

Course Book / Modulhandbuch
International Business Master

Situation at: 25 March 2024

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01 Core Curriculum

Code of the module	1.01.
Name of the module	Global Economics
Courses within this module	
Content of the module	<ol style="list-style-type: none"> 1. Structures and Trends in the Global Economy 2. Understanding Global Production and the Wealth of Nations 3. Understanding Global Trade and Investment <ol style="list-style-type: none"> 3.1 Determinants and Effects of Global Trade 3.2 Foreign Direct Investment 3.3 Trade in Digital Services and Knowledge 3.4 Trade Policy 4. Understanding Global Financial Markets <ol style="list-style-type: none"> 4.1 Trends and Structures in Financial Globalization 4.2 International Capital Flows and Balance of Payments Adjustment 4.3 Exchange Rate Determinants and Policies 5. Understanding Governance in the Global Economy: <ol style="list-style-type: none"> a. The International Trading System b. The International Financial System 6. Case Studies in the Global Economy (Seminar papers and presentations on selected topics in theoretical and applied global economics)
Objective of the module (expected learning results and competences to acquire)	<p>The students will gain a thorough understanding of the globalization of production, trade, investments and finance and its impact on company operations and performance. Upon successful completion of the course, students will be able:</p> <ul style="list-style-type: none"> • Understanding and describing the major driving forces of globalization and its impact on people, organizations and countries. • Applying the major tools of international trade and finance theories to real world problems in major industries. • Analyzing global business strategies of major international industries by means of performing an in-depth analysis. • Evaluating the impact of national and international trade policies and its impact on company strategy and performance.
Semester	1. Semester
Duration	One semester
Frequency	Offered every winter semester.
Number of ECTS-Credits	6 ECTS

Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	Microeconomics, Macroeconomics
Responsible person for the module	Prof. Dr. Harald Sander
Name of the lecturer	Prof. Dr. Harald Sander
Instruction language	Englisch
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: yes (50% of which 40% for a 60 minutes final exam, and 10% for short quizzes over the lecture period) • oral examination: no. • presentation: yes (10%) • research paper: yes (40%) • management game: no. • open book exam? no. <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	Interactive Lecture and Seminar, Homework Assignments, Seminar Presentations and Panel Discussions
Other	None.
Recommended literature	<p>Mandatory reading:</p> <p>Sander, H., <i>Understanding the New Global Economy: A European Perspective</i>. Routledge 2022</p> <p>Dicken, P. <i>Global Shift. Mapping the Changing Contours of the World Economy</i>, 7th Edition, The Guilford Press 2015</p> <p>Recommended readings:</p> <p>Krugman, P.R., Obstfeld, M., & M. Melitz. <i>International Economics. Theory and Policy</i>. latest edition. Pearson.</p> <p>Additional readings:</p> <ul style="list-style-type: none"> • Amador, J. and Di Mauro, F., eds. (2015), <i>The Age of Global Value Chains: Maps and Policy Issues</i>. A

	<p>VoxEU.org eBook, CEPR Press. (http://www.voxeu.org/content/age-global-value-chains-maps-and-policy-issues)</p> <ul style="list-style-type: none"> • Baldwin, R., Giavazzi, F., eds. (2015), <i>The Eurozone Crisis: A Consensus View of the Causes and a Few Possible Solutions</i>. A VoxEU.org eBook, CEPR Press. (http://www.voxeu.org/sites/default/files/file/reboot_upload_0.pdf) • Bhagwati, J. (2005). <i>In Defense of Globalization</i>. Oxford University Press. • Brynjolfsson, E. and A. McAfee (2014). <i>The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies</i>. Norton, • Dehesa, G. de la (2006). <i>Winners and Losers in Globalization</i>. Blackwell Publishing. • Friedman, Thomas L. (2005). <i>The World is Flat</i>. Anchor Books. • Hausman, R. et al., <i>The Atlas of Economic Complexity</i>, Harvard University 2013 (http://www.atlas.cid.harvard.edu) • Helpman, E. (2011). <i>Understanding Global Trade</i>. Harvard University Press. • Hoekman, B., ed., (2015). <i>The Global Trade Slowdown: A New Normal?</i>, A VoxEU.org eBook, CEPR Press. (http://www.voxeu.org/content/global-trade-slowdown-new-normal) • Porter, Michael (1990). <i>The Competitive Advantage of Nations</i>. The Free Press. • Rodrik, Dani (2011). <i>The Globalization Paradox Democracy and the Future of the World Economy</i>. W.W.Norton. • Sait Akman, M., Evenett, S.J, and Low, P. eds. (2015), <i>Catalyst? TTIP's Impact on the Rest</i>, A VoxEU.org eBook, CEPR Press. (http://www.voxeu.org/sites/default/files/file/TTIP_23mar_ch.pdf) • Stiglitz, Joseph (2006). <i>Making Globalization Work</i>. Penguin • UNCTAD, <i>World Investment Report, various years</i>, Geneva (see: http://www.unctad.org) • WTO, <i>World Trade Report, various years</i>, Geneva (see: http://www.WTO.org) • Wolf, M. (2004). <i>Why Globalization Works</i>, B&T. • <i>The Economist</i> (current issues; industry specials) • <i>Financial Times</i> (current issues, industry specials)
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Code of the module	1.02.a
Name of the module	International Sustainable Marketing and Branding
Courses within this module	
Content of the module	<ul style="list-style-type: none"> • Introduction to Globalization • International Trade Theory from a Marketer's Perspective • International Marketing Research • Analysis of internal potentials and external influences • Segmentation, Target Markets, & Positioning • Overview of International Market Entry Methods & Strategies • Detailed Analysis of Elements of the Marketing Mix from the International Perspective
Objective of the module (expected learning results and competences to acquire)	<p>Having successfully passed the lecture, the students will be able to</p> <ul style="list-style-type: none"> • summarize and integrate the unique dimensions and variety in international marketing, including theories, principles, concepts, and factual knowledge • make judgements on cultural adaptation in marketing plans • apply course material to analyze "work world" situations (case analysis). • analyze and synthesize information from various sources to make informed business decisions. <p>Improve written communication, critical thinking, and discussion skills.</p>
Semester	1. Semester
Duration	One semester
Frequency	Offered every winter semester
Number of ECTS-Credits	6
Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study.
Type of the module (compulsory, elective, etc.)	Elective Module

Admission requirements	None.
Responsible person for the module	Prof. Dr. Michael Volkmann
Name of the lecturer	Prof. Dr. Michael Volkmann
Instruction language	English
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: yes (50%, 60 minutes). • oral exam: no. • presentation: yes (45%). • executive summary: yes (5%) • management game: no. <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	Reading & Case Discussion
Other	Discussion of current marketing issues as per newspaper articles.
Recommended literature	<ul style="list-style-type: none"> • Hollensen, Svend: Global Marketing, 8th Edition, Pearson. 2020 • Keegan, Warren J.; Green, Mark C.; Global Marketing, 9th Edition, Pearson. 2016

Code of the module	1.02.b
Name of the module	International Accounting and Sustainable Finance
Courses within this module	
Content of the module	<p>This course comprises 4 parts. Lectures are complemented by case study discussions plus one group presentation:</p> <ul style="list-style-type: none"> • Part 1: Cost and volume decisions; overhead allocation; budgeting and controlling • Part 2: Strategy and accounting decisions; performance measurement, KPIs. • Part 3: Financial statements and cashflows, accounting and financial ratios, payback period, NPV and IRR, company valuation methods • Part 4: Economics of electric vehicles and energy crisis bailouts, Environmental, Social and Governance (ESG) reporting, sustainable investments and financings <p>Parts 1-3 shall be taught by Prof. Marc Beutner until mid-December 2022, together with the TH Köln GlobalMBA International Management Accounting course. Part 4 shall be taught by Prof. Ridwan Rusli from mid-December until end of January 2023.</p>
Objective of the module (expected learning results and competences to acquire)	<p>International Business MA students should possess or gain an understanding of the principles of international financial and management accounting as well as green (vs. non-green) investments, financings and reporting. <i>Building on the relevant analytical tools covered in parts 1-3, sustainability case studies and the group presentations are geared towards helping students develop an understanding of contemporary sustainability and environmental governance topics.</i> The goals of this course are to help students acquire the skills to:</p> <ul style="list-style-type: none"> • Understand the principles of multinational company cost accounting, budgeting and controlling, performance measurement • Analyze and interpret financial statements and accounting ratios, evaluate and compare green vs. non-green investment projects and consumer products • Apply the above tools in relevant sustainability and governance contexts such as the electric mobility, energy crisis bailouts, ESG reporting and the long-term financial- and capital market consequences of sustainable and green business models.
Semester	1. Semester
Duration	One semester

Frequency	Offered every winter semester
Number of ECTS-Credits	6
Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study.
Type of the module (compulsory, elective, etc.)	Elective Module
Admission requirements	None.
Responsible person for the module	Prof. Dr. Ridwan D. Rusli
Name of the lecturer	Prof. Dr. Ridwan D. Rusli
Instruction language	English
Evaluation (Performance review and duration)	<p>Course grading shall include:</p> <ul style="list-style-type: none"> • Written Exam (50%, 60minutes) • Case Studies and Discussions (20%) • Group presentation (30%). <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
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, one group presentation on a chosen sustainable finance topic, plus an end-of-term written exam.
Other	
Recommended literature	<p><u>Reading for Parts 1-3:</u></p> <ul style="list-style-type: none"> - Bowhill, Bruce: Business Planning and Control: Integrating Accounting, Strategy and People, Wiley's 2013, 5th edition (chapters to follow Course Syllabus) - Beutner, Marc: Lecture Notes on International Management Accounting (to be distributed through ILIAS)

Reading for Part 4:

- Rusli, Ridwan: Lecture Notes and Case Studies on Sustainable Investments, Financings 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 Kinkead 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.:
 - o Merk, O., S. Saussier, E. Slack, and J-H Kim (2012). Financing green urban infrastructure. OECD Regional Development Working Papers 2012/10
 - o 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.
 - o Daubanes, Julien X., Shema F. Mitali and Jean C. Rochet (2021). Why do firms issue green bonds? Conference Paper November 2021
 - o European Investment Bank (2022). What drives firms' investment in climate action? Evidence from the 2021-2022 EIB Investment Survey.

Code of the module	1.03.
Name of the module	Sustainable Global Strategy
Courses within this module	
Content of the module	<p>Analysis and synthesis of concepts, frameworks and techniques of global, technological and sustainable strategies:</p> <ul style="list-style-type: none"> • Strategic management tools: The Delta Model, platform and ecosystem strategy vs. 5-forces and resource-based view of firms; Circular Economy (CE) business models; Strategic planning, Mission statement, objectives, customer segmentation and value proposition, firm competencies, strategy execution and controlling • Games of competition and cooperation: Prisoner's dilemma games, capacity 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. start-up company strategies: Drivers of internationalization; Home-market advantages, global innovation and cross-learning.
Objective of the module (expected learning results and competences to acquire)	<p>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:</p> <ul style="list-style-type: none"> • <i>Evaluate</i> and <i>apply</i> analytical tools of technology-, innovation-, circular economy and sustainability strategies • <i>Analyze</i> industries, companies and business models • <i>Develop</i> and <i>synthesize</i> 21st century ecosystem- and circular economy strategies and business models for multinationals and start-up companies.
Semester	2. Semester
Duration	One Semester
Frequency	Offered every spring Semester.
Number of ECTS-Credits	6
Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study

Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	Undergraduate or graduate courses in (managerial) microeconomics, international economics, introduction to (international) accounting or financial accounting, (international) managerial accounting.
Responsible person for the module	Prof. Dr. Ridwan D. Rusli
Name of the lecturer	Prof. Dr. Ridwan D. Rusli
Instruction language	English
Evaluation (Performance review and duration)	<p>The course grade comprises:</p> <ul style="list-style-type: none"> • Group Project and presentation (40%) • Written Exam (40%, 60 minutes) • Case Studies and Discussions (20%). <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree
Teaching and learning methods	<p>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 and journal papers and strategy-consultant papers and books, interactive lectures, case study discussions, one Group Project, plus an end-of-term written exam.</p> <p><u>Important notice:</u> Good reading preparations and active class participation are essential in this course.</p>
Other	
Recommended literature	<p><u>Textbooks</u></p> <ul style="list-style-type: none"> • Hax, Arnaldo C., „The Delta Model: Reinventing Your Business Strategy“, Springer, 2010 (e-copies in 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 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 library) • Sinn, Hans Werner: The Green Paradox: A Supply-side Approach to Global Warming, The MIT Press,

	<p>2012 (e- copies in library)</p> <ul style="list-style-type: none">• 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 library) <p><u>Additional reading material</u></p> <ul style="list-style-type: none">• Academic and other relevant textbooks, journal papers• RD Rusli lecture notes, case studies and presentations, TH Köln student theses, course papers and presentations.
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Code of the module	1.04.a
Name of the module	Global Logistics and Sustainable Supply Chains
Courses within this module	
Content of the module	<ul style="list-style-type: none"> • Introduction to Global Business Logistics • Goals and Strategies of Global Business Logistics within Global Trade and Transport • Analysis of Logistics Costs and Performance Measures • Design of Global Supply Chains • Cooperation in Global Supply Chains (including Beer Game or Business simulations based on real customer issues) • Supply Chain Management Reference Models • Optimization of Supply Chain Networks Design and Operations Planning • Supply Chain Risk Management • Future Challenges of Global Logistics
Objective of the module (expected learning results and competences to acquire)	<p>After successful participation in this course the students will have gained competences in</p> <ul style="list-style-type: none"> • knowing the structure of global multi-modal logistics networks as well as their weaknesses and planning problems • understanding logistics strategies and their embedment in an international competitive environment • determining logistics cost drivers and performance indicators in multi-tier supply chains • identifying the value of information flows beside the material flows and simplify interface issues to resolve cooperation and coordination challenges in global supply chains • analyzing and designing supply chain networks from a resource based view • evaluating existing strategies and logistics systems based on costs, risks and stakeholder as well as shareholder value • applying selected methods for analyzing and optimization of supply chain networks and logistics processes <p>Additionally, soft skills like argumentation and presentation competences are trained.</p>
Semester	2. Semester
Duration	One semester

Frequency	Offered every spring semester
Number of ECTS-Credits	6
Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study
Type of the module (compulsory, elective, etc.)	Elective Module
Admission requirements	The course will be based on skills and knowledge as acquired by participation in Introduction to International/Global Logistics or comparable studies.
Responsible person for the module	Prof. Dr. Michael Jahr
Name of the lecturer	Prof. Dr. Michael Jahr
Instruction language	English
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: yes (100%, 90 min.). • oral examination: no. • presentation: no. • research paper: no. • management game: no. • open book exam? no. <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	<ul style="list-style-type: none"> • Interactive lectures requiring considerable participation of the students, as they are invited to answer questions leading them the way to achieving the learning goals, • Multiple Case studies giving students an opportunity to be trained in identifying logistical problems and solutions, • Group discussion formats (brainstorming, brainwriting, world café etc.) allowing to integrate a wide variety of different ideas and to support self-organization, self-control and self-development of the students and allowing also to combine critical thinking and readiness to find compromises • Supply Chain Simulation Games in order to experience Supply Chain Management through 'learning by doing' • Team work and discussions, e.g. concerning goals and their importance for supply chains, alternative

	<p>supply chain maps and integration concepts</p> <ul style="list-style-type: none"> • Exercises, including software applications, where students have to present their answers to questions that they have elaborated themselves – with the support of the professor
Other	<p>Discussion of current logistics issues as per research and consulting project papers, newspaper articles and internet publications of current global logistical problems and solutions.</p>
Recommended literature	<ul style="list-style-type: none"> • Beamon, B.M., Supply chain design and analysis: Models and methods, in: International Journal of Production Economics, Vol. 55 (1998), pp. 281-294. • Bowersox, D.J., Closs, D.J., Cooper, M.B.: Supply Chain Logistics Management, McGraw-Hill, Singapore. • Branch, A.E.: Global Supply Chain Management and International Logistics, Routledge, New York. • Cook, T.A.: Global Sourcing Logistics, AMACOM, New York. • Harrison, A.; van Hoek, R.; Skipworth, H.: Logistics Management & Strategy: Competing Through the Supply Chain, Harlow, England: Pearson Education • Lee, L.H., Padmanabhan, V., Whang, S., Information Distortion in a Supply Chain: The Bullwhip Effect, in: Management Science, Vol. 43 (1997) (4), Frontier Research in Manufacturing and Logistics, pp. 546-558. • Mangan, J; Lalwani, C.; Butcher, T.; Javadpour, R.: Global Logistics and Supply Chain Management, Chichester, United Kingdom: John Wiley & Sons Ltd. • Russell, R. S.; Taylor III, B. W.: Operations and Supply Chain Management, International Student Version, Singapore: John Wiley & Sons Singapore Pte. Ltd. • Simchi-Levi, D.; Kaminsky, P.; Simchi-Levi, E.: Managing the Supply Chain; McGraw-Hill Companies • Sinha, D.: Global Supply Chains and Multimodal Logistics, IGI Global, Hershey. • Taylor, D.: Global Cases in Logistics and Supply Chain Management, Thomson, London. • Water, D.: Supply Chain Management, Palgrave Macmillan, New York. <p>Please use the latest edition of the stated literature.</p>

Code of the module	1.04.b
Name of the module	Behavioral and Business Ethics
Courses within this module	
Content of the module	<p>Basics of understanding immoral behavior from both perspectives: normative ethics and descriptive behavioral economics</p> <ul style="list-style-type: none"> • Introduction to Business Ethics/ Normative Foundations of Institutional and Individual Ethics • Behavioural 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: Climate Change and Climate Protection, Corruption, Child labor and Crime and Happiness <p>The course objectives are acquired by evaluating experiments, analysis of transnational data and country comparisons. Plus</p>
Objective of the module (expected learning results and competences to acquire)	<p><u>Knowledge:</u> Students will have basic knowledge of ethical as well as behavioural 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.</p> <p><u>Understanding:</u> They can define an ethical problem, understand, and explain solutions from an ethical and behavioural economics perspective based on integrated models of human behaviour.</p> <p><u>Application:</u> They will know how to create institutions, nudges, and rules, to reduce the risk of immoral behaviour in business and everyday life.</p> <p><u>Analysis:</u> In this context, students will be able to describe, analyse and discuss the possible conflicts between different goals. They can scrutinize complex arguments and solutions.</p> <p><u>Synthesis:</u> Students can argue how to overcome ethical dilemmas by implementing behavioural and ethical tools on three different levels (micro, meso and macro level) and give examples.</p> <p><u>Evaluation:</u> Students will have the interdisciplinary theoretical background 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.</p>

Semester	2. Semester
Duration	One semester
Frequency	Offered every spring semester.
Number of ECTS-Credits	6
Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study.
Type of the module (compulsory, elective, etc.)	Elective Module
Admission requirements	
Responsible person for the module	Prof. Dr. Dominik H. Enste
Name of the lecturer	Prof. Dr. Dominik H. Enste
Instruction language	English
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: yes (20%, 30 min.). • oral examination: no. • presentation: yes (80%, 60 min). • research paper: no. • management game: no. • open book exam? no. <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	<ul style="list-style-type: none"> • Insides by lecturer from research and business • Analyse of to a current Challenge (e.g. Climate Protection) based on Behavioral Business Ethics approaches (Guest Speaker) • Presentation of research results by students • Case Studies of misbehaviour • Real life examples from Companies and their strategy • Interactive discussion about solutions

	<ul style="list-style-type: none"> • Workshop on strategies for win-win-Solutions (Profit & People & Planet) • Group work (Experimental studies in class, Surveys and stakeholder dialogues/ brainstorming, Design thinking)
Other	Analyses of unethical behaviour in Films to learn from that for real life situations
Recommended literature	<ul style="list-style-type: none"> • 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 ILIAS) => 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 ILIAS) => 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.

Code of the module	1.05.
Name of the module	Decision Making in a Complex Environment
Courses within this module	
Content of the module	<p>Content of the module</p> <p>Basic aspects of decision making in a complex environment</p> <ul style="list-style-type: none"> • 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 <p>Normative decision theory</p> <ul style="list-style-type: none"> • Rationality, decision rules under uncertainty • Aspects of risk and time preference <p>Descriptive decision theory</p> <ul style="list-style-type: none"> • Consideration of psychological and sociological findings as individual and social limiting factors of human rationality • Approaches of descriptive decision theory and decisions under ambiguity <p>Collective decisions</p> <ul style="list-style-type: none"> • Individual versus collective rationality • Target formation in group decisions • Voting procedures and participation • Decision-making and Corporate Governance <p>Decision-making in multinational companies (MNC) taking CSR and sustainability into account</p> <ul style="list-style-type: none"> • Formulating goals and key performance indicators (KPI) for CSR and sustainability in MNC • Strategies, concepts and tools for CSR-Management and sustainability in MNC
Objective of the module (expected learning results and competences to acquire)	<p>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:</p> <ul style="list-style-type: none"> • 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

	<p>sociological insights in terms of constraints on human rationality and consider them in decision making,</p> <ul style="list-style-type: none"> • 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
Semester	4. Semester
Duration	One semester
Frequency	Offered every spring semester.
Number of ECTS-Credits	3
Total workload	2 SWS; 90 hours' total work-load, consisting of 30 contact hours (of 45 minutes each) and 67.5 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	Completion of the first two semesters of IBMA program.
Responsible person for the module	Prof. Dr. Katharina Eckartz
Name of the lecturer	Prof. Dr. Katharina Eckartz
Instruction language	English
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no. • oral examination: no. • presentation: yes (100%). • research paper: no. • management game: no. • open book exam: no. <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth 2.5 percent of one hundred in relation to the students' final grade obtained for the Master's degree.

Teaching and learning methods	Module with obligatory attendance and internet-based research coordination.
Other	Due to the project-based nature of the course, a high percentage of internet communication (e.g. Skype, Wikis) may be required.
Recommended literature	<ul style="list-style-type: none"> • 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

02 Quantitative Methods

Code of the module	2.01.
Name of the module	Data Analytics
Courses within this module	
Content of the module	<ul style="list-style-type: none"> • 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
Objective of the module (expected learning results and competences to acquire)	<p>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.</p> <p>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).</p> <p>The students are able to handle workflow-based analytics platforms (e.g. KNIME, SPSS), which are becoming increasingly important in practice, and are able to carry out independent data analysis workflows, structure recognition and forecasts.</p> <p>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.</p> <p>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</p>

Semester	1. Semester
Duration	One semester
Frequency	Offered every winter semester.
Number of ECTS-Credits	6
Total workload	4 SWS; 180 hours total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	None.
Responsible person for the module	Prof. Dr. Tobias Schlüter
Name of the lecturer	Prof. Dr. Tobias Schlüter
Instruction language	English
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: yes (100%, 30 minutes). • oral exam: no. • presentation: no. • research paper: no. • management game: no. • open book exam: yes. <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	Seminar type.
Other	<p>The data analysis is based on practical use cases and is carried out in modern data science software (e.g. SPSS, KNIME, Python, etc.).</p> <p>Students from our Faculty's Market-Oriented Management Master Program will also participate in this module as is a compulsory course in their curriculum.</p>
Recommended literature	<ul style="list-style-type: none"> • Abbott, D.: Applied Predictive Analytics – Principles and Techniques for the Professional Data Analyst, Indianapolis (Indiana) 2014.

	<ul style="list-style-type: none">• 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., Shoosmith, 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
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Code of the module	2.02.
Name of the module	Managing Risk and Business Resilience
Courses within this module	
Content of the module	<p>The first part of the course is dedicated to lay down the conceptual background for analysis of risk and resilience of businesses. This consists of an introduction to relevant issues of risk management in the context of international business decision-making. In this framework, the main quantitative and qualitative tools of risk identification and analysis 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, and cyber risk.</p> <p>In the second part of the course, students work on their individual research projects and elaborate a short research paper. The outcomes of this research phase will be presented and discussed during the final presentation sessions.</p>
Objective of the module (expected learning results and competences to acquire)	Students will be able to identify different sources of (international) risks and know how to apply methods of their management by means of context, markets and data analysis.
Semester	2. Semester
Duration	One semester
Frequency	Offered every spring semester
Number of ECTS-Credits	6
Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	None.
Responsible person for the module	Prof. Dr. Agnieszka Gehringer
Name of the lecturer	Prof. Dr. Agnieszka Gehringer
Instruction language	English

Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: yes (30 percent, 30 minutes). • oral examination: no. • research paper with presentation: yes (70 percent). • management game: no. • open book exam: no. <p>Important notice: Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	Seminar type lectures, individual research, presentations of research outcomes.
Other	Students from our Faculty's Market-Oriented Management Master Program will also participate in this module as it is offered as an elective in their curriculum.
Recommended literature	<p><u>Main literature:</u></p> <p>Bloom, N. (2014): Fluctuations in uncertainty, <i>Journal of Economic Perspectives</i> 28(2): 153-176.</p> <p>Pickford, J. (2000): <i>Mastering Risk Vol.1: Concepts</i>, 2nd edition, Pearson Education Limited: Edinburg Gate.</p> <p>Wolke, T. (2017): <i>Risk Management</i>, De Gruyter Oldenbourg.</p> <p><u>Additional sources:</u></p> <p>Brunnermeier, M.K. (2009): Deciphering the liquidity and credit crunch 2007-2008, <i>Journal of Economic Perspectives</i> 23: 77-100.</p> <p>Pindyck, R.S. and Rubinfeld, D.L. (2018): <i>Microeconomics</i>, 9th edition, Pearson Education Limited: Essex (Chapter 5).</p> <p>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.</p>

03 Laboratories

Code of the module	3.01.
Name of the module	Virtual Business Development Lab
Courses within this module	
Content of the module	<ul style="list-style-type: none"> • Project definition and coordination • Product analysis • Analysis of the competitive environment • Analysis of product and country specific production patterns and trade flows • Analysis of regulatory, sociological and natural barriers to market access • Distribution analysis • Pricing and value chain analysis • Decision-making process regarding market entry
Objective of the module (expected learning results and competences to acquire)	<p>Students 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, to point out the characteristics of customer needs, to consider legal and regulatory requirements and to design a market entry strategy. Students will learn to work in and manage international teams of business researchers by completing an Export Opportunity Survey (EOS) adhering to the latest international standards. If quality requirements are met, the report will be published. The instructor/s will demonstrate several methods for data collection, and help the students in constructing their research problem, which they will then solve under their guidance during the course of the study. Students will gain a deeper practical understanding of the benefits and limits of digital vs. field research in the field of international business development. Students shall be able to design team processes, solve team issues and provide consultation to customers under tight deadlines. Students fulfill these tasks in cross-border culturally mixed teams. In doing so they train their personal effectiveness in a managerial role, their interpersonal effectiveness, their organizational effectiveness within teamwork, their intercultural communication and get insights in international management practice.</p>
Semester	1. Semester
Duration	One semester
Frequency	Offered every winter semester.
Number of ECTS-Credits	6

Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	<p>Participation in an introductory online course starting on the 5th of September 2022, offered by the International Trade Center (ITC) on Exporting is recommended (http://learning.intracen.org/course/info.php?id=189). Alternatively, these training facilities are made available by ITC: http://www.itc-learning.org/course/view.php?id=38.</p> <p>Digital work in international and multicultural project teams may require attendance of team activities at changing dates and times of day. Possession of or willingness to acquire strong English language writing and communication skills is expected.</p>
Responsible person for the module	Prof. Dr. Agnieszka Gehringer
Name of the lecturer	<p>Prof. Dr. Agnieszka Gehringer</p> <p>Co-teaching mit Prof. Dr. Carol Scovotti, University of Wisconsin at Whitewater, USA</p>
Instruction language	English
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no. • oral exam: no. • presentation: yes (30 percent). • research paper: yes (70 percent). • management game: no. • open book exam: no. <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	Lecture plus moderated presentations by students; virtual communication features prominently in this course.
Other	<p>This course may be taught in cooperation with University of Wisconsin at Whitewater (UWW), USA.</p> <p>Video lectures are made available online.</p>
Recommended literature	<ul style="list-style-type: none"> • Learning videos produced by the lecturers • Bryman, A., Bell, E. 2018. <i>Business Research Methods</i>, 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.

	<p><i>Management and Labour Studies</i>, Vol 45, Issue 1, 31-53. Available at SSRN: https://ssrn.com/abstract=3542755</p> <ul style="list-style-type: none"> • 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. <i>Marketing Management</i>, Global Edition, Pearson. • Krugman, P. R., Obstfeld, M., Melitz, M. 2018. <i>International Economics -Theory and Policy</i>, 11th ed., Boston: Addison-Wesley. • Patel, R. 2013. Impact of Emerging Market Characteristics on Marketing Programs. <i>International Journal of Management Research and Development</i>, Volume 3, Number 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. <i>Journal of Korea Trade</i>, Volume 23, Nounber 8, 45-72. Available at SSRN: https://ssrn.com/abstract=3554762 • Volkmann, C. K., Tokarski, K. O., Grünhagen, M. 2010. <i>Entrepreneurship in a European Perspective – Concepts for the Creation and Growth of New Ventures</i>. 1st ed., Berlin: Gabler.
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Code of the module	3.02.
Name of the module	International Entrepreneurship Lab
Courses within this module	
Content of the module	<ul style="list-style-type: none"> • 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?
Objective of the module (expected learning results and competences to acquire)	<p>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.</p> <p>In addition to theoretical concepts, practical knowledge is imparted. In this way, students learn about 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.</p>
Semester	2. Semester
Duration	One semester
Frequency	Offered every spring semester.
Number of ECTS-Credits	6
Total workload	4 SWS; 180 hours' total work-load, consisting of 60 contact hours (of 45 minutes each) and 135 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	Competencies acquired in the basic curriculum.

Responsible person for the module	Prof. Dr. Kai Thürbach
Name of the lecturer	Prof. Dr. Kai Thürbach
Instruction language	English
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: yes (100%, 90 minutes). • oral examination: no. • presentation: no. • research paper: no. • management game: no. • open book exam? no. <p><u>Important notice:</u> Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth five percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	Seminar type.
Other	<p><u>Important notice:</u></p> <p>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.</p>
Recommended literature	<p>Kuratko, D. (2017): Entrepreneurship – Theory, Process, Practice, Boston.</p> <p>Spinelli, S., Adams, R. (2016): New Venture Creation – Entrepreneurship for the 21st Century, 10th Ed., New York.</p> <p>Supplementary literature:</p> <p>Blank, S., Dorf, B., (2014): The Startup Owner's Manual, Pescadero, California.</p> <p>Grichnik, D., Brettel, M., Koropp, C., Mauer, R. (2017): Entrepreneurship – Unternehmerisches Denken, Entscheiden und Handeln in innovativen und technologieorientierten Unternehmen, 2. A. Stuttgart.</p> <p>Ries, E. (2011): The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, London.</p>

04 Personal Skill Development Program

Code of the module	4.01.
Name of the module	Cross-Cultural Self and Management Competencies
Courses within this module	
Content of the module	<ul style="list-style-type: none"> • Determinants of culture, dimensions of culture in business, cultural dilemmas • Styles of management, corporate structures, leadership, cultural changes in organizations, cultural diversity in organizations, business communication across cultures, barriers to intercultural communication, negotiating internationally, working with international teams, conflicts and cultural differences, ethical intercultural practice, developing intercultural relationships <p>All discussions start with a view on personal skills and expand them towards application in cross-cultural environments, i. e. the course deepens what students might have learned in their undergraduate programs.</p> <p>Current experience of the module “International Business Development” will be included in the discussions.</p>
Objective of the module (expected learning results and competences to acquire)	<p>Students will be able to</p> <ul style="list-style-type: none"> • define and point out the importance of, and stages to, Cross-Cultural competence • analyse and prospect chances and risks of cross-cultural encounters in business • design and evaluate measures to handle diversity successfully
Semester	1. Semester
Duration	One semester
Frequency	Offered every winter semester.
Number of ECTS-Credits	3
Total workload	2 SWS; 90 hours' total work-load, consisting of 30 contact hours (of 45 minutes each) and 67.5 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	
Responsible person for the module	Prof. Dr. Susann Kowalski

Name of the lecturer	Prof. Dr. Susann Kowalski
Instruction language	English
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no. • oral exam: no. • presentation: yes (approx. 30 %) • research paper: yes (approx. 70 %) • management game: no. • open book exam: no. <p>Important notice: Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth 2.5 percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	Self-contained project work supervised by teacher
Other	None.
Recommended literature	<ul style="list-style-type: none"> • 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 • House, R. J., Hanges, P. J., Javidan, M., Dorfman, P. W., Gupta, V.: "Leadership, Culture and Organizations: The GLOBE study of 62 societies", 2004

Code of the module	4.02.
Name of the module	Business Research Methods
Courses within this module	
Content of the module	<p>Content of the module</p> <ul style="list-style-type: none"> • Process of empirical research • Setting up hypotheses • Defining and arguing the research methodology • Conducting the research <p>Documenting the research process</p>
Objective of the module (expected learning results and competences to acquire)	<p>Students will be able to</p> <ul style="list-style-type: none"> • Design, conduct and document an empirical research according to the current scientific standards <p>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</p> <ul style="list-style-type: none"> • Write their master thesis • Do research at their workplace <p>Understand scientific articles as part of their life-long learning</p>
Semester	2. Semester
Duration	One semester
Frequency	Offered every spring semester.
Number of ECTS-Credits	3
Total workload	2 SWS; 90 hours' total work-load, consisting of 30 contact hours (of 45 minutes each) and 67.5 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	
Responsible person for the module	Prof. Dr. Susann Kowalski
Name of the lecturer	Prof. Dr. Susann Kowalski
Instruction language	English

Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no. • oral exam: no. • presentation: no. • research paper: yes (100%) • management game: no. • open book exam: no. <p>Important notice: Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth 2.5 percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	
Other	None.
Recommended literature	Will be announced before the beginning of the course

Code of the module	4.03.
Name of the module	Study, Career and Research Coaching 1
Courses within this module	
Content of the module	<p>Content of the Module</p> <ul style="list-style-type: none"> • Definitions of sustainability • Human behavior • What hinders people to act sustainably → psychological theories/mechanisms • Interaction with students from Social Sciences Faculty
Objective of the module (expected learning results and competences to acquire)	<p>Students will be able to</p> <ul style="list-style-type: none"> • Recognize what psychological processes influence people in choosing the actions • Design measures to activate people to behave sustainably taking different psychological theories in account • Apply the learned psychological mechanism in everyday life • Include automatically sustainability aspects in all actions
Semester	1. Semester
Duration	One semester
Frequency	Offered every winter semester.
Number of ECTS-Credits	3
Total workload	2 SWS; 90 hours' total work-load, consisting of 30 contact hours (of 45 minutes each) and 67.5 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	
Responsible person for the module	Prof. Dr. Susann Kowalski
Name of the lecturer	Prof. Dr. Susann Kowalski
Instruction language	English

Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no. • oral exam: no. • presentation: no. • research paper: yes (100%) • management game: no. • open book exam: no. <p>Important notice: Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth 2.5 percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	A one-day workshop with students of Social Sciences Faculty. Preceding presentation by guest speaker
Other	None.
Recommended literature	<ul style="list-style-type: none"> • Hamann, Karen; Baumann, Anna & Löschinger, Daniel (2016). Psychology of Environmental Protection- Handbook for Encouraging Sustainable Actions. • World Commission on Environment and Development (1987). Our common future. (Brundtland report) <p>Additional literature for the whole studying time</p> <ul style="list-style-type: none"> • 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) •

Code of the module	4.04.
Name of the module	Study, Career and Research Coaching 2
Courses within this module	
Content of the module	<p>Content of the module</p> <ul style="list-style-type: none"> • Coaching as a leadership style • Coaching as a self-management technique • The coaching process • The coaching mindset <p>Standard coaching questions</p>
Objective of the module (expected learning results and competences to acquire)	<p>Students will be able to</p> <ul style="list-style-type: none"> • Conduct a coaching session <p>After having familiarized themselves with the theory of the coaching process student 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</p> <ul style="list-style-type: none"> • 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
Semester	2. Semester
Duration	One semester
Frequency	Offered every spring semester.
Number of ECTS-Credits	3
Total workload	2 SWS; 90 hours' total work-load, consisting of 30 contact hours (of 45 minutes each) and 67.5 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	
Responsible person for the module	Prof. Dr. Susann Kowalski
Name of the lecturer	Prof. Dr. Susann Kowalski
Instruction language	English

Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no. • oral exam: no. • presentation: no. • research paper: yes (100%) (reflections about the coaching experiences) • management game: no. • open book exam: no. <p>Important notice: Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth 2.5 percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	
Other	None.
Recommended literature	Will be announced before the beginning of the course

Code of the module	4.05.
Name of the module	Study, Career and Research Coaching 3
Courses within this module	
Content of the module	<p>Content of the module</p> <ul style="list-style-type: none"> • 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
Objective of the module (expected learning results and competences to acquire)	<p>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</p> <ul style="list-style-type: none"> • Deepen their cross-cultural sensitivity • Train to interact effectively and successfully in intercultural situations • React automatically and reasonably in intercultural situations
Semester	3. Semester
Duration	One semester
Frequency	Offered every winter semester.
Number of ECTS-Credits	3
Total workload	2 SWS; 90 hours' total work-load, consisting of 30 contact hours (of 45 minutes each) and 67.5 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	
Responsible person for the module	Prof. Dr. Susann Kowalski
Name of the lecturer	Prof. Dr. Susann Kowalski
Instruction language	English

Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no. • oral exam: no. • presentation: no. • research paper: yes (100%) (learning/reflection protocol) • management game: no. • open book exam: no. <p>Important notice: Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth 2.5 percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	
Other	None.
Recommended literature	<ul style="list-style-type: none"> • 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

Code of the module	4.06.
Name of the module	Study, Career and Research Coaching 4
Courses within this module	
Content of the module	<p>The module is based on the example of the process of writing a master thesis as a change management process</p> <ul style="list-style-type: none"> • Basic steps of a change management process are discussed • Individual-related aspects during the change process are described and techniques to deal with them will be trained • Scientific writing techniques • How to resolve writing blocks • How to structure and organize the writing process
Objective of the module (expected learning results and competences to acquire)	<p>Students will be able to</p> <ul style="list-style-type: none"> • Foresee (especially individual-related) difficulties that accompany changes • Take precautionary measures to prevent these difficulties • Plan, structure and organize a scientific writing process • Overcome difficulties during this writing process
Semester	4. Semester
Duration	One semester
Frequency	Offered every spring semester.
Number of ECTS-Credits	3
Total workload	2 SWS; 90 hours' total work-load, consisting of 30 contact hours (of 45 minutes each) and 67.5 hours of independent study.
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	
Responsible person for the module	Prof, Dr. Susann Kowalski
Name of the lecturer	Prof, Dr. Susann Kowalski
Instruction language	English

Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no. • oral exam: no. • presentation: no. • research paper: yes (100%) • management game: no. • open book exam: no. <p>Important notice: Official examination registration required (PSSO) within the prescribed examination registration period.</p>
Weight of the result within the final result	This module is worth 2.5 percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	
Other	None.
Recommended literature	Will be delivered at the beginning of the summer term 2024

05 Final Exam Period

Code of the module	05.01 (Master thesis) / 05.02 (Colloquium)
Name of the module	Master thesis and Colloquium
Courses within this module	n.a.
Content of the module	Preparation of a Master's thesis and oral defense of the Master's thesis
Objective of the module (expected learning results and competences to acquire)	<p>The Master's 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.</p> <p>When writing their Master's thesis, will have taken interdisciplinary collaboration into consideration.</p> <p>During the Colloquium the student will show his ability to reflect on and communicate methods and results of the thesis.</p>
Semester	4. Semester
Duration	n.a.
Frequency	n.a.
Number of ECTS-Credits	20 (Master's thesis) + 4 (Colloquium)
Total workload	720 hours total work-load
Type of the module (compulsory, elective, etc.)	Compulsory Module
Admission requirements	Completion of the first two semesters of IBMA program.
Responsible person for the module	n.a.
Name of the lecturer	n.a.
Instruction language	The thesis must be prepared in English.
Evaluation (Performance review and duration)	<ul style="list-style-type: none"> • written exam: no • oral examination: yes • presentation: no • research paper: yes. • management game: no. • open book exam: no.

	<u>Important notice</u> : Official thesis registration required (thesis registration request form).
Weight of the result within the final result	This module is worth twenty percent of one hundred in relation to the students' final grade obtained for the Master's degree.
Teaching and learning methods	n.a.
Other	n.a.
Recommended literature	n.a.

StA. Study Abroad: Electives

The module examinations in the third-semester electives are to be taken at a university abroad and are to comprise 27 ECTS.

The modules in these electives are to be selected from the following fields:

- StA.01. Finance
- 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

Learning objectives of foreign modules are examined for adequacy by the program management. If accepted, the objectives are adopted.

The examination board is to decide on the recognition of module examinations completed at universities abroad.

Appendix 1: IBMA Curriculum

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	Private Law of International, Sustainable Trade												
1.04.c	Interdisciplinary Elective												
1.05.	Decision Making in a Complex Environment	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. Laboratories											8	12	
3.01.	Virtual Business Development Lab	P 1	4	6									
3.02.	International Entrepreneurship Lab	P 1			4	6							
4. Personal Skill Development Program											12	18	
4.01.	Cross-Cultural Self and Management Competencies	P 1	2	3									
4.02.	Business Research Methods	P 1			2	3							
4.03.	Study, Career and Research Coaching 1	P 1	2	3									
4.04.	Study, Career and Research Coaching 2	P 1			2	3							
4.05.	Study, Career and Research Coaching 3	P 1					2	3					
4.06.	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)											
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.	Master-Thesis	P 1								20			
5.02.	Colloquium	P 1								4			
Σ SWS (ohne Auslandssemester)				20		20		2		4		46	
Σ Credit Points (insgesamt 120)					30		30		30		30	120	

P = Mandatory module; W = Elective module; CP = Credit points

Appendix 2: Course-Related Transitional Provisions for the New Examination Regulations

For latecomer students (i.e. students studying according to the old examination regulations (PO2)), the following transitional regulations apply to the recognition of course modules from the old examination regulations (PO2) under the new examination regulations (PO3):

First semester

Old examination regulations (PO2)	New examination regulations (PO3)
Operative and Strategic International Marketing	International Sustainability Marketing and Branding
Global Business Logistics	Global Logistics and Sustainable Supply Chains (2. Semester)
Global Economics	Global Economics
International Business Development	Virtual Business Development Lab
Cross Cultural Management	Cross-Cultural Self and Management Competencies (3 ECTS); additional assignment paper for another 3 ECTS*

* Please consult the lecturer at the beginning of the course if you are interested in preparing an additional assignment paper for another 3 ECTS.

Second semester

Old examination regulations (PO2)	New examination regulations (PO3)
International Risk Management	Managing Risk and Business Resilience
Quantitative Methods	Data Analytics (1. Semester)
Global Strategy	Sustainable Global Strategy
2 Electives	Private Law of International, Sustainable Trade International Entrepreneurship Lab; there are no elective options for latecomer students

Fourth semester

Old examination regulations (PO2)	New examination regulations (PO3)
Multidisciplinary Research	Decisions in a Complex Environment (3 ECTS); additional assignment paper for another 3 ECTS*

* Please consult the lecturer at the beginning of the course if you are interested in preparing an additional assignment paper for another 3 ECTS.

Especially latecomer students with many course modules still to complete may consider switching from the old to the new examination regulations. Please contact the IBMA program director or manager for consultation.