, C., Cost and Management Accounting, current edition  
 Garrison, R.H., Noreen, E.W., Brewer, C., Managerial Accounting, current edition

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<b>Module Number</b>	400391
<b>Title of Module</b>	Microeconomics: Allocation and Distribution
<b>Module Shortmark</b>	<b>IB-VWL1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After completion of this module, students acquire the following competencies:</p> <ul style="list-style-type: none"> <li>• basic knowledge about how individuals interact in markets. They will be able to analyze how consumers and firms solve optimization problems in goods and factor markets.</li> <li>• being able to understand which conditions need to apply such that markets lead to socially desirable outcomes, and which distributional properties characterize the market equilibrium.</li> <li>• being able to discuss the underlying assumptions of the models and critically assess their results. They will be able to understand under which conditions market allocations lead to suboptimal outcomes and what the consequences for governmental intervention are.</li> <li>• being able to apply the concepts to current economic policy issues.</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li><b>1. Introduction to microeconomics</b> <ul style="list-style-type: none"> <li>• What is economics?</li> <li>• The marginal principle</li> <li>• The market equilibrium</li> <li>• Elasticities</li> <li>• Consumer and producer rents</li> </ul> </li> <li><b>2. Demand theory</b> <ul style="list-style-type: none"> <li>• Preferences</li> <li>• The budget</li> <li>• Optimal choice</li> <li>• Comparative statics</li> <li>• Individual demand and market demand</li> </ul> </li> <li><b>3. Supply theory</b> <ul style="list-style-type: none"> <li>• Technology</li> <li>• Costs</li> <li>• Comparative statics</li> <li>• Supply behavior</li> </ul> </li> <li><b>4. Markets and welfare</b> <ul style="list-style-type: none"> <li>• The principle welfare theorems</li> <li>• Applications</li> <li>• Market failure and the state</li> <li>• Monopoly and other market forms</li> </ul> </li> <li><b>5. Distribution</b></li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Bernheim, B. D. and Whinston, M. D., "Microeconomics", McGraw Hill, New York.  Pindyck, R.S. and Rubinfeld, D.L., "Microeconomics", Pearson Education.  Varian, H. R., "Intermediate Microeconomics Norton &amp; Company New York.</p>

<b>Module Number</b>	400392
<b>Title of Module</b>	Macroeconomics: The Economic Cycle and Employment
<b>Module Shortmark</b>	<b>IB-VWL2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Desirable module "Microeconomics: Allocation and Distribution"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successfully completing this module students will be able</p> <ul style="list-style-type: none"> <li>• to explain the essential terms and concepts of the system of national accounts and to compute important variables on their own.</li> <li>• to understand and explain the different methods and paradigms of macroeconomic analysis, to explain the differences between the paradigms and to explain the different effects within the models.</li> <li>• to derive the economic policy implications of the different paradigms within the model context.</li> <li>• to acquire and interpret macroeconomic data, to describe the macroeconomic developments in Europe and Germany and to identify current economic policy controversies and how they are related to different paradigms.</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. <b>Introduction to national accounting</b> (Categories of national accounts, empirical development in Europe and Germany, using data sources and acquiring data.)</li> <li>2. <b>History of Economic Thought: Overview of fundamental macroeconomic paradigms</b> (Classical Economics including Marx, Neoclassical and Keynesian Macroeconomics)</li> <li>3. <b>Neoclassical Macroeconomics</b> (Labour Market, capital market, Say's theorem, quantity theory of money, implications for economic policy.)</li> <li>4. <b>Keynesian Macroeconomics</b> (Income-/expenditure model, multipliers, IS-LM-model, Neoclassical synthesis, implications for economic policy)</li> <li>5. <b>Monetarism</b> (Phillips-curve und expectations. Implications for economic policy)</li> <li>6. <b>New Classical Macroeconomics</b> (Rational expectations. Policy ineffectiveness.)</li> <li>7. <b>New-Keynesianism</b> (NAIRU, structural factors on the labour market, mark-up-pricing, New Consensus, inflation targeting, implications for economic policy)</li> <li>8. <b>Post-Keynesianism</b> (endogeneous money, the banking sector, Endogeneity of the NAIRU, limits to interest rate policies, implications for economic policy.)</li> <li>9. <b>Lecturer individual components</b> (e.g. macroeconomic regimes, business cycle and growth theory, income distribution.)</li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Felderer, B., Homburg, S. (1992): Macroeconomics and New Macroeconomics, 2nd edition, Berlin et al.: Springer.</p> <p>N. Goodwin, J.A. Nelson, J. Harris (2015), Macroeconomics in Context, New York</p>

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<b>Module Number</b>	400394
<b>Title of Module</b>	International Economics
<b>Module Shortmark</b>	<b>IB-VWL4</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Desirable: module "Microeconomics" and "Macroeconomics"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After completion of this module, the students will be able to:</p> <ul style="list-style-type: none"> <li>• describe basic terms, methods and instruments of international economics and relate these to the subject of economics.</li> <li>• understand transmission channels and impacts of international monetary and trade relations and are able to explain the basic theoretical approaches.</li> <li>• identify major risks of the world economy as well as risks arising from international relations and interdependencies for individual countries and critically assess these risks.</li> <li>• apply what they have learnt to a case study and evaluate this case study.</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. <b>Empirical evolution</b> (Major forms as well as advantages and disadvantages of international flows and their evolution after WWII.)</li> <li>2. <b>Methods and instruments</b> (Structure and proposition of the balance of payments within the overall system of national accounting; relevance of the current account for domestic production and employment as well as international investment position; national money, international functions of money and evolution of world currencies.)</li> <li>3. <b>International monetary relations</b> (exchange rates; explanations of exchange rate fluctuations; adjustment processes of exchange rates in fixed and flexible exchange rate regimes; currency manipulation; trade-offs; selected examples of global and regional exchange rate regimes and unilateral flexible exchange rates.)</li> <li>4. <b>International trade relations</b> (Theoretical basis of free trade and welfare effects; unilateral protectionist measures; mercantilist strategy and beggar-my-neighbour policy; causes and forms of regional integration; trade-offs; Selected examples of multilateral, regional and bilateral agreements )</li> <li>5. <b>Supranational and international institutions</b> (Tasks &amp; functions of institutions responsible for supervising &amp; monitoring regional &amp; international monetary &amp; trade relations.)</li> <li>6. <b>Cross-cutting issues</b> (Developing countries and emerging market; development perspectives of the current monetary and trade architecture)</li> <li>7. <b>Lecturer-specific issues</b> (e.g. informal exchange rate co-ordination and swaps; debt crises &amp; international insolvency proceedings;)</li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Feenstra, R.C., Taylor, A.M., International Economics, New York: Worth Macmillan (current edition).</p> <p>Krugman, O.R., Obstfeld, M., International Economics: Theory and Policy, Boston et.al: Addison-Wesley (current edition).</p> <p>Reinert, K.A., An Introduction to International Economics: New Perspectives on the World Economy, Cambridge: Cambridge University Press (current edition)</p>

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<b>Module Number</b>	400491
<b>Title of Module</b>	Fundamentals of Business Law
<b>Module Shortmark</b>	<b>IB-Recht1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>The students would, after successful participation in this module, have developed the following skills:</p> <ul style="list-style-type: none"> <li>• know the legal framework of worldwide border-crossing business transactions with respect of the WTO, the EU and Private International Law (Conflict of Laws), and be aware of the impact resulting from legal diversities, e.g. when an exported product conforms to the provisions of the country of its origin, but infringes the law of the country of its destination</li> <li>• understand legal concepts, principles and methods, especially of selected areas in German and foreign business law, and know how to access research on legal questions</li> <li>• apply the law to business conflicts with international characteristics</li> <li>• analyse legal conflicts, the (economic) interests of stakeholders and the arguments raised in litigation, also compare the differences between the legal systems involved</li> <li>• find solutions for such legal conflicts</li> <li>• assess the risks, but also the opportunities, which result for business transactions from the differences between selected legal systems of the world, critically evaluate the justice or fairness of the present legal situation</li> </ul>

<b>Content of Course:</b>
<ul style="list-style-type: none"> <li>• introduction to the characteristics and the development of the main legal systems in the world, especially German and French as well as (Angloamerican) Common Law;</li> <li>• from English and German comparative law: the formation and binding force of contracts, the liability for their performance, the transfer of title and the bona fide acquisition of property; the authority of representatives, selected aspects of tort liability;</li> <li>• from Private International Law: the connecting factors of Conflict of Laws rules, the freedom to choose the applicable law of a contract, the lex rei sitae rule for property rights, the lex loci delicti rule for tort liability.</li> <li>• from European Law: the influence of European Law as regards possible obstacles posed by legal diversity between Member States, as well as business opportunities created by the fundamental freedoms of the Internal Market;</li> <li>• from WTO Law: selected business issues within the framework of the GATT, GATS and TRIPs</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>Ian Brown: „Conflict of Laws“ (current edition)  Paul Craig / Gráinne de Búrca: „EU Law – Text, Cases and Materials“ (current edition)  Peter Naylor: “Business Law in the Global Marketplace – The Effects on International Business” (current edition)  Richard Schaffer / Beverley Earle / Filiberto Agusti: „International Business Law and Its Environment“ (current edition); Konrad Zweigert / Hein Kötz: „Introduction to Comparative Law“, as translated into English by Tony Weir (current edition)</p>

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<b>Module Number</b>	400591
<b>Title of Module</b>	Work, Business and Society
<b>Module Shortmark</b>	<b>IB-Soz1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

#### **Learning Outcomes and Competencies, Subject related/Generic:**

After successful completion of the module students should be able:

- to know and apply the meaning of thinking and working academically (academic skills)
- to contextualize similarities and differences in approaching critically various socio-scientific disciplines
- to analyze and reflect the most important structural changes, processes and institutions which determine the modern world of work
- to integrate their special business knowledge into a broader societal context
- to appreciate the importance of "social skills" and "Corporate Social Responsibility" in professional activity.

#### **Content of Course:**

- Knowledge and academic approach, techniques of academic working
- the business organization as subject in economics and the social sciences (interdisciplinary approach)
- Business organizations and companies in their historical changes
- (Global) structural change and social inequalities (eg gender, race/ethnicity, social position)
- The company as a social system: labor division, culture, organization, power, control
- Gender relations in the company and the labor market
- Employment in change and Industrial relations
- Employers and employees interests and organizations
- The business organization and society: business ethics und corporate social responsibility
- Social and political regulation of work

#### **Literature Recommendations/Sources:**

Giddens, A., Sociology, 6th ed., Cambridge 2006  
 Grint, K., The Sociology of Work, 3rd ed., Cambridge 2006  
 Munck, R., Globalisation and Labour. The new "Great Transformation", London & New York 2002

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<b>Module Number</b>	400592
<b>Title of Module</b>	Regional Studies
<b>Module Shortmark</b>	<b>IB-Soz2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• They are able to define and identify the major political systems and regions of the contemporary globalised world</li> <li>• They are able to critically describe, classify and summarize political, economic and social environments in which business in general and international business management operates;</li> <li>• They are able to critically contextualise and analyse the growing importance of regional integration for national states;</li> <li>• They are able to illustrate through a presentation a complex research question and contribute to a discussion</li> <li>• They are able to analyse, synthesize, compare and contrast different political systems, regions and markets through a written report.</li> </ul>

<b>Content of Course:</b>
<p>The module introduces students into the main political, economic and social processes of a complex international multi-level environment. This course intends to give an introductory overview on the history and functioning of the European Union and its main national political systems, which are more and more engaged in processes of regional economic integration. The module will focus predominantly on the European Union and its member-states, however the Asia Pacific Rim including USA, Japan and China and some issues of the developing world will also be discussed thoroughly. The module wants to raise awareness of the intertwined processes of global, regional and national politics and economy.</p> <ol style="list-style-type: none"> <li><b>1. What are regional studies?</b></li> <li><b>2. Institutions and processes of global governance</b></li> <li><b>3. European Union: History, Politics and Policy</b></li> <li><b>4. European Neighbourhood Policy East: Russia and the Eastern Partnership</b></li> <li><b>5. European Neighbourhood Policy South: Mediterranean, Middle East and Africa</b></li> <li><b>6. European Union and Turkey</b></li> <li><b>7. NAFTA</b></li> <li><b>8. Latin American Integration and Mercosur</b></li> <li><b>9. Asian Integration: ASEAN and the Big Three (China, Japan and South Korea)</b></li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Michelle Cini Nieves Pérez-Solórzano Borragán (eds.), European Union Politics. (Oxford: OUP 2007,2013)</p> <p>John McCormick, European Union Politics. (Basingstroke: Palgrave 2013)</p> <p>Tanja Börzel, Thomas Risse (eds.), The Oxford Handbook of Comparative Regionalism. Oxford: Oxford University Press 2016)</p>

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<b>Module Number</b>	400691
<b>Title of Module</b>	Mathematics for Business and Economics
<b>Module Shortmark</b>	
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Exam</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies.</p> <p>ILO 1 They are able to solve problems from business and economics using the acquired mathematical skills in the areas of linear problems, application of derivatives, application of integrals, optimization of functions.</p> <p>ILO 2 They are able to translate quantitative problems from business and economics into the language of mathematics.</p> <p>ILO 3 They are able to explain basic mathematical methods in economics.</p> <p>ILO 4 They are able to explain the meaning of mathematical results for the economic context.</p> <p>ILO 5 They are able to implement mathematical methods using mathematical software.</p>

<b>Content of Course:</b>
<p><b>1. Differentiation</b></p> <ul style="list-style-type: none"> <li>- sequences and series and examples from financial mathematics</li> <li>- derivatives of functions of one variable and of multivariable functions, rules for differentiation, elasticities, approximation by Taylor polynomials</li> <li>- economic examples</li> </ul> <p><b>2. Optimization</b></p> <ul style="list-style-type: none"> <li>- extreme values,</li> <li>extreme values functions subject to a constraint,</li> <li>Lagrange multipliers</li> <li>- economic examples</li> </ul> <p><b>3. Integration</b></p> <ul style="list-style-type: none"> <li>- indefinite integral</li> <li>- definite integral</li> <li>- properties and simple rules for integration</li> <li>- economic examples</li> </ul> <p><b>4. Linear Algebra</b></p> <ul style="list-style-type: none"> <li>- systems of linear equations, solutions set,</li> <li>solving a linear system</li> <li>- matrix and vector algebra, determinants, inverse</li> <li>- economic examples</li> </ul> <p><b>5. Lecturer's individual components</b></p> <p>The order of the topics may vary</p>

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<b>Module Number</b>	400692
<b>Title of Module</b>	Statistics
<b>Module Shortmark</b>	<b>IB-Quan2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>6</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Mathematics for Business and Economics</b>
<b>Assignment Type</b>	<b>Written examination</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

- Having completed this module students will be able to
- model the quantitative aspects of typical business and economic problems,
  - quantify fluctuations and connect them to probabilities and risk,
  - understand the concept of sampling and the uncertainty of decisions and estimates based upon them,
  - comprehend various correlation measures and the idea of independence,
  - rationally choose the appropriate statistical methods and techniques for analyzing given data sets,
  - apply suitable statistical techniques properly to the given data sets and produce reasonable results,
  - interpret data and results of statistical analysis adequately and present them in a useful form ,
  - see the risk of manipulation and the chances of taking influence in applying statistical techniques,
  - judge opportunities and risks of business decisions,
  - use wide-spread software-tools to support quantitative business analysis.

**Content of Course:**

- One-dimensional data (frequencies, scaling, location, dispersion and shape parameters, quantiles, visualizations)
- Two-dimensional data (Linear regression, Correlation, ChiSquare)
- Measures of concentration (Lorenz curve, Gini coefficient)
- Random variables
- Probability (conditional probabilities, Bayes' Theorem and formula of total probability)
- Combinatorics
- Distributions (hypergeometric, binomial, Poisson and normal distribution)
- Limit Theorems (Laws of large numbers, Central Limit Theorem)
- Approximation of distributions
- Point estimation
- Interval estimation
- Hypothesis testing

**Literature Recommendations/Sources:**

Anderson, D. R.; Sweeney, D. J.; Williams, Th. A.: Quantitative Methods for Business, Thomson, South-Western  
 Anderson, D. R. et.al.: Statistics for Business and Economics, Thomson, South-Western  
 Evans Michael J., Rosenthal Jeffrey S.: Probability and Statistics. The Science of Uncertainty, 2 Rev ed, 2010, W.H. Freeman & Co Ltd  
 OpenIntro Statistics, 3rd Edition, David M Diez, Christopher D Barr, Mine Cetinkaya-Rundel, openintro.org

<b>Module Number</b>	400791
<b>Title of Module</b>	Principles of Business Information Systems
<b>Module Shortmark</b>	<b>IB-IT1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Student performance</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

Upon successful completion of this module, students should acquire the following skills:

- describe work areas and typical job processes
- overview of application system types and know the essential tasks and fields of application
- know the elements of the value chain of e-business
- being able to solve small business problems using spreadsheets (such as MS Excel) and databases
- create simple websites

**Content of Course:**

**1. Cognitive object and workspaces of business informatics**

Software, hardware, networks, Internet / website design

**2. Basics of data processing**

Data, information, knowledge, operating systems, computer architectures

**3. Introduction to databases of application systems**

Basics, exercises on applications

**4. Principles of information management**

tasks and methods

**5. Operational applications**

Basics, security, application systems, e-business

**Literature Recommendations/Sources:**

Laudon, K.C.; Laudon, J.P.; Schoder, D.: Wirtschaftsinformatik - Eine Einführung; München  
 Stahlknecht, P.; Hasenkamp, U.: Einführung in die Wirtschaftsinformatik. Springer

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<b>Module Number</b>	400792
<b>Title of Module</b>	Business Applications
<b>Module Shortmark</b>	<b>IB-IT2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of the module "Introduction to Business Information Systems"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>	
<p>After successfully completing this module, the students have the following competencies:</p> <ul style="list-style-type: none"> <li>• explain important approaches, concepts and methods of business informatics, and they understand the relevance of digital transformation of the enterprise.</li> <li>• name the main components of business application software and their importance for business processes.</li> <li>• on the basis of integrated information systems architecture, they can systematically map and evaluate business processes using diagrammatic modeling languages.</li> <li>• implement relational database structures and execute structured database queries.</li> <li>• using basic information systems knowledge they can actively participate in planning and implementing IT projects in the company.</li> <li>• present their results orally in front of a large audience and defend them in the course of audience dialog.</li> <li>• orient themselves using current scientific literature and take scholarly sources as well as practical experiences into account when working out their results.</li> </ul>	

<b>Content of Course:</b>	
<ol style="list-style-type: none"> <li>1. <b>Digital Transformation of the firm:</b> technical and strategic aspects of digital transformation of markets, the society; current applications and case studies, for example Internet of Things (IoT).</li> <li>2. <b>Types and structure of information systems:</b> distinguishing between data, information and knowledge; architecture of information systems (IS); functional and structural types of IS; IS within an hierarchical organizational and management structure; applications and case studies, for example customer relationship management (CRM) and content management systems.</li> <li>3. <b>Business processes in the company:</b> importance of the concept of process; standardization and communication as entry points for the systematic mapping of business procedures; IT-supported process and communications management; application: process modeling with event-controlled process chains and Business Process Model and Notation.</li> <li>4. <b>Using databases:</b> relational database management systems in the company; models of data definition and data manipulation; application: structured queries of databases using SQL; for example MySQL; GUIs like phpmyadmin; modeling databases using entity relationship diagrams (ERD).</li> <li>5. <b>Supporting the enterprise:</b> structure of ERP systems using SAP R/3 (SAP ERP) as an example; strategic importance of IS and web services; practice with case studies e.g using the SAP ERP system or an equivalent application.</li> </ol>	

<b>Literature Recommendations/Sources:</b>	
Laudon, K.C. and Laudon, J.P. (2016) Essentials of Business Information Systems [book]. Pearson.	

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<b>Module Number</b>	201591
<b>Title of Module</b>	Strategic Management
<b>Module Shortmark</b>	<b>BAH-Strat1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>6</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of the first stage of studies</b>
<b>Assignment Type</b>	<b>Oral examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>Upon successful completion participants have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• Become familiar with theories, concepts and methodologies of strategic management</li> <li>• Learn approaches of developing and measuring strategic success as well as understanding the limits of strategic management methods</li> <li>• Apply theoretical knowledge through case study team work and presentation of solutions scenarios</li> <li>• Be able to transform skills and methods gained in the lectures into a management reality perspective</li> <li>• Identify and classify further strategically relevant factors (through the contribution of a non-business disciplines such as law, or economics or sociology) in terms of the institutional environment of the focal firm.</li> </ul>

<b>Content of Course:</b>
<p><b>Strategic Management (Part A:</b> four academic hours per lecture week) from the perspective of: <b>Business administration</b></p> <ul style="list-style-type: none"> <li>• Basic terms, objectives and algorithms of strategic management processes • Analysis methods of the firms' macro, industry and micro environment • Strategic options on top management, strategic business unit and functional levels of the firm • Strategy implementation and control • International market entry strategies (e.g. international joint ventures, franchising, OEM ) • Challenges and limits of strategic management methods • Application and exercise of approaches through selected case studies and team work</li> </ul> <p><b>Strategic Management (Part B:</b> two academic hours per lecture week) from the perspective of:</p> <ul style="list-style-type: none"> <li>• <b>Law Sciences:</b> Teaching topics to be chosen from the areas of legal and international aspects of entrepreneurship and corporate governance, compliance and corporate governance, intellectual property rights, and competition law</li> <li>• <b>Economics:</b> Teaching topics to be chosen from the areas of institutional economics, competition theory, competition policies, world trade pattern, monetary and fiscal policies for stability and growth, institutional and new institutional economics, evolutionary game theory</li> <li>• <b>Social Sciences (Sociology, Behavioral Sciences):</b> Teaching topics to be chosen from the areas of entrepreneurial leadership, change management, management of corporate cultures, socio-cultural relationships and team building, corporate ethics, gender and diversity management of modern societies</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>Glowik, M. (2016): Market Entry Strategies, 2nd edition, Walter de Gruyter: Berlin and Boston  Kline, J. (2010): Ethics for International Business. Decision Making in a Global Political Economy, Routledge: Abingdon  Mintzberg et. al (2013): The Strategy Process, Pearson: Essex  Wheelen et. al (2014): Concepts in Strategic Management and Business Policy - Global Edition, Pearson: New Jersey</p>

<b>Module Number</b>	201693
<b>Title of Module</b>	Operations Management
<b>Module Shortmark</b>	<b>BAH-OP3</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basic studies / Mathematics</b>
<b>Assignment Type</b>	<b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>To provide an overview of the basic concepts and theories in operations management; qualification for applying models and methods to planning and monitoring operations processes.</p> <ol style="list-style-type: none"> <li><b>Basics in Operations Management:</b> define operations management and evaluate examples of transformational value adding processes; summarize the connection points to strategy, forecasting and product development</li> <li><b>Planning Processes in Operations Management:</b> recall location factors for warehouses or factories and can apply the quantitative methods; specify the principles of project management and successfully apply quantitative methods to determine critical paths and slack times and thus can structure and interpret "Gantt-Charts".</li> <li><b>Production Processes in Operations Management:</b> summarize the four process flow structures with their characteristics and determine the most suitable production process for different types of products; summarize the characteristics of the process flow structures and create the corresponding matrix; able to calculate and to construct an assembly line and can judge about its efficiency; critically assess production and service processes concerning the Lean Philosophy</li> <li><b>Supply Management / Procurement Processes in Operations Management:</b> distinguish the different principles of procurement planning / management and define Supply Chain Management incl. the SCOR-Model; apply quantitative methods to determine the EOQ / re-order point / re-order frequency / cost of the EOQ; suggest replenishment strategies in line with an "ABC"-parts classification; calculate and evaluate the inventory turnover and the weeks of supply and use it to apply it for substantiated decision making or to appraise / evaluate different companies according to that KPI.</li> <li><b>Logistical Processes in Operations Management:</b> define Logistics and know the "6R's"; see the connection to the SCOR-Model and critically evaluate the objectives and the challenges in warehousing.</li> </ol>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>Basics in Operations Management</li> <li>Planning Processes in Operations Management</li> <li>Production Processes in Operations Management</li> <li>Supply Management / Procurement Processes in Operations Management</li> <li>Logistical Processes in Operations Management</li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Ivanov D., Tsipoulanis, A., Schönberger, J. (2017) Global Supply Chain and Operations Management: A decision-oriented introduction into the creation of value, Springer.          Jacobs, F.R., Chase, R.B. (2011): Operations and supply chain management. 13th ed. (McGraw-Hill) Boston et al.          Heizer J. / Render B. (2014) Operations Management, 11th ed., (Pearson Education) Harrow et al.</p>

<b>Module Number</b>	202391
<b>Title of Module</b>	Communication and Interaction in a Professional Context
<b>Module Shortmark</b>	<b>BAK-K-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Project Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Student performance</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• They are able to conduct individual and group discussions.</li> <li>• They are able to provide information, evaluate and creatively apply this information in an organizational setting.</li> <li>• They are able to implement activities, as well as reflect this process critically.</li> <li>• They are able to perceive and critically reflect cultural dependence on one's own and external perspectives and to deal constructively with differences.</li> </ul>

<b>Content of Course:</b>
<p><b>1. Communication</b> Students learn to analyze and use core content of verbal and non-verbal activities such as body language, to convey authenticity, and to apply and reflect active listening.</p> <p>Beyond this seminar, <b>optional compulsory</b> subjects are offered where students learn:</p> <p><b>2. Negotiation management</b> The students learn how to build and organize their arguments so that they can represent their position in different discussion and discussion sessions.</p> <p><b>3. Conducting meetings</b> The students learn to conduct individual and group discussions, to moderate meetings and to lead groups. In addition, they can influence the opinion formation process with adequate strategies and techniques.</p> <p><b>4. Difficult conversations</b> The students learn to analyze situations of conversation and to make decisions for targeted communication. They deliberately shape the phases of the conversation and use argumentation and questioning techniques.</p> <p><b>5. Intercultural Competency</b> The students learn to react sensitively to cultural and linguistic differences and associated stereotypes and prejudices. To understand cultural diversity as a resource for organizations and to deal with intercultural approaches.</p> <p>(further topics possible)</p>

<b>Literature Recommendations/Sources:</b>
<p>Mattock, J. (2003). Cross-cultural communication : the essential guide to international business; Mattock, John. London Kogan Page Limited 2003.</p> <p>Opresnik, M. O. (2014). The Hidden Rules of Successful Negotiation and Communication : Getting to Yes!. Cham: Springer.</p> <p>Saunders, D. M., Barry, B., &amp; Lewicki, R. J. (2015). Negotiation : readings, exercises and cases; Saunders, David M. 2015.</p>

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<b>Module Number</b>	202091
<b>Title of Module</b>	Product and Distribution Management
<b>Module Shortmark</b>	<b>BAH-M-1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basic module of "Marketing"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After completing this module, students should be able to:</p> <ul style="list-style-type: none"> <li>• Know, understand and implement the process of STP marketing planning</li> <li>• Know the elements of product mix and assemble a product mix according to a company's individual situation</li> <li>• Reflect the importance of strategic brand management and comprehend success factors of branding</li> <li>• Know elements and determination factors of pricing and identify various pricing strategies</li> <li>• Know main elements of distribution mix and name and understand success factors of online offline distribution</li> <li>• Design a concept for implementing one of the marketing instruments discussed in class into a specific practical example; possibly in cooperation with a company</li> <li>• Present the practical example and defend it argumentatively in class</li> </ul>

<b>Content of Course:</b>
<ul style="list-style-type: none"> <li>• Market segmentation, selection of target markets and product positioning (STP marketing)</li> <li>• Product management/product mix (elements of product mix, product life cycle, new product introduction)</li> <li>• Brand management (brands and branding, strategic brand management)</li> <li>• Pricing (elements of pricing mix, determining factors of pricing, pricing strategies)</li> <li>• Distribution management/distribution mix (marketing vs. sales, elements of distribution mix, e-commerce, online-offline integration).</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>Jobber, D./Lancaster, G.: Selling and Sales Management, Upper Saddle River  Kapferer, J. N.: The New Strategic Brand Management: Advanced Insights and Strategic Thinking, London  Kotler, P./Keller, K.: Marketing-Management, Global Edition, London  Simon, H.: Confessions of the Pricing Man: How Price Affects Everything, Cham, Heidelberg, New York et al.  In the newest edition each</p>

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<b>Module Number</b>	202092
<b>Title of Module</b>	Market Research
<b>Module Shortmark</b>	<b>BAH-M-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basic knowledge of "Marketing" and "Statistics"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• The participants are able to identify important problems, concepts and methods of marketing research and their context in marketing decision-making.</li> <li>• They are able to describe fundamental marketing research concepts and apply them to given problems and interpret the results.</li> <li>• In particular, they are able to design and conduct a marketing research project including questionnaire development, (online) fieldwork and analysis of results.</li> <li>• They can critically evaluate theoretical methods and concepts of marketing research with respect to their applicability in practice and transfer the methods to new cases and tasks.</li> </ul>

<b>Content of Course:</b>
<ul style="list-style-type: none"> <li>• Marketing research as an instrument of business decision-making</li> <li>• secondary market research, competition research</li> <li>• types of primary research: survey, observation and experiment</li> <li>• types of communication: written, by phone, oral, online</li> <li>• creating questionnaires - psycho-tactical problems and procedures</li> <li>• sampling techniques: selection procedures, random and quota</li> <li>• sample survey calculation</li> <li>• statistical auditing procedures: chi-square, t -test</li> <li>• panel methods</li> <li>• observation procedures</li> <li>• laboratory and field tests</li> <li>• test marketing</li> <li>• descriptive and multivariate statistical analyses</li> <li>• presentation of marketing research findings</li> <li>• international marketing research</li> <li>• case studies.</li> <li>• Introduction to SPSS in PC-based exercises.</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>Aaker, D. /Kumar, V./ Day, G.: Marketing Research, Wiley and Sons  McDaniel, C./Gates, R.: Marketing Research, Wiley and Sons</p>

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<b>Module Number</b>	202093
<b>Title of Module</b>	Communication Strategies and Consumer Behaviour
<b>Module Shortmark</b>	<b>BAH-M-3</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basic module of "Marketing"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successfully completing this module, students can:</p> <ul style="list-style-type: none"> <li>• Explain and critically assess the relevant theories of communication policy and the behavior of buyers, and illustrate their application in practice</li> <li>• Recognize and analyze perceptual and processing processes among consumers</li> <li>• Reproduce the influencing factors of buying behavior and apply them to the development of communication strategies</li> <li>• Distinguish correctly different instruments of the communication policy and justify and evaluate them in the context of the overall marketing strategy.</li> <li>• Control independently the process of communication analysis, design, implementation</li> <li>• Collect, evaluate and interpret current and relevant information on buyer behavior and on communication policy</li> <li>• Present the results of their analysis and conceptual work in a focussed manner</li> <li>• Integrate diversity and gender aspects into the analysis</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. Buying behavior - relevance and characteristics of the buyer behavior</li> <li>2. Purchasing decisions of consumers and organizations</li> <li>3. Reference framework for the analysis of purchasing processes among consumers</li> <li>4. Individual starting conditions of the purchase behavior</li> <li>5. Communication policy</li> <li>6. Ethical and moral aspects of communication policy and buyer behavior</li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Solomon, M./Barnossy, G./Askegaard, S./Hogg, M.: Consumer Behavior. A European Perspective, Pearson Longman, 5th edition. London.</p> <p>Salomon, M. (2014). Consumer Behavior. Buying, Having, and Being, Global Edition. 11th edition. Boston.</p> <p>Armstrong, G., Kotler, P. (2013). Principles of Marketing. 15th edition. Boston.</p>

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<b>Module Number</b>	202094
<b>Title of Module</b>	Selected Issues in Marketing
<b>Module Shortmark</b>	<b>BAH-M-4</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Knowledge in Marketing and Business Administration</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After completing the module students will have the following competencies:</p> <ul style="list-style-type: none"> <li>• Students are able to correctly describe and explain facts and knowledge of the respective field.</li> <li>• Students are able to properly analyse special problems and reflect it in a scientific manner.</li> <li>• Students are able to design a marketing conception and to realize and consider the interface with other managerial tasks.</li> <li>• The students are enabled to apply their knowledge to problems, to evaluate it and give substantiated recommendations</li> </ul>

<b>Content of Course:</b>
<p>The title is a generic title, there are different course offered every semester such as Retail Marketing, Online-Marketing, Brand Management, Industrial Marketing Management, International Marketing. Contents will be determined by the Marketing Department.</p> <p>Example of Retail Marketing:</p> <ol style="list-style-type: none"> <li>1.Introduction to retail marketing management</li> <li>2. Marketing research in retailing</li> <li>3. Retail marketing strategy</li> <li>4. Retail product and brand management</li> <li>5. Retail pricing</li> <li>6. Retail communication: advertising, POS-communication, PR</li> <li>7. Location strategies</li> </ol> <p>In case of the above mentioned different courses the content is defined in comparable depth and breadth</p>

<b>Literature Recommendations/Sources:</b>
Depending on current topics.

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<b>Module Number</b>	202361
<b>Title of Module</b>	English for Finance and Accounting
<b>Module Shortmark</b>	<b>BAH-EN1</b>
<b>ECTS-Credits</b>	<b>2.5</b>
<b>Credit Hours</b>	<b>2</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of English (1) for Management, English (2) for Marketing</b>
<b>Assignment Type</b>	<b>Student performance</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

- On completion of this course students have:
- learned to express themselves professionally in the context of meetings (oral component requirement)
  - improved written communication for business and management applications
  - further developed language accuracy and attained a higher degree of fluency in Business English (banking, finance and accounting, economics)

**Content of Course:**

- Banking: personal and corporate banking, cultural differences in banking
- Accounting: financial statements, accounting principles
- Financial instruments: shareholding, issuing bonds, financing start-ups
- Management skills in English:
- Writing: agendas and minutes of meetings, reminders, complaints and replies to complaints; academic writing
- Oral component: language and techniques of meetings, role-play meetings - expressing opinions, handling conflict, responsibilities of the chairperson
- Language: review of tenses, passives, conditionals, past tenses; business vocabulary and terminology expansion for banking, finance and accounting, economics.

**Literature Recommendations/Sources:**

Duckworth, Michael (2004). Business Grammar and Practice, Oxford University Press

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<b>Module Number</b>	202362
<b>Title of Module</b>	English for International Business & Economics
<b>Module Shortmark</b>	<b>BAH-EN2</b>
<b>ECTS-Credits</b>	<b>2.5</b>
<b>Credit Hours</b>	<b>2</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of English (1) for Management, English (2) for Marketing, English (3) for Finance and Accounting.</b>
<b>Assignment Type</b>	<b>Student performance</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>On completion of this course students have</p> <ul style="list-style-type: none"> <li>• further developed their ability to be persuasive in English</li> <li>• conducted a significant group project in English (oral component requirement)</li> <li>• improved essay writing skills in English and completed a number of business documents</li> <li>• become aware of cultural differences and their effect on business success</li> </ul>

<b>Content of Course:</b>
<ul style="list-style-type: none"> <li>• Economics: business cycle, market structure and competition; business plan project: Doing business across cultures (include a general review of previous semesters: market research and product development, distribution strategies, advertising, personnel planning, growth strategies, financial planning)</li> <li>• Management skills in English:</li> <li>• Oral component: business plan (persuasive) presentations; debates and discussions.</li> <li>• Writing: mission statements, press releases, business reports, SWOT analyses, and additional business plan documents</li> <li>• Language: Language of graphs and prediction, gerunds and infinitives, reported speech.</li> </ul>

<b>Literature Recommendations/Sources:</b>
Duckworth, Michael (2004). Business Grammar and Practice, Oxford University Press.

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<b>Module Number</b>	203091
<b>Title of Module</b>	Corporate Finance
<b>Module Shortmark</b>	<b>BAH-F-1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>The Modules "Principles of Corporate Finance", "Mathematics for Business and Economics", "Statistics" and "Introduction to Financial Accounting"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>Students will have to deal with issues and solution concepts in financial management from a real-world and theoretically profound perspective. After having completed the course students will be able to:</p> <ul style="list-style-type: none"> <li>• explain basic and advanced methods of evaluating future cash flows as well as the interrelatedness of financial return and risk at an adequate theoretical level.</li> <li>• apply the knowledge and techniques (ILO 1) appropriately to investment and financing decisions, and critique the results. In particular, students can apply and critically assess the CAPM.</li> <li>• describe financial problems and instruments as principal-agent relations, recognize and explain resulting problems, and develop solutions.</li> <li>• critically assess different equity and debt financing solutions, analyze the resulting capital structure and develop adequate solutions.</li> </ul>

<b>Content of Course:</b>
<p><b>1.Theoretical Foundations:</b> return + risk, measurement of risk, portfolio theory, CAPM, Agency-Theory (moral hazard and asymmetric information in finance). Practical application and critical assessment of the models.</p> <p><b>2. Equity and Debt Financing, Capital Structure:</b> Instruments of equity and debt financing, Leverage-Effect, Modigliani-Miller-Theorem, Trade-Off-Theory, Further theories of capital structure (e.g. Pecking-Order), Practical application and critical assessment of the models.</p> <p><b>3. Investment Decisions, Basics of Valuation:</b> Term structure of interest rates (spot rates, yields, forward rates), Valuation of bonds and stocks, Investment decisions, DCF-valuation (WACC-method only).</p> <p><b>Supplementary contents (optional)</b> Case studies and practice examples. Options, Real options, Basics of derivative Valuation. Private Equity, Risk Management Specific topic from the lecturer's practical experience</p>

<b>Literature Recommendations/Sources:</b>
<p>Berk, J. / DeMarzo, P.: Corporate Finance, Pearson Education.  Hillier/Ross/Westerfield/Jaffe/Jordan: Corporate Finance. McGraw Hill.  Meggison/Smart/Graham: Financial Management. South Western.</p>

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<b>Module Number</b>	203092
<b>Title of Module</b>	Financial Analysis and Valuation
<b>Module Shortmark</b>	<b>BAH-F-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>The modules "Introduction to Financial Accounting", "Introduction to Managerial Accounting", "Principles of Corporate Finance" and "Finance and Investment Policies in Businesses"</b>
<b>Assignment Type</b>	<b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module students are able to</p> <ul style="list-style-type: none"> <li>• name situations that require a company valuation and state the basics of quantitative and qualitative company valuation</li> <li>• select an appropriate valuation approach from a list of (quantitative) methods and to explain which methods are preferred in practice</li> <li>• explain the different valuation methods from a theoretical perspective and critically assess advantages and shortcomings of the different methods,</li> <li>• describe the role of taxes in company valuation and correctly include taxes in case studies</li> <li>• examine the different approaches how to determine a discount factor and select an appropriate method for the respective application</li> </ul>

<b>Content of Course:</b>
<p><b>1. Introduction to company valuation</b>  Motives for company valuation; Brief introduction to methods of company valuation Critical factors influencing the choice of an appropriate method</p> <p><b>2. Theoretical foundations of company valuation</b>  Discount rate, cost of equity, cost of debt, WACC, opportunity cost of capital; Methods of company valuation (asset value, liquidation value, earning-capacity value, mean value approach, multiples, discounted cash flow methods (Entity and equity approach), dividend discount method, sum of parts valuation, Economic Value Added (EVA)); Comparison of advantages and shortcomings of different methods, role of taxes in company valuation; Key ratios of company valuation (esp. earnings per share, price-earnings ratio (PE), price earnings growth ratio (PEG), cash-flow per share, dividend yield, market capitalization, book-market ratio) and cash flow ratios.</p> <p><b>3. Practical application of company valuation methods</b>  Application to practical examples by students (research report, presentation as well as company analysis and valuation); Case studies – presented by the lecturer</p>

<b>Literature Recommendations/Sources:</b>
<p>Berk/DeMarzo: Corporate Finance, Pearson/Addison Wesley;  Damodaran, Aswath: Investment Valuation, Tools and Techniques for Determining the Value of Any Asset  Koller/Goedhart/Wessels: Valuation: Measuring and Managing the Value of Companies  Ryan, B., Corporate Finance and Valuation, London.</p>

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<b>Module Number</b>	203094
<b>Title of Module</b>	Selected Issues in Business Finance
<b>Module Shortmark</b>	<b>IMH-F-4</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basic knowledge in "Finance and Investments"</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
The module imparts advanced knowledge in a selected special subject of finance. Students get acquainted with the basics of the respective field and gather additional knowledge and specific competencies independently by working on an own project.

<b>Content of Course:</b>
The lecturer is free to concentrate on one of the following areas: - Project finance - International finance - Risk management - Asset management - Financial engineering

<b>Literature Recommendations/Sources:</b>
<ul style="list-style-type: none"> <li>• Berk, J. / DeMarzo, P.: Corporate Finance, Pearson Education.</li> <li>• Hillier/Ross/Westerfield/Jaffe/Jordan: Corporate Finance. McGraw Hill.</li> </ul>

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<b>Module Number</b>	205091
<b>Title of Module</b>	Human Resource Management
<b>Module Shortmark</b>	<b>BAH-P-1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basic knowledge of organization theory and human resource management (e.g. the personnel management process), awareness of group dynamics, team skills, language skills (German &amp; English)</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
The course provides in-depth insights in the basic problems and solution concepts of HR management from an application oriented perspective and on a sound theoretical basis. Students become familiar with important HRM functions and learn how to apply and critically assess HR practices and tools. They also will learn basic and important HR principles. They get acquainted to the most important forms of HRM practices and understand the role of HR for company performance.

<b>Content of Course:</b>
Strategic and international human resource management - HR planning – Recruitment and Staffing - Performance and Reward Management - Human resource development -Work systems - Motivation and leadership - HR metrics - Contemporary challenges of HRM

<b>Literature Recommendations/Sources:</b>
Snell/Morris/Bohlander (2016): Managing Human Resources, 17e, Cengage Learning

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<b>Module Number</b>	205092
<b>Title of Module</b>	<b>Organizational Design</b>
<b>Module Shortmark</b>	<b>BAH-P-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of the first stage</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>Students get in touch with fundamental of organisational design and development. They gain an overview over the complexity of social systems and know about principles if modern organizations and networks.</p> <p>Students are enabled to see and reflect on the interfaces to Strategy and Human Resource Management.</p> <p>Students learn to apply the gain knowledge to different situations and to critically reflect on the results.</p> <p>Students are able to deepen their organization-specific knowledge in a self-responsible way.</p> <p>They can articulate grounded positions and are able to present the outcomes of analysis and discussion in a structured way.</p>

<b>Content of Course:</b>
- Primary structures - Projects and processes - modern organizational forms (team-based, network, virtual) - Strategies and structures - Strategic alliances, networks and virtual organization - informal organization (corporate culture, micro politics)

<b>Literature Recommendations/Sources:</b>
<p>Vahs, D.: Organisation, Stuttgart, Schaeffer-Poeschel</p> <p>Kieser, A./Walgenbach, P.: Organisation, Stuttgart, Schaeffer-Poeschel.</p> <p>Schreyögg, G.; . Organisation. Grundlagen moderner Organisationsgestaltung, Wiesbaden, Gabler.</p> <p>Daft, R.L.: Understanding the Theory and Design of Organizations, Ohio, Cengage Learning</p>

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<b>Module Number</b>	209193
<b>Title of Module</b>	<b>Quantitative methods for market analysis</b>
<b>Module Shortmark</b>	
<b>ECTS-Credits</b>	<b>15</b>
<b>Credit Hours</b>	<b>12</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	
<b>Prerequisites</b>	<b>Mathematics, Statistics and Microeconomic</b>
<b>Assignment Type</b>	<b>Written homework</b>

<b>Content of Course:</b>	
(Dozent: Prof. Dr. Brand)	
The computer algebra system Mathematica	
<ul style="list-style-type: none"> <li>- Handling Mathematica</li> <li>- Symbolic calculations</li> <li>- Numerical calculations</li> <li>- Visualization</li> <li>- Programming</li> </ul>	
Problem solving with computer algebra methods	
<ul style="list-style-type: none"> <li>- Sensitivity Analysis</li> <li>- Constraint Handling</li> <li>- Application Examples</li> </ul>	
Optimization with Evolutionary Algorithms	
<ul style="list-style-type: none"> <li>- Bionics</li> <li>- Algorithm formulation</li> <li>- Examples solved with Evolution Strategies</li> <li>- Examples with evolutionary behavior</li> <li>- Writing an Evolution Strategy in Mathematica</li> </ul>	
Analysis and control of complex systems	
<ul style="list-style-type: none"> <li>- Introduction</li> <li>- Graph Theory (directed / undirected graphs)</li> <li>- Analyzing a national economy</li> </ul>	
(Dozent: Prof. Dr. Löcher)	
Econometrics	
<ul style="list-style-type: none"> <li>- Multivariate regression analysis</li> <li>- F test</li> <li>- Dummy variables</li> <li>- Effect sizes</li> <li>- multicollinearity, heteroscedasticity, omitted variable bias, t test</li> </ul>	
Statistical Theory	
<ul style="list-style-type: none"> <li>- Sampling Mean and Standard Deviation; Standard Error</li> <li>- Stochastic Models, Various levels of uncertainties</li> <li>- Hypothesis testing</li> <li>- Type I and II errors, power study</li> <li>- Multiple testing</li> </ul>	
Statistical Software	
<ul style="list-style-type: none"> <li>- Introduction to R: <ul style="list-style-type: none"> <li>- objects, workspace, vectors, matrices, basic computations, for loops, conditional statements, functions, basic graphs, boxplots, sample</li> <li>- linear models, lm(), anova, qnorm, qt, power.prop.test, prop.test</li> </ul> </li> <li>- Introduction to Gretl <ul style="list-style-type: none"> <li>- Linear models</li> <li>- Tests for heteroscedasticity</li> </ul> </li> </ul>	

(Dozent: prof. Dr. Polk)

- Mathematical approaches for economic analysis
- Demand, Elasticities, Costs
- From data to functions
- Basic pricing techniques: Uniform pricing, price discrimination
- Bundling and tying
- Two-part tariffs and multipart tariffs
- Advance booking

### **Literature Recommendations/Sources:**

(Dozent: Prof. Dr. Brand)

- Mathematica Online Documentation,

<http://reference.wolfram.com/mathematica/guide/Mathematica.html>

- Frank Brand, Komplexe Systeme - Neue Ansätze und zahlreiche Beispiele Oldenbourg , 2013, ISBN 978-3-486-58391-5

- Frederic Vester, The Art of Interconnected Thinking - Tools and concepts for a new approach to tackling complexity, MCB Publishing House, 2007, ISBN 978-3-939314-05-9

(Dozent: Prof. Dr. Löcher)

- Jeffrey M. Wooldridge (2013), "Introductory Econometrics", International Edition, 5th Edition, Cengage Learning
- Joshua D. Angrist and Jörn-Steffen Pischke, Mostly Harmless Econometrics: An Empiricist's Companion, Princeton University Press

(Dozent: Prof. Dr. Polk)

- Shy, Oz (2008), "How to Price: A Guide to Pricing Techniques and Yield Management", Cambridge University Press

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<b>Module Number</b>	211091
<b>Title of Module</b>	<b>National and International Financial Relations</b>
<b>Module Shortmark</b>	<b>EH-K-1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of the first stage of studies and the course Micro- and Macroeconomics and International economics</b>
<b>Assignment Type</b>	<b>Written homework</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
The aim of this course is to provide students with an understanding of the specific features and the functioning of financial systems as well as their contributions to growth and development. Students will become familiar with the specific risks of financial systems and the role of expectations in determining market result. There will be case studies of bank-based and capital-based financial systems as well as of different types of regional financial and monetary integration. Finally, students will examine causes, channels, impacts and policy responses to financial crises thereby differentiating between advanced countries' experiences and emerging market economies.

<b>Content of Course:</b>
The principal characteristics of the main forms of international capital flows (direct investment, private portfolio investment, bank loans, central bank reserve holdings etc) Relationship between financialisation, globalisation and growth Theoretical foundation and ratio of monetary and financial integration Analysis of bank-based and capital-market based financial systems, exemplified at Germany and the USA Analysis of regional monetary and financial integration with the examples of European Monetary Union and Asian bond markets Analysis of financial crises, for instance with the Asian crisis, the global financial crisis or the European sovereign debt crisis Discussion of financial market regulation, for instance Basel I, II and III

<b>Literature Recommendations/Sources:</b>
Valdez, S., Molyneux, P. (2013), An Introduction to Global Financial Markets, seventh edition. Houndsmill, Basingstoke / New York: Palgrave Macmillan.

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<b>Module Number</b>	214093
<b>Title of Module</b>	<b>European Economic Policy</b>
<b>Module Shortmark</b>	<b>Eco-A3</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of the following courses: Microeconomics, Macroeconomics I, Macroeconomics II (International Economics), Theory of Economic Policies (Macroeconomics and Economic Policy)</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>The course gives an overview about the history of European integration, and the economic development in the most important member states of the EU and introduces students to the most important European institutions pursuing economic policy in the EU and the framework for European economic policies. Students will learn how to analyse the most important economic policy instruments and their interaction in the EU against the background of different macroeconomic paradigms (New Consensus vs. Post-Keynesian macroeconomics). Students will be introduced to different views on the euro crisis, on the perspectives of European integration as well as important current issues in European foreign economic policies and will learn to analyse them against the background of different economic approaches.</p> <p>Finally, students will be introduced to the critical evaluation of economic policy decisions of European governments in more detailed case studies and they will learn to perform them on their own and present the results in teamwork</p>

<b>Content of Course:</b>
<ul style="list-style-type: none"> <li>0. Introduction</li> <li>1. European economic integration – a survey</li> <li>2. The EMU – an optimum currency area?</li> <li>3. Basic concepts of economic policies and economic policy coordination <ul style="list-style-type: none"> <li>3.a New Consensus macroeconomics</li> <li>3.b Post-Keynesian macroeconomics</li> </ul> </li> <li>4. The architecture of economic policies in the European Union: actors, institutions and problems <ul style="list-style-type: none"> <li>4.a Economic policy architecture before the euro crisis</li> <li>4.b Changes in the economic policy architecture in the course of the euro crisis</li> </ul> </li> <li>5. The euro crisis 2010ff – alternative views and policy proposals</li> <li>6. The Transatlantic Trade and Investment Partnership (TTIP)</li> <li>7. Long-run macroeconomic policy regimes in EU member countries</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>Krugman, P., Obstfeld, M. (2009): International Economics. Theory &amp; Policy, Boston et al.: Pearson International.</p> <p>Mulhearn, C., Vane, H.R. (2008): The Euro. Its Origins, Development and Prospects, Cheltenham: Edward Elgar.</p>

<b>Module Number</b>	202361
<b>Title of Module</b>	<b>English for Finance &amp; Accounting</b>
<b>Module Shortmark</b>	<b>BAH-En1</b>
<b>ECTS-Credits</b>	<b>2.5</b>
<b>Credit Hours</b>	<b>2</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of English for Management and English for Marketing</b>
<b>Assignment Type</b>	<b>Student performance</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>On completion of this course students have</p> <ul style="list-style-type: none"> <li>• learned to express themselves professionally in the context of meetings (oral component requirement)</li> <li>• improved written communication for business and management applications</li> <li>• further developed language accuracy and attained a higher degree of fluency in Business English (banking, finance and accounting, economics)</li> </ul>

<b>Content of Course:</b>
<p>Banking: personal and corporate banking, cultural differences in banking  Accounting: financial statements, accounting principles  Financial instruments: shareholding, issuing bonds, financing start-ups  Management skills in English:  Writing: agendas and minutes of meetings, reminders, complaints and replies to complaints; academic writing  Oral component: language and techniques of meetings, role-play meetings - expressing opinions, handling conflict, responsibilities of the chairperson  Language: review of tenses, passives, conditionals, past tenses; business vocabulary and terminology expansion for banking, finance and accounting, economics.</p>

<b>Literature Recommendations/Sources:</b>
Duckworth, Michael (2004). Business Grammar & Practice, Oxford University Press.

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<b>Module Number</b>	202362
<b>Title of Module</b>	<b>English for International Business &amp; Economics</b>
<b>Module Shortmark</b>	<b>BAH-En2</b>
<b>ECTS-Credits</b>	<b>2.5</b>
<b>Credit Hours</b>	<b>2</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of English for Management, English for Marketing and English for Finance &amp; Accounting</b>
<b>Assignment Type</b>	<b>Student performance</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>On completion of this course students have</p> <ul style="list-style-type: none"> <li>• further developed their ability to be persuasive in English</li> <li>• conducted a significant group project in English (oral component requirement)</li> <li>• improved essay writing skills in English and completed a number of business documents</li> <li>• become aware of cultural differences and their effect on business success</li> </ul>

<b>Content of Course:</b>
<p>Economics: business cycle, market structure and competition; business plan project: Doing business across cultures (include a general review of previous semesters: market research and product development, distribution strategies, advertising, personnel planning, growth strategies, financial planning)</p> <p>Management skills in English:</p> <p>Oral component: business plan (persuasive) presentations; debates and discussions.</p> <p>Writing: mission statements, press releases, business reports, SWOT analyses, and additional business plan documents</p> <p>Language: Language of graphs and prediction, gerunds and infinitives, reported speech.</p>

<b>Literature Recommendations/Sources:</b>
Duckworth, Michael (2004). Business Grammar & Practice, Oxford University Press.

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<b>Module Number</b>	400991
<b>Title of Module</b>	International Management
<b>Module Shortmark</b>	<b>IB-Strat1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	Lectures and case analyses (and supplementary classic management journal articles)
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
The course focuses on theories and practices of management in the international context. It highlights how companies become international and how they face various challenges in the increasingly competitive global environment. The major areas of this course cover issues regarding political, legal, economic and cultural environment as well as market entry strategies and organizational aspects of international companies.

<b>Content of Course:</b>
<p><b>1. The role of globalization</b> Definition, divers, levels, positive vs. negative impact on different stakeholder groups</p> <p><b>2. Multinational companies and foreign direct investment</b> Definition, motives, measuring internationalization, current trends and data on FDI</p> <p><b>3. Basic internationalization theories</b> Classical theories, OLI paradigm, Porter's diamond</p> <p><b>4. Political, legal and economic environments of international companies</b> The role of political system, legal issues, corruption, intellectual property rights, economic indicators ...</p> <p><b>5. Market entry strategies</b> Exporting, licensing, franchising, joint ventures, wholly owned subsidiary, country selection process, timing and scale of entry, global vs. local strategy</p> <p><b>6. International Mergers &amp; Acquisition and strategic alliances</b> Definitions, M&amp;A process, issues in cross border M&amp;A, strategic alliances: types, specific issues, airlines industry</p> <p><b>7. Organizing international operations</b> Internationals division, product/regional structure, matrix structure</p> <p><b>8. The role of culture in international management</b> What is culture? national vs. organizational culture, research on culture and its impact on management, role of expatriates</p> <p><b>9. CSR and business ethics in international context</b> Definition, strategic responses to ethical challenges</p> <p><b>10. Functional strategies in multinational companies</b> Selected topics from international production, sourcing, marketing, finance, HR</p>

<b>Literature Recommendations/Sources:</b>
Peng, M. / Meyer, K.: International Business, Cengage Learning, current edition
Hill, C. W. L.: International Business: Competing in the Global Market Place, current edition
Lasserre, P.: Global Strategic Management, Palgrave Macmillan: Basingstoke, current edition

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<b>Module Number</b>	400992
<b>Title of Module</b>	Strategic Management
<b>Module Shortmark</b>	<b>IB-Strat3</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of the first stage of study</b>
<b>Assignment Type</b>	<b>Oral examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>The lecture provides an overview to theories and concepts related to strategic management. Interactive teaching methods and case studies provide best pre-requisites to excise and apply theoretical contents taught in class in light of business reality (applied science method). Participants become familiar with strategic management decision processes against the background of international value added activities. The seminar delivers insights to vital important factors for obtaining sustainable competitive advantages.</p> <p>Participants should be able to take various stakeholder perspectives in light of a corporate's social responsibility in modern societies.</p>

<b>Content of Course:</b>
<ul style="list-style-type: none"> <li>• Basic terms, objectives and algorithms of strategic management processes</li> <li>• Analysis methods of the firms' macro, meso and micro environment</li> <li>• Strategic options on top management, strategic business unit and functional level</li> <li>• Strategy implementation and control</li> <li>• Challenges and limits of strategic management methods</li> <li>• Application of approaches in selected case studies</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>Glowik, M. (2016): Market Entry Strategies, 2nd edition, Walter de Gruyter: Berlin and Boston</p> <p>Mintzberg et. al (2013): The Strategy Process, Pearson: Essex</p> <p>Wheelen et. al (2014): Concepts in Strategic Management and Business Policy - Global Edition, Pearson: New Jersey</p>

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<b>Module Number</b>	400993
<b>Title of Module</b>	Organisation Behaviour in International Companies
<b>Module Shortmark</b>	<b>IB-Strat2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Course: Human Resource Management (Basics), Foundation of Organization Structure</b>
<b>Assignment Type</b>	<b>Combined examination</b>

#### **Learning Outcomes and Competencies, Subject related/Generic:**

The course aims to introduce students to the subjects of organizational behavior and to develop a critical orientation toward the subject matter and an awareness of the complexity of managerial and organizational problems in an international setting. The course provides an overview of a number of key concepts and issues associated with behavior in organizations, drawing on international research, as well as change models and approaches that set out to explain the management of change in an organizational context. The course examines topics around motivation, aspects of individual and group behavior, as well as issues of leadership, change, decision making and power and provides frameworks and tools for introducing and sustaining organizational effectiveness.

#### **Content of Course:**

- introduction to what is meant by 'OB'
- foundations of intercultural management
- analysis of the behaviour of individuals
- understanding team work
- approaches to leadership
- work design
- selected human resource policies and practices
- organizational culture
- introduction to change management.

#### **Literature Recommendations/Sources:**

Robbins, S. P., & Judge, T. A. (2017). Organizational behavior / Robbins, Stephen P.; Judge, Timothy A. Boston Pearson, [2017].

Thomas, D. C., & Peterson, M. F. (2015). Cross-cultural management : essential concepts / Thomas, David C.; Peterson, Mark F. Los Angeles , Calif. [u.a.] Sage 2015.

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<b>Module Number</b>	401091
<b>Title of Module</b>	Management Accounting and Controlling
<b>Module Shortmark</b>	<b>IB-Op1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Fundamentals of External Accounting, Fundamentals of Internal Accounting/Controlling</b>
<b>Assignment Type</b>	<b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
The objective of this module is to give students an overview of the state of the art performance management tools and teach them how to critically apply them in various situations.

<b>Content of Course:</b>
<p><b>1. Accounting for decision making</b>  Variable costing versus absorption costing  Activity-based costing  Capital investment decisions</p> <p><b>2. Planning and budgetary control systems</b>  Budgets and responsibility accounting  Master budget  Static budgets and flexible budgets  Static Budgets: variance analysis  Flexible budgets: variance analysis</p> <p><b>3. Performance measurement</b>  Financial and non-financial performance measures  ROI and residual income  Benchmarks and relative performance evaluation</p> <p><b>4. Strategic Management Accounting</b>  Basics of strategy  Key aspects of strategic management accounting  Balanced Scorecard</p>

<b>Literature Recommendations/Sources:</b>
Horngren, Harrison, Oliver (2008): Accounting (8th edition) (will be made available in the library) Free online website provides a free comprehensive textbook and learning center for accounting and management accounting! <a href="http://www.principlesofaccounting.com/">http://www.principlesofaccounting.com/</a> Additional Readings Numerous articles and complex case studies will be made available during the course.

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<b>Module Number</b>	401092
<b>Title of Module</b>	Operations Management
<b>Module Shortmark</b>	<b>IB-Op2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basic studies / Mathematics and Statistics</b>
<b>Assignment Type</b>	<b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>Using quantitative and best practice qualitative methodologies, this course will mainly define and describe the management of the primary transformational and value adding (i. e. production, supply and logistical) processes in manufacturing and services, thus operations management.</p> <p>This course provides an overview of problems and solution techniques in operations management from the practical application point of view and provides a solid theoretical basis. The lecture highlights strategies, principles, and quantitative methods for decision-making support in product and process design, demand forecasting, capacity, production, factory planning, supply management /procurement, inventory and logistics management in supply networks (supply chain management).</p> <p>The participants learn (analyse and apply) the fundamental quantitative analysis methods (i.e., location planning methods, EOQ and re-order point determination, inventory turns / weeks of supply, assembly line balancing) and principles of project management techniques.</p>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. Basics in Operations Management: Introduction to Operations Management as a basis for an efficient structuring of operational transformation processes. Presentation of the relevance, applicability and use cases in production and services for the elaboration of the linkage to strategic management. Elaboration of the strong dependence of operations on demand forecasting and product development (engineering).</li> <li>2. Planning Processes in Operations Management: Introduction to location planning problems for warehouses / distribution centers and factory location and comparison of the related approaches as a result of the quantitative applications (e. g. utility value analysis, factor rating method, center of gravity model). Recommended case study: "Ikea Price Tag" Introduction to general planning techniques of projects: Calculation of activity on nodes, critical paths and slack times and joint elaboration of "Gantt-Charts".</li> <li>3. Production Processes in Operations Management: Introduction to the four process flow structures (job shop, batch shop, assembly line, and continuous flow) and evaluation of the most suitable process related to volume and variety criteria. Joint development and completion of the process flow structure matrix and deriving the four basic types of layout (process flow, product flow, fixed position and cell based layout). Elaboration of quantitative methods to determine takt times of assembly lines as well as calculation of the number of work stations (so-called "line balancing" incl. creation and evaluation of "Yamazumi-Chats") and joint evaluation of occurring problems in cross-site capacity planning. The importance of Lean Management including the elimination of the 7 wastes is illustrated in production and service operations.</li> <li>4. Supply Management / Procurement Processes in Operations Management: Introduction to the principles of procurement planning (e. g. multiple/single sourcing, supplier selection, material requirement planning, cost in supply management, ordering policies, inventory planning) and elaboration of the SCOR-Model. Discussion and elaboration of the Supply Chain definition and comparison to Logistics Management. Usage of quantitative methods to identify the Economic Order Quantity (EOQ) and the re-order point / re-order frequency and cost.</li> </ol>

Assessing use cases and development of alternative solutions in line with so-called "ABC"-parts strategies (e. g. Just-in-Time, consignment stock, Vendor Managed Inventory / VMI or Kanban). Introduction to the fundamental KPIs in SCM: the inventory turnover and the weeks of supply. Discussion and evaluation of the metrics. Joint definition of other useful KPIs in Operations and Supply Chain Management.

5. Logistical Processes in Operations Management: Presentation of the "6R's" in Logistics and development of an understanding, that Logistics is the linking element between transformational / operational processes. Introduction to dis-/continuous transportation devices, means of transportation, handling and loading devices, different warehouse functions, structures and warehouse layouts. Introduction to newest technology used in Logistics and warehouses.

#### **Literature Recommendations/Sources:**

Ivanov D., Tsipoulanidis, A., Schönberger, J. (2017) Global Supply Chain and Operations Management: A decision-oriented introduction into the creation of value, Springer.

Jacobs, F.R., Chase, R.B. (2011): Operations and supply chain management. 13th ed. (McGraw-Hill) Boston et al.

Heizer J. / Render B. (2014) Operations Management, 11th ed., (Pearson Education) Harrow et al.

Bozarth, C., Handfield, R.B. (2012). Introduction to Operations and Supply Chain Management.

Krajewski, L. J., Ritzman, L. P., Malhotra, M. K. (2013): Operations Management – Processes and Supply Chains, Pearson

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<b>Module Number</b>	401191
<b>Title of Module</b>	History, Politics and Economics of the Host Country
<b>Module Shortmark</b>	<b>IB-Reg1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>On successful completion of this module the students will be expected to be able:</p> <ul style="list-style-type: none"> <li>• have a critical understanding and knowledge of the political, economic and social environment of Germany in which business in general and international business management operates</li> <li>• have a sound understanding of the diverse problems, dilemmas and opportunities presented to Germany as they respond on the one hand to the changing world order and on the other to their national publics.</li> <li>• be able to write analytical reports on the German political system and regions in English language</li> <li>• be able to present orally short reports on complex intertwined regional and national processes in English language</li> </ul>

<b>Content of Course:</b>
<p>This course gives an introductory overview on the German history, economy and political system. It wants to raise awareness of the intertwined processes of global, European and national politics and of relationship between economy and society. In relation to business studies in general and international business management in particular, the module introduces students into the main political, economic and social processes of a country, in this case Germany.</p>

<b>Literature Recommendations/Sources:</b>
<p>Anderson, Perry (2009): A new Germany? In: New Left Review 57 (May-June 2009), pp. 5-40  Fulbrook, Mary (2004): A concise history of Germany. Cambridge: Cambridge University Press  Hall, Peter A./ Soskice, David (2001): Varieties of Capitalism: The Institutional Foundations of Comparative Advantage. Oxford: Oxford University Press</p>

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<b>Module Number</b>	401491
<b>Title of Module</b>	Intercultural Communications
<b>Module Shortmark</b>	<b>IB-Erg1</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of the first study course</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies:</p> <p>ILO 1: They are able to reflect on their own cultural perspectives and communicate them to others.</p> <p>ILO 2: They are able identify core cultural differences between people, in general and in work situations.</p> <p>ILO 3: They are able to create basic training tools for cultural learning and understanding in organizational contexts.</p> <p>ILO 4: They are able to approach cultural challenges in the workplace as a core area of management competence.</p>

<b>Content of Course:</b>
<p>The course covers four major subject areas</p> <ul style="list-style-type: none"> <li>• Culture awareness advanced: deepening knowledge of own cultural imprints and intercultural instruments (i.e. cultural dimensions, cultural standards, assessment tools)</li> <li>• Key factors in cross-cultural management</li> <li>• Focus on specific target cultures selected by students</li> <li>• Building effective cross-cultural teams (face-to-face and virtual)</li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>Deardorff, Darla K. (ed., 2009): The Sage handbook of intercultural competence.</p> <p>Hall, E.T. (1959) The silent language Hall, E. T. (1981). Beyond culture. Garden City: Anchor Press.</p> <p>Hofstede, Geert, Gert Jan Hofstede and Michael Minkov (2010): Cultures and Organizations: Software of the Mind.</p> <p>Larry A. Samovar, Larry A., Richard E. Porter, Edwin R. McDaniel (2008): Intercultural Communication: A Reader</p>

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<b>Module Number</b>	<b>210862</b>
<b>Title of Module</b>	<b>English for Economics</b>
<b>Module Shortmark</b>	<b>EG-En2</b>
<b>ECTS-Credits</b>	<b>2,5</b>
<b>Credit Hours</b>	<b>2</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Successful completion of English for Management</b>
<b>Assignment Type</b>	<b>Student performance</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>On completion of English for Economics students will have:</p> <ul style="list-style-type: none"> <li>• enhanced their ability to express their ideas and opinions on business and economics topics in English</li> <li>• extended their general word-stock and business/economics terminology</li> <li>• improved their ability to explain statistical information (language of change)</li> <li>• written for academic purposes and acquired knowledge and practice in writing for work-related applications</li> <li>• developed self-confidence and their ability to think critically, as well as to express their opinions on controversial economic, social, and political issues in English</li> <li>• become more aware of the power of enthusiastic and persuasive public speaking and have improved their personal style of presentation</li> </ul>

<b>Content of Course:</b>
<p>Topics addressed in English for Economics include:</p> <ul style="list-style-type: none"> <li>• Globalization - winners + losers, Demographic change, Global, local migration, Employment, youth unemployment in Europe, Poverty and wealth distribution, child poverty and consequences, Equality and inequality, incl. gender mainstreaming, Economics and ecology, Ethics and corruption (political + commercial)</li> </ul> <p>Management skills in English:</p> <ul style="list-style-type: none"> <li>• Academic writing- topic sentence, paragraph, summary and essay writing</li> <li>• Oral communication- informative group presentations, moderated discussions, debates</li> <li>• Language Usage</li> <li>• Tense review: Present Perfect, Past tenses, Passives <ul style="list-style-type: none"> <li>- Business vocabulary and terminology expansion for economics</li> <li>- Language of public speaking, expressing opinions, being persuasive</li> </ul> </li> </ul>

<b>Literature Recommendations/Sources:</b>
<p>Duckworth, Michael (2004). Business Grammar &amp; Practice, Oxford University Press.  Maier-Fairclough, J. and Butzphal, G. (2011) Career Express (Business English C1), Cornelsen</p>

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<b>Module Number</b>	<b>701001</b>
<b>Title of Module</b>	<b>Business German</b>
Module Shortmark	<b>SG-Deu1</b>
ECTS-Credits	<b>5</b>
Credit Hours	<b>4</b>
Teaching Mode	<b>Lecture</b>
Frequency	<b>Every Semester</b>
Prerequisites	<b>Placement test at the beginning</b>
Assignment Type	<b>Combined examination (According to prior agreement)</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

The written and oral communication is oriented towards business terminology. All 4 basic skills will be practised in class (Reading, Writing, Listening and Speaking).

**Content of Course:**

Phonetic and Dealing with daily life activities (describing personal details, talking about family, numbers, alphabet, jobs, languages, countries, nationalities, restaurants, leisure activities, living situation, clothes, food, shopping);  
 Theme-related and situation-specific vocabulary;  
 Conjugation, personal pronouns in different cases: nominative, accusative, dative, simple sentence and question structure, singular and plurals, indefinite and definite articles, prepositions, verbs, imperatives.

**Literature Recommendations/Sources:**

own material and excerpts from textbooks

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<b>Module Number</b>	<b>209192</b>
<b>Title of Module</b>	<b>Interdisciplinary Subject Field</b>
Module Shortmark	<b>BAH-Th1</b>
ECTS-Credits	<b>15</b>
Credit Hours	<b>12</b>
Teaching Mode	<b>Tutorial</b>
Frequency	<b>Every Semester</b>
Prerequisites	<b>Completion of the 1st stage of studies</b>
Assignment Type	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>Learning goals across disciplines and courses that make up this 'Themenfeld, extend to include o.a. :</p> <ul style="list-style-type: none"> <li>• Students' gaining insights into the complexity of internationalization processes as well into the many associated micro- and macroeconomic, legal, social and political problems.</li> <li>• Students' becoming aware of crucial actors in internationalization processes, their behaviours, goals and relative importance.</li> <li>• Students' developing problem solving capacity related to sustainable internationalization processes</li> <li>• Students' enhancing their academic research and writing skills (incl. a raising awareness for the opportunities and threads of interdisciplinary research)</li> </ul>

<b>Content of Course:</b>
<p>The proposed 'Themenfeld' deals with the internationalization of economic processes. It integrates business, legal, economic and social science perspectives on globalization, one of the most salient trends in the contemporary world.</p> <p>The specific contents of tuition will be defined by an interdisciplinary team of lecturers, whose offer is evaluated by the Educational Commission of the department's council which, in its turn will approve it for the current study programme.</p>

<b>Literature Recommendations/Sources:</b>
Will be announced.

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<b>Module Number</b>	<b>201692</b>
<b>Title of Module</b>	<b>Management Accounting and Controlling</b>
<b>Module Shortmark</b>	<b>BAH-OP2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Basics of External Accounting; Basics of Internal Accounting/Controlling</b>
<b>Assignment Type</b>	<b>Combined examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies:</p> <ul style="list-style-type: none"> <li>• ILO 1 They are able to recall and describe important problems, concepts and methods of management accounting and their context in business administration.</li> <li>• ILO 2: They are able to explain fundamental performance management concepts like the Accounting for Decision Making, Planning and Budgeting, Performance Measurement and Strategic Management Accounting, etc., apply them to given problems and interpret the results.</li> <li>• ILO 3: They can critically analyze theoretical methods and concepts with respect to their applicability in practice and transfer the solving methods to new problems</li> </ul>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. Accounting for decision making Variable costing versus absorption costing Activity-based costing Capital investment decisions</li> <li>2. Planning and budgetary control systems Budgets and responsibility accounting Master budget Static budgets and flexible budgets Static Budgets: variance analysis Flexible budgets: variance analysis</li> <li>3. Performance measurement Financial and non-financial performance measures ROI and residual income Benchmarks and relative performance evaluation</li> <li>4. Strategic Management Accounting Basics of strategy Key aspects of strategic management accounting Balanced Scorecard</li> </ol>

<b>Literature Recommendations/Sources:</b>
<p>Horngrén, Harrison, Oliver (2008): Accounting (8th edition) (will be made available in the library) Free online website provides a free comprehensive textbook and learning center for accounting and management accounting! <a href="http://www.principlesofaccounting.com/">http://www.principlesofaccounting.com/</a></p>

<b>Module Number</b>	<b>204092</b>
<b>Title of Module</b>	<b>International Business Accounting</b>
<b>Module Shortmark</b>	<b>BAH-R-2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Tutorial</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>Introduction to Financial Accounting</b>
<b>Assignment Type</b>	<b>Account Balancing and Accounting Law</b> <b>Written examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p>After successful completion of the module, students will have acquired the following competencies:</p> <p>ILO 1: They are able to describe and interpret the content and importance of IFRS accounting</p> <p>ILO 2: They are able to analyze the financial statements as an instrument that provides useful information to investors and other users of financial statements</p> <p>ILO 3: They are able to explain and to apply the general and specific recognition and measurement methods with respect to their impact and to assess the advantages and disadvantages of their use in view of the objective of the international accounting</p> <p>ILO 4: They are able to explain the content, the criteria and the characteristics of selected balance sheet items and to assess the link and the interaction of particular recognition and measurement methods.</p> <p>ILO 5: They can critically analyze the elements of financial statements, the main recognition and measurement methods and the content of selected balance sheet items and compare them with the German Commercial Code.</p>

<b>Content of Course:</b>
<ol style="list-style-type: none"> <li>1. Basics of International Business Accounting <ul style="list-style-type: none"> <li>• Objectives of Financial Statements, users and their information needs</li> <li>• Responsible organization: International Financial Reporting Standards Foundation (IASCF), standard setting process</li> <li>• Framework for the preparation and presentation of Financial Statements</li> </ul> </li> <li>2. Elements of Financial Statements <ul style="list-style-type: none"> <li>• Basic elements and their requirements (balance sheet, statement of comprehensive income, notes, statement of cash flows, statement of changes in equity)</li> <li>• Additional elements: segment reporting, earnings per share</li> </ul> </li> <li>3. Recognition and Measurement in accordance with IFRS <ul style="list-style-type: none"> <li>• General and specific recognition and measurement issues of international year-end financial statements (e.g. property, plant and equipment, intangible assets, inventories, financial instruments, provisions and construction contracts)</li> </ul> </li> <li>4. IFRS versus HGB <ul style="list-style-type: none"> <li>• Similarities and differences between IFRS and HGB with regard to the objective und the users of Financial statements</li> <li>• Similarities and differences between IFRS and HGB with regard to the elements and their requirements</li> <li>• Similarities and differences between IFRS and HGB with regard to the general and specific recognition and measurement issues</li> </ul> </li> <li>5. Current issues <ul style="list-style-type: none"> <li>• Current development within the IASCF</li> <li>• Current development of new accounting standards</li> </ul> </li> </ol>

<b>Literature Recommendations/Sources:</b>
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Mackenzie/Coetsee/Njikizana/Chamboko (2011): Wiley IFRS 2011: Interpretation and Application of International Financial Reporting Standards, 8. Edition, Hoboken: John Wiley & Sons;  
Mirza/Holt/Knorr (2011): Wiley IFRS: Practical Implementation Guide and Workbook, 3. Edition, Hoboken: John Wiley & Sons;  
Wiecek/Young (2009): IFRS Primer - International GAAP Basics, Hoboken: John Wiley & Sons;

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<b>Module Number</b>	<b>401392</b>
<b>Title of Module</b>	<b>Management Issues: Entrepreneurship</b>
Module Shortmark	
ECTS-Credits	<b>5</b>
Credit Hours	<b>4</b>
Teaching Mode	<b>Seminar</b>
Frequency	<b>Every Semester</b>
Prerequisites	<b>Completion of 1st stage of studies with profound knowledge of Economics and Business Administration</b>
Assignment Type	<b>Combined exam</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
<p><b>Content-oriented learning outcomes</b></p> <p>Upon successful completion of this module, students will be able to:</p> <p>ILO 1: define the term entrepreneurship</p> <p>ILO 2: describe the influence and meaning of innovation for entrepreneurship (innovative business models) and describe the driving forces of entrepreneurship</p> <p>ILO 3: describe different professional contexts of entrepreneurship (independent entrepreneurship, corporate entrepreneurship, social entrepreneurship)</p> <p>ILO 4: classify and describe the role of lead entrepreneurs and the entrepreneurial team</p> <p>ILO 5: describe startup finance and the concept of a KPI dashboard</p> <p>ILO 6: understand the importance of active networking</p> <p><b>Skill-oriented learning outcomes</b></p> <p>Upon successful completion of this module, students will be able to:</p> <p>ILO 7: apply all 9 elements of the business model canvas to their own project</p> <p>ILO 8: apply different techniques of innovative business modelling</p> <p>ILO 9: apply, and contrast different techniques for identifying entrepreneurial opportunities</p> <p>ILO 10: apply, discuss, combine and judge the concept of hypothesis definition &amp; evaluation</p> <p>ILO 11: apply techniques for targeted visualization and communicating the business idea</p> <p>ILO 12: identify, reflect and establish their own entrepreneurial intentions</p>

<b>Content of Course:</b>
<p>All sections of the course content are introduced by theory and real-world examples. Experiential learning through start-up projects of independent character or within institutions (corporate entrepreneurship) is emphasized. The content comprises the following sections:</p> <ul style="list-style-type: none"> <li>- <b>Introduction in Entrepreneurship:</b> Definition of Entrepreneurship as a broad concept and as a specific concept in different professional contexts (independent entrepreneurship, corporate entrepreneurship, social entrepreneurship), influence of innovation on entrepreneurship (in contrast to "classical" entrepreneurship), lead entrepreneur and management team</li> <li>- <b>Business Model Design:</b> good practices for innovative business modeling (e.g. canvas, lean start-up, customer development, founding with components)</li> <li>- <b>Entrepreneurial opportunities:</b> <ol style="list-style-type: none"> <li>1. techniques for identifying entrepreneurial opportunities (e.g. design thinking, the role of trends and technology, qualitative research methods)</li> <li>2. techniques for evaluating entrepreneurial opportunities (e.g. value chain analysis, opportunity checklist, platform business models)</li> </ol> </li> </ul>

- **Economics of the venture:**

1. overview about types of financing and capital providers

2. good practices for planning and controlling further development of business models (e.g. validating hypotheses, key performance indicators)

- **Communication and Visualization:** techniques for targeted visualization and communicating the business idea (e.g. pitching, canvas, video prototyping)

- **Entrepreneurial Spirit and Networking** experienced entrepreneurs serve as role models, field trip to startup incubator

**Literature Recommendations/Sources:**

**Core Readings:**

Allen, Kathleen R. (2009). Launching New Ventures. 5th ed., Boston: Houghton Mifflin

**Additional Readings:**

Kawasaki, Guy (2004): The Art of the Start. Portfolio / Penguin Books;

Timmons, Jeffry A. (2003). New Venture Creation - Entrepreneurship for the 21st century (6th ed.). Boston: IRWIN (you can also use previous or later editions)

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<b>Module Number</b>	<b>401492</b>
<b>Title of Module</b>	<b>Communication and Interaction in a Professional Context</b>
<b>Module Shortmark</b>	<b>IB-Erg2</b>
<b>ECTS-Credits</b>	<b>5</b>
<b>Credit Hours</b>	<b>4</b>
<b>Teaching Mode</b>	<b>Seminar</b>
<b>Frequency</b>	<b>Every Semester</b>
<b>Prerequisites</b>	<b>None</b>
<b>Assignment Type</b>	<b>Student Performance</b>

**Learning Outcomes and Competencies, Subject related/Generic:**

The students learn to communicate and interact with others more consciously. After actively attending these seminars, the students will have become more sensitive to interpersonal processes, mainly in talks. Discussions with colleagues and/or superiors will be practiced in both everyday work situations or particularly with international partners, in negotiations or in a larger circle, at a meeting.

**Content of Course:**

Attending a communications seminar is compulsory to all students.

**Communication**  
Students learn to analyze and use core content of verbal and non-verbal activities such as body language, to convey authenticity, and to apply and reflect active listening.

**Negotiation management**  
The students learn how to build and organize their arguments so that they can represent their position in different discussion and discussion sessions.

**Conducting meetings**  
The students learn to conduct individual and group discussions, to moderate meetings and to lead groups. In addition, they can influence the opinion formation process with adequate strategies and techniques.

**Difficult conversations**  
The students learn to analyze situations of conversation and to make decisions for targeted communication. They deliberately shape the phases of the conversation and use argumentation and questioning techniques.

**Intercultural Competency**  
The students learn to react sensitively to cultural and linguistic differences and associated stereotypes and prejudices. To understand cultural diversity as a resource for organizations and to deal with intercultural approaches.

**Literature Recommendations/Sources:**

-Mattock, J. (2003). Cross-cultural communication : the essential guide to international business; Mattock, John. London Kogan Page Limited 2003.  
-Opresnik, M. O. (2014). The Hidden Rules of Successful Negotiation and Communication : Getting to Yes!. Cham: Springer.  
-Saunders, D. M., Barry, B., & Lewicki, R. J. (2015). Negotiation : readings, exercises and cases; Saunders, David M. 2015.

<b>Module Number</b>	<b>115005</b>
<b>Title of Module</b>	Introduction to the German Economic System (for foreign students in English)
Module Shortmark	<b>SG-H-05</b>
ECTS-Credits	<b>2.5</b>
Credit Hours	<b>2</b>
Teaching Mode	<b>Tutorial</b>
Frequency	<b>Every second semester</b>
Prerequisites	<b>Guest student, exchange students and all others interested in an introduction to economics</b>
Assignment Type	<b>Combined Examination</b>

<b>Learning Outcomes and Competencies, Subject related/Generic:</b>
Economics influences our daily life - but how can we understand the mechanisms, which coordinate billions of individuals to produce and consume goods, save and spent money, offer labour and employ people? Invisible hands, market mechanism, coordination by rules?
Students will be introduced into the principals of economics with its most important modules in theory and how these models are working in reality. The course is divided into two general categories; microeconomics and macroeconomics as well as their effects on performance of companies and countries.

<b>Content of Course:</b>
<ul style="list-style-type: none"> <li>• Analysing supply and demand, different market structures as well as their effects on decision making process of private companies</li> <li>• Neoclassical and Keynesian paradigm and their implication for macroeconomic policies</li> <li>• Different type of monetary and fiscal policies</li> <li>• Employment and wage development in recent decades</li> <li>• General introduction about different international trade theories</li> </ul>

<b>Literature Recommendations/Sources:</b>
Will be announced at the beginning of the term

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