
Faculty of Business, Economics and Law

Module Catalog

International Business and Global Transformation (Master)

Master of Arts

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Module Catalog | International Business and Global Transformation (Master), Master of Arts

1 Program Description

The Master's degree program aims to build on a first degree in economics with an international component of at least 6 semesters (180 ECTS) to develop in-depth, but also more holistic, scientifically sound strategies, processes, methods, and systems to make entrepreneurially sensible and sustainable decisions in internationally operating companies, taking into account the respective local and global market situation as well as geopolitical developments, and to implement these in economically and socially responsible leadership and management actions. To this end, students deal with scientific theories, approaches, and methods in a problem- and practice-oriented manner and deepen these in independent work.

The international orientation without exception, the focus on sustainable, global processes and the skills required for this, the inclusion of geopolitical issues, and the compulsory semester abroad clearly differentiate the Master's degree course in International Business and Global Transformation from other business-oriented courses at the faculty.

The Master's degree program also forms the basis for further academic qualification as part of a doctorate. Thanks to the double degree program with the Carinthia University of Applied Sciences, participating students have the opportunity to be admitted to a relevant doctorate at all Austrian universities as well as at the University of Udine (Italy).

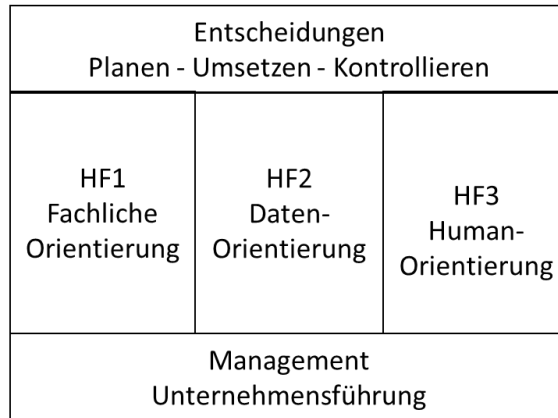
2 Graduate Profile

Students will be able to develop and implement solutions to complex problems that are important from the perspective of internationally active companies and organizations based on targeted analyses. Graduates of the degree program have a comprehensive overview of the areas of international business as well as advanced knowledge and understanding of the areas of corporate management associated with international business activities, in particular sustainability issues. They can apply this knowledge in a professional environment and translate it into well-balanced decisions, assessments, and solutions to problems. They can collect and interpret relevant data using the methods learned in the degree program. They can communicate information, theses, problems, and proposed solutions from the field of economics properly with experts and laypersons.

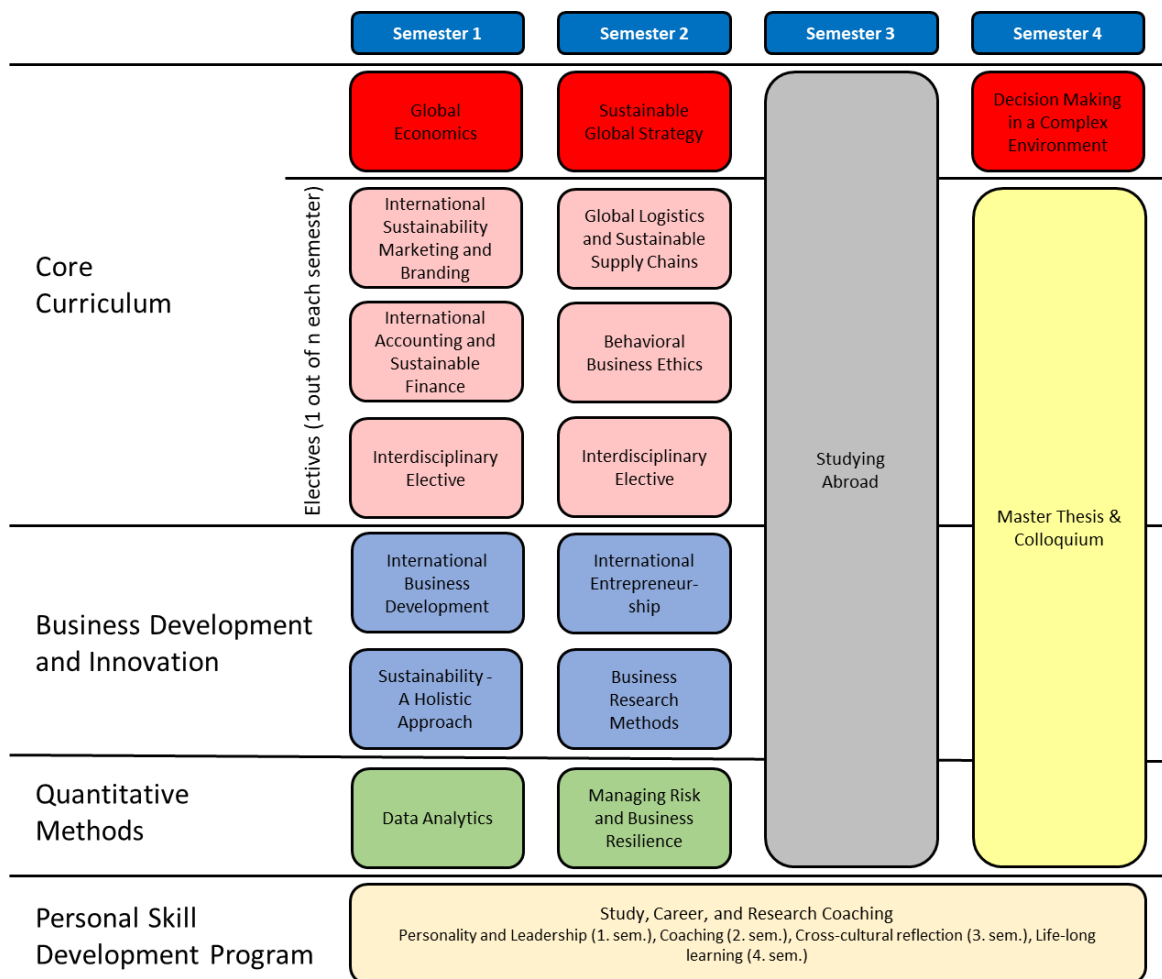
The curriculum of the degree program is geared towards graduates working in internationally operating organizations, companies, and public administration. The learning outcomes of the degree program are derived from the intended professional field, which enables students to act professionally in this working environment. Students should be able to recognize, analyze, and manage entrepreneurial processes in their overall context in relation to their organizational environment, recognize and analyze the effects of societal, political, social, and cultural factors on these business processes, place them in context with business activities and develop problem solutions (including initial approaches to proactive design of business processes that take these external factors into account). This includes applying scientific findings to practical issues and linking them to sustainability issues.

3 Fields of Activity

The fields of activity are based on the fundamental knowledge of management and corporate governance from the three steps of decision-making (planning, implementation, control) in international contexts. The Master's degree program "International Business and Global Transformation" focuses on three areas: decision-making with a mainly technical economic orientation (HF1), decision-making on factual issues supported by a mainly quantitative or data orientation (HF2), and decision-making with a mainly human orientation (HF3).



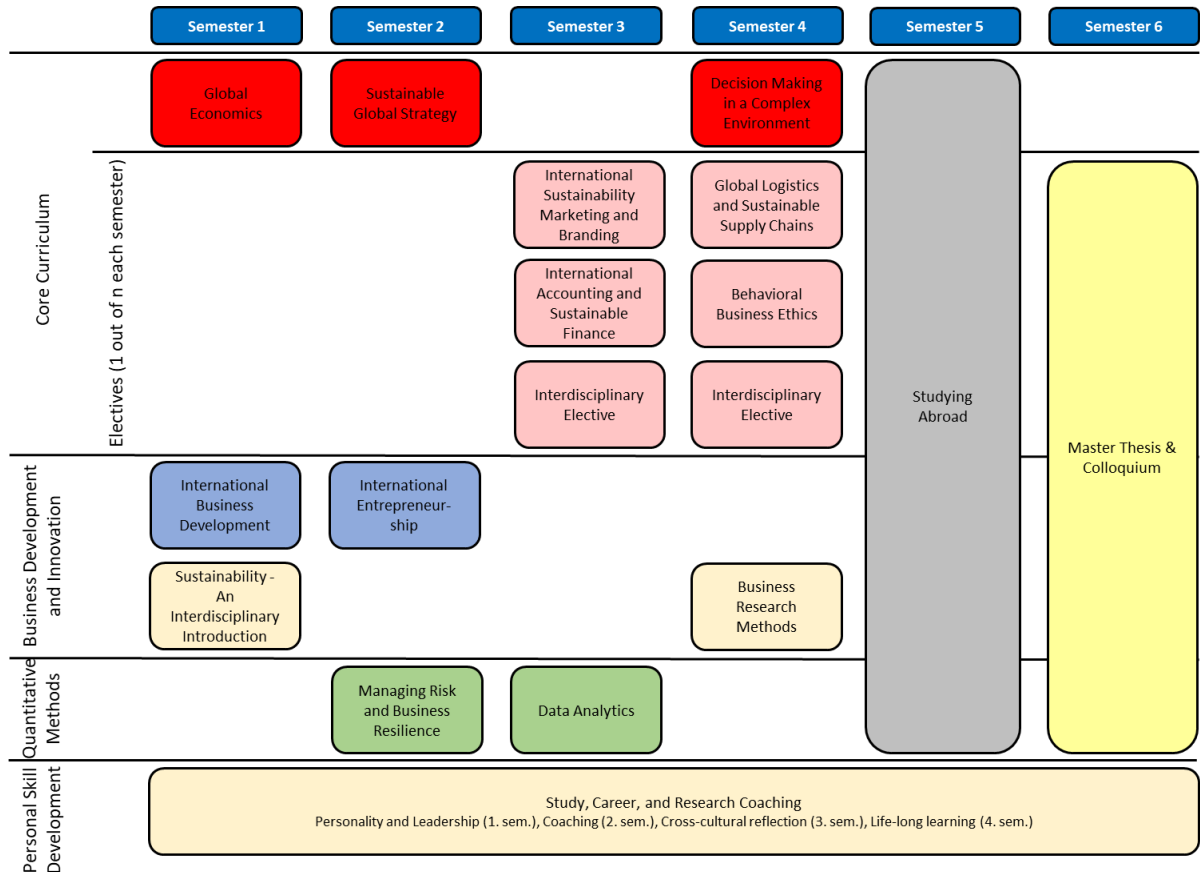
The fields of activity are reflected in the structure of the degree program through module groups that run throughout the entire course: HF 1 red and blue, HF 2 green, and HF 3 beige.



Example of an alternative study plan

Students who cannot study according to a full-time program due to e. g. family responsibilities refer to the program management to discuss alternative ways to finish the program. Especially because of the semester abroad, to suggest a general part-time study program is not sensible.

The following picture gives just a limited view of possible solutions to connected problems.



4 Study Plan

Modul- code	Modulbezeichnung	P/W MP	1. Sem.		2. Sem.		3. Sem.		4. Sem.		Σ SWS	Σ CP
			SWS	CP	SWS	CP	SWS	CP	SWS	CP		
1. Core Curriculum											18	27
1.01.	Global Economics	P 1	4	6								
Electives (choose 1 out of the following modules), workload 6 CP												
1.02.a	International Sustainable Marketing and Branding	W 1	4	6								
1.02.b	International Accounting and Sustainable Finance											
1.02.c	Interdisciplinary Elective											
1.03.	Sustainable Global Strategy	P 1			4	6						
Electives (choose 1 out of the following modules), workload 6 CP												
1.04.a	Global Logistics and Sustainable Supply Chains	W 1			4	6						
1.04.b	Behavioral and Business Ethics											
1.04.c	Interdisciplinary Elective											
1.05.	Decision Making in a Complex Enviroment	P 1							2	3		
2. Quantitative Methods											8	12
2.01.	Data Analytics	P 1	4	6								
2.02.	Managing Risk and Business Resilience	P 1			4	6						
3. Business Development and Innovation											12	18
3.01.	International Business Development	P 1	4	6								
3.02.	International Entrepreneurship	P 1			4	6						
3.03.	Sustainability - A Holistic Approach	P 1	2	3								
3.04.	Business Research Methods	P 1			2	3						
4. Personal Skill Development Program											8	12
4.01.	Study, Career and Research Coaching 1	P 1	2	3								
4.02.	Study, Career and Research Coaching 2	P 1			2	3						
4.03.	Study, Career and Research Coaching 3	P 1					2	3				
4.04.	Study, Career and Research Coaching 4	P 1							2	3		

StA. Study Abroad: Electives - connection to this program, workload 27 CP, e.g.												27
StA.01.	Finance	1)						27				
StA.02.	Accounting											
StA.03.	Business Ethics											
StA.04.	Human Resource Management											
StA.05.	Regional Studies											
StA.06.	Emerging Markets											
StA.07.	Economic Geography											
StA.08.	International Politics											
StA.09.	Local/Regional Business Culture											
StA.10.	Marketing											
StA.11.	Digitalization											
StA.12.	Sustainability											
5. Final Exam Period												24
5.01.	Masterarbeit mit Kolloquium/Master's thesis with final oral examination	P 1							24			
Σ SWS (ohne Auslandssemester)				20		20		2		4		46
Σ Credit Points (insgesamt 120)					30		30		30		30	120

1) Die Modulprüfungen der Electives des 2. Studienjahres sind an einer ausländischen Hochschule mit 27 CP nach dem ECTS abzulegen. Vgl. § 24 PO.

P = Pflichtmodul; W = Wahlpflichtmodul; MP = Anzahl Modulprüfungen; CP = Credit Points

5 Modules

5.1 Global Economics

Module Code:	1.01.
Module Title:	Global Economics
Type of Module:	Compulsory module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	1
Frequency:	Offered every winter semester
Module Coordinator:	Prof. Dr. Galina Kolev-Schaefer
Lecturers:	Prof. Dr. Galina Kolev-Schaefer
Learning Outcome:	Upon completion of the module, the participants... WHAT: ... are able to evaluate the impact of globalization and deglobalization of production, trade, investments and finance on internationally operating companies. Furthermore, they are able to: • discuss the major driving forces of globalization and deglobalization, and their impact on people, organizations and countries; • apply the major tools of international trade and finance theories to real world problems at industry and country level; • analyze global business strategies of major international companies; • evaluate the impact of national and international trade, industrial and investment policies on the strategy and performance of internationally operating companies... HOW: ... by means of a conceptual analysis of economic models as well as appropriate data and literature in the context of recent developments as well as an applied analysis of global economics case studies ... WHATFOR: • ... with the final aim to be able to make well-founded business decisions in the context of the current international and global economic policy environment.
Module Content:	• Structures and trends in the global economy • Macroeconomic analysis of the current economic development: economic growth, business cycle, exchange rates, monetary and fiscal policy in Germany and other major economies • International trade and investment: the position of the German and the EU economy in the global economy • Trade and industrial policy challenges and perspectives • International capital flows and balance of payments adjustment • Exchange rate determination and policies • Sustainable development in a globalized world • EU and global climate policy • Resilience and sustainability of global value chains • Case studies of the global economy (Presentations on selected topics in theoretical and applied global economics)
Teaching and Learning Methods:	Interactive lecture and seminar, seminar presentations and panel discussions
Assessment Method:	• Oral contribution and presentation: 30% • Written examination: 70%

	<u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.
Workload (30 h $\triangleq$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours
Recommended Prerequisites:	Microeconomics, Macroeconomics, International Economics
Required Prerequisites:	
Recommended Reading:	<i>Main sources:</i> Krugman, P.R., Obstfeld, M & Melitz, M.J. 2022. International Economics: Theory and Policy, Global Edition, 12th edition. Pearson series in economics. Feenstra, R. 2015. Advanced International Trade: Theory and Evidence, 2nd edition. Princeton University Press. Blanchard, O. 2020. Macroeconomics, Global Edition, 8th edition, Pearson series in economics. Sander, H. 2022. Understanding the New Global Economy: A European Perspective, Routledge. Tol, R., 2019. Climate Economics: Economic Analysis of Climate, Climate Change and Climate Policy, 2nd edition. Cheltenham: Edward Elgar Publishing. <i>Additional sources:</i> Recent publications by the International Monetary Funds (IMF), the Organisation for Economic Cooperation and Development (OECD), the World Economic Forum (WEF), the European Commission, etc.
Use of the Module in Other Degree Programs:	
Particularities:	
Last update:	Winter semester 2026/27

5.2 International Sustainable Marketing and Branding

Module Code:	1.02.a
Module Title:	International Sustainable Marketing and Branding
Type of Module:	Elective module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	1
Frequency:	Offered every winter semester
Module Coordinator:	Prof. Dr. Michael Volkmann
Lecturers:	Prof. Dr. Michael Volkmann, Prof. Dr. Andreas Fries
Learning Outcome:	Upon successfully completing this master class, students will be able to integrate key theories, principles, and concepts of international marketing, including sustainable marketing practices, corporate social responsibility (CSR), and global brand management strategies. They will apply critical analysis to real-world business, branding, and sustainability scenarios, take data-based decisions on cultural adaptation, brand naming, and design in international markets, and evaluate ethical marketing strategies and CSR initiatives. Through case study analysis, synthesis of diverse information sources, and participation in discussions, students will develop skills that prepare them for strategic decision-making and brand management roles in their future careers.
Module Content:	• Introduction to International Sustainable Marketing and Branding • Impact of Culture and the Political, Legal, and Financial Environment on International Marketing and Branding • Market Research in the International Environment • International Market Segmentation and Positioning • International Marketing and Market Entry Strategies • International Branding Decisions • Detailed Analysis of Elements of the Marketing Mix and Brand Positioning from an International Perspective
Teaching and Learning Methods:	Reading, group, and case discussion
Assessment Method:	• Written exam: yes (50%, 60 minutes). • Presentation: yes (45%) • Research paper: yes (executive written summary, 5%) <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	• Ghauri, Pervez N. and Cateora, Philip: International Marketing. 5th ed. McGraw-Hill. 2022 • Kapferer, Jean-Noël: The new strategic brand management: Advanced insights and strategic thinking, 5th ed. Kogan Page. 2012 • Keegan, Warren J.; Green, Mark C.: Global Marketing, 9th ed., Pearson. 2016

	Peterson, Mark: Sustainable Marketing. 2nd ed. SAGE. 2021 Further reading recommendations will be communicated in the course syllabus at the beginning of the semester.
Use of the Module in Other Degree Programs:	
Particularities:	Discussion of current marketing issues as per newspaper articles.
Last update:	30 September 2024

5.3 International Accounting and Sustainable Finance

Module Code:	1.02.b
Module Title:	International Accounting and Sustainable Finance
Type of Module:	Elective module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	1
Frequency:	Offered every winter semester
Module Coordinator:	Prof. Dr. Ridwan D. Rusli
Lecturers:	Prof. Dr. Ridwan D. Rusli
Learning Outcome:	Students should gain a thorough understanding of management accounting and financial practices in the context of climate change, sustainability, and economic resilience. The course aims to help students acquire the basic skills to: • Understand and apply companies' cost-volume-profit calculations; planning and budgeting, controlling and performance measurement techniques; financial analysis, investment and financing decisions; • Analyze and evaluate volume and pricing decisions; budgets, variances and performance measurement systems; cash flows and financial analysis; transfer prices; green-versus non-green investment, financing and reporting decisions; • Apply and evaluate management accounting and finance tools to study the economics of electric vehicles; the restructuring of energy and gas companies in the wake of the European energy crises; the feasibility of renewable energy projects; multinational- and energy company transfer prices.
Module Content:	In this course students will learn the fundamentals of modern management accounting incl. cost accounting, budgeting and performance measurement, investments, and financial analysis. Lectures and case studies are designed with particular emphasis on the accounting and financial implications of sustainability and resilience topics such as electrification of road transport, renewable energy, and energy crises, brown versus green industries, multinational- and energy transfer pricing: • Part 1: Cost, volume, and price decisions, budgeting, and performance measurement • Part 2: Financial statements, cashflows and financial analysis, corporate restructuring and capital budgeting • Part 3: Multinational- and energy company transfer pricing • Part 4: Economics of electric vehicles and energy crisis bailouts, Environmental, Social and Governance (ESG) reporting, sustainable investments and financings
Teaching and Learning Methods:	This class will be taught as a seminar in an interactive fashion with the instructor serving as a facilitator for student discussions of the various issues raised. Course activities include preparatory readings, interactive lectures, case study discussions, group presentations on sustainable finance topics, plus an end-of-term written exam.
Assessment Method:	• Written exam: yes (50%, 60 minutes). • Presentation: yes (10%) • Research paper: yes (case study submission, 40%) <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours

Recommended Prerequisites:	Undergraduate or graduate courses in (managerial) microeconomics, international economics, introduction to (international) accounting or financial accounting, (international) managerial accounting.
Required Prerequisites:	
Recommended Reading:	<u>Parts 1-3:</u> • Bowhill, Bruce: Business Planning and Control: Integrating Accounting, Strategy and People, Wiley's 2013, 5th edition • Weygandt, Jerry, Paul Kimmel, and Donald Kieso: Accounting Principles (IFRS Version), Global Edition, 2019, chapters 1-4 on accounting process and principles, chapters 17-18 on cashflows and financial analysis, chapters 19-27 on management accounting. • Various academic and journal articles, e.g.: • Arcos-Vargas, Angel, and Pablo A. de Toledo: An analysis of Spanish electrical utility industry: Economies of scale, technological progress and efficiency (Energy Economics 2009) • Cooper, R. and Robert S. Kaplan: Measure costs right: Make the right decisions (Harvard Business Review 1988) • Dukmedjian, Pierre-Regis and Alejandro Dominguez. 2018. "Amazon case: towards transfer pricing harmonization?", Tax Journal, 06.04.2018 • Hanna, Rick and Laurent Bocquel: Global Automotive Perspectives 2010 (PwC 2010) • Jones, Mark E.: Why big always wins: Examining economies of scale (Dow Chemical, 2013) • Kallstrom, Henry: What makes the auto industry highly concentrated? (Investing in the automotive industry 2015) • Kaplan, Robert S.: The Evolution of Management Accounting (The Accounting Review 1984) • Kaplan, Robert S. and David P. Norton: Using Balanced Scorecard as strategic management tool (Harvard Business Review 2007) • Klassen, Kenneth, Mark Lang, and Mark Wolfson: Geographic income shifting by multinational corporations in response to tax rate changes (Journal of Accounting Research 1993) • Lessard, Donald R.: Transfer prices, taxes and financial markets: Implications of internal financial transfers within the multinational corporation (Research in Intl Business & Finance 1979) • Lyal, Richard. 2015. "Transfer pricing rules and state aid", Fordham International Law Journal, 38:4, pp. 1017-1043 • Malmi, Teemu: Balanced scorecards in Finnish companies: A research note (Management Accounting Research 2001) • Olefirenko, Ekaterina: Transfer pricing in a case company MedTechnica 1 (BA Thesis, Haaga-Helia 2013) • Otley, David: Performance management: a framework for management control systems research (Management Accounting Research 1999) • Steffens, P. R. and E. J. Douglas: Valuing technology investments: Use real options thinking but forget real options valuation (Intl Journal of Technoentrepreneurship 2007) • Tillmann, Katja and Andrew Goddard: Strategic management accounting and sense-making in a German multinational company (Management Accounting Research 2008). • etc. <u>Part 4:</u> • Rusli, Ridwan: Lecture Notes and Case Studies on Sustainable Investments, Financialings and Reporting (to be distributed through ILIAS) • Sinn, Hans Werner: The Green Paradox: A Supply-side Approach to Global Warming, The MIT Press, 2012 • Hockett, Robert C.: Financing the Green New Deal: A Plan for Action and Renewal, Palgrave Macmillan, 2020 • Mehta, Anouj, Sonia C. Sandhu, Belinda Kinkad, and Renard Teipelke: Catalyzing Green Finance: A Concept for Leveraging Blended Finance for Green Development, Asian Development Bank, 2017

	• De Morais Sarmiento, Elsa, and R. Paul Herman: Global Handbook of Impact Investing: Solving Global Problems via Smarter Capital Markets Towards a More Sustainable Society, Wiley, 2021 • Various academic and journal articles, e.g.: • Merk, O., S. Saussier, E. Slack, and J-H Kim (2012). Financing green urban infrastructure. OECD Regional Development Working Papers 2012/10 • Alliance for Corporate Transparency (2019). 2019 Research Report: An Analysis of the Sustainability Reports of 1000 Companies Pursuant to the EU Non-Financial Reporting Directive. • Daubanes, Julien X., Shema F. Mitali and Jean C. Rochet (2021). Why do firms issue green bonds? Conference Paper November 2021 • European Investment Bank (2022). What drives firms' investment in climate action? Evidence from the 2021-2022 EIB Investment Survey.
Use of the Module in Other Degree Programs:	
Particularities:	
Last update:	30 September 2024

5.4 Sustainable Global Strategy

Module Code:	1.03.
Module Title:	Sustainable Global Strategy
Type of Module:	Compulsory module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	2
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Ridwan D. Rusli
Lecturers:	Prof. Dr. Ridwan D. Rusli
Learning Outcome:	The students will gain a thorough understanding of the digitalization, platformization, circularization and globalization of business models as well as innovation incentives, capacity and strategies of companies across manufacturing and services industries. Upon successful completion of the course, students will be able: • Evaluate and apply analytical tools of technology-, innovation-, circular economy and sustainability strategies • Analyze industries, companies, and business models • Develop and synthesize 21st-century ecosystem- and circular economy strategies and business models for multinationals and start-up companies.
Module Content:	The goal of this course is to enable students to identify, evaluate, and develop business and innovation strategies for a technology- and sustainability-driven global economy. After successful completion of this module, students shall be able to: • Strategic management tools: Strategic planning, Mission statement, objectives, customer segmentation and value proposition, firm competencies, strategy execution, and controlling • Business model innovations: The Delta Model, platform and ecosystem strategy vs. 5-forces and the resource-based view of firms; Circular Economy (CE) business models; • Games of competition and cooperation: Prisoner's dilemma games, capacity games, chicken games, alliances and M&A • Technology and industry transformation: Innovation incentives vs. -capacity; Innovation types (radical, incremental vs. disruptive); S-curves and industry (r)evolution; Network externalities and standard wars; Technology strategy, CE business model innovation; Digitalization and business analytics • Multinational vs. emerging market start-up company strategies: Drivers of internationalization; Home-market advantages, global innovation, and cross-learning.
Teaching and Learning Methods:	This class will be taught as a seminar in an interactive fashion with the instructor serving as a facilitator for student discussions of the various issues raised. Course activities include readings of academic textbooks, journal papers, strategy-consultant papers, and books, interactive lectures, case study discussions, one Group Project, plus an end-of-term written exam.
Assessment Method:	• Case studies and articles summaries: yes (20%) • Group project and presentation: yes (30%) • Written exam: yes (50%, 60 minutes). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours

Recommended Prerequisites:	Undergraduate or graduate courses in (managerial) microeconomics, international economics, introduction to (international) accounting or financial accounting, (international) managerial accounting
Required Prerequisites:	
Recommended Textbooks and Reading:	• Hax, Arnoldo C., „The Delta Model: Reinventing Your Business Strategy“, Springer, 2010 (e-copies in the library) • Gawer, Annabelle, Michael A. Cusumano, and David B. Yoffie, „The Business of Platforms: Strategy in the Age of Digital Competition, Innovation, and Power, Harper“, 2019 (hard copies in the library) • Greenwald, Bruce C. and Judd Kahn, „Competition Demystified: A Radically Simplified Approach to Business Strategy“, Penguin, 2005. Cola, Kodak cases (e- & hard copies in library) • Rothaermel, Frank T., „Strategic Management“, Mc Graw Hill, 3rd. ed., 2017. Microsoft, Microsoft vs. Google mini cases (a few hard copies in the library) • Sinn, Hans Werner: The Green Paradox: A Supply-side Approach to Global Warming, The MIT Press, 2012 (e-copies in the library) • Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman, and Charles E. Bamford, „Strategic Management and Business Policy: Globalization, Innovation and Sustainability“, Pearson, 15th ed., 2018. Tesla, Uber mini case studies (a few hard copies in the library) <u>Additional reading:</u> • Academic and other relevant textbooks, journal papers • RD Rusli lecture notes, case studies, and presentations, TH Köln student theses, course papers, and presentations.
Use of the Module in Other Degree Programs:	
Particularities:	Good reading preparations and active class participation are essential in this course.
Last update:	30 January 2026

5.5 Global Logistics and Sustainable Supply Chains

Module Code:	1.04.a
Module Title:	Global Logistics and Sustainable Supply Chains
Type of Module:	Elective module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	2
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Andreas Fries
Lecturers:	Prof. Dr. Andreas Fries
Learning Outcome:	Upon successfully completing this course, students will acquire the knowledge and skills to understand the structure and dynamics of global logistics networks, with a focus on sustainability. They will learn to evaluate logistics strategies in a competitive global environment, identify and measure key performance drivers such as costs, service levels, and CSR-related indicators, and apply methods to analyze and optimize sustainable supply chain (SC) and logistics networks. Additionally, students will gain insights into the procurement of global logistics and sustainable supply chain services. Through case studies, business simulations, and practical applications, students will enhance their ability to develop sustainable logistics strategies, manage supply chain risks, and procure logistics services effectively. These skills, combined with improved argumentation and presentation abilities, will prepare students for strategic roles in global supply chain and logistics management, enabling them to address future challenges in sustainable logistics.
Module Content:	• Introduction to global Logistics and sustainable Supply Chains • Sustainable Supply Chain Management and Logistics reference models • Goals, strategies, and challenges of global Logistics and sustainable Supply Chains • Planning and optimization of sustainable Supply Chain and Logistics Network Designs • Analysis of Logistics costs, service, and CSR-related performance measures • Procurement of global Logistics and sustainable Supply Chain services • Supply Chain Risk Management • Future Challenges of Global Logistics and sustainable Supply Chain services
Teaching and Learning Methods:	• Interactive lectures with active student participation • Group discussions (e.g., brainstorming, world café) to integrate diverse ideas, foster self-organization, and encourage critical thinking and compromise. • Case studies to train students in identifying logistical problems and solutions. • (Sustainable) SC Simulation Games for hands-on experience in SC management. • Exercises and software applications where students present self-elaborated answers, supported by the lecturer.
Assessment Method:	• Written exam: yes (65%, 60 minutes). • Management game: yes (35%). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours
Recommended Prerequisites:	Skills and knowledge as acquired by participation in Introduction to International/Global Logistics or comparable studies.

Required Prerequisites:

Recommended Reading:

Main Textbook:

- Chopra, S. (2019): Supply Chain Management: Strategy, Planning, and Operation, Global Edition, 7th edition, Pearson.
- Christopher, M. (2016) Logistics and Supply Chain Management, 5th ed., Financial Times Prent.

Key scientific Articles:

- Chen I. & Paulraj, A. (2004): Towards a Theory of Supply Chain Management – the Constructs and Measurements, in: Journal of Operations Management, Vol. 22, 119-150.
- Christopher, M. & Peck, H. (2004): Building the Resilient Supply Chain, in: July 2004 The International Journal of Logistics Management, Vol. 15 (2), 1-13.
- Holmström, J. et al. (2019): The digitalization of operations and supply chain management: Theoretical and methodological implications, in: Journal of Operations Management, Vol. 65, Issue 8, 728-734. Vol. 58, Issue 10, 2904-2915.
- Paulraj, A., Chen, I.J., Blome, C. (2017): Motives and performance outcomes of sustainable Supply Chain Management Practices: A multitheoretical perspective, in: Journal of Business Ethics, Vol. 145, 239-258.
- Pyun, J. & Rha, J. (2021): Review of Research on Digital Supply Chain Management Using Network Text Analysis, in: Sustainability, Vol. 13 (17), 9929.
- Seuring, S. (2006): Supply chain controlling: Summarizing recent developments in German literature, in Supply Chain Management: An International Journal, Vol. 11/1, 10-14.

Other Textbook Alternatives

- Levi-Simchy, D., Kaminsky, P., Simchi-Levi, E. (2021): Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies, 4th edition, McGraw-Hill.
- Harrison, A., Van Hoek, R., Skipworth, H. (2019): Logistics Management and Strategy, 6th ed., Pearson

The latest edition of the stated literature should be used.

Use of the Module in Other Degree Programs:

Particularities:

Discussion of current logistics and sustainable SC issues as per research and consulting project papers, newspaper articles, and internet publications of current global logistical problems and solutions.

Last update:

12 March 2026

5.6 Behavioral and Business Ethics

Module Code:	1.04.b
Module Title:	Behavioral and Business Ethics
Type of Module:	Elective module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	2
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Dominik H. Enste
Lecturers:	Prof. Dr. Dominik H. Enste
Learning Outcome:	After successful participation in this course, the students will have gained competencies in terms of: • <u>Knowledge</u>: Students will have basic knowledge of ethical as well as behavioral concepts relevant to business. Having completed the course, they will be aware of ethical dilemmas in business life and the impact of psychological factors on decision-making like heuristics and biases. • <u>Understanding</u>: They can define an ethical problem, understand, and explain solutions from an ethical and behavioral economics perspective based on integrated models of human behavior. • <u>Application</u>: They will be able to create institutions, nudges, and rules, to reduce the risk of immoral behavior in business and everyday life. • <u>Analysis</u>: In this context, students will describe, analyze, and discuss possible conflicts between different goals. They can scrutinize complex arguments and solutions. • <u>Synthesis</u>: Students can argue how to overcome ethical dilemmas by implementing behavioral and ethical tools on three different levels (micro, meso, and macro level) and give examples. • <u>Evaluation</u>: Students will take the interdisciplinary theoretical background into account to compare solutions and evaluate the impact on companies and societies. They can evaluate how and on what level solutions should be implemented and can implement them in practice.
Module Content:	• Basics of understanding immoral behavior from both perspectives – normative ethics and descriptive behavioral economics • Introduction to Business Ethics/ Normative Foundations of Institutional and Individual Ethics • Behavioral Ethics: Morality and Psychology (e.g. Mind-Behavior-Gap, Nudging) • Immoral Behavior, Heuristics, and Biases in Decision Making Processes (e.g. Status Quo Bias, Do No Harm Heuristics, hindsight bias, anchoring effect) • Individual vs. social preferences (Fairness) • Application to topics like Digitalization, Climate Change and Climate Protection, Corruption, Child labor and Crime and Happiness The course objectives are acquired by evaluating experiments, analysis of transnational data, and country comparisons.
Teaching and Learning Methods:	• Insides by the lecturer from research and own business life • Analyses of a current Challenge (e.g. Climate Protection) based on Behavioral Business Ethics approaches (Guest Speaker) • Presentation of research results by students • Case Studies of misbehavior • Real-life examples from companies and their strategy • Interactive discussion about solutions • Workshop on strategies for win-win-solutions (Profit & People & Planet)

	Group work (Experimental studies in class, Surveys and stakeholder dialogues/ brainstorming, Design thinking)
Assessment Method:	- Written exam: yes (20%, 30 minutes). - Presentation: yes (80%, 60 minutes). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	- De Cremer, David/ Moore, Celia, 2020, Toward a Better Understanding of Behavioral Ethics in the Workplace, Annu. Rev. Organ. Psychol. Organ. Behav. 7:369–393 (pdf in ILU) => Overview of the Approach - Enste, Dominik H. / Potthoff, Jennifer, 2021, Behavioral Economics and Climate Protection. Better regulation and green nudges for more sustainability, IW-Analyse, Nr. 146, Köln (pdf in ILU => Applying the Behavioral Ethics Approach to Climate Protection - Trevino, Linda K., and Katherine A. Nelson. Managing business ethics: Straight talk about how to do it right. John Wiley & Sons, 8. Ed., 2021 - Thaler, Richard, 2016, Misbehaving: The Making of Behavioral Economics, Norton - Kahneman, Daniel, 2012, Thinking Fast and Slow - De Cremer, David/ Tenbrunsel, Ann E. (eds.) 2012, Behavioral Business Ethics Shaping an Emerging Field - Kish-Gephart, Jennifer J., Linda Klebe Treviño, Anjier Chen and Jacqueline Tilton, 2019, Behavioral Business Ethics: The Journey from Foundations to Future. Business and Society 360.
Use of the Module in Other Degree Programs:	
Particularities:	Analyses of unethical behavior in films to learn from that for real-life situations.
Last update:	15 January 2026

5.7 Decision Making in a Complex Environment

Module Code:	1.05.
Module Title:	Decision Making in a Complex Environment
Type of Module:	Compulsory module
ECTS Credits:	3
Language:	English
Duration of Module:	One semester
Recommended for Semester:	4
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Katharina Eckartz
Lecturers:	Prof. Dr. Katharina Eckartz
Learning Outcome:	Students will develop a deeper understanding of decision-making in profit and non-profit organizations operating in a dynamic, global environment. Upon successful completion of the course, students will be able to: • Students will develop a deeper understanding of decision-making in profit and non-profit organizations operating in a dynamic, global environment. Upon successful completion of the course, students will be able to: • Identify, describe, and understand the fundamental aspects of management decision-making, • Identify, describe and critically analyze aspects and dilemmas of ethically based sustainable management decisions (value management and responsibility management), • Describe the behavioral/psychological and sociological insights in terms of constraints on human rationality and consider them in decision-making, • apply decision rules from normative and descriptive decision theory • to describe, analyze, and evaluate the possible effects of decisions on the organization, society, and the environment in their main features, • to understand the problem of collective decisions (social choice) and to analyze their effects. • to describe strategies, concepts, and tools that can be used for managing corporate social responsibility and sustainability in multinational companies.
Module Content:	• Basic aspects of decision-making in a complex environment • Economic goals in the context of social and environmental responsibility – Business Ethics • Target systems of companies • Decision-making in a permanently changing and diverse global economy • Aspects of information acquisition, analysis and processing • Normative decision theory • Rationality, decision rules under uncertainty • Aspects of risk and time preference • Descriptive decision theory • Consideration of psychological and sociological findings as individual and social limiting factors of human rationality • Approaches of descriptive decision theory and decisions under ambiguity • Collective decisions • Individual versus collective rationality • Target formation in group decisions • Voting procedures and participation • Decision-making and Corporate Governance • Decision-making in multinational companies (MNC) taking CSR and sustainability into account • Formulating goals and key performance indicators (KPI) for CSR and sustainability in MNC • Strategies, concepts, and tools for CSR-management and sustainability in MNC

Teaching and Learning Methods:	Internet-based research coordination
Assessment Method:	• Presentation: yes (100%). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	90 hours
Contact hours:	30 hours (of 45 minutes each)
Self-study:	67.5 hours
Recommended Prerequisites:	Completion of the first two semesters of IBMA program.
Required Prerequisites:	
Recommended Reading:	• Creswell, John W.: Research Design - Qualitative, Quantitative, and Mixed Methods Approaches, Thousand Oaks, CA: Sage Publications, 2002. • Bryman, Alan; Bell, Emma: Business Research Methods, 2nd ed., New York, NY: Oxford University Press, 2007. • Bassham et al: Critical Thinking, Mc Graw Hill, 2011
Use of the Module in Other Degree Programs:	
Particularities:	A high percentage of internet communication (e.g. Skype, Wikis) may be required. Students are expected to attend all of their scheduled classes in order to satisfy all academic objectives as outlined by the instructor.
Last update:	30 September 2024

5.8 Data Analytics

Module Code:	2.01.
Module Title:	Data Analytics
Type of Module:	Compulsory module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	1
Frequency:	Offered every winter semester
Module Coordinator:	Prof. Dr. Tobias Schlüter
Lecturers:	Prof. Dr. Tobias Schlüter
Learning Outcome:	- Students are familiar with state-of-the-art methods from the fields of data analytics/data science and are able to select and apply the appropriate method for the respective problem. - Students can engage generative AI Tools like Claude, ChatGPT or Gemini to solve data analytical tasks - They apply these in the context of practical use cases: For this purpose, they independently load data and prepare it for analysis (preprocessing), perform quantitative diagnoses (data exploration), and carry out forecasts (predictive modeling) or segmentations. Ultimately, they derive recommendations for management action (data science communication) using Generative AI. - They are able to handle analytics platforms (e.g. Python, KNIME), which are becoming increasingly important in practice, and are able to carry out independent data analysis workflows, structure recognition, and forecasts. - They learn which statistical concepts can be used to answer specific questions and how solution methods are developed to evaluate model results in an appropriate and professional manner. They understand the importance and necessity of assumptions made, recognize consequences of assumption violations, and learn ways to account for assumption violations through procedural modifications. Transfer skills are expected and strengthened. - The module strengthens methodological competencies in the area of quantitative methods, esp. in the area of statistical analysis procedures, so that students can later decide which statistical method should be used in the analysis of a data set and how to interpret the results
Module Content:	- Structure and procedure of data science/data mining models (e.g. CRISP-DM process) - Statistical tests (including chi-square independence test, NV goodness-of-fit test, Levene's test, T-test, Welch's test, Kruskal-Wallis test) - Supervised machine learning algorithms (including regression models, classification models (including binary logistic regression, tree and ensemble models) - Unsupervised machine learning algorithms (including cluster analysis, association algorithms, principal component analysis) - Argumentation and presentation of Data Science results
Teaching and Learning Methods:	Seminar type lectures
Assessment Method:	Written exam: yes (100%, 30 minutes). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\triangleq$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)

Self-study:	135 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	• Abbott, D.: Applied Predictive Analytics – Principles and Techniques for the Professional Data Analyst, Indianapolis (Indiana) 2014. • Agresti, A.: An Introduction To Categorical Data Analysis, Second Edition. John Wiley & Sons 2007. • Albrecht, M., Schlüter, T.: Erfolgsmodell Data Analytics, Erich Schmidt Verlag, 2020. • Amrhein, V., Greenland, S., McShane, B.: Retire Statistical Significance. Nature, Vol. 567, p.305 – 307, 21. March 2019. • Anderson, D.R., Sweeney, D.J., Williams, Th. A., Freeman, J., Shoesmith, E.: Statistics for Business and Economics, 4th ed, Cengage Learning EMEA, Boston, 2017. • Berenson, M.L., Levine, D.M., Krehbiel, T.C.: Basic Business Statistics, Pearson 13th ed., 2015. • Bradley, T.: Essential Statistics For Economics, Business and Management, First Edition, John Wiley&Sons, 2007. • Berenson, M.L., Levine, D.M., Krehbiel, T.C.: Basic Business Statistics, 14 ed, Pearson, 2018. • Handl, A., Kuhlenkasper, T.: Multivariate Analysemethoden. Theorie und Praxis mit R. Springer-Spektrum, 3. Auflage, 2017. • Provost, F., Fawcett, T.: Data Science for Business – What You Need to Know About Data Mining and Data-Analytic Thinking, Sebastopol 2013
Use of the Module in Other Degree Programs:	Students from our Faculty's Market-Oriented Management Master Program will also participate in this module as it is a compulsory module in their curriculum.
Particularities:	The data analysis is based on practical use cases and is carried out in modern data science software (e.g. SPSS, KNIME, Python, etc.).
Last update:	09 July 2026

5.9 Managing Risk and Business Resilience

Module Code:	2.02.
Module Title:	Managing Risk and Business Resilience
Type of Module:	Compulsory module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	2
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Agnieszka Gehringer
Lecturers:	Prof. Dr. Agnieszka Gehringer
Learning Outcome:	Upon completion of the module, the participants... WHAT: ... are able to assess the crucial concepts of risk, uncertainty, and resilience and evaluate their impact on the core business strategies ... HOW: ... by means of a comprehensive analysis of the relevant economic literature, pertinent economic models, methods, and data ... WHAT FOR: ... with the final aim to be able to develop adequate risk management processes and formulate resilience strategies in an international business context.
Module Content:	- The first part of the course is dedicated to the conceptual background of risk management in the context of international markets and institutions. This consists of an introduction to the areas and methods of risk management and their application to international business decision-making. Moreover, the main tools of risk identification and analysis, including algebraic methods will be discussed. In the final step of this first part, special attention will be paid to actual developments within the area of (international) risk management - including the relationship between risk and uncertainty, financial risk, international investment activity, and cyber risk – as well as regarding the issue of (business) resilience. - In the second part of the course, students will be working on their individual research projects, with the goal to elaborate a research paper on a selected topic within the broad area of risk management and business resilience. Beyond individual work, this involves peer feedback in dedicated sessions as well as final presentations of the projects.
Teaching and Learning Methods:	Seminar-type lectures, individual research, and presentations of research outcomes.
Assessment Method:	- Written exam: yes (30%, 30 minutes). - Research paper with presentation: yes (70%) <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	<u>Main reading:</u>

	• Bloom, N. (2014). Fluctuations in uncertainty. <i>Journal of Economic Perspectives</i> 28(2): 153-176. • Gehringer, A. (2025). The challenging terrain of critical infrastructures – A geopolitical perspective. <i>Journal of Homeland Security and Emergency Management</i> 22(3): 275-310. • Gehringer, A. (2023). Calibrating the EU's trade dependency. <i>Survival</i> 65(1): 81-96. • Pickford, J. (2000). <i>Mastering Risk</i> Vol.1: Concepts. 2nd edition, Pearson Education Limited: Edinburg Gate. • Wolke, T. (2017). <i>Risk Management</i>. De Gruyter Oldenbourg. • WEF: Global Risk Report. (Current edition.) <u>Additional reading:</u> • Brunnermeier, M.K. (2009). Deciphering the liquidity and credit crunch 2007-2008, <i>Journal of Economic Perspectives</i> 23: 77-100. • Pindyck, R.S., & Rubinfeld, D.L. (2018). <i>Microeconomics</i>. 9th edition, Pearson Education Limited: Essex (Chapter 5). • Rabii, A., Assoul, S., Touhami, K.O., & Roudies, O. (2020). Information and cyber security maturity models: a systematic literature review. <i>Information and Computer Security</i> 28(4): 627-644.
Use of the Module in Other Degree Programs:	Students from our Faculty's Market-Oriented Management Master Program will also participate in this module as it is offered as an elective module in their curriculum.
Particularities:	
Last update:	29 May 2026

5.10 International Business Development

Module Code:	3.01.
Module Title:	International Business Development
Type of Module:	Compulsory module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	1
Frequency:	Offered every winter semester
Module Coordinator:	Prof. Dr. Agnieszka Gehringer
Lecturers:	Prof. Dr. Agnieszka Gehringer
Learning Outcome:	Upon completion of the module, the participants... WHAT: ... will be able to assess the opportunities and threats of entering a foreign market. They will be able to determine the competitive position on world and local markets for a given product, point out the characteristics of customer needs, consider legal and regulatory requirements, and design a market entry strategy ... HOW: ... by means of research work in international teams, aimed at completing an Export Opportunity Survey (EOS). In preparing EOS, students will collect, elaborate, and interpret market data and relevant information for the product assigned to the team... WHAT FOR: ... with the final aim to be able to make an informed decision on the market entry. In doing so the participants will be capable to design team processes, solve team issues, and provide consultation to customers under tight deadlines.
Module Content:	• Project definition, team coordination, and distribution of responsibilities within teams • Product analysis • Analysis of the competitive environment and the main market characteristics • Analysis of product and country-specific production patterns and trade flows • Analysis of regulatory, sociological, and natural barriers to market access • Identification of the relevant distribution channels and methods • Examination of pricing and reconstruction of the value chain • Market outlook and final decision-making process regarding market entry
Teaching and Learning Methods:	Lecture, individual study and research based on learning videos, regular team meetings via virtual communication platforms, presentations of completed reports by students
Assessment Method:	• Presentation: yes (30%). • Research paper: yes (70%) <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours
Recommended Prerequisites:	Sound knowledge of microeconomics is advantageous. Possession of or willingness to acquire strong English language writing and communication skills is expected.
Required Prerequisites:	
Recommended Reading:	Learning videos produced by the lecturers

Reading list:

- Bryman, A., & Bell, E. (2018). *Business Research Methods*. 5th ed., Oxford: Oxford University Press.
- Das, M., & Mukherjee, D. (2020). Ethnic Identity Impact on Consumers' Ethnocentric Tendencies: The Moderating Role of Acculturation and Materialism. *Management and Labour Studies* 45(1): 31-53. Available at SSRN: <https://ssrn.com/abstract=3542755>
- International Trade Center: Foreign Trade Statistics: A Guide for their Use in Market Research, Geneva: International Trade Center UNCTAD/WTO, 2001 or latest editions (mimeo). Available online: www.intracen.org
- Kotler, P., & Keller K. L. (2015). *Marketing Management*. Global Edition, Pearson.
- Krugman, P. R., Obstfeld, M., & Melitz, M. (2018). *International Economics -Theory and Policy*. 11th ed., Boston: Addison-Wesley.
- Patel, R. (2013). Impact of Emerging Market Characteristics on Marketing Programs. *International Journal of Management Research and Development* 3(1): 01-07. Available at SSRN: <https://ssrn.com/abstract=3544560>
- Shen, Y., & Ro-Sung, K. (2019). Country Image and Product Attitude: An Estimation of Switching Costs for the Korean Wave. *Journal of Korea Trade* 23(8): 45-72. Available at SSRN: <https://ssrn.com/abstract=3554762>
- Volkmann, C. K., Tokarski, K. O., & Grünhagen, M. (2010). *Entrepreneurship in a European Perspective –Concepts for the Creation and Growth of New Ventures*. 1st ed., Berlin: Gabler.

Use of the Module in Other Degree Programs:	Students from our Faculty's Market-Oriented Management Master Program can also participate in this course (offered as elective).
Particularities:	Video lectures are made available online.
Last update:	16 January 2026

5.11 International Entrepreneurship

Module Code:	3.02.
Module Title:	International Entrepreneurship
Type of Module:	Compulsory module
ECTS Credits:	6
Language:	English
Duration of Module:	One semester
Recommended for Semester:	2
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Kai Thürbach
Lecturers:	Prof. Dr. Kai Thürbach
Learning Outcome:	• With the help of this course, students understand what entrepreneurship is in terms of entrepreneurial thinking and action. In doing so, they acquire the competencies to analyze and evaluate entrepreneurship topics. • In addition to theoretical concepts, practical knowledge is imparted. In this way, students can take into account the possibilities and limits of entrepreneurial action and can effectively apply their competencies in the context of practical activities either as employees or managers in companies or organizations or as founders and entrepreneurs.
Module Content:	• What is the current state of research in the discipline of entrepreneurship? • What is entrepreneurship in the sense of entrepreneurial thinking and acting? • What are the different forms of entrepreneurship and how do they differ? • What impact does entrepreneurship have on the economy and society? • How can an "entrepreneurship" or "business development" process be practically designed and how does one effectively drive it forward? • Which elements of entrepreneurial thinking and action are generally useful in companies or organizations?
Teaching and Learning Methods:	Seminar-type lecture.
Assessment Method:	• Written exam: yes (100%, 90 minutes). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\triangleq$ 1 ECTS credit):	180 hours
Contact hours:	60 hours (of 45 minutes each)
Self-study:	135 hours
Recommended Prerequisites:	Competencies acquired in the basic curriculum.
Required Prerequisites:	
Recommended Reading:	• Kuratko, D. (2017): Entrepreneurship – Theory, Process, Practice, Boston. • Spinelli, S., Adams, R. (2016): New Venture Creation – Entrepreneurship for the 21st Century, 10th Ed., New York. <u>Supplementary reading:</u> • Blank, S., Dorf, B., (2014): The Startup Owner's Manual, Pescadero, California. • Grichnik, D., Brettel, M., Koropp, C., Mauer, R. (2017): Entrepreneurship – Unternehmerisches Denken, Entscheiden und Handeln in innovativen und technologieorientierten Unternehmen, 2. A. Stuttgart.

	• Ries, E. (2011): The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, London.
Use of the Module in Other Degree Programs:	
Particularities:	• Manage your expectations: This is not a „How do I do a business plan?“ or „I try my own venture“ course! It is a literature-based academic module.
Last update:	30 September 2024

5.12 Sustainability - A Holistic Approach

Module Code:	3.03.
Module Title:	Sustainability - A Holistic Approach
Type of Module:	Compulsory module
ECTS Credits:	3
Language:	English
Duration of Module:	One semester
Recommended for Semester:	1
Frequency:	Offered every winter semester
Module Coordinator:	Prof. Dr. Susann Kowalski
Lecturers:	Prof. Dr. Ute Bonenkamp-Menge
Learning Outcome:	After finishing this course, students will... WHAT ...understand the complexity of the term sustainability, are able to take into account different perspectives on sustainability, and estimate the challenges of integrating the different perspectives of sustainability... HOW ...by studying the strong rules for sustainability in a closed system (finally leading to the circular economy), exploring different results of the simulation program World3 (used by the club of Rome for their argumentations), searching on the Internet, critical discussions in class, and a visit to Metabolon... WHAT FOR ...in order to be able to analyze and evaluate business decisions with regard to their broader impact on sustainability in a holistic sense.
Module Content:	• definition of sustainability • models of sustainability • SDGs • measurement of sustainability • the general model of circular economy • ways to avoid overexploiting natural resources • ways to avoid overloading natural sinks
Teaching and Learning Methods:	Lecture, individual study, discussion, simulation, excursion to Metabolong
Assessment Method:	• Oral contribution and presentation: yes (100%). • Research paper: no <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\triangleq$ 1 ECTS credit):	90 hours
Contact hours:	30 hours (of 45 minutes each)
Self-study:	67.5 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	• World Commission on Environment and Development (1987). Our common future. (Brundtland report) • Hans Rosling (2018). Factfulness.

	• Bill Gates (2021). How to Avoid a Climate Disaster: The Solutions We Have and the Breakthroughs We Need. • Jeremy Rifkin (2019). The Green New Deal: Why the Fossil Fuel Civilization Will Collapse by 2028, and the Bold Economic Plan to Save Life on Earth. • Andrew McAfee (2020). More From Less: The surprising story of how we learned to prosper using fewer resources -and what happens next. • The Limits to Growth: A Report for the Club of Rome's Project on the Predicament of Mankind (1972) • Bassham et al: Critical Thinking, Mc Graw Hill, 2011
Use of the Module in Other Degree Programs:	
Particularities:	The participation in the excursion to Metabolon is necessary in order to reach the learning outcome of the module.
Last update:	30 September 2024

5.13 Business Research Methods

Module Code:	3.04.
Module Title:	Business Research Methods
Type of Module:	Compulsory module
ECTS Credits:	3
Language:	English
Duration of Module:	One semester
Recommended for Semester:	2
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Susann Kowalski
Lecturers:	Prof. Dr. Susann Kowalski
Learning Outcome:	Students will be able to - Design, conduct, and document empirical research according to the current scientific standards Guided by the teacher students conduct each step of a whole research process and write a short research paper in order to be able to - Write their master's thesis - Do research at their workplace - Understand scientific articles as part of their life-long learning.
Module Content:	- Process of empirical research - Setting up hypotheses - Defining and arguing the research methodology - Conducting the research - Documenting the research process
Teaching and Learning Methods:	Seminar-type lecture, practical work on a self-defined empirical research project
Assessment Method:	- Presentation: yes (30%) - Research paper: yes (70%). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\triangleq$ 1 ECTS credit):	90 hours
Contact hours:	30 hours (of 45 minutes each)
Self-study:	67.5 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	- Bryman, Alan; Bell, Emma: Business Research Methods, 6th ed., New York, NY: Oxford University Press, 2022. - Creswell, John W.: Research Design - Qualitative, Quantitative, and Mixed Methods Approaches, Thousand Oaks, CA: Sage Publications, 2002. Special literature based on the chosen empirical research project
Use of the Module in Other Degree Programs:	
Particularities:	

Last update: 30 September 2024

5.14 Study, Career and Research Coaching 1

Module Code:	4.01.
Module Title:	Study, Career and Research Coaching 1
Type of Module:	Compulsory module
ECTS Credits:	3
Language:	English
Duration of Module:	One semester
Recommended for Semester:	1
Frequency:	Offered every winter semester
Module Coordinator:	Prof. Dr. Susann Kowalski
Lecturers:	Dr. Martin Uebele
Learning Outcome:	After attending the course, students will... WHAT ...be able to reflect and interpret their own and other peoples' behavior, help themselves and others to define personal development potential and how reach it... HOW ...studying different theories and models of personal psychology, applying these models on themselves, discussing experiences of these applications, finding their own resources, setting up a development plan, and following it during the time of the semester... WHAT FOR ...in order to be able as a leader to guide themselves, their employees and their colleagues in their personal development and to set up a good team atmosphere in their teams. •
Module Content:	• resources, objectives, and ways to reach them using the resources • personality and intelligence • Erikson's stages of development • positive psychology, among others Antonovsky, Maslow, McClelland, happiness, welfare, wellbeing • emotions and stress
Teaching and Learning Methods:	Seminar-type lecture, small exercises in class, discussions, continuous reflection.
Assessment Method:	• Research paper: yes (100%). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	90 hours
Contact hours:	30 hours (of 45 minutes each)
Self-study:	67.5 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	• Oliver P. John und Richard W. Robins (2022). Handbook of Personality: Theory and Research, 4th edition, Guilford Press
Use of the Module in Other Degree Programs:	
Particularities:	

Last update: 30 September 2024

5.15 Study, Career and Research Coaching 2

Module Code:	4.02.
Module Title:	Study, Career and Research Coaching 2
Type of Module:	Compulsory module
ECTS Credits:	3
Language:	English
Duration of Module:	One semester
Recommended for Semester:	2
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Susann Kowalski
Lecturers:	Prof. Dr. Annette Blöcher
Learning Outcome:	Students will be able to • Conduct coaching sessions. After having familiarized themselves with the theory of the coaching process, students will coach each other at first in a single country setting, and after that in a culturally mixed setting. Students will act in both roles – as coaches as well as coachees. Thus, students will be able to • Use coaching techniques in an international environment • Use coaching techniques as a leadership style • Use coaching techniques to help colleagues solve minor work and live questions.
Module Content:	• Coaching as a leadership style • Coaching as a self-management technique • The coaching process • The coaching mindset • Standard coaching questions • Main coaching techniques
Teaching and Learning Methods:	Seminar-type lecture, practical exercises, two own coaching processes as a coach and as a coachee.
Assessment Method:	• Presentation: yes (50%) • Research paper: yes (reflections about the coaching experiences, 50%). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	90 hours
Contact hours:	30 hours (of 45 minutes each)
Self-study:	67.5 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	Dietmar Sternad (2021). Developing Coaching Skills, Econcise GmbH Further reading will be presented in the lecture.
Use of the Module in Other Degree Programs:	
Particularities:	

Last update: 30 January 2026

5.16 Study, Career and Research Coaching 3

Module Code:	4.03.
Module Title:	Study, Career and Research Coaching 3
Type of Module:	Compulsory module
ECTS Credits:	3
Language:	English
Duration of Module:	One semester
Recommended for Semester:	3
Frequency:	Offered every winter semester
Module Coordinator:	Prof. Dr. Susann Kowalski
Lecturers:	Prof. Dr. Susann Kowalski
Learning Outcome:	The semester abroad offers lots of possibilities for cross-cultural learning. The best way to develop cross-cultural competencies is by reflecting on actual experience. Guided by questions from the teacher students will consciously review their experiences and solve critical situations in discussion with their fellow students. Thus, students will be able to • Deepen their cross-cultural sensitivity • Train to interact effectively and successfully in intercultural situations • React automatically and reasonably in intercultural situations
Module Content:	• Reflection on the experience students have during their semester abroad • Resolving critical situations with the help of fellow students • Explicit study of one's own culture in comparison with the culture of the host country
Teaching and Learning Methods:	Mainly self-managed reflection guided by teacher's questions.
Assessment Method:	• Research paper: yes (learning/reflection protocol, 100%). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	90 hours
Contact hours:	30 hours (of 45 minutes each)
Self-study:	67.5 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	• Kowalski, S.: "Cross-Cultural Sensitivity Training", econcise, 2023 • Browaeys, Joelle; Price, Roger: Understanding Cross-cultural Management, Pearson, 4th edition, 2019. • Deresky, H.: "International Management – Managing Across Borders and Cultures, Text and Cases, Global Edition", Pearson Education, 2016
Use of the Module in Other Degree Programs:	
Particularities:	
Last update:	30 September 2024

5.17 Study, Career and Research Coaching 4

Module Code:	4.04.
Module Title:	Study, Career and Research Coaching 4
Type of Module:	Compulsory module
ECTS Credits:	3
Language:	English
Duration of Module:	One semester
Recommended for Semester:	4
Frequency:	Offered every spring semester
Module Coordinator:	Prof. Dr. Susann Kowalski
Lecturers:	Prof. Dr. Susann Kowalski
Learning Outcome:	After finishing this course, students will... WHAT ...recognize own training needs, find and implement ways to meet them, be familiar with their individual learning style... HOW ...defining an individual learning project (mainly with digital content), implementing this project, and regularly reflecting on the progress of the project following guiding questions given by the teacher... WHAT FOR ...in order to follow a lifelong learning path after the finish of their studies
Module Content:	The main content of the module is the implementation and regular reflection of a learning project. The learning project should preferably deal with digital or technological skills. Students receive support and guidance from the lecturer.
Teaching and Learning Methods:	Mainly self-managed learning project with digital orientation, mentored by the teacher.
Assessment Method:	- Presentation: yes (30%) - Research paper: yes (70%). <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	90 hours
Contact hours:	30 hours (of 45 minutes each)
Self-study:	67.5 hours
Recommended Prerequisites:	
Required Prerequisites:	
Recommended Reading:	Depends on the chosen learning projects and will be given to the students at the beginning of their project work.
Use of the Module in Other Degree Programs:	
Particularities:	
Last update:	30 September 2024

5.18 Master Thesis / Colloquium

Module Code:	5.01. (Master Thesis) / 5.02. (Colloquium)
Module Title:	Master Thesis / Colloquium
Type of Module:	Compulsory module
ECTS Credits:	20 (Master Thesis) / 4 (Colloquium)
Language:	English
Duration of Module:	
Recommended for Semester:	4
Frequency:	
Module Coordinator:	
Lecturers:	
Learning Outcome:	- The Master thesis is evidence that the examinee is capable of independently completing an assignment on a subject pertaining to his/her field of study within a given time frame, by elaborating on subject-related specifics as well as on interdisciplinary contexts and by making use of scientific and subject-related methods. When writing their Master's thesis, students will have taken interdisciplinary collaboration into consideration. - During the Colloquium, the students will show their ability to reflect on and communicate the methods and results of the Master thesis.
Module Content:	Preparation of a Master thesis and oral defense of the Master thesis.
Teaching and Learning Methods:	
Assessment Method:	- Oral examination: yes. - Research paper: yes. <u>Important notice:</u> Official examination registration is required (PSSO) within the prescribed examination registration period.
Workload (30 h $\pm$ 1 ECTS credit):	720 hours
Contact hours:	
Self-study:	
Recommended Prerequisites:	
Required Prerequisites:	Completion of the first two semesters of the IBMA program.
Recommended Reading:	Will be announced before the beginning of the course.
Use of the Module in Other Degree Programs:	
Particularities:	Students are encouraged to write their Master's thesis abroad and/or in cooperation with companies.
Last update:	30 September 2024

6 Module Matrix

Semester		Module / Lehrveranstaltungen		ECTS - Punkte		Inhaltungsfelder / Aufteilung ECTS-Punkte				Zuordnung Kompetenzen Absolvent*innenpro				Zuordnung Studiengangskriterien			
		Teilmodul / Lehrveranstaltung (optional)	Teilmodul	Gesamt		HF 1 - Decision- making with a mainly economic and technical orientation	HF 2 - Deciding on factual issues based primarily on quantitative or data orientation	22 HF 3 - Decision- making with a primary focus on human interests, human orientation		KB 1 - Digital and Data Literacy skills	KB 2 - Transformat ive skills	KB 3 - Internationa l skills	KB 4 - Personal skills	Global Citizenship	Interntio- nalisierung	Interdis- ziplinariät	Transfer
1	PF	Global Economics		6		6					x	x		x			x
1	WPF	International Sustainable Marketing and Branding		6		6					x	x			x		x
1	WPF	International Accounting and Sustainable Finance		6		6					x	x			x		x
1	PF	Data Analytics		6			6			x	x				x		x
1	PF	International Business Development		6		4	2			x		x		x	x		x
1	PF	Sustainability - A Holistic Approach		3		1	1	1		x	x		x	x	x		x
1	PF	Study, Career and Research Coaching 1		3				3		x	x		x	x	x		x
2	PF	Sustainable Global Strategy		6		6					x	x		x	x		x
2	WPF	Global Logistics and Sustainable Supply Chains		6		3	3			x	x	x		x	x		x
2	WPF	Behavioral and Business Ethics		6		4				x	x			x	x		x
2	PF	Managing Risk and Business Resilience		6		5	1			x		x		x	x		x
2	PF	International Entrepreneurship		6		6				x	x		(x)	x	x		x
2	PF	Business Research Methods		3		1	2			x			(x)	x	x		x
2	PF	Study, Career and Research Coaching 2		3				3		x	x		x	x	x		x
3	WPF	Study Abroad		27		depending on the offer of the partner universities									x		
3	PF	Study, Career and Research Coaching 3		3				3				x		x	x		
4	PF	Decision Making in a Complex Environment		3		2				x	x		x		x		x
4	PF	Study, Career and Research Coaching 4		3			2	1		x	x		x	x	x		x
4	PF	Masterarbeit mit Kolloquium/Master's thesis with final		24		8	8	8		x	x	x	x	x	x		x

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