BILDUNGSCAMPUS

HHN
HEILBRONN UNIVERSITY
OF APPLIED SCIENCES

MASTER OF SCIENCE (M. SC.)

INTERNATIONAL BUSINESS AND INTERCULTURAL MANAGEMENT

business   english

FACULTY INTERNATIONAL BUSINESS

Module Handbook

SPO 5

Summer Semester 2026

Module Handbook

Faculty of International Business

Study Programme International Business & Intercultural Management

Degree awarded: Master of Science (M.Sc.)

Effective as of: **SoSe 2026**

Course Leader: **Prof. Dr. Guadalupe Ruiz Yepes**

Issued in printed form: **07.01.2026**

Workload: **90 (120) ECTS Credits**

SPO: **5**

Contents

List of Abbreviations

IBIM	International Business and Intercultural Management
M.Sc.	Master of Science
MIBIM	Master of Science in International Business & Intercultural Management
SPO	Study and Exam Regulations (Studien- und Prüfungsordnung)
SPO Master-AT	Study and Exam Regulations Master General Section (Studien- und Prüfungsordnung Master-Allgemeine Teil)
SWS	Contact hours per week

Course Mode Types:

L   Lecture

Lectures are used for the coherent presentation and communication of basic and specialized scientific knowledge and methodological skills. The lecture serves the coherent presentation of a subject matter as well as the communication of facts and methods. Broad and integrated knowledge of a scientific subject as well as theories and methods for dealing with complex problems, including the scientific principles, their practical application and a critical understanding of the most important theories and methods are conveyed (over the entire course of study). The lecturer presents and develops the subject matter with the active participation of the students.

S   Seminar

The seminar serves to deepen a subject area. Students work independently on a limited subject area. Typical of the working method in seminars is the alternation between presentation (student and/or teacher) and discussion after previous student literature study (self-study). As a rule, students present the results of their work and improve their written and oral communication skills. The opportunity to work in a group also trains social skills. Students are in direct contact with the lecturer during the time they are working on their thesis.

E   Exercises

Exercises serve the practical application and practice of scientific methods and procedures in narrowly defined subject areas. The subject matter of a course is deepened by means of exercises or practice cases.

Examination Types (see SPO Master-AT):

LK   Course-specific time-constraint assignment
In written examinations, students should demonstrate that they can solve problems and work on topics in a limited amount of time, with limited resources and using the usual methods of their subject. A written examination should also determine whether they have the necessary basic knowledge. The content of the respective subject is primarily tested. The written examination takes place in the examination period defined in the university's schedule.

LM   Course-specific oral examination
In oral examinations, students should demonstrate that they recognize the interrelationships of the examination area & can assess specific issues in this context. It should also be determined whether they have broad basic knowledge.

LA   Course-specific practice-related assignment
In a practical assignment, the solution to a certain number of problems must be planned and implemented with theoretical reference. As a rule, the results are recorded in writing.

LKBK   Course-specific combination of assessments; concluded by a written examination
The combined examination form "LKBK" is a composite examination consisting of one or more oral or written partial examinations & a final written examination (final examination). The examiner responsible for the course determines in the first three weeks of the lecture period how many partial examinations will be held & on which dates. At the same time, he/she determines the proportion of the individual partial examinations in the final result. Students must be notified of this determination in writing & the examination board responsible for the degree program must be informed. The assessment of the combined examination is determined from the assessment of the partial examinations & the final examination, whereby the final examination must be passed & is included in the final result with at least 50%.

LKBR   Course-specific combination of assessments: concluded by a paper / presentation
The combined examination form "LKBR" is a composite examination consisting of one or more oral or written partial examinations and a final presentation (final examination). The examiner responsible for the course determines in the first three weeks of the lecture period how many partial examinations will be held and on which dates. At the same time, he/she determines the proportion of the individual partial examinations in the final result. Students must be notified of this determination in writing and the examination board responsible for the degree program must be informed. The assessment of the combined examination is based on the assessment of the partial examinations and the final examination, whereby the final examination must be passed and must be included in the final result with at least 50%.

LR   Course-specific paper / presentation
In a presentation, students have to write a scientifically sound paper on a limited topic and present the results orally. As a rule, candidates provide additional documents (handouts) and use visualization options (slides, PowerPoint presentations, blackboard pictures, etc.).

PR   Module-specific paper / presentation
In an inter-course presentation, students have to write a scientifically sound paper on an interdisciplinary topic and present the results orally. As a rule, candidates provide additional documents (handouts) and use visualization options (slides, PowerPoint presentations, blackboard pictures, etc.).

SA   Preliminary examination based on a practice-related assignment (ungraded)
In a practical assignment, the solution to a specific number of problems must be planned and implemented with theoretical reference.

SR   Preliminary examination based on a paper / a presentation (ungraded)
A distinction is made between "passed" and "failed" in the assessment of preliminary examination performance by presentation. A performance is assessed as "failed" if it no longer meets the requirements due to significant deficiencies. In a presentation, students have to write a scientifically sound paper on a limited topic and present the results orally. As a rule, candidates provide additional documents (handouts) and use visualization options (slides, PowerPoint presentations, blackboard pictures, etc.).

PT   Final thesis (Master Thesis)

Aim of the Study Programme International Business & Intercultural Management (M.Sc.)

The Master of Science International Business & Intercultural Management (MIBIM) qualifies first-degree graduates for management positions in globally operating organizations. It is intended to equip future business leaders with the cross-disciplinary knowledge and the methodological skills, intercultural competence, and broad, global business perspective that will enable them to excel and become standout leaders in our rapidly changing business world.

The goals of the programme are to:

- provide a strong foundation in international implications for business disciplines.
- develop students' intercultural understanding and how this applies in a global business context.
- develop students' competencies in addressing specific managerial issues related to international business, such as ethical considerations, sustainability, managing a multicultural work force, etc.
- further develop students' analytical and decision-making skills and apply them to theoretical as well as practical business situations.

As a result of the MIBIM programme, graduates will be able to:

- Understand complex, interdisciplinary business issues and apply sound, methodological decision-making processes to help resolve them.
- Navigate the intricacies of the cross-cultural global business environment and manage with sensitivity and respect.
- See the global business environment from a future-oriented perspective, with an acute awareness of social responsibility and sustainable practices.

Overview of the Course of Study

ECTS / Semester	5	5	5	5	5	5	Total
Semester 1	Research Methods	International Finance and Economics	Global Marketing	Leadership and Global Talent Management	Intercultural Communication and Management	Specific Issues of Intercultural Management	30
Semester 2	Business Analysis	Business Environment Studies	Intercultural Management: Cases & Regions	Specialized Topic in IBIM 1	Specialized Topic in IBIM 2	Specialized Topic in IBIM 3	30
(Semester 3 Optional)	Optional Study Semester: Study Abroad or Internship						(30)
Semester 3 (4)	Master Thesis and Defense						30
						Total	90 (120)

Module Overview

Nr.	Module Name	Description	ECTS	Sem.
M1	Research Methods	Compulsory module	5	1
M2	International Finance and Economics	Compulsory module	5	1
M3	Global Marketing	Compulsory module	5	1
M4	Leadership and Global Talent Management	Compulsory module	5	1
M5	Intercultural Communication and Management	Compulsory module	5	1
M6	Specific Issues of Intercultural Management	Compulsory module	5	1
M7	Business Analysis	Compulsory module	5	2
M8	Business Environment Studies	Compulsory module	5	2
M9	Intercultural Management: Cases & Regions	Compulsory module	5	2
M10	Specialized Topic in IBIM 1	Compulsory elective module	5	2
M11	Specialized Topic in IBIM 2	Compulsory elective module	5	2
M12	Specialized Topic in IBIM 3	Compulsory elective module	5	2
M13	Practical Experience in International Business	Optional Semester (without weighting)	(30)	(3)
M14	Study Abroad Experience in International Business	Optional Semester (with weighting)	(30)	(3)
M15	Master Thesis	Compulsory module	30	3 (4)

Regulation on the optional semester (see MIBIM SPO 5, paragraph 3):

In order to design an individualized course of study, an additional study semester can be added upon application to the responsible examination board. This increases the total number of ECTS credits to 120. The semester position of the additional study semester is shown in MIBIM SPO 5 Table 1. The additional study semester can be completed as part of a semester abroad at a partner university, whereby the course selection is regulated by a Proof of Recognition Agreement or a double degree agreement and usually comprises 30 ECTS credits. The minimum number of ECTS credits to be earned abroad is 20. If fewer than 30 ECTS credits are successfully completed at a partner university, the missing ECTS credits must be completed by suitable courses at Heilbronn University by agreement. Alternatively, the additional semester can be used for a subject-specific internship. The requirements for this are regulated by an internship agreement.

Compulsory modules and associated examinations:

EDVNr.	Module	Name	Sem	Mode	SWS	Exam Type & Duration (min)		ECTS
252310	**M1**	**Research Methods**						
252311	M1.1	Research Methods	1	L/E	4	LKBK	90	5
252320	**M2**	**International Finance and Economics**						
252321	M2.1	International Finance and Economics	1	L/E	4	LK	120	5
252330	**M3**	**Global Marketing**						
252331	M3.1	Global Marketing	1	L/E	4	LKBK	90	5
252340	**M4**	**Leadership and Global Talent Management**						
252341	M4.1	Leadership and Global Talent Management	1	L/E	4	LR		5
252350	**M5**	**Intercultural Communication and Management**						
252351	M5.1	Intercultural Communication and Management: Theories and Methods	1	L/E	4	LKBR		5
252360	**M6**	**Specific Issues of Intercultural Management**						
252361	M6.1	Specific Issues of Intercultural Management	1	L/E	4	LKBR		5
252370	**M7**	**Business Analysis (one required)**						
252371	M7.1	Business Analytics	2	L/E	4	LKBR		5
252372	M7.2	Business Simulation	2	S	4	PR		5
252380	**M8**	**Business Environment Studies (one required)**						
252381	M8.1	Corporate Accountability	2	S/E	4	LA		5
252382	M8.2	Business Transformation	2	S/E	4	LKBK	90	5
252390	**M9**	**Intercultural Management: Cases & Regions (one required)**						
252391	M9.1	Intercultural Management Cases & Regions I	2	S/E	4	LR		5
252392	M9.2	Intercultural Management Cases & Regions II	2	S/E	4	LR		5
252450	**M15**	**Master Thesis**						
252451	M15.1	Master Thesis	3			PT		25
252452	M15.2	Master Thesis Defense	3			SR		5

Compulsory elective modules and associated examinations:

EDVNr.	Module	Name	Sem	SWS	ECTS
252400	**M10**	**Specialized Topic in International Business & Intercultural Management 1**			
	M10.1	Compulsory elective according to the elective catalog (see below)	2	4	5
252410	**M11**	**Specialized Topic in International Business & Intercultural Management 2**			
	M11.1	Compulsory elective according to the elective catalog (see below)	2	4	5
252420	**M12**	**Specialized Topic in International Business & Intercultural Management 3**			
	M12.1	Compulsory elective according to the elective catalog (see below)	2	4	5

Elective catalog for M10, M11 and M12: Specialized Topic in International Business & Intercultural Management 1, 2, and 3

EDVNr.	Study Program	Name	Sem	Mode	SWS	ECTS	Exam Type & Duration (min)	
252371	MIBIM	Business Analytics	2	L/E	4	5	LKBR	
252372	MIBIM	Business Simulation	2	S	4	5	PR	
252381	MIBIM	Corporate Accountability	2	S/E	4	5	LA	
252382	MIBIM	Business Transformation	2	S/E	4	5	LKBK	90
252391	MIBIM	Intercultural Management Cases & Regions I	2	S/E	4	5	LR	
252392	MIBIM	Intercultural Management Cases & Regions II	2	S/E	4	5	LR	
271071	NTE	Natural & Cultural Heritage Management	2	L/E	2	5	LR	
271081	NTE	Sustainable Tourism Management	2	L/E	2	5	LM	
151751	ME	Innovation Management	2	L/E	4	5	LA	
151711	ME	Social Entrepreneurship	2	L/E	4	5	LA	
182361	TFS	Tourism Futures Studies: Inspiration & Learning – Understanding Futures from Art, Literature, Media & History	2	S/E	2	5	LR	
182371	TFS	Influencing Tourism Futures – Activism, Policy Innovations and Ethical Perspectives	2	S/E	2	5	LR	
182403	TFS	Tourism Futures – Exponential Technologies	2	L/E	4	5	LR	

To complete modules M10, M11 and M12, students choose three subjects from the elective catalog, each worth 5 ECTS credits in the second semester. Subjects already taken as part of modules M7, M8, and M9 cannot be counted as electives in modules M10, M11, and M12. If not specified in the elective catalog, the types of courses and examinations are regulated in the module handbooks of the relevant degree programs. The relevant module handbooks should also be consulted for the course descriptions.

Module M1: 252310 Research Methods

Course Number and Title	252311 Research Methods
Responsible Lecturer	Prof. Dr. Graciela Kuechle
Semester	1
Available in	Winter Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	Basic knowledge of statistics and data analysis
Type of Assessment	LKBK - Course-specific combination of assignments (research project and a written examination of 90 minutes duration), both parts need to be passed

Planned learning activities and teaching methods

As a foundational course, this course is primarily based on regular weekly lectures and in-class discussions (theory and exercises). In addition, learning occurs through a combination of assigned academic readings, extended self-study, own field research consisting of a supervised research project and data analysis.

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.

Learning objectives:
- Gaining foundational knowledge of descriptive statistics and inferential statistics
- Understanding the concepts behind the different statistical approaches
- Getting an overview of qualitative research methods in social sciences, their advantages and disadvantages
- Exploring different approaches in qualitative research and identifying challenges in answering research questions
- Learning to plan a research project, to conduct qualitative research, to analyse qualitative data and to craft a paper with the corresponding research results

Professional competence: Cognitive 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.

Expected learning outcomes:
- Students will be able to calculate parameters/statistics, test hypotheses, draw inferences, and describe the relationship between variables.
- Students will be able to critically reflect on parameters/statistics and inferences presented in academic literature, using their acquired theoretical knowledge.
- Students will be able to choose appropriate approaches depending on the research question and deal with the corresponding advantages and disadvantages.
- Students will be able to develop qualitative research designs and apply qualitative research methods to answer research questions.
- Students will be able to critically reflect on qualitative research results presented in academic literature.

Personal competence: Social abilities and skills

Students will learn to leverage diversity by working in intercultural teams behaving in an ethical manner. 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

Students will manage projects in a timely and efficient manner, including their individual learning and team contributions and commitments. Students will gain skills in:

- 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

Part 1: Quantitative methods
- Quantitative data and operationalisation
- Descriptive and inferential statistics – concepts, theoretical foundations and software-based application

Part 2: Qualitative methods
- Introduction to qualitative research and qualitative methods
- Qualitative research project (including research question, focus groups, qualitative interviews, qualitative content analysis, research paper)

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

- Härdle, W.K., Klinke, S., & Rönz, B.: Introduction to Statistics. Springer, Heidelberg, current edition.
- Kosfeld, R., Eckey, H. & Türck, M.: Wahrscheinlichkeitsrechnung und induktive Statistik. Springer, Wiesbaden, current edition.
- Mathai, A.M. & Haubold, H.J.: Probability and Statistics. De Gruyter, Berlin, current edition.
- Flick, U.: An Introduction to Qualitative Research. SAGE Publications, London, current edition.
- Silvermann, D.: Doing Qualitative Research. SAGE Publications, London, current edition.

Scheduled

Regular

Combined assessments

Course-specific combination of assessments; concluded by a written examination (LKBK)
The final grade is determined as follows:
Qualitative research paper (50% Group work)
Quantitative exam (50%) (Individual work)

Module M2: 252320 International Finance and Economics

Course Number and Title	252321 International Finance and Economics
Responsible Lecturer	Prof. Dr. Mathias Moersch
Semester	1
Available in	Winter Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	None
Requirements for the award of credit points	LK - Course-specific time-constraint assignment

Planned learning activities and teaching methods

Lecture with exercises and group presentations

Professional competence: In-depth knowledge and comprehension

Students are able to understand and explain the theories and empirics of financial analysis and international economics. They can employ both theoretical reasoning and empirical arguing.

Professional competence: Cognitive 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

- 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

7

Course unit contents

This course provides students with the skills to analyse the sources and uses of funds required to participate in international business activities. This includes a discussion of financing opportunities as well as of valuation and risk management tools.

Additionally, students will learn to apply theoretical and factual knowledge to current economic challenges in an international setting. With the provided economic toolkits, students will draw conclusions on the consequences of macroeconomic developments for corporations and individuals.

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

- Shapiro, A.C.: Multinational Financial Management. current edition
- Damodaran, Aswath: Investment Valuation: tools and techniques for determining the value of any asset; Current Edition
- Krugman, P.R., Obstfeld, M., Melitz, M.: International Economics, Theory and Policy. Pearson, current edition.
- Case Problems in International Finance, by Kester, Luehrman, current edition, McGraw Hill, New York

Scheduled

Regular

Combined assessments

None

Module M3: 252330 Global Marketing

Course Number and Title	252331 Global Marketing
Responsible Lecturer	Prof. Dr. Simon Fauser
Semester	1
Available in	Winter Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	Introduction to Marketing; Introduction to International Marketing; Marketing Cases (Bachelor Studies)
Requirements for the award of credit points	LKBK - Course-specific combination of assessments; concluded by a written examination

Planned learning activities and teaching methods
- 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
- 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: Cognitive skills, analysis, and synthesis of knowledge
- 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
- 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
- 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
- The 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

Additional specifics
None

Recommended optional programme components
None

Recommended or required reading
- 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
- Written exam (50%)
- Presentation and Case Studies (30%)
- Global Marketing Project (20%)

Module M4: 252340 Leadership and Global Talent Management

Course Number and Title	252341 Leadership and Global Talent Management
Responsible Lecturer	Prof. Dr. Dietmar Högel
Semester	1
Available in	Winter Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	-
Requirements for the award of credit points	LR - Module-specific paper / presentation

Planned learning activities and teaching methods

- Self-studies
- Interactive lectures
- Group work
- Case studies
- Videos
- Discussion with global leaders from various backgrounds

Professional competence: In-depth knowledge and comprehension

Students have a broad, in-depth and integrated knowledge of global talent management and leadership approaches. Included in this is a respective knowledge of relevant disciplines which are closely linked to these topics.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

Students have a very wide range of methods to handle complex and cross-cultural issues in leadership and GTM. They are able to analyze problems and to develop concrete recommendations for given HR- business and leadership 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

- 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

The course focuses on international work assignments as a means of developing global talent for the needs of international companies. Students will examine the complex challenges both companies and expatriates face along the Assignment Life Cycle (ALC), explore in-depth selected issues and challenges of global mobility and GTM, and examine international work assignments as a means of GTM (developmental assignments).

The course additionally examines leadership theories from a variety of perspectives (strategic, political, ethical, psychological, and cultural) and how these theories can be applied in the field of leadership development. The characteristics of global leadership, the challenges and limitations of leadership development, and emerging holistic approaches to leadership are examined through the use of practical examples from multinational enterprises and international organizations.

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

- 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.
- 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

None

Module M5: 252350 Intercultural Communication and Management

Course Number and Title	252351 Intercultural Communication and Management: Theories and Methods
Responsible Lecturer	Prof. Dr. Guadalupe Ruiz Yepes
Semester	1
Available in	Winter Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	None
Requirements for the award of credit points	LKBR – Mid-term examination and Module-specific paper / presentation

Planned learning activities and teaching methods

- 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
- Preparation of papers in small groups
- Presentation of results in small groups
- Extended self-study

Professional competence: In-depth knowledge and comprehension

Students are able to:
- 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 and methods, 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, conflict management, and so on.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

Students are able to:
- develop an effective and harmonious process of communication with business partners from different countries
- provide strategies to avoid communication bottlenecks
- perceive causes of conflict in different intercultural situations in business
- develop and implement effective solutions to conflict situations
- analyse, improve, and develop strategies of alternative dispute resolution while considering local cultural peculiarities
- select and apply appropriate methodological approaches when doing research on a particular culture or selecting a field of research

Personal competence: Social abilities and skills

Students are able to:
- Reflect on own contribution to enhance communication
- identify and evaluate issues of local, national and international social significance, which impact intercultural communication
- work in intercultural teams
- 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

Personal competence: Independence / autonomy

Students are able to:
- reflect on own contribution to enhance communication
- lead intercultural/heterogeneous teams
- apply the knowledge acquired to cultural diversity in communication and management

Competence levels according to GQF

7

Course unit contents

- Introducing intercultural communication
- Theories, models and approaches to intercultural communication and management
- The concept of Face
- Organizational culture
- Trust as a cultural dimension

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

- Dumetz, J. (ed.): Cross-Cultural Management Textbook. Lessons from the world leading experts, current edition.
- Hofstede, G.: Culture's consequences: International differences in work related values. Beverly Hills, CA: Sage, current edition.
- Hofstede, G.: Cultures and organizations: Software of the mind. London: McGraw-Hill, current edition.
- House, R.J., Hanges, P.J., Javidan, M., Dorfman, P.W., Gupta, V., Culture, Leadership, and Organizations: The GLOBE Study of 62 Societies. Sage, Thousand Oaks, CA, current edition.
- Inglehart, R.F., Baker, W.E., 2000. Modernization, cultural change, and the persistence of traditional values. Am. Sociol. Rev. 65 (1), 19–51.
- Lewis, R.D. When cultures collide: leading across cultures. Nicholas Brealey Publishing, current edition.
- Meyer, E.: The Culture Map. Breaking through the invisible boundaries of Global Business. Public Affairs, current edition.
- Schwartz, S.H.: Cultural Value Orientations: Nature and Implications of National Differences, State University – Higher School of Economics Press, Moscow, current edition.
- Solomon, C. and Schell, M.S.: Managing Across Cultures. The seven keys to doing business with a global mindset, McGraw-Hill, current edition.
- Trompenaars, F. and Hampden-Turner, C.: Riding the waves of culture: understanding diversity in global business, McGraw-Hill, current edition.

Scheduled

Regular

Combined assessments

The assessment for the course will consist of a mid-term assessment and a course-specific presentation/paper.

Module M6: 252360 Specific Issues of Intercultural Management

Course Number and Title	252360 Specific Issues of Intercultural Management
Responsible Lecturer	Prof. Dr. Anna Hayduk
Semester	1
Available in	Winter Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	None
Requirements for the award of credit points	LKBR – Mid-term examination and Module-specific paper / presentation

Planned learning activities and teaching methods

Learning occurs through a combination of face-to-face interactive lectures and open discussion, assigned academic readings, practice-oriented case studies and extended self-study. Guest lectures for specific issues may be organized.

Professional competence: In-depth knowledge and comprehension

Student possess comprehensive knowledge of major theories, models and concepts related to culture, cultural diversity, intercultural communication and intercultural management.
Students are able to:
- Identify & explore intercultural situations in international business & in tourism; understand how cultural variables affect management decisions and activities in these situations
- Explore the impact of the national as well as corporate culture on understanding the future as well as on the future oriented activities in business and tourism, e.g., visionary thinking, strategic management, sustainable management, etc.
- Explore the impact of culture on leadership, transformation/change, interpersonal relationship building, innovation, entrepreneurship, understanding of rules, and conflicts in business and tourism
- Explore the impact of national culture on organizational culture of companies (or vice-versa)
- Examine the impact of tourism upon the tourism region culture and explore the connection with the issues of sustainable development of the tourism region
- Explore causes, challenges and peculiarities of conflicts in different intercultural situations in business

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

Students are able to turn the knowledge of major theories, models and concepts related to cultural diversity and intercultural management into intercultural competences, while applying this ability in various intercultural situations in business and tourism.

Students develop skills of critically evaluating the role of different factors in understanding and shaping the future in business and tourism, of the cultural factors in particular. They are able to develop and justify measures to minimize the impact of culture (in case of it being a restraint) on the future related activities.

Based on the analysis of cultural peculiarities of doing business in selected regions, students are able to critically assess the future oriented business opportunities.

Students are able, based on the analysis of different business situations, to apply different leadership approaches in multicultural/global teams.

Students are able to analyze and critically assess strategies of internationalization (in terms of organizational culture) of companies in certain regions while taking into account local cultural peculiarities / risks of these regions.

Students possess the competence to reveal causes of conflict in different intercultural situations in business, and to develop and implement effective solutions to conflict situations.

Personal competence: Social abilities and skills

Students are able to:
- work cooperatively and responsibly in heterogeneous (by age, gender, cultural background, religion) and multidisciplinary teams of experts, as well as successfully lead/coordinate these groups,
- interact effectively with people in diverse and multidisciplinary teams,

- deal proactively with problems, especially intercultural ones, within a team, and present complex problems and problem solutions in a team in a reasoned manner,
- argue in discussions in a structured and respectful manner,
- justify and present results convincingly,
- reflect on their own position.

Personal competence: Independence / autonomy

Students are able to:
- work independently within areas of their responsibility,
- design working processes independently,
- foster a sense of personal responsibility, reflect on their own learning and work goals, as well those set by others, pursue and take responsibility for them in a self-directed manner and draw conclusions about working processes, in an intercultural team in particular.

Competence levels according to GQF

7

Course unit contents

- Introduction: Intercultural management, intercultural competences
- Intercultural situations in business. Culture shock. Acculturation strategies
- Culture and sustainability
- Culture and future oriented activities in business
- Culture and leadership
- Culture and networking/ interpersonal relationship building
- Culture and transformation/change, innovation, entrepreneurship
- Culture and understanding of rules in business
- Intercultural situations in tourism
- Impact of international tourism upon culture of tourism regions
- Organizational culture and national culture
- Cultural peculiarities of conflict management

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

- Dai, X.; Chen, G.-M.: Conflict management and intercultural communication: the art of intercultural harmony. London; New York: Routledge, Taylor & Francis Group, 2017
- Deresky, H., Stewart R. M.: International management: managing across borders and cultures: text and cases. Tenth edition, Pearson, Boston, Mass.; Munich et al., 2023
- Koc, E.: Cross-cultural aspects of tourism and hospitality: a services marketing and management perspective, Routledge, Taylor & Francis Group, London; New York, 2021
- Lewis, R. D.: When Cultures Collide: Leading Across Cultures. 3rd ed. Brealey, Boston, 2018
- Merkin, R. S.: Saving face in business: managing cross-cultural interactions . New York: NY, 2018

Scheduled

Regular or teaching blocks

Combined assessments

The assessment for the course will consist of a mid-term assessment and a course-specific presentation/paper.

Module M7: 252370 Business Analysis

Duration	Semester
Workload	See individual course description
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	See individual course description
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	See individual course description
Module coordinator	Prof. Dr. Graciela Kuechle Prof. Dr. Bettina Merlin
Professional competence: In-depth knowledge and comprehension	After completing the module, students will have the knowledge to analyze business situations and apply methodical decision making to resolve them.
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 individual course description
Module specifics	To complete the module, students select one course: - Business Analytics - Business Simulation
Scheduled	See individual course description
Combined assessments	See individual course description

Course Number and Title	**252371 Business Analytics**
Responsible Lecturer	Prof. Dr. Graciela Kuechle
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	Research Methods I
Requirements for the award of credit points	LKBR - Course-specific combination of one home assignment, written exam of 90 minutes (individual work) concluded with a group work

Planned learning activities and teaching methods

- Lecturer presentations and exercises in the computer laboratory
- Group work
- Individual coaching of research projects
- Execution of an empirical research project
- Presentation of the corresponding research project

Professional competence: In-depth knowledge and comprehension

Today's business world is characterized by the processing of large amounts of data. Business management issues are decided on the basis of objective facts (=data).
- Upon completion of the course, students will be able to apply advanced methods of data analysis and interpret complex quantitative output.
- The students learn how to test conceptual frameworks with empirical data by means of advanced techniques.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

- Students apply structured reasoning to formulate and analyse the relationship between a group of variables. After completing the course they will be able to transform problems into statistical questions based on data and to answer them using advanced methods.
- After the course, students are able to assess and describe the relationship between a group of variables. They will know how to use computer software to perform different kinds of data analyses.
- Students will test hypotheses to inform decision-makers in business environments.
- Students learn about Ethical conduct in scientific research, with special emphasis on plagiarism, data manipulation and the display of results.

Personal competence: Social abilities and skills

Students discuss in teams, assess alternatives for solving problems and support each other in implementing solutions.

Personal competence: Independence / autonomy

Students should independently assess the potential of a big data project and decide on an approach.

Competence levels according to GQF

7

Course unit contents

Through a combination of theoretical and practical components, the course introduces the topic of big data, how useful information is derived from it, and the implications that it has on business decisions and strategies. Students learn to employ software tools to conduct data analysis and to graphically represent findings. Specifically, the course covers:
- Correlation
- Variance
- Linear Regression
- Logistic Regression
- Factor Analysis

Additionally, a focus is placed on:
- the importance of accuracy in explaining data analysis outcomes and their real-world applications,
- the potential ethical implications that can arise when research outcomes are misunderstood, manipulated, or misused, and

	- the responsibility that decisionmakers have to think critically about the information on which they base their decisions.
Additional specifics	
	None
Recommended optional programme components	
	None
Recommended or required reading	
	- Anderson, Sweeney, Williams, Freeman and Shoesmith. (2010). Statistics for Business and Economics, 11th Edition. South-Western Cengage Learning.
	- Backhaus, K., Erichson, B., Plinke, W., Weiber, R. (2016). Multivariate Analysemethoden – Eine anwendungsorientierte Einführung. Berlin: Springer, 12. Auflage
	- Field, A. (2017). Discovering Statistics Using IBM SPSS Statistics. London: SAGE Publications.
	- Gujarati, D., N. (2004). Basic Econometrics. McGraw-Hill.
	- Lewis-Beck, M. S. (1980). Applied Regression – an Introduction. Sage University Papers Series on Quantitative Applications in the Social Sciences. Thousand Oaks, CA: SAGE Publications.
	- Mendenhall, W., Reinmuth, J., & Beaver, R. J. (1993). Statistics for Management and Economics. 7th Edition. Duxbury Press.
	- Schira, J., 2006. Statistische Methoden der VWL und BWL, München: Pearson, 2. Auflage.
	- Wooldridge, J. M. 2003. Introductory Econometrics, 2 nd Edition. Ohio: Thomson, South-Western.
	- Lewis-Beck, M. S.: Applied Regression – an Introduction,SAGE Publications,
	- Thousand Oaks CA, 1980.
	- Lewis-Beck, M. S. (1980).Quantitative Applications in the Social Sciences: Applied regression. Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781412983440
	- Narula, Subhash C.; Wellington, John F. (1982). "The Minimum Sum of Absolute Errors Regression: A State of the Art Survey". International Statistical Review. 50 (3): 317–326.
	- Seal, H.L. (1967). "The historical development of the Gauss linear model". Biometrika. 54 (1/2): 1–24.
	- Pampel, F. C. (2000). Logistic Regression. Sage University Papers Series on Quantitative Applications in the Social Sciences, 07-132. Thousand Oaks, CA: SAGE Publications.
Scheduled	
	Regular
Combined assessments	
	The final grade is determined as follows: 1) Exam (90 minutes) (individual assessment; 50% of the grade) 2) Performance and presentation of a research project (group work: 50% of the grade)

Course Number and Title	**252372 Business Simulation**
Responsible Lecturer	Prof. Dr. Bettina Merlin
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	None
Requirements for the award of credit points	PR - Active participation in simulation game

Planned learning activities and teaching methods
- Lectures on management issues in international companies
- Group work
- Online pre-test
- Business Simulation
- Group discussion
- General Assembly simulation

Professional competence: In-depth knowledge and comprehension
- Students understand the processes in international companies and their interdependencies
- Students can coordinate the various business areas of international companies and manage them in a targeted manner
- Students can plan and implement international market entry strategies

Professional competence: Cognitive skills, analysis, and synthesis of knowledge
- Students are able to take decisions under insecurity
- Students can handle conflicting targets
- Students can handle complexity

Personal competence: Social abilities and skills
- Students are able to listen and to present their own opinions in a management team
- Students are able to take team decisions even in difficult situations
- Students learn to appreciate diversity

Personal competence: Independence / autonomy
- Students learn to delegate and rely on team members

Competence levels according to GQF
7

Course unit contents

In this class we will play the Topsim business simulation "Mastering Global Expansion". Business games are like flight simulators. Participants learn to manage a global company in a safe environment. The software simulates an international market with many competing companies.

The students take the role of the management board of an international company producing and selling washing machines. The students' job is to coordinate the different departments (Human Resources, Production, R&D, Finance) and to take coordinated decisions in order to increase the companies share value. On this way they face obstacles like economic breakdowns or inflation. Students need to take decisions on internationalisation and new product development. Winner of the game is the company with the highest cumulated share value.

Additional specifics
None

Recommended optional programme components
None

Recommended or required reading
- Hill, 2022: International Business: Competing in the Global Marketspace.
- Martin, 2021: International Business Development.
- Morschett, Schramm-Klein, Zentes, 2015: Strategic International Management.
- Oprensik, Hollensen, 2021: International Marketing: Principles and Practice: A management-oriented approach.
- Peng, 2013: Global Strategic Management.

-	Ranke, Huiskes, 2018: International Cash Management: A practical guide to managing cash flows, liquity, working capital, and short-term financial risks.
-	Topsim: Global Management User manual

Scheduled

Regular

Combined assessments

None

Module M8: 252380 Business Environment Studies

Duration	Semester
Workload	See individual course description
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	See individual course description
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	See individual course description
Module coordinator	Prof. Dr. Daniel Deimling Prof. Dr. Björn Röber
Professional competence: In-depth knowledge and comprehension	Students are able to understand and explain complex activities in international organizations, 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 situations and apply their gained knowledge to come to sound conclusions and strategies.
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 individual course description
Module specifics	To complete the module, students select one course: - Corporate Accountability - Business Transformation
Scheduled	See individual course description
Combined assessments	See individual course description

Course Number and Title	252381 Corporate Accountability
Responsible Lecturer	Prof. Dr. Daniel Deimling
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	None
Requirements for the award of credit points	LA - Successful completion of practical work

Planned learning activities and teaching methods

Lecture, self-study, text preparation, discussions, group work

Professional competence: In-depth knowledge and comprehension

Students should understand the social and ecological foundations of our economy as well as the global problems of our economic system. They should be able to assess and evaluate the ethical responsibility of economic actors, especially corporations and companies. Conflicting goals of ecological, social and economic aspects and their solution should be recognized. Students understand tensions in business contexts between acting in your own self-interest versus the interests of other parties. They can evaluate long-term vs. short term responsibilities through the lens of different stakeholder interests. They learn what corporate accountability and CSR mean and what it could mean in the future.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

The ambivalence of the relationship between corporate accountability and monetary success should be internalized through personal reflection. After the course, students should be able to distinguish between ethics of order (economic system) and ethics of action (economic actors). They will be able to differentiate the significance that ethics and accountability can have in different economic contexts. They understand different perspectives of the role of business in society (specifically, shareholder primacy and stakeholder capitalism). They learn that companies must take responsibility for all side effects of their value creation.

Personal competence: Social abilities and skills

The course should enable students to understand the complexity of the relationship between ethics and business and to overcome black-and-white thinking. They should learn reflection, independent thinking, skepticism, courage, responsibility and empathy as skills in a social context.

Personal competence: Independence / autonomy

Students must work independently on scientific texts and documentation and establish connections between the sources. They must independently develop causal connections and substantiate these with personal arguments, derivations and justifications. The goal is: Think for yourself!

Competence levels according to GQF

7

Course unit contents

The module offers a critical examination of the current economic system and the resulting sustainability problems. Alternative approaches to economic activity are presented and discussed. Since social, ecological and economic crises will occur abruptly and on a global scale in the future, we need to develop economic alternatives today that promote regional resilience, are socially just, democratic and oriented towards the common good, with the aim of providing society with meaningful goods and services with the least possible use of resources. This requires not only a change in the economic framework, but also a fundamental reorientation of companies. A new awareness of the prerequisites for responsible, life-serving economic activity must be created and at the same time a new understanding of the role of managers must be developed. Companies must see themselves as institutions that place their purposes more at the service of the environment and the society. The aim is for companies to reflect more strongly on the side effects of their actions, to act morally and to consistently align themselves with the guiding principles of corporate accountability, CSR and sustainability.

Additional specifics

None

Recommended optional programme components
None

Recommended or required reading
Students are asked to refer to the most recent list of recommended readings provided in the course script.

Scheduled
Regular

Combined assessments
Within the semester: Text preparation, participation in discussion, preparation of discussion minutes.

Course Number and Title	**252382 Business Transformation**
Responsible Lecturer	Prof. Dr. Björn Röber
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	Completion of undergraduate courses in Management, Strategy, and Organization
Requirements for the award of credit points	LKBK - Course-accompanying combined examination with written exam as final examination

Planned learning activities and teaching methods

- Interactive lectures
- Case study analysis
- Group discussions, exercises, and presentations
- Simulations and role-plays

Professional competence: In-depth knowledge and comprehension

- Upon completion of this course, students will have a deep understanding of the strategic imperatives driving business transformation.
- Participants will be able to assess the implications of digital technologies in transforming business models.
- The course is designed to enable students to integrate established and emerging theories of organizational change and to apply them to issues of business transformation.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

- By the completion of this course students will be capable of implementing change management theories effectively in practical simulations, demonstrating problem-solving skills.
- Students will critically assess and engage with real-world case studies, employing current research to inform practices and strategies.

Personal competence: Social abilities and skills

- Throughout this course, students will strengthen their collaborative skills, working together with fellow students to produce solutions to business transformation challenges, demonstrating effective teamwork and communication skills.
- The curriculum is crafted to sharpen participants' communication skills, ensuring they can effectively articulate complex transformation concepts clearly and persuasively in both written and oral formats to a variety of audiences.

Personal competence: Independence / autonomy

- The independent study components of this course are structured to foster students' ability to conduct independent research on business transformation topics, demonstrating an ability to self-direct learning and inquiry.
- By the end of this course, students will be well-prepared to formulate and defend original opinions on business transformation topics with well-reasoned arguments.

Competence levels according to GQF

7

Course unit contents

In today's rapidly changing business environment, organizations face significant transformational challenges due to, for example, societal and demographic shifts, digital disruption, the blurring of industry boundaries, and globalization. This course aims to equip participants with a solid understanding of the essential tools, underlying theories and frameworks, as well as strategies required to effectively navigate and manage these dynamic forces of transformation.

- Foundations of Business Transformation
- Transformation of Business Models and Strategy
- Managing Change and Transformation
- Organizational Transformation and New Work
- Role of Leadership in Transformation
- Digital Transformation

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

Students are asked to refer to the most recent list of recommended readings provided in the course script.

Scheduled

Regular

Combined assessments

- Written exam (75%)
- Case Studies, Exercises, and Presentations (25%)

Module M9: 252390 Intercultural Management: Cases & Regions

Duration	Semester
Workload	See individual course description
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	See individual course description
Number of ECTS credits awarded	5.0
Preconditions for obtaining ECTS credits	See individual course description
Module coordinator	Prof. Dr. Guadalupe Ruiz Yepes
Professional competence: In-depth knowledge and comprehension	Students will gain a comprehensive knowledge of the different aspects of conducting business and leading organizations in different regions of the world.
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 individual course description
Module specifics	To complete the module, students select one course: - Intercultural Management: Cases & Regions I - Intercultural Management: Cases & Regions II
Scheduled	See individual course description
Combined assessments	See individual course description

Course Number and Title	**252391 Intercultural Management: Cases & Regions I**
Responsible Lecturer	Will depend on the regions offered.
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	Completion of M5: Intercultural Communication and Management (or equivalent)
Requirements for the award of credit points	LR - Course-specific paper / presentation

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

Professional competence: In-depth knowledge and comprehension

Students will gain a comprehensive knowledge of the different aspects of conducting business and leading organizations in two world regions by not only examining leadership theories, but also learning how consumer preferences and management are influenced by culture. Specifically, the course focuses on acquiring profound knowledge at two levels:

a. Business Environment Level:
- 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;

b. Organisational Level:
- 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.

Professional competence: Cognitive 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. Specifically, the course focuses on further disclosure of acquired knowledge and its application at two levels:

a. Business Environment Level:
- 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;

b. Organisational Level:
- 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.

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

Course unit contents

- 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

Additional specifics

The portfolio of regions considered in the submodule can vary and are announced during the preceding semester. The regions may include the Arab World, Eastern Europe, Asia-Pacific, Spanish-speaking World, French-speaking World and so on.

Recommended optional programme components

None

Recommended or required reading

Students are asked to refer to the most recent list of recommended readings provided in the course script.

Scheduled

As a rule, on a regular basis. Depending on the region/lecturer delivery of classes in blocks is possible.

Combined assessments

None

Course Number and Title	252392 Intercultural Management: Cases & Regions II
Responsible Lecturer	Will depend on the regions offered.
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	Completion of M5: Intercultural Communication and Management (or equivalent)
Requirements for the award of credit points	LR - Course-specific paper / presentation

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

Professional competence: In-depth knowledge and comprehension

Students will gain a comprehensive knowledge of the different aspects of conducting business and leading organizations in two world regions by not only examining leadership theories, but also learning how consumer preferences and management are influenced by culture. Specifically, the course focuses on acquiring profound knowledge at two levels:

a. Business Environment Level:
- 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;

b. Organisational Level:
- 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.

Professional competence: Cognitive 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. Specifically, the course focuses on further disclosure of acquired knowledge and its application at two levels:

a. Business Environment Level:
- 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;

b. Organisational Level:
- 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.

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

Course unit contents

- 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

Additional specifics

The portfolio of regions considered in the submodule can vary and are announced during the preceding semester. The regions may include the Arab World, Eastern Europe, Asia-Pacific, Spanish-speaking World, French-speaking World and so on.

Recommended optional programme components

None

Recommended or required reading

Students are asked to refer to the most recent list of recommended readings provided in the course script.

Scheduled

As a rule, on a regular basis. Depending on the region/lecturer delivery of classes in blocks is possible.

Combined assessments

None

Modul M10: 252400 Specialized Topic in International Business & Intercultural Management 1

Course Title	**Specialized Topic in International Business & Intercultural Management 1** *Elective subject according to MIBIM SPO 5, paragraph 6*
Responsible Lecturer	(specified in the respective module handbook)
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	(specified in the respective module handbook)
Requirements for the award of credit points	(specified in the respective module handbook)

Planned learning activities and teaching methods

Depending on the course: Seminar-based, Lecture, simulation, role play, excursions, ...

Professional competence: In-depth knowledge and comprehension

Students deepen and expand their knowledge and understanding in international business and intercultural management.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

(specified in the respective module handbook)

Personal competence: Social abilities and skills

(specified in the respective module handbook)

Personal competence: Independence / autonomy

(specified in the respective module handbook)

Competence levels according to GQF

(specified in the respective module handbook)

Course unit contents

In this compulsory elective area, we offer courses designed to strengthen students' skills in international business and intercultural management. Individual interests can be taken into account through a selection of lectures. The selection of courses offered varies from semester to semester.

Additional specifics

(specified in the respective module handbook)

Recommended optional programme components

(specified in the respective module handbook)

Recommended or required reading

(specified in the respective module handbook)

Scheduled

(specified in the respective module handbook)

Combined assessments

(specified in the respective module handbook)

Modul M11: 252410 Specialized Topic in International Business & Intercultural Management 2

Course Title	**Specialized Topic in International Business & Intercultural Management 2** *Elective subject according to MIBIM SPO 5, paragraph 6*
Responsible Lecturer	(specified in the respective module handbook)
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	(specified in the respective module handbook)
Requirements for the award of credit points	(specified in the respective module handbook)

Planned learning activities and teaching methods

Depending on the course: Seminar-based, Lecture, simulation, role play, excursions, ...

Professional competence: In-depth knowledge and comprehension

Students deepen and expand their knowledge and understanding in international business and intercultural management.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

(specified in the respective module handbook)

Personal competence: Social abilities and skills

(specified in the respective module handbook)

Personal competence: Independence / autonomy

(specified in the respective module handbook)

Competence levels according to GQF

(specified in the respective module handbook)

Course unit contents

In this compulsory elective area, we offer courses designed to strengthen students' skills in international business and intercultural management. Individual interests can be taken into account through a selection of lectures. The selection of courses offered varies from semester to semester.

Additional specifics

(specified in the respective module handbook)

Recommended optional programme components

(specified in the respective module handbook)

Recommended or required reading

(specified in the respective module handbook)

Scheduled

(specified in the respective module handbook)

Combined assessments

(specified in the respective module handbook)

Modul M12: 252420 Specialized Topic in International Business & Intercultural Management 3

Course Title	**Specialized Topic in International Business & Intercultural Management 3** *Elective subject according to MIBIM SPO 5, paragraph 6*
Responsible Lecturer	(specified in the respective module handbook)
Semester	2
Available in	Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	4 SWS (contact hours per week) 60 hours per semester
Workload – Independent Studies	65 hours per semester
Prerequisites	(specified in the respective module handbook)
Requirements for the award of credit points	(specified in the respective module handbook)

Planned learning activities and teaching methods

Depending on the course: Seminar-based, Lecture, simulation, role play, excursions, ...

Professional competence: In-depth knowledge and comprehension

Students deepen and expand their knowledge and understanding in international business and intercultural management.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

(specified in the respective module handbook)

Personal competence: Social abilities and skills

(specified in the respective module handbook)

Personal competence: Independence / autonomy

(specified in the respective module handbook)

Competence levels according to GQF

(specified in the respective module handbook)

Course unit contents

In this compulsory elective area, we offer courses designed to strengthen students' skills in international business and intercultural management. Individual interests can be taken into account through a selection of lectures. The selection of courses offered varies from semester to semester.

Additional specifics

(specified in the respective module handbook)

Recommended optional programme components

(specified in the respective module handbook)

Recommended or required reading

(specified in the respective module handbook)

Scheduled

(specified in the respective module handbook)

Combined assessments

(specified in the respective module handbook)

Modul M13 (Optional): 252430 Practical Experience in International Business

Course Number and Title	**252431 Practical Experience in International Business** *Optional Module*
Responsible Lecturer	Prof. Dr. Guadalupe Ruiz Yepes
Semester	3
Available in	Winter or Summer Semester
Language of Instruction	According to internship agreement
ECTS Awarded	30.0
Workload – Contact Hours	None
Workload – Independent Studies	390 hours per semester
Prerequisites	None
Requirements for the award of credit points	SA - Examination performance through practical work (without grade – pass/fail)

Planned learning activities and teaching methods

According to internship agreement

Professional competence: In-depth knowledge and comprehension

Students should acquire in-depth management skills through practical work.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

Students broaden their perspective in order to put their knowledge acquisition skills on an even broader footing.

Personal competence: Social abilities and skills

Students deepen their social skills in various ways; they are placed in realistic management situations and develop their own solution strategies in different ways.

Personal competence: Independence / autonomy

Students learn new ways to become more independent as part of a coherent practical activity.

Competence levels according to GQF

7

Course unit contents

Voluntary completion of a practical semester of study

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

None

Scheduled

None

Combined assessments

None

Modul M14 (Optional): 252440 Study Abroad Experience in International Business

Course Number and Title	252441 Study Abroad Experience in International Business *Optional Module*
Responsible Lecturer	According to partner university
Semester	3
Available in	Winter or Summer Semester
Language of Instruction	According to partner university
ECTS Awarded	30.0
Workload – Contact Hours	According to partner university
Workload – Independent Studies	Hours per course requirements at partner university
Prerequisites	According to partner university
Requirements for the award of credit points	LA - Practical work accompanying the course

Planned learning activities and teaching methods

Courses as agreed with the selected partner university

Professional competence: In-depth knowledge and comprehension

Students should acquire in-depth management skills by studying abroad.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

Students broaden their horizons in order to put their knowledge acquisition skills on an even broader footing.

Personal competence: Social abilities and skills

Students deepen their social skills in various ways; they are placed in realistic management situations and develop their own solution strategies in different ways.

Personal competence: Independence / autonomy

Students learn new ways to become more independent during a stay abroad.

Competence levels according to GQF

7

Course unit contents

Voluntary completion of a study period abroad

Additional specifics

See MIBIM SPO 5, paragraph 3

Recommended optional programme components

According to partner university

Recommended or required reading

According to partner university

Scheduled

According to partner university

Combined assessments

See MIBIM SPO 5, paragraph 3

Modul M15: 252450 Master Thesis

Duration	6 months Semester
Workload	See individual course description
Type of assessment	Module without assessment: Grade includes individual student performances
Duration of assessment	See individual course description
Number of ECTS credits awarded	30.0
Preconditions for obtaining ECTS credits	Both examinations (M15.1 Master's thesis and M15.2 final colloquium) must be passed in order to pass the M15 module.
Module coordinator	Prof. Dr. Guadalupe Ruiz Yepes
Professional competence: In-depth knowledge and comprehension	Having completed this unit, the student is expected to: - 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	The students are expected to: - 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
Prerequisites	The module examinations of the first and second semesters should be passed before the start of the Master's thesis.
Module specifics	The thesis topic must be registered no later than the end of the semester following the semester in which the final Master's examination is completed.
Scheduled	No contact hours take place
Combined assessments	Module consists two parts: - Thesis (with weighting) - Defense (without weighting – pass/fail)

Course Number and Title	**252451 Master Thesis**
Responsible Lecturer	Prof. Dr. Guadalupe Ruiz Yepes
Semester	3 (4)
Available in	Winter and Summer Semester
Language of Instruction	English
ECTS Awarded	25.0
Workload – Contact Hours	None
Workload – Independent Studies	625 Hours
Prerequisites	The module examinations of the first and second semesters should be passed before the start of the Master's thesis.
Requirements for the award of credit points	PT - Final thesis (Master Thesis)

Planned learning activities and teaching methods

The Master's thesis is completed independently by the students. They are advised and supervised by a lecturer.

Professional competence: In-depth knowledge and comprehension

By completing the Master's thesis, students should demonstrate that they have broad specialist knowledge of the content of their degree program as well as knowledge of social science methods. The aim is to work on a self-selected or given scientific question independently, professionally competent, theory-based and using suitable social science research methods and to present and critically reflect on the results of the research process in writing in an appropriate manner within a given time frame.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

Students deepen and extend the specialist knowledge they have acquired during their studies with specific findings on a particular topic, which have been gained from an independent and self-directed research process using scientific working techniques and methods.

Personal competence: Social abilities and skills

Students expand their social skills in the application of scientific research methods (e.g. conducting interviews).

Personal competence: Independence / autonomy

With the Master's thesis, students demonstrate that they are able to carry out a research project independently and successfully complete it within a given time frame. They are able to critically scrutinize the findings and reflect on their relevance and validity.

Competence levels according to GQF

7

Course unit contents

With their Master's thesis, students demonstrate that they are familiar with scientific working methods, principles and research methods. This includes, among other things
- Formulating an appropriate objective and research question
- Development of the state of research on the chosen topic
- Development of a theoretical-conceptual framework, if necessary with derivation of research-guiding hypotheses
- Selection of appropriate, target-oriented methods
- Independent implementation of empirical studies
- Evaluation of the collected data
- Discussion, critical reflection and classification of the research results.

In the case of applied Master's theses with practice-oriented questions, practical findings must also be presented and justified (recommendations for action, assessment of the feasibility of proposed measures).

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

In accordance with the objective of the Master's thesis, students are responsible for selecting the specialist literature used.

Scheduled

None

Combined assessments

None

Course Number and Title	**252452 Master Thesis Defense**
Responsible Lecturer	Prof. Dr. Guadalupe Ruiz Yepes
Semester	3 (4)
Available in	Winter and Summer Semester
Language of Instruction	English
ECTS Awarded	5.0
Workload – Contact Hours	None
Workload – Independent Studies	125 hours
Prerequisites	Prerequisite for participation in the final colloquium is the completion of the written part of the Master Thesis (M15.1).
Requirements for the award of credit points	SR - Examination performance through presentation (pass/fail)

Planned learning activities and teaching methods

The students explain the main contents and results of their Master Thesis in a short presentation and then take part in a discussion with the first and second assessors of their thesis.

Professional competence: In-depth knowledge and comprehension

The students present the scientific concept and the most important results of their Master Thesis to the reviewers of the thesis, other lecturers of the faculty and, if applicable, other Master's candidates and defend their thesis in the subsequent discussion.

Professional competence: Cognitive skills, analysis, and synthesis of knowledge

In the presentation, students should explain how their Master Thesis fits into the current state of research on the topic, which research strategy (conceptual framework and scientific methods) was pursued and how the quality of the results obtained is assessed.

Personal competence: Social abilities and skills

Students improve their communication skills, even in difficult situations, and practice dealing with criticism.

Personal competence: Independence / autonomy

Students argue on the basis of facts, take their own standpoints and defend their opinions in the face of criticism.

Competence levels according to GQF

7

Course unit contents

Presentation of the scientific concept of the Master Thesis, the methodological approach and the main results; classification and reflection of the results in a broader scientific context.

Additional specifics

None

Recommended optional programme components

None

Recommended or required reading

In accordance with the objective of the Master Thesis, students are responsible for selecting the specialist literature used.

Scheduled

One appointment per semester

Combined assessments

None