



MASTER OF ARTS (M.A.)

INTERNATIONAL BUSINESS AND INTERCULTURAL MANAGEMENT



business



english

FACULTY INTERNATIONAL BUSINESS

Course Catalogue

SPO 4

Winter Semester 2023/2024

Course catalogue

Department International Business

Study Programme International Business & Intercultural Management

Degree awarded Master of Arts (M.A.)

Effective as of:	July 17th, 2013
Course leader:	Prof. Dr. Guadalupe Ruiz Yepes
Issued in printed form:	25.09.2023
Workload:	90 ECTS credits
Academic regulations:	4

Modules and course units

Module	Module coordinator
M1 Research Methods	Prof. Dr. Franziska Drescher
M2 Business Environment Studies	Prof. Dr. Ted Azarmi
M3 International Management Studies	Prof. Dr. Ted Azarmi
M4 Intercultural Studies	Prof. Dr. Guadalupe Ruiz Yepes
M5 Advanced International and Intercultural Management Studies	Prof. Dr. Beatrix Dietz Prof. Dr. Anna Hayduk
M6 Advanced Sustainability Studies	Prof. Dr. Ted Azarmi
M7 Advanced Research Methods	Prof. Dr. Franziska Drescher
M8 Master Thesis	Prof. Dr. Guadalupe Ruiz Yepes

General learning outcomes International Business & Intercultural Management

The program focuses on advanced studies in intercultural management and sustainability, which aim to expand students' expertise in leadership, strategic management and marketing. Students deepen their knowledge of business processes, particularly in the areas of human resource management, international management and financial analysis, enabling them to analyze the dynamic relationship between internal organizational structures and external environments. With a mix of international students from diverse professional and educational backgrounds, the program offers students the opportunity to learn first-hand how to work with individuals from other cultures on a professional level and on business issues. Courses include experiential and hands-on learning formats such as case studies and project work. Through the coursework, students will

- Increase awareness of sustainability, intercultural management and global leadership issues
- learn techniques for researching, organizing and presenting the results of academic work related to business research
- train critical thinking and logical analysis, and
- develop a sense of responsibility for achieving their goals.

Program Structure

1st SEMESTER	Research Methods <ul style="list-style-type: none"> ▶ Quantitative Methods ▶ Qualitative Methods 	Intercultural Studies <ul style="list-style-type: none"> ▶ Intercultural Communication: Theories and Methods 	Business Environment Studies <ul style="list-style-type: none"> ▶ International Economic ▶ Corporate Governance & CSR 	International Management Studies <ul style="list-style-type: none"> ▶ Specific Issues of International Management ▶ Global Talent Management ▶ Financial Analysis
2nd SEMESTER	Advanced Research Methods <ul style="list-style-type: none"> ▶ Quantitative Methods / Econometrics 	Advanced International and Intercultural Management Studies <ul style="list-style-type: none"> ▶ Global Marketing – Multinational Cases ▶ Intercultural Management – Cases and Regions ▶ Global Leadership 		Advanced Sustainability Studies <ul style="list-style-type: none"> ▶ Sustainable Economic Development ▶ Sustainable Financial Systems ▶ Sustainable Management
3rd SEMESTER	Master Thesis			

Module M1 252210 Research Methods

Duration	Semester
Contact hours per week (45 mins each)	
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	
Module coordinator	Prof. Dr. Franziska Drescher
Professional competence: In-depth knowledge and comprehension	After completing the module, students will have the knowledge to conduct quantitative and qualitative research in the context of academics and business.
Professional competence: conative skills, analysis and synthesis of knowledge	Students will be able to apply the knowledge gained about data collection and analysis to make sound decisions in business situations and academic research.
Personal competence: Social abilities and skills	Students will learn to leverage diversity by working in intercultural teams, behaving in an ethical manner.
Personal competence: Independence / autonomy)	Students will manage projects in a timely and efficient manner, including their individual learning and team contributions and commitments.
Competence levels according to GQF	7
Prerequisites (see below)	
Module specifics	
Scheduled	
Combined assessments	

Course unit title M1.1 252211 Quantitative Methods

This course unit forms part of module M1, it is mandatory.

Name of lecturer(s)	Prof. Dr. Graciela Kuechle
Semester	1
Available in	Winter semester
Mode of delivery	Lecture including exercises
Language of instruction	English
Course unit title (German)	Quantitative Methods
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	-
Type of assessment	Course-specific combination of assessments; concluded by a written examination
Duration of assessment	90 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Knowledge in statistics and data analysis.
Planned learning activities and teaching methods	Regular weekly lectures, accompanied by class discussion and computer lab sessions, individual studies by students.
Professional competence: In-depth knowledge and comprehension (Bloom)	Students shall be able to apply the gained theoretical and empirical knowledge in quantitative methods.
Professional competence: conative skills, analysis and synthesis of knowledge	Students will be able to apply the knowledge gained about data collection and analysis to make sound decisions in business situations and academic research.
Personal competence: Social abilities and skills	-
Personal competence: Independence / autonomy	Students will manage learning and tasks in a timely and efficient manner.
Competence levels according to GQF	7
Course unit contents	<ul style="list-style-type: none"> • Descriptive Statistics • Statistical Inference • Data Analysis
Recommended optional programme components	-

Additional specifics	-
Recommended or required reading	<ul style="list-style-type: none"> • Mendenhall et al. Statistics for Management and Economics, Duxbury Press, current edition. • Murray, M.P. Econometrics – A Modern Introduction, Pearson International Edition, current edition. • Studenmund, A.H. Using Econometrics: A Practical Guide. Prentice Hall, Current edition.
Scheduled	Regular
Combined assessments	<p>Written assignments and final exam.</p> <p>Detailed information of the score of the course is given at the beginning of the course.</p>

Course unit title M1.2 252212 Qualitative Methods

This course unit forms part of module M1, it is mandatory.

Name of lecturer(s)	Prof. Dr. Graciela Kühle
Semester	1
Available in	Winter semester
Mode of delivery	Lecture including exercises
Language of instruction	English
Course unit title (German)	Qualitative Methods
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	-
Type of assessment	Course-specific practice-related assignment
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	-
Planned learning activities and teaching methods	Regular weekly lectures, accompanied by class discussion Preparing and carrying out own field research Mentoring and supervision of the research process and data analysis
Professional competence: In-depth knowledge and comprehension (Bloom)	Students shall be able to apply the gained theoretical and empirical knowledge in qualitative research methods.
Professional competence: conative skills, analysis and synthesis of knowledge	After successful completion of this course, students shall have an overview over qualitative methods in social sciences, their advantages and disadvantages. They shall be able to develop qualitative research designs and to carry out qualitative interviews to answer a research question. Above all, they will be able to analyze qualitative data collected and to present their own research results academically.
Personal competence: Social abilities and skills	The students work in groups to carry out a qualitative research project. They monitor the interview process of others and improve their interview competence (create interview situation, appropriate inquiries, identify and avoid interviewer effects etc.) In carrying out the scientific project together as a team and presenting their analyses, interpretations and conclusions to an audience at the end, students enhance their: - Ability to work in heterogeneous teams and group coordination - Ability to structure arguments - Ability to convincingly justify and defend the conclusions reached.

Personal competence: Independence / autonomy	<p>Students will manage projects in a timely and efficient manner, including their individual learning and team contributions and commitments.</p> <p>Students additionally will gain skills in:</p> <ul style="list-style-type: none"> - Independent design of work processes during the execution of a scientific project - independent analysis and critical questioning of solution approaches and results.
Competence levels according to GQF	7
Course unit contents	<p>Qualitative Research Methods</p> <p>Application fields of qualitative research methods in economics and other practical fields</p> <p>Experiencing the process of qualitative research, its analysis and presentation</p>
Recommended optional programme components	-
Additional specifics	-
Recommended or required reading	<ul style="list-style-type: none"> • Alvesson, M. & Sköldeberg, K.: Reflexive Methodology – New Vistas for Qualitative Methods, SAGE, London, current edition. • Creswell, J. W.: Research Design. Qualitative, Quantitative and Mixed Methods Approaches, SAGE, London, current edition. • Flick, U.: An Introduction to Qualitative Research, SAGE, London, current edition. • Silvermann, D.: Doing Qualitative Research - A Practical Handbook, SAGE, London, current edition.
Scheduled	Regular
Combined assessments	-

Module M2 252220 Business Environment Studies

Duration	Semester
Contact hours per week (45 mins each)	
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	
Module coordinator	Prof. Dr. Ted Azarmi
Professional competence: In-depth knowledge and comprehension	Students are able to understand and explain complex international economic activities, and the responsible participation of companies within the global business environment.
Professional competence: conative skills, analysis and synthesis of knowledge	Students will be able to examine business and economic situations and apply their gained knowledge to come to sound conclusions.
Personal competence: Social abilities and skills	Students will work together to examine business issues and present their findings.
Personal competence: Independence /autonomy)	Students will develop their personal ability for critical self-reflection based on an increased awareness of economic and corporate behavior.
Competence levels according to GQF	7
Prerequisites (see below)	
Module specifics	
Scheduled	
Combined assessments	

Course unit title M2.1 252221 International Economics

This course unit forms part of module M2, it is mandatory.

Name of lecturer(s)	Prof. Dr. Ted Azarmi
Semester	1
Available in	Winter semester
Mode of delivery	Lecture
Language of instruction	English
Course unit title (German)	International Economics
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	
Type of assessment	Course-specific time-constraint assignment
Duration of assessment	90 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	-
Planned learning activities and teaching methods	Regular weekly lectures, accompanied by class discussion, problem sets, written assignments.
Professional competence: In-depth knowledge and comprehension (Bloom)	Students shall be able to apply the gained theoretical and factual knowledge on current economic challenges in an international setting. With the provided economic toolkits students will be able to draw conclusions on the individual consequences of macroeconomic developments for corporates and individuals.
Professional competence: conative skills, analysis and synthesis of knowledge	Students will develop the competence to analyze and solve problems of international economic issues and be able to propose solutions.
Personal competence: Social abilities and skills	Students will work jointly on assignments and give brief presentations.
Personal competence: Independence / autonomy	Students work independently to master the concepts covered during lectures, with the intention to use the knowledge gained during course discussions and in group assignments.
Competence levels according to GQF	7
Course unit contents	The areas covered include exchange rate theory (currency crisis, speculative attacks, different exchange rate regimes, frictions in international currency markets), country risk assessment, monetary policy in open economies, fiscal policy arrangements, the role of international organizations (central banks, IMF, Troika, etc.) and the impact of regulations on the business environment.
Recommended optional programme components	
Additional specifics	

Recommended or required reading	<ul style="list-style-type: none"> • Krugman, P.R., Obstfeld, M., Melitz, M.: International Economics, Theory and Policy. Pearson, current edition. • Krugman, P.R., Obstfeld, M., Melitz, M.: International Finance, Theory and Policy. Pearson, current edition. • Shapiro, A.C.: Multinational Financial Management. current edition • Case Problems in International Finance, by Kester, Luehrman, current edition, McGraw Hill, New York
Scheduled	Regular
Combined assessments	Final exam

Course unit title M2.2 252222 Corporate Governance & CSR

This course unit forms part of module M2, it is mandatory.

Name of lecturer(s)	External Lecturer
Semester	1
Available in	Winter semester
Mode of delivery	Seminar
Language of instruction	English
Course unit title (German)	Corporate Governance & CSR
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	Students are expected to attend the entire course punctually and pro-actively and to participate fully in class. Further, they will have to submit a written assignment/paper and/or give a presentation in class on a subject previously agreed with the lecturer including Q/ A session. Reading around the subject outside of the seminar and original thinking on the subject is expected and highly advisable.
Type of assessment	Course-specific paper / presentation
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	-
Planned learning activities and teaching methods	Lecture and teaching discussions: Lecture, class discussions, discussions of (current) Corporate Governance (CG) as well as Corporate and Social Responsibility (CSR) issues, group work, a written assignment/paper and/or a presentation.
Professional competence: In-depth knowledge and comprehension (Bloom)	The module aims to familiarize students with the subject of CG and CRS. An overview of CG and CRS issues as well as their importance for future management experts and business life is explained. Examples from practice (including applicable case law) are being scrutinized.
Professional competence: conative skills, analysis and synthesis of knowledge	On successful completion of the course students are put in a position to independently recognize and address GC as well as CSR issues.
Personal competence: Social abilities and skills	The required group work should hone students' personal competencies in terms of becoming team players.
Personal competence: Independence / autonomy	The applied Socratic teaching method intends to improve students' independent thinking, approach to research questions and developing solutions.
Competence levels according to GQF	7

Course unit contents	<p>The course will include an introduction to basic aspects of Corporate Governance and CSR covering:</p> <p>Basic CSR Framework including the Emergence and Advantages of CSR, Stakeholder Management, Applied Ethics, CSR Marketing and “Green-washing”, Responsible Supply Chains, Responsible Auditing and Reporting.</p> <p>The course will also include a solid grounding in CSR coupled with a practice orientated emphasis with many “real life case” examples. Students can expect to achieve a thorough grounding in the subject, even if approached with little initial background in CSR.</p>
Recommended optional programme components	<p>The course is entrenched in the twofold module „Business Environment Issues (M2, 252220)”, which also includes the course “International Economics (M2.1, 252221)”.</p>
Additional specifics	
Recommended or required reading	<ul style="list-style-type: none"> • <i>Pohl & Tolhurst: Responsible Business: How to Manage a CSR Strategy Successfully</i>, current edition, Wiley Publishers • <i>Visser, Matten, Pohl & Tolhurst: The A to Z of CSR</i>, current edition, Wiley Publishers
Scheduled	Block Seminar (see schedule / StarPlan)
Combined assessments	LR during teaching blocks (outside examination period)

Module M3 252230 International Management Studies

Duration	Semester
Contact hours per week (45 mins each)	
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	
Number of ECTS credits awarded	12.5
Preconditions for obtaining ECTS credits	
Module coordinator	Prof. Dr. Ted Azarmi
Professional competence: In-depth knowledge and comprehension	Students learn the practical and managerial skills needed to operate within a range of business operating units in international businesses. They will understand how functional areas are interconnected and interdependent and the implications that decisions in one area have on other areas of the organization.
Professional competence: conative skills, analysis and synthesis of knowledge	The students should be able to expand their existing knowledge through literature research and knowledge discovery and bring it in the relevant context, also to develop relevant knowledge from various disciplines. They should apply the guidelines for academic papers and improve analytical skills through independent elaboration of a complex topic area.
Personal competence: Social abilities and skills	Students enhance their teamwork skills, willingness to compromise and empathy through group work in intercultural teams.
Personal competence: Independence / autonomy)	The students should be able to identify problems independently and respond appropriately. Knowledge and interfaces to neighboring disciplines are developed and contributed within group tasks.
Competence levels according to GQF	See individual course descriptions
Prerequisites (see below)	
Module specifics	
Scheduled	
Combined assessments	

Course unit title M3.1 252231 Specific Issues of International Management

This course unit forms part of module M3, it is mandatory.

Name of lecturer(s)	Prof. Dr. Ted Azarmi
Semester	1
Available in	Winter semester
Mode of delivery	Seminar including exercises
Language of instruction	English
Course unit title (German)	Specific Issues of International Management
Number of ECTS credits awarded	5.0, this corresponds to a workload of 125 hours
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	60
Workload: Independent studies	65
Workload details	-
Type of assessment	Course-specific paper / presentation
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Proficiency in Business English, Basics in Strategic Management and Organizational Studies
Planned learning activities and teaching methods	Interactive Lectures Case Studies, Groupwork Videos Self-reflection exercises Feedback loops, provided by facilitators Collegial consultation Journaling
Professional competence: In-depth knowledge and comprehension (Bloom)	<ul style="list-style-type: none"> Knowledge and comprehension of the main models and concepts in selected fields, such as Innovation Management, Change Management, International Project Management, Diversity Management
Professional competence: conative skills, analysis and synthesis of knowledge	<ul style="list-style-type: none"> Students are able to synthesize concepts from related fields in order to elaborate solutions to real-life problems in international management; Students are able to critically evaluate complex arguments and are able to take decisions under uncertainty
Personal competence: Social abilities and skills	<ul style="list-style-type: none"> Effective collaboration in multicultural teams; Effective communication across disciplinary and cultural boundaries

Personal competence: Independence / autonomy	<ul style="list-style-type: none"> • Ability of self-reflection regarding student's ability of applying logic in a complex environment • Appreciation of differences and respect of diversity • Enhanced self-awareness regarding own cultural standards and cultural standards of fellow students
Competence levels according to GQF	7
Course unit contents	<p>The focus of this subject varies from term to term.</p> <p>The themes evolve around managerial challenges in the era of global transformation.</p> <p>Global strategies that encompass diversity and target at enhanced innovation form the nucleus of this course.</p> <p>The portfolio of content is as follows:</p> <ul style="list-style-type: none"> • Strategic positioning in the light of global challenges and against the background of a global business environment characterized by volatility, uncertainty, complexity, ambiguity, diversity and dynamics • Particularities of Emerging Markets • Innovation Management incl. Innovative Business Models in an international context • Global Collaboration and Alliance Management • Diversity Management
Recommended optional programme components	Design Thinking Workshop if resources allow, conducted by a guest lecturer
Additional specifics	-
Recommended or required reading	<p>The reading for this course is organised by topic in ILIAS. These readings and cases form the basis of in-class discussions and therefore it is expected that the required reading is done prior to class.</p> <p>Due to the nature of this course, students are expected to read broadly on the issues covered.</p> <p>There is a wide range of books and other literature available in the campus library and online.</p>
Scheduled	Takes place each week during the semester.
Combined assessments	-

Course unit title M3.2 252232 Global Talent Management

This course unit forms part of module M3, it is mandatory.

Name of lecturer(s)	Prof. Dr. Dietmar Högel Prof. Dr. Michael Ruf
Semester	1
Available in	Winter semester
Mode of delivery	Lecture
Language of instruction	English
Course unit title (German)	Global Talent Management
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	
Type of assessment	Course-specific time-constraint assignment
Duration of assessment	90 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	-
Planned learning activities and teaching methods	Lecture and teaching discussions (lecture on IHRM/IHRD basic topics, class discussion, group work, papers and presentations on concrete case studies)
Professional competence: In-depth knowledge and comprehension (Bloom)	Students have a broad, in-depth and integrated knowledge of global talent management approaches. Included in this is a respective knowledge of relevant disciplines which are closely linked to GTM.
Professional competence: conative skills, analysis and synthesis of knowledge	Students have a very wide range of methods to handle complex and cross-cultural issues in GTM. They are able to analyze problems and to develop concrete recommendations for given HR-business challenges.
Personal competence: Social abilities and skills	Students work independently on complex case studies, organize their work-sharing and deepen their technical expertise. They are capable of presenting and discussing the work results before experts.
Personal competence: Independence / autonomy	Students independently take over the responsibility for the planning, implementation and reflection of the cooperative work processes.
Competence levels according to GQF	7

Course unit contents	<ul style="list-style-type: none"> • Trends in on IHRM/IHRD and GTM • Approaches to international HRM and global talent management • National influences on GTM practices • National education systems • International assignment and expatriate management • Global labour regulation • Employability
Recommended optional programme components	
Additional specifics	
Recommended or required reading	<ul style="list-style-type: none"> • Dowling, P.J./Festing, M./Engle, A.D., International Human Resource Management, current edit., Cengage Learning, London • Brisco, D.R./Schuler, R.S./Claus, L., IHRM: Policies and Practices for Multinational Enterprises, current edit., Routledge Chapman & Hall • Al Ariss, A., Global Talent Management, Springer, current edition.
Scheduled	as scheduled (see schedule / StarPlan)
Combined assessments	-

Course unit title M3.3 252233 Financial Analysis

This course unit forms part of module M3, it is mandatory.

Name of lecturer(s)	Prof. Dr. Ted Azarmi
Semester	1
Available in	Winter semester
Mode of delivery	Lecture
Language of instruction	English
Course unit title (German)	Financial Analysis
Number of ECTS credits awarded	5.0, this corresponds to a workload of 125 hours
Contact hours per week (45 mins each)	4.0
Workload: Contact hours	60
Workload: Independent studies	65
Workload details	
Type of assessment	Course-specific time-constraint assignment
Duration of assessment	120 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Statistics
Planned learning activities and teaching methods	Lecture with exercises and group presentations
Professional competence: In-depth knowledge and comprehension (Bloom)	Students are able to understand and explain the theories and empirics of financial analysis. They can both theoretical reasoning and empirical arguing.
Professional competence: conative skills, analysis and synthesis of knowledge	Students have a high methodical competence of analyzing and solving problems of financial and are able to propose own solutions.
Personal competence: Social abilities and skills	<ul style="list-style-type: none"> • Effective collaboration in multicultural teams; • Effective communication across disciplinary and cultural boundaries
Personal competence: Independence / autonomy	Students work independently to master the concepts covered during lectures, with the intention to use the knowledge gained during course discussions and in group assignments.
Competence levels according to GQF	6

Course unit contents	<ol style="list-style-type: none"> 1. Introduction 2. Balance Sheet & statement of retained earnings 3. Fin. modeling fraud & irregularities 4. Int. Accounting 5. Taxes 6. Cash Flows 7. Basic fin. modeling 8. Fin. ratios 9. Latest development in accounting 10. Econ. Value Added (EVA by Stern Stewart) 11. Review: basic methods in fin. management 12. Fin. modeling to value Equity in distressed firms 13. Estimating Risk Parameters & Costs of Financing 14. Calculating terminal value, growth rate & cash flows 15. Dividend discount Model 16. Free cash flow to equity model 17. Earning, book value & sector specific multiples 18. Modeling Bond yields 19: Fin. models: Real estate & alternative assets 20 + 21: Fin. Modeling: Mergers & acquisitions + Firms with Negative Earnings 22 + 23: Fin. models: Young & Start-up firms + Private Firms
Recommended optional programme components	Financial Modeling
Additional specifics	
Recommended or required reading	<ul style="list-style-type: none"> • White, Sondhi, and Fried: The Analysis and Use of Financial Statements; Current Edition • Damodaran, Aswath: Investment Valuation: tools and techniques for determining the value of any asset; Current Edition
Scheduled	Regular
Combined assessments	Stand-alone examination

Module M4 252240 Intercultural Studies

Duration	Semester
Contact hours per week (45 mins each)	
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	
Number of ECTS credits awarded	7.5
Preconditions for obtaining ECTS credits	
Module coordinator	Prof. Dr. Guadalupe Ruiz Yepes
Professional competence: In-depth knowledge and comprehension	See course description
Professional competence: conative skills, analysis and synthesis of knowledge	See course description
Personal competence: Social abilities and skills	See course description
Personal competence: Independence / autonomy)	See course description
Competence levels according to GQF	6
Prerequisites (see below)	
Module specifics	
Scheduled	
Combined assessments	

Course unit title M4.1 252241 Intercultural Communication: Theories and Methods

This course unit forms part of module M4, it is mandatory.

Name of lecturer(s)	Prof. Dr. Guadalupe Ruiz Yepes Prof. Dr. Anna Hayduk
Semester	1
Available in	Winter semester
Mode of delivery	Lecture including exercises
Language of instruction	English
Course unit title (German)	Intercultural Communication: Theories and Methods
Number of ECTS credits awarded	7.5, this corresponds to a workload of 187.5 hours
Contact hours per week (45 mins each)	6.0
Workload: Contact hours	90
Workload: Independent studies	97.5
Workload details	-
Type of assessment	Module-specific paper / presentation
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Excellent level of English
Planned learning activities and teaching methods	<ul style="list-style-type: none"> • Weekly interactive lectures and open discussion • Students preparation through reading outlined papers • Classroom exercises in smaller groups using Padlets, the BYOD method and other Blended-Learning tools • Practice-oriented case studies • Preparation of papers in small groups • Presentation of results in small groups • Extended self-study
Professional competence: In-depth knowledge and comprehension (Bloom)	<ul style="list-style-type: none"> • Understand the complexities of intercultural communication • Explain and explore the impact of cultural factors on the process of communication between different players in business • Critically examine and discuss the fundamental theories, principles and topics in intercultural communication from an interdisciplinary perspective • Understand how intercultural communication and intercultural management are interrelated • Explain and explore the impact of culture on trust, leadership, networking, knowledge-sharing, conflict management, sustainability and innovation in business environment

<p>Professional competence: conative skills, analysis and synthesis of knowledge</p>	<ul style="list-style-type: none"> • Develop an effective and harmonious process of communication with business partners from different countries • Provide strategies to avoid communication bottlenecks • Reveal causes of conflict in different intercultural situations in business, and to develop and implement effective solutions to conflict situations • Analyze, improve, and develop strategies of internationalization of companies in certain regions while considering local cultural peculiarities / risks of these regions • Select and apply appropriate methodological approaches when doing research on a particular culture or selecting a field of research
<p>Personal competence: Social abilities and skills</p>	<ul style="list-style-type: none"> • Reflect on own contribution to enhance communication • Be able to identify and evaluate issues of local, national and international social significance, which impact intercultural communication. • Be able to apply the knowledge acquired to cultural diversity in communication and management.
<p>Personal competence: Independence / autonomy</p>	<ul style="list-style-type: none"> • Select and apply strategies to improve own communication • Apply the knowledge of major theories, models and concepts related to culture, cultural diversity, intercultural communication and intercultural management in various intercultural situations in business
<p>Competence levels according to GQF</p>	<p>6</p>
<p>Course unit contents</p>	<p><u>Part I</u></p> <ul style="list-style-type: none"> • Introducing intercultural communication • Theories, models and approaches to intercultural communication • The concept of Face • Organizational culture • Trust as a cultural dimension <p><u>Part II</u></p> <ul style="list-style-type: none"> • Intercultural management and intercultural communication • Culture and leadership • Culture and sustainability • Culture and innovation • Culture and networking in business • Tourism as a factor of intercultural contacts. Intercultural situations in tourism • Cultural peculiarities of conflict management • Intercultural communication and entrepreneurship
<p>Recommended optional programme components</p>	
<p>Additional specifics</p>	

Recommended or required reading	<ul style="list-style-type: none"> • Beamer, L.; Varner, I.: Intercultural Communication in the Global Workplace. Current edition. New York, NY: McGraw-Hill, Irwin • Dai, X.; Chen, G.-M.: Conflict management and intercultural communication: the art of intercultural harmony. Current edition. London; New York: Routledge, Taylor & Francis Group • Deresky, H.: International management: managing across borders and cultures: text and cases. Current ed. Boston, Mass.; Munich et al.: Pearson • Dumetz, J. (2012): Culture and Communication. In: Dumetz, J. (ed.), Cross-Cultural Management Textbook. Lessons from the world leading experts (student edition), pp. 81-114. • Lewis, R.D. When cultures collide: leading across cultures. Nicholas Brealey Publishing, Current Edition. • Lustig, M.W; Koester J.: Intercultural competence: interpersonal communication across cultures. Current edition. Boston at al.: Pearson • Ruiz Yepes, G. (2011): Politeness Phenomena in England, Germany and Spain: An approach to the hidden rules of behaviour. In: Francis Jarman (Ed.). Encountering the Other. Maryland: Wildside Press, S. 191-200. • Salvi, R., Tanaka, H. (2011): Intercultural interactions in business and management. Bern; New York: Peter Lang • Trompennars, F. and Hampden-Turner, C.: Riding the waves of culture: understanding diversity in global business, McGraw-Hill, current edition.
Scheduled	Regular
Combined assessments	Regular examination

Module M5 252250 Advanced International and Intercultural Management Studies

Duration	Semester
Contact hours per week (45 mins each)	
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	
Number of ECTS credits awarded	20.0
Preconditions for obtaining ECTS credits	
Module coordinator	Prof. Dr. Beatrix Dietz Prof. Dr. Anna Hayduk
Professional competence: In-depth knowledge and comprehension	Students will gain a comprehensive knowledge of the different aspects of conducting business and leading organizations in a variety of world regions by not only examining leadership theories, but also learning how consumer preferences and management are influenced by culture.
Professional competence: conative skills, analysis and synthesis of knowledge	Students will be able to examine political, economic and cultural differences and use that knowledge to plan and adapt business strategies and communication styles appropriately.
Personal competence: Social abilities and skills	Students will be able to cooperatively and responsibly work in heterogeneous and multidisciplinary expert teams, as well as successfully lead in such teams. Additionally, students will have the competence to argumentatively present complex problems and their solutions in business situations and further develop approaches to problem solving in multicultural teams.
Personal competence: Independence / autonomy)	Reflection, assessment, independent pursuing of own learning and working objectives and those set by others, carrying responsibility, and drawing conclusions regarding the workflow in the intercultural team.
Competence levels according to GQF	7
Prerequisites (see below)	
Module specifics	
Scheduled	
Combined assessments	

Course unit title M5.1 252251 Global Marketing - Multinational Cases

This course unit forms part of module M5, it is mandatory.

Name of lecturer(s)	Prof. Dr. Beatrix Dietz
Semester	2
Available in	Summer semester
Mode of delivery	Seminar including exercises
Language of instruction	English
Course unit title (German)	Global Marketing - Multinational Cases
Number of ECTS credits awarded	7.5, this corresponds to a workload of 187.5 hours
Contact hours per week (45 mins each)	6.0
Workload: Contact hours	90
Workload: Independent studies	97.5
Workload details	-
Type of assessment	Course-specific combination of assessments; concluded by a written examination
Duration of assessment	120 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Introduction to Marketing; Introduction to International Marketing; Marketing Cases (Bachelor Studies)
Planned learning activities and teaching methods	<ul style="list-style-type: none"> • Brief introductory lectures by professor and student presentations on relevant country-specific issues, e.g. political/legal, social/cultural, economic, technological, ecological • Moderated case study discussions • Practical examples and company presentations • Practical global Marketing project – ideally with project partner
Professional competence: In-depth knowledge and comprehension (Bloom)	<ul style="list-style-type: none"> • Comprehensive and up-to-date knowledge of all key aspects of international marketing – including knowledge of the effects that global macro-environmental factors have on international marketing decisions • Understanding of interaction between marketing and other business functions
Professional competence: conative skills, analysis and synthesis of knowledge	<ul style="list-style-type: none"> • Apply knowledge to cases and practical examples • Expertise to solve complex marketing issues on a strategic and operational level • Ability to develop solutions despite incomplete information • Preparedness to think “outside the box”
Personal competence: Social abilities and skills	<ul style="list-style-type: none"> • Ability to act as a team leader, guiding others to achieve result • Work effectively in a diverse team and create an atmosphere of inclusion so everyone is able to bring their full potential to the work • Knowledge of own strength and role they can assume in a diverse and self-organized team

Personal competence: Independence / autonomy	<ul style="list-style-type: none"> • Self-management skills including the systematic exploitation of unknown content • Ability to define research objectives and evaluate alternatives
Competence levels according to GQF	7
Course unit contents	<ul style="list-style-type: none"> • The sub-module covers the strategic and operational aspects determining marketing work in a global context, such as the market environment, country and target market selection, market entry modes and approaches to marketing the 4 P's • They will work with theories of internationalization • Students learn how to evaluate the advantages of standardization versus the needs of adaptation from the corporate and market perspectives considering business criteria and cultural aspects
Recommended optional programme components	Intercultural Communication
Additional specifics	
Recommended or required reading	<ul style="list-style-type: none"> • Cateora, P. International Marketing. McGraw-Hill, New York, NY. Current edition. • Hollensen, S. Global Marketing. Prentice Hall, Upper Saddle River. Current edition. • Harvard and similar business school case studies • Further articles on global Marketing uploaded onto learning platform
Scheduled	Regularly, according to timetable
Combined assessments	<ul style="list-style-type: none"> • Written exam (50%) • Presentation and Case Studies (30%) • Global Marketing Project (20%)

Course unit title M5.2 252252 Intercultural Management - Cases and Regions

This course unit forms part of module M5, it is mandatory.

Name of lecturer(s)	Prof. Dr. Anna Hayduk Prof. Dr. Guadalupe Ruiz Yepes Prof. Dr. Lars Gaiser
Semester	2
Available in	Summer semester
Mode of delivery	Lecture including exercises
Language of instruction	English
Course unit title (German)	Intercultural Management - Cases and Regions
Number of ECTS credits awarded	10.0, this corresponds to a workload of 250 hours
Contact hours per week (45 mins each)	8.0
Workload: Contact hours	120
Workload: Independent studies	130
Workload details	<ul style="list-style-type: none"> • Follow up of the syllabus contents every week. • Preparation of a presentation. • Preparation of a portfolio.
Type of assessment	Course-specific paper / presentation
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	<p>Fundamental knowledge in the areas of international business, international management and intercultural management.</p> <p>Successful completion of Submodule M4.1 "Intercultural Communication: Theories and Methods"</p>
Planned learning activities and teaching methods	Lecture on fundamental topics; lecture with integrated practical assignments, discussions on specific aspects based on case studies and academic articles; papers/presentations on specific aspects

<p>Professional competence: In-depth knowledge and comprehension (Bloom)</p>	<p>The submodule focuses on acquiring profound knowledge at two levels:</p> <p>a. Business environment level:</p> <ul style="list-style-type: none"> • Students are able to characterize and explain the current stage and changes in political, economic and socio-cultural environments in relevant regions and interpret these as framed conditions for doing business in these regions; <p>b. Organisational level:</p> <ul style="list-style-type: none"> • Students are able to identify the impact of business environment, culture in particular, on internationalisation strategies of foreign companies (or vice-versa) in relevant regions; • Students are able to identify the impact of culture of relevant regions on organizational culture (or vice-versa); • Students are able to describe cultural peculiarities of communication with business partners from relevant regions; • Students are able to describe typical leadership styles in business in certain regions and to explain their cultural peculiarities.
<p>Professional competence: conative skills, analysis and synthesis of knowledge</p>	<p>The submodule focuses on further disclosure of acquired knowledge and its application at two levels:</p> <p>a. Business environment level:</p> <ul style="list-style-type: none"> • Students are able, based on the analysis of diverse risks, cultural risks in particular, in relevant regions to derive preconditions for doing business in these regions; <p>b. Organisational level:</p> <ul style="list-style-type: none"> • Students possess the competence to analyze, improve, develop and further implement strategies of internationalization of foreign companies in relevant regions considering local cultural peculiarities/risks in these regions; • Students are able to develop an effective and harmonious process of communication with business partners from certain regions; • Students possess the competence to reveal causes of conflicts in business emerged due to cultural differences, and develop and effectively implement solutions to conflict situations with business partners from relevant regions.
<p>Personal competence: Social abilities and skills</p>	<p>Cooperative and responsible work in heterogeneous (age, gender, cultural roots, religion, etc.) and multidisciplinary groups, as well as successful and responsible leadership in these groups aimed at the completion of complex objectives, and the responsibility for the working group outcomes. Management of professional development of group members addressing their personal characteristics (age, gender, cultural roots, religion, education background, and professional experiences). Professional handling of group problems, those of cross-cultural nature in particular. Reasoned coverage of complex problems in specific business situations for members of heterogeneous and multidisciplinary groups and development of approaches to their solutions jointly with them.</p>

Personal competence: Independence / autonomy	For the objectives of applied and exploratory character - definition of goals while reflecting the social, economic and cultural impacts, independent knowledge disclosure and application of necessary tools.
Competence levels according to GQF	7
Course unit contents	<ul style="list-style-type: none"> • Introduction to relevant regions • Business environment in relevant regions • Culture as a critical element of business environment • Doing business in relevant regions • Internationalisation strategies of foreign companies in relevant regions: Cultural impact • Cultural peculiarities of communication with business partners from relevant regions • Typical leadership styles in relevant regions • Cultural peculiarities of conflict management in business in relevant regions
Recommended optional programme components	
Additional specifics	<p>The portfolio of regions considered in the submodule can vary.</p> <p>The following regions can be focused: Arab World, Eastern Europe, Asia -Pacific, Spanish-speaking World, and French-speaking World. Examination type LR extends to each of these regions.</p>
Recommended or required reading	<ul style="list-style-type: none"> • Crane, R.: The Influence of Business Cultures in Europe: An Exploration of Central, Eastern, and Northern Economies. London: Palgrave Macmillan. Current edition. • Chen, M.: Asian Management Systems. Chinese, Japanese and Korean Styles of Business, current edition, Thomson, London et al. • Dessler, G., Al Ariss, A.: Human Resource Management. The Arab World Edition, Pearson, current edition. • Dumetz, J. (et. al.): Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, Student Edition, current edition. • Meier, O.: Management interculturel. Stratégie. Organisation. Performance, Dunod, Paris, current edition.
Scheduled	<p>As a rule, on a regular basis. Depending on the region/lecturer delivery of classes in blocks is possible.</p> <p>StarPlan timetable is provided at: https://splan.hs-heilbronn.de/</p>
Combined assessments	

Course unit title M5.3 252253 Global leadership

This course unit forms part of module M5, it is mandatory.

Name of lecturer(s)	Prof. Dr. Michael Ruf
Semester	2
Available in	Summer semester
Mode of delivery	Seminar
Language of instruction	English
Course unit title (German)	Global leadership
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	-
Type of assessment	Course-specific time-constraint assignment
Duration of assessment	90 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Students have a rough understanding of the interrelation between national cultures, organizational cultures and leadership styles based on the GLOBE study
Planned learning activities and teaching methods	<ul style="list-style-type: none"> • Self-studies • Interactive lectures • Group work • Case studies • Videos • Discussion with global leaders from various backgrounds
Professional competence: In-depth knowledge and comprehension (Bloom)	<ul style="list-style-type: none"> • Knowledge and comprehension of central notions of global leadership • Comprehension of related concepts such as entrepreneurship
Professional competence: conative skills, analysis and synthesis of knowledge	<ul style="list-style-type: none"> • Ability to evaluate, synthesize and present independent points of view regarding relevant leadership approaches and ideas • Discovery of adequate leadership styles in a global environment in light of different organizational forms and industries
Personal competence: Social abilities and skills	<ul style="list-style-type: none"> • Ability to drive change towards appropriate global leadership in diverse environments • Ability to perform as a global leader in a heterogeneous global environment

Personal competence: Independence / autonomy	<ul style="list-style-type: none"> • Sensitivity regarding human needs and collective needs in an international context • Self-reflection on consequences of own values and behaviors; • Enhanced creativity based on acquaintance with a variety of new approaches towards self-leadership • Improved sensitivity towards cultural differences • Enhanced self-reflection on own emotional intelligence
Competence levels according to GQF	7
Course unit contents	<ul style="list-style-type: none"> • Leadership theories: Overview of strategic and political perspectives, ethical perspectives, psychological perspectives and cultural perspectives • Leadership development • Emerging holistic approaches towards leadership including emotional intelligence • Global leadership characteristics, challenges and limitations • Practical examples of global leadership in a multinational enterprise and / or international organizations
Recommended optional programme components	Personal development coaching sessions are recommended if resources allow
Additional specifics	
Recommended or required reading	<ul style="list-style-type: none"> • Bryman, A.; Collinson, D.; Jackson, B. et al. (eds) (current edition): The SAGE handbook of leadership, London et al.: Sage • Gehrke, B.; Claes, M.-T. (eds) (current edition): Global Leadership Practices: A Cross-Cultural Management Perspective, New York: Palgrave McMillan • Mendenhall, M.E.; Osland, J.S.; Bird, A. et al. (ed.) (current edition): Global Leadership: Research, Practice and Development. London: Routledge • Northouse, P. (current edition): Leadership - International Student Edition: Theory and Practice, London: Sage • Stolz/Scherrer (eds.) (current edition): International Leadership, Berlin: Springer.
Scheduled	Lectures take place on a regular basis during the term.
Combined assessments	-

Module M6 252260 Advanced Sustainability Studies

Duration	Semester
Contact hours per week (45 mins each)	6.0
Type of assessment	Module grade is composed of weighted individual performances
Duration of assessment	
Number of ECTS credits awarded	7.5
Preconditions for obtaining ECTS credits	
Module coordinator	Prof. Dr. Ted Azarmi
Professional competence: In-depth knowledge and comprehension	This module instills knowledge regarding sustainability in terms of economic development, financial systems, and management. Within each of these components, individual courses examine topics that promote the consideration of sustainability in corporate strategies.
Professional competence: conative skills, analysis and synthesis of knowledge	Using the theoretical models and the analysis of case studies covered within the courses of the module, students will be equipped to examine issues from different perspectives and to develop more sustainable solutions to business situations.
Personal competence: Social abilities and skills	<ul style="list-style-type: none"> • Ability to drive change towards sustainability in any organizational context • Ability to perform as a sustainability-oriented global citizen within an organizational and societal context
Personal competence: Independence / autonomy)	<ul style="list-style-type: none"> • Sensitivity regarding relation to nature; • Self-reflection on sustainability of own values and behaviors; • Enhanced creativity based on acquaintance with a variety of new approaches • Enhanced generic self-awareness based on self-reflection exercises
Competence levels according to GQF	7
Prerequisites (see below)	
Module specifics	
Scheduled	
Combined assessments	

Course unit title M6.1 252261 Sustainable Economic Development

This course unit forms part of module M6, it is mandatory.

Name of lecturer(s)	Prof. Dr. Ted Azarmi
Semester	2
Available in	Summer semester
Mode of delivery	Lecture including exercises
Language of instruction	English
Course unit title (German)	Sustainable Economic Development
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	-
Type of assessment	Course unit without assessment
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Knowledge in intermediate economics
Planned learning activities and teaching methods	Regular weekly lectures, accompanied by class discussion and computer lab sessions, individual studies by students
Professional competence: In-depth knowledge and comprehension (Bloom)	Students shall be able to apply the gained theoretical and factual knowledge on current economic challenges. They will be able to draw conclusions on the consequences and discuss policy issues and development strategies.
Professional competence: conative skills, analysis and synthesis of knowledge	Through the use of case studies and in-class exercises, student will learn how to examine economic issues that businesses face and how to develop strategies that are more sustainable for development.
Personal competence: Social abilities and skills	<ul style="list-style-type: none"> Ability to drive change towards sustainability in any organizational context Ability to perform as a sustainability-oriented global citizen within an organizational and societal context
Personal competence: Independence / autonomy	<ul style="list-style-type: none"> Sensitivity regarding relation to nature; Self-reflection on sustainability of own values and behaviors; Enhanced creativity based on acquaintance with a variety of new approaches Enhanced generic self-awareness based on self-reflection exercises
Competence levels according to GQF	7
Course unit contents	<ol style="list-style-type: none"> 1) Economic Development and Growth 2) Growth Theory 3) Sustainable Development and Problems (Poverty and Inequality, Population Growth, Urbanization and Migration, Education and Health, Environment)
Recommended optional programme components	

Additional specifics	
Recommended or required reading	Harvard and similar business school case studies on sustainable economies. A list is provided via ILIAS and varies from year to year based on current topics.
Scheduled	Regular
Combined assessments	Grade of the module "Advanced Sustainability Studies" according to the performance in the lectures "Sustainable Economic Development", "Sustainable Financial Systems" and "Sustainable Management"

Course unit title M6.2 252262 Sustainable Financial Systems

This course unit forms part of module M6, it is mandatory.

Name of lecturer(s)	Prof. Dr. Ted Azarmi
Semester	2
Available in	Summer semester
Mode of delivery	Lecture including exercises
Language of instruction	English
Course unit title (German)	Sustainable Financial Systems
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	Excursion, guest speakers
Type of assessment	Course unit without assessment
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	-
Planned learning activities and teaching methods	Regular weekly lectures, accompanied by class discussion and student presentations
Professional competence: In-depth knowledge and comprehension (Bloom)	<p>The focus is on the application of financial and economic theories to current challenges in financial markets as well as on an understanding of the development of finance theories.</p> <p>They obtain a deep understanding of the theoretical considerations behind modern finance and the challenges which policy makers and market participants face as they built sustainable financial systems.</p>
Professional competence: conative skills, analysis and synthesis of knowledge	The students independently develop and present a research theme. This requires incorporation of cutting-edge developments at both a theoretical and applied level.
Personal competence: Social abilities and skills	The students are required to work in teams to develop and present their research paper.
Personal competence: Independence / autonomy	The students are required to independently research topics that are at the current research frontier.
Competence levels according to GQF	7
Course unit contents	<ol style="list-style-type: none"> 1) The financial crisis 2007 – 2009: Historical perspective and causes. 2) Recent developments in finance theory. 3) Policy responses to the financial crisis.
Recommended optional programme components	
Additional specifics	

Recommended or required reading	Harvard and similar business school case studies on sustainable finance. A list is provided via ILIAS and varies from year to year based on current topics.
Scheduled	Regular
Combined assessments	Grade of the module "Advanced Sustainability Studies" according to the performance in the lectures "Sustainable Economic Development", "Sustainable Financial Systems" and "Sustainable Management"

Course unit title M6.3 252263 Sustainable Management

This course unit forms part of module M6, it is mandatory.

Name of lecturer(s)	Prof. Dr. Lauren Ugur
Semester	2
Available in	Summer semester
Mode of delivery	Lecture including exercises
Language of instruction	English
Course unit title (German)	Sustainable Management
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	-
Type of assessment	Course unit without assessment
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Students have a broad understanding regarding recent developments in international business and a sound knowledge of strategic management and organizational studies, mainly acquired in M3.
Planned learning activities and teaching methods	Interactive lectures Presentations of real-life cases Case studies Videos Self-reflection exercises Discussions Group work
Professional competence: In-depth knowledge and comprehension (Bloom)	<ul style="list-style-type: none"> • Understanding of transformational age and paradigm shift in the area of management • Knowledge and comprehension of main theories, models and concepts regarding sustainable management based on a triple bottom line approach, e.g. Economy for the Common Good, Conscious Capitalism, Theory U • Knowledge and comprehension of organizational strategies for a sustainable future • Understanding of concepts of change and barriers to change regarding organizational transformation
Professional competence: conative skills, analysis and synthesis of knowledge	<ul style="list-style-type: none"> • Ability to evaluate, synthesize and present independent points of view regarding innovative approaches and ideas on organizational transformation towards sustainability • Students are able to develop an idea on their own sustainable organization in selected industries
Personal competence: Social abilities and skills	<ul style="list-style-type: none"> • Ability to drive change towards sustainability in any organizational context • Ability to perform as a sustainability-oriented global citizen within an organizational and societal context

Personal competence: Independence / autonomy	<ul style="list-style-type: none"> • Sensitivity regarding relation to nature; • Self-reflection on sustainability of own values and behaviors; • Enhanced creativity based on acquaintance with a variety of new approaches • Enhanced generic self-awareness based on self-reflection exercises
Competence levels according to GQF	7
Course unit contents	<ul style="list-style-type: none"> • Introduction into the era of transformation: Transition towards sustainability on an individual, organizational, national and global level with focus on a managerial, holistic perspective • Paradigm shift: Triple bottom line approach and global challenges • Approaches towards organizational change: For instance, the Economy for the Common Good on an individual and organizational level, stages of organizational development, Theory U • Multiple stakeholder management and the art of collaboration • Triple bottom line for the individual: Understanding of the interconnection between Body, Mind and Heart/Soul • Elaboration of start-up ideas based on the application of sustainable management approaches
Recommended optional programme components	Coaching sessions for personal development / self-development based on the reflections in class (depending on availability of resources)
Additional specifics	
Recommended or required reading	Harvard and similar business school case studies on sustainable management. A list is provided via ILIAS and varies from year to year based on current topics.
Scheduled	
Combined assessments	Grade of the module “Advanced Sustainability Studies” according to the performance in the lectures “Sustainable Economic Development”, “Sustainable Financial Systems” and “Sustainable Management”

Module M7 252270 Advanced Research Methods

Duration	Semester
Contact hours per week (45 mins each)	
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	
Number of ECTS credits awarded	2.5
Preconditions for obtaining ECTS credits	
Module coordinator	Prof. Dr. Franziska Drescher
Professional competence: In-depth knowledge and comprehension	See course description
Professional competence: conative skills, analysis and synthesis of knowledge	See course description
Personal competence: Social abilities and skills	See course description
Personal competence: Independence / autonomy)	See course description
Competence levels according to GQF	7
Prerequisites (see below)	
Module specifics	
Scheduled	
Combined assessments	

Course unit title M7.1 252271 Quantitative Methods / Econometrics

This course unit forms part of module M7, it is mandatory.

Name of lecturer(s)	Prof. Dr. Graciela Kuechle
Semester	2
Available in	Summer semester
Mode of delivery	Seminar
Language of instruction	English
Course unit title (German)	Quantitative Methods / Econometrics
Number of ECTS credits awarded	2.5, this corresponds to a workload of 62.5 hours
Contact hours per week (45 mins each)	2.0
Workload: Contact hours	30
Workload: Independent studies	32.5
Workload details	-
Type of assessment	Course-specific combination of assessments; concluded by a written examination
Duration of assessment	90 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Quantitative Methods I
Planned learning activities and teaching methods	Regular weekly lectures, accompanied by class discussion and computer lab sessions, individual studies by students
Professional competence: In-depth knowledge and comprehension (Bloom)	Students shall be able to apply the gained theoretical and empirical knowledge in advanced quantitative methods
Professional competence: conative skills, analysis and synthesis of knowledge	Students will be able to assess and describe the relationship between variables, as well as software tools to perform different kinds of data analysis to analyze a variety of business problems.
Personal competence: Social abilities and skills	<p>Students will learn to leverage diversity by working in intercultural teams, behaving in an ethical manner.</p> <p>In carrying out a scientific project together as a team and presenting their analyses, interpretations and conclusions to an audience at the end, students enhance their:</p> <ul style="list-style-type: none"> - Ability to work in heterogeneous teams and group coordination - Ability to structure arguments - Ability to convincingly justify and defend the conclusions reached.
Personal competence: Independence / autonomy	<p>Students will manage projects in a timely and efficient manner, including their individual learning and team contributions and commitments.</p> <p>Students additionally will gain skills in:</p> <ul style="list-style-type: none"> - Independent design of work processes during the execution of a scientific project - independent analysis and critical questioning of solution approaches and results.
Competence levels according to GQF	7

Course unit contents	Introduction to econometrics Research projects Cross-sectional and time series analysis
Recommended optional programme components	
Additional specifics	
Recommended or required reading	<ul style="list-style-type: none"> • Greene, W. H. Econometric Analysis. current edition. Prentice Hall • Kirchgässner, G., Wolters, J. Introduction to Modern Time Series Analysis. Springer Verlag, current edition. • Mendenhall et al. Statistics for Management and Economics. Current Edition. Duxbury Press • Murray, M.P. Econometrics – A Modern Introduction, Pearson International Edition. Current edition. • Studenmund, A.H. Using Econometrics: A Practical Guide, current Edition. Prentice Hall
Scheduled	Regular
Combined assessments	<p>Presentation, written summary and final exam.</p> <p>Detailed information of the score of the course is given at the beginning of the course.</p>

Module M8 252280 Master Thesis

Duration	6 months Semester
Contact hours per week (45 mins each)	
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	
Number of ECTS credits awarded	30
Preconditions for obtaining ECTS credits	
Module coordinator	Prof. Dr. Guadalupe Ruiz Yepes
Professional competence: In-depth knowledge and comprehension	See course description
Professional competence: conative skills, analysis and synthesis of knowledge	See course description
Personal competence: Social abilities and skills	See course description
Personal competence: Independence / autonomy)	See course description
Competence levels according to GQF	7
Prerequisites (see below)	
Module specifics	
Scheduled	
Combined assessments	

Course unit title M8.1 252281 Master Thesis

This course unit forms part of module M8, it is mandatory.

Name of lecturer(s)	Prof. Dr. Guadalupe Ruiz Yepes
Semester	3
Available in	Winter and summer semester
Mode of delivery	Type of course unit: unknown
Language of instruction	English
Course unit title (German)	Master Thesis
Number of ECTS credits awarded	30.0, this corresponds to a workload of 750 hours
Contact hours per week (45 mins each)	0
Workload: Contact hours	0 hours
Workload: Independent studies	750 hours
Workload details	-
Type of assessment	Master Thesis
Duration of assessment	0 Minutes
Type of course unit	Mandatory
Prerequisites (see below)	Successful completion of the modules 1 to 7.
Planned learning activities and teaching methods	The master thesis is a student led unit, with tutorial support from the master thesis supervisors.
Professional competence: In-depth knowledge and comprehension (Bloom)	<p>Having completed this unit, the student is expected to:</p> <ul style="list-style-type: none"> Evaluate alternative research approaches and to select appropriate methods for the research aims; and to synthesise ideas and information in order to solve problems or questions that build on existing knowledge Develop an understanding of the relationship between theory and practice in different contexts
Professional competence: conative skills, analysis and synthesis of knowledge	<p>The students are expected to:</p> <ul style="list-style-type: none"> Design and execute, and write up an appropriate research project Demonstrate the skills of planning necessary to undertake collection and analysis of information leading to conclusion formulation
Personal competence: Social abilities and skills	The student must be able to effectively communicate the research topic, content, and results to relevant audiences (including experts).
Personal competence: Independence / autonomy	The students develop research, planning and self-management skills.
Competence levels according to GQF	7

Course unit contents	The Master Thesis is the culmination of the student's learning experience on the programme, requiring the development of the intellectual capacity to plan and carry out an academically-sound research project, the selection and application of appropriate management tools acquired during the taught programme, and a critical appreciation of the context and issues of International Business and Intercultural Management.
Recommended optional programme components	
Additional specifics	
Recommended or required reading	Student led unit with individual literature.
Scheduled	
Combined assessments	-