

Module Descriptions

International Study Program

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Path 1

Core Courses

Principles of Int. Business and its Environment			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Explanations for international trade and direct investment; development of international trade and direct investment; state influence on international trade: Causes and instruments (e.g. protectionism); regional economic integration; significance and tasks of selected international organizations; responses of companies to differences between national policies and economic systems.		
Aims and skills	Students will recognize and understand the determinants of international business. They can analyze the framework conditions of internationally operating companies and evaluate them critically. Students recognize how international trade and direct investment are developing. Students gain an overview of theoretical explanations for international trade and direct investment and can compare these approaches. The students deal with the possibilities of companies reacting to different forms of political, legal, and economic business environments. Students can explain internationalization decisions. They have an overview of possible internationalization strategies and forms of market entry and can compare them. They can analyze and evaluate the opportunities and risks of global business activity.		
Prerequisites	None		
Assessment	Written examination or term paper		

Principles of Int. Business - Models and Operations			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		

Course description	Globalisation: development, evaluation and impact from a business perspective; The International Enterprise: internationalisation and strategies for market entry; configuration of the global supply chain regarding the conflicting areas of flexible reaction, costs, environmental and social responsibility; outsourcing versus vertical integration; global sourcing strategies; global logistics strategy; structuring processing orders; inventory management in a global supply chain; supply chain coordination and cooperation.
Aims and skills	Students will learn different ways of structuring value creation in a global context. They will be able to classify and to critically evaluate make-or-buy-decisions and strategies for procurement in case studies using their own partner company. They will get to know the alternative methods of processing orders, they will be able to identify and evaluate push-and-pull-control in their own partner company considering multifaceted goals. They will understand the importance of coordination and process synchronisation and their influence on buffer and transport.
Prerequisites	None
Examination	Written examination or Term paper

Marketing			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 50 Mandatory attendance: 20 Independent study: 30		
Course description	Introduction to Marketing – Advantages and disadvantages of standardization vs. localization – Idiosyncrasies of the marketing-mix (product/program policy, price and terms policies) – simulation game		
Aims and skills	Students have insight into the theoretical foundations of marketing and learn about the primary decision fields in marketing strategies. They are aware of the most important characteristics of such tools as product/program, price/terms, distribution/sales, communication policies in an international context. They recognize the controversy between standardization and differentiation, with which multi-nationals are confronted, and understand which aspects speak for standardization and which for localization.		
Prerequisites	Fundamentals of business administration		

Examination	Written exam or term paper
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Principles of Intercultural Management			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	The Multicultural Society: Effects of Internationalization and immigration; cultural theory in transition: from anthropology to management theory; traditional and modern approaches to cultural theory; ethnocentrism / ethno-relativism; "The Perceptual Lens": Self-image / external image; stereotyping; diversity; social and cultural intelligence; acculturation theory; intercultural communication.		
Aims and skills	The students deal with the influences of the increasing internationalization of business activities and immigration on the characteristics of different cultural levels. They have learned about the central concepts for strengthening the perception of their social and cultural environment and reflected on how they deal with "strangers". As a basis for their orientation in the international environment, the students are acquainted with the central concepts of the term of culture and have an overview of the possible uses and limitations of essential traditional and modern cultural theories. They get to know the basics of acculturation theory and are able to estimate the limitations or possibilities of different cultures or groups that come together to approach each other. They have analyzed the central influencing factors on situations of intercultural communication and developed a basic understanding of cultural influences in interpersonal situations.		
Prerequisites	None		
Assessment	Portfolio		

International Organizational Behavior			
ECTS Points	3	Graded	Yes

Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45
Course description	Organisational culture and climate; cultural influences on organisational structure; influence of culture on management and management style; motivation; conflict management and conflict resolution; cultural diversity and its influence on companies' productivity and innovative performance; job expectations and satisfaction.
Aims and skills	In the setting of global business activities, students will deal with the complex interplay of cultural backgrounds and their influence on staff and organisational culture. Furthermore, they will be able to discern the influence of cultural differences on organisational strategy and structure as well as on management concepts and negotiation strategies and will be able to act goal-oriented regarding each situation. Students will have become aware of the multifaceted influences and impact of culture on business interaction. They will be able to reflect on their behaviour considering other value systems and will be able to analyse the behaviour of others from different perspectives. Students will be able to work constructively as part of an international team.
Prerequisites	Fundamentals of business administration
Assessment	Case Study and Portfolio

Introduction to Research & Academic Enquiry			
ECTS Points	3	Graded	No
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Characteristics and forms of academic writing in Germany – Choice and designation of a topic – Turning a topic into a problem/solution formulation – Evaluating sources – Determining structure and segmentation of the topic (outline) – Formal configuration of the manuscript (language, citations, figures/tables, table of contents, title page, limiting remark, statement of honor, appendix)		
Aims and skills	Upon completion of this module students know the basic characteristics of academic research and writing, as well as the primary theories and are familiar with academic terminology. They know the phases of research processes and have insight into methods of empirical social research. Students maintain a critical attitude towards schools of thought, research of others and their own. Students can formulate an academic hypothesis, are able to conduct		

	academic research, can carry out a sharply discriminating evaluation of literature, can design and implement an appropriate research project, meeting the required standards of academic research and writing.
Prerequisites	None
Assessment	Course achievement

Fundamentals of Business Communication			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Repetition and consolidation of grammar and vocabulary for use in a professional context, company descriptions (Products, Services, Structure / Process Organization, Tasks)		
Aims and skills	After completing the module, students can understand important situations in professional life in the foreign language and use relevant technical language appropriately and contextually in written and oral communication.		
Prerequisites	English B2		
Assessment	Portfolio		

Communicating in Businesses			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Communication in a foreign language in a professional context: Business letters, phone calls, presentations, meetings		

Aims and skills	After completing the module, students will have learned to use methods for acquiring and applying business-related language skills effectively. They will also be able to select relevant and appropriate techniques for professional communication and will have some experience in applying them. After completing the module, students will be able to contribute to multilingual teams by identifying and solving problems using appropriate technical terminology in the foreign language. Therefore, they will be able to communicate competently in an international professional context.
Prerequisites	English B2
Assessment	Portfolio

Elective Courses

Principles of International Market Research			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 22 Independent study: 38		
Course description	Fundamental methods and characteristics of international research; demand for data in international organisations; ideal research process regarding the market, legal and organisational research studies; methods of data collection; selection processes, analysis, documentation and presentation of research results; practical application.		
Aims and skills	Students will learn about the specific requirements of international market research. In particular, they will get to know all stages, processes, methods and contents of relevant empirical research in order to be able to apply this knowledge in their research studies, independently or in a team.		
Prerequisites	None		
Assessment	Project work and presentation		

International Marketing			
ECTS Points	3	Graded	Yes

Workload in hours	Total: Mandatory attendance: Independent study:
Course description	TBD
Aims and skills	
Prerequisites	
Assessment	

Logistic and Supply Chain Management			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	This course provides students with experiential learning opportunities in solving relevant logistics and supply chain management (LSCM) issues. Topics include transportation, warehousing, inventory control, materials handling and packaging, plant and warehouse location decisions, sourcing, and supply chain performance and financial analysis. Additional emphasis is placed on concepts and practices that provide firms with a global competitive advantage.		
Aims and skills	Students learn to: think critically as a business professional; develop an understanding of the role and importance of logistics and supply chain management in private and public organizations; develop an understanding of the basic functional processes of the logistics system that are critical in managing the supply chain; understand the mathematics and rationale behind selected supply chain problems; identify innovative and value-added approaches to logistics and supply chain management and critically analyze strategies, opportunities and risks associated with doing business in another country		
Prerequisites	Fundamentals in Business Administration		
Assessment	Written examination or Term paper		

Selected Management Topics			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	It is the goal of the seminar to work on current developments of management theory and alternative developments in specific fields in an academic/scientific manner and to relate the results to current management practices.		
Aims and skills	Students gain insight into past and current theories of management, general and specific aspects of enterprises and HR management, and theoretical as well as practical concepts of enterprise management. Students have the possibility to reason and defend their own point of view using well-founded argumentation. They are able to develop a feeling for multi-faceted problems and can deal constructively with complex, poorly structured situations.		
Prerequisites	Fundamentals of business administration, basic functions of business administration, accounting, organization and human resources		
Assessment	Seminar with group presentations		

Basics of Intercultural Management			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 120 Mandatory attendance: 30 Independent study: 90		
Course description	Examples of topics: Definitions and delimitations, development and significance of intercultural management, cultures and cultural dimensions, cultural intelligence and intercultural skills, diversity management, intercultural communication		
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired in intercultural management. On completion of this course students are familiar with the basics of management and communication in intercultural situations. They understand the significance of gaining intercultural skills, especially for members of internationally active organisations (e.g. from the tourism		

	and hospitality industry). Furthermore, they know how to deal with people from foreign cultures and in different settings.
Prerequisites	Fundamentals of business administration
Assessment	Multiple choice test and case study

Cultural Aspects of Germany			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	Cultural-specific aspects of Germany – The phenomenon of German culture - Diversity management – in-depth cultural studies of German culture		
Aims and skills	In this module the students have analyzed specific cultural aspects of Germany in case studies. The students have reflected the characteristics that define German culture. They realize when and where certain behaviors are called for and are able to integrate them in intercultural situations appropriately and effectively. The students have learned to adapt themselves readily to continuously changing situations.		
Prerequisites	None		
Assessment	Group work or term paper		

Tourism Management Topics			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 26 Independent study: 64		
Course description	Examples of topics: the business of tourism; the development on growth of tourism; the demand for tourism; the travel and tourism		

	product; the economic impacts of tourism; e-tourism; sustainable tourism
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired, particularly in the areas of tourism management. They examine the subject of tourism its benefits and costs. The students are able to evaluate the contribution and impacts of tourism in social, economic, environmental, political, cultural and other terms and they have an understanding of the issues and principles of sustainability and social responsibility in the context of tourism. They know the characteristics of tourism demand and the influences on such demand
Prerequisites	Fundamentals of business administration
Assessment	Term paper and presentation

Event Management - Seminar & Project Work			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 26 Independent study: 64		
Course description	Organizational, conceptual and international aspects concerning the MICE Industry; Meetings, Incentive Travel, Conventions and Events		
Aims and skills	In this module the students have recognized the players (supplier, customer, intermediary) and their particular roles. They have analyzed the specific run of process (IDEA = investigate-design-execute-assess) and differentiated between main and supporting units. The students have questioned the contribution of MICE to both the economy and the corporate communication. They have sketched a scheme for a scientific conference, valued the achievement of objectives and related the organizational subtasks to boards, key personnel and external experts. The students have contrasted international and domestic events as well as corporate and associational events. In addition they have identified supporting institutions (such as international MICE associations, e.g. MPI) and aspects of future trends (such as virtual and hybrid events).		
Prerequisites	Fundamentals of business administration		
Assessment	Project work and presentation		

Crisis Management / Crisis Communication			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 18 Independent study: 42		
Course description	The course on crisis communication gives an overview of the communication issues before, during and after a crisis and aims to let participants reflect on the most effective strategies during these various phases. The module starts with an overview of the field of crisis management showing the differences between crisis and issues. For the prevention of communication crisis, issues management is essential and within this module the students will gain practical experiences with some tools of issues management.		
Aims and skills	This module will explore the foundations of an effective crisis response including decision criteria and levers of trust. Participants will learn the core principles of effective crisis response. We'll address the drivers of trust in the context of fulfilling expectations. What would reasonable people appropriately expect a responsible organization to do in this situation? Learn how to quickly prevent reputational harm with the core expectation that the organization cares. Some session will show crisis of the past to discuss how to bring them to a good end. Key learning of this module is how relations with stakeholders can be restored when a scandal, issue or crisis has taken place. Also part of this course is developing a strategic communication plan for a certain crisis.		
Prerequisites	Fundamentals of business administration		
Assessment	Written examination or term paper		

Corporate Communication / Sports Communication			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	The aim of this module is to develop the students' applied competence in sport communication. Applied competence implies the acquisition, analysis, interpretation and application of communication		

	<p>principles related to the context of sport communication in relevant sectors of the sport communication industry.</p> <p>The module focuses on the methods and techniques for communicating about sports in a variety of formats, media, and contexts; and that prepares individuals to be sports reporters and writers, photojournalists, radio and television announcers and public relations specialists. The module Includes instruction in sports writing, photography, media and public relations and sports promotion.</p>
Aims and skills	Students will develop the ability to internalize, reflect on and communicate strategic decisions and applications effectively through the correct and suitable use of technical terminology associated with sport communication. The qualification will facilitate effective learning through exposure to, and the application of, appropriate learning styles, thereby enabling them to navigate and holistically manage the dynamic context of sport communication.
Prerequisites	Fundamentals of business administration
Assessment	Written examination or term paper

Methods of Empirical Research			
ECTS Points	3	Graded	No
Workload in hours	Total: 76 Mandatory attendance: 28 Independent study: 48		
Course description	<p>Methods of empirical social research:</p> <p>typology of scientific research and methodology; operationalisation and measurement; selection process; empirical methods and data acquisition; data auditing and first analysis; advanced data analysis; specifics of qualitative social research; phases of the research process; principles of presentation and interpretation.</p>		
Aims and skills	<p>Students will have extended their qualifications in academic research and will be able to critically evaluate their applicability in practice. Students will be able to apply methods and techniques in different situations reflectively and competently, they will be able to perform literary searches and evaluate literary sources critically, as well as select and apply suitable academic empirical methods and techniques.</p>		
Prerequisites	None		
Assessment	Interactive Partizipation		

Path 2

Core Courses

Principles of International Market Research			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 22 Independent study: 38		
Course description	Fundamental methods and characteristics of international research; demand for data in international organisations; ideal research process regarding the market, legal and organisational research studies; methods of data collection; selection processes, analysis, documentation and presentation of research results; practical application.		
Aims and skills	Students will learn about the specific requirements of international market research. In particular, they will get to know all stages, processes, methods and contents of relevant empirical research in order to be able to apply this knowledge in their research studies, independently or in a team.		
Prerequisites	None		
Assessment	Project work and presentation		

International Operations Management			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 60 Independent study: 30		
Course description	Processes involved in managing operations and supply chains; ways of structuring global supply chains; order processing; capacity and inventory management; make-or-buy; sourcing; international transactions; risk exposure in international supply chains		
Aims and skills	In this unit, students will learn about ways of structuring international supply chains. Students will learn to distinguish and compare alternative concepts of order processing. They will know different concepts of coordinating demand and replenishment and will be able to critically evaluate them. They will gain an understanding of the		

	crucial importance of forecasts to coordinating demand and replenishment in the supply chain. They will be able to identify and justify the chances and risks of outsourcing decisions in case studies. They will be familiar with concepts of strategic purchasing in global markets for creating value, e.g. bundling or partnerships. They will know about the benefits of IT-based tools for operational purchasing. They will be able to discern and judge the challenges of the international exchange of goods to the supply chain and will be able to identify its risks.
Prerequisites	Fundamentals in Business Administration
Assessment	Written examination

International Financial Management			
ECTS Points	4	Graded	Yes
Workload in hours	Total: 120 Mandatory attendance: 44 Independent study: 76		
Course description	International financial risk management: identifying risk exposure due to internationalisation strategies and hedging policy using forwards, futures and options. International financial management: cash management; receivables management; payables management; capital structure management.		
Aims and skills	In the lectures on international financial risk management students will get to know important instruments for conducting and financing international business transactions. In particular, they will be able to identify the interest and exchange rate risks in internationally operating organisations and will be able to select suitable instruments for controlling these financial risks. They will also know the advantages and disadvantages of certain types of financing and hedging used in foreign trade. In the lectures on international financial management students will learn about common procedures for optimising an organisation's financial management, such as cash management, receivables management or capital structure management. They will be able to determine optimal positions using theoretical models and they will be able to point out ways of optimising their company.		
Prerequisites	Fundamentals in Business Administration		
Assessment	Written examination		

Logistic and Supply Chain Management			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	This course provides students with experiential learning opportunities in solving relevant logistics and supply chain management (LSCM) issues. Topics include transportation, warehousing, inventory control, materials handling and packaging, plant and warehouse location decisions, sourcing, and supply chain performance and financial analysis. Additional emphasis is placed on concepts and practices that provide firms with a global competitive advantage.		
Aims and skills	Students learn to: think critically as a business professional; develop an understanding of the role and importance of logistics and supply chain management in private and public organizations; develop an understanding of the basic functional processes of the logistics system that are critical in managing the supply chain; understand the mathematics and rationale behind selected supply chain problems; identify innovative and value-added approaches to logistics and supply chain management and critically analyze strategies, opportunities and risks associated with doing business in another country		
Prerequisites	Fundamentals in Business Administration		
Assessment	Written examination or Term paper		

Selected Management Topics			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	It is the goal of the seminar to work on current developments of management theory and alternative developments in specific fields in an academic/scientific manner and to relate the results to current management practices.		
Aims and skills	Students gain insight into past and current theories of management, general and specific aspects of enterprises and HR management, and		

	theoretical as well as practical concepts of enterprise management. Students have the possibility to reason and defend their own point of view using well-founded argumentation. They are able to develop a feeling for multi-faceted problems and can deal constructively with complex, poorly structured situations.
Prerequisites	Fundamentals of business administration, basic functions of business administration, accounting, organization and human resources
Assessment	Seminar with group presentations

International Law			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 44 Mandatory attendance: 16 Independent study: 28		
Course description	The legal basis of trading contracts across borders; private international law; CISG; aspects of commercial law in the EU; German labor law; international and European aspects of employment contracts; international labor organizations.		
Aims and skills	The students recognize and understand the principles of international commercial law and comparative labor law. They differentiate uniform law from contractual agreements and define which law is applicable to a trans-border contract, as well as recognize and deal with international procedural law when a case goes to court. Comparative labor law will focus on comparing German law with other jurisdictions. Students are trained to recognize the requirements of trans-border employment contracts within and outside the European Union. The students understand the principles of international labor organizations and their impact on labor law in their respective countries.		
Prerequisites	None		
Assessment	Written Examination		

Leadership, Ethics and Sustainability			
ECTS Points	3	Graded	Yes

Workload in hours	Total: 90 Mandatory attendance: 33 Independent study: 57
Course description	Culture-related management and leadership styles: Deepening studies; cooperation in international teams; basic understanding of ethics; international ethical positions; sustainability; international comparisons of ethics and sustainability.
Aims and skills	The cultural origins of executive managers and corporate cultures represent a complex structure that has a profound influence on the prevailing management and leadership styles in companies. Based on the intercultural knowledge already gained, the students will gain further knowledge of the complex interplay of cultural levels and their influence on corporate management and strategic direction.
Prerequisites	Principles of Intercultural Management
Assessment	Portfolio

Intercultural Management in Selected Operational Areas			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 33 Independent study: 57		
Course description	Discussion of the influence of culture on specific business operations		
Aims and skills	<p>Due to the increasing heterogeneity of staff and increasing internationalisation of organisations, a basic understanding of the employees' expectations and their motivation is as important as understanding their decision-making and their willingness to take risks.</p> <p>In case studies and group work, students will gain detailed knowledge of the influencing factors of culture and cultural differences on specific business operations.</p>		
Prerequisites	Fundamentals in Business Administration		
Assessment	Portfolio		

Tourism Management Topics			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 26 Independent study: 64		
Course description	Examples of topics: the business of tourism; the development on growth of tourism; the demand for tourism; the travel and tourism product; the economic impacts of tourism; e-tourism; sustainable tourism		
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired, particularly in the areas of tourism management. They examine the subject of tourism its benefits and costs. The students are able to evaluate the contribution and impacts of tourism in social, economic, environmental, political, cultural and other terms and they have an understanding of the issues and principles of sustainability and social responsibility in the context of tourism. They know the characteristics of tourism demand and the influences on such demand		
Prerequisites	Fundamentals of business administration		
Assessment	Term paper and presentation		

Event Management - Seminar & Project Work			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 26 Independent study: 64		
Course description	Organizational, conceptual and international aspects concerning the MICE Industry; Meetings, Incentive Travel, Conventions and Events		
Aims and skills	In this module the students have recognized the players (supplier, customer, intermediary) and their particular roles. They have analyzed the specific run of process (IDEA = investigate-design-execute-assess) and differentiated between main and supporting units. The students have questioned the contribution of MICE to both the economy and the corporate communication. They have sketched a scheme for a scientific conference, valued the achievement of objectives and related the organizational subtasks to boards, key personnel and external experts. The students have contrasted		

	international and domestic events as well as corporate and associational events. In addition they have identified supporting institutions (such as international MICE associations, e.g. MPI) and aspects of future trends (such as virtual and hybrid events).
Prerequisites	Fundamentals of business administration
Assessment	Project work and presentation

Crisis Management / Crisis Communication			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 18 Independent study: 42		
Course description	The course on crisis communication gives an overview of the communication issues before, during and after a crisis and aims to let participants reflect on the most effective strategies during these various phases. The module starts with an overview of the field of crisis management showing the differences between crisis and issues. For the prevention of communication crisis, issues management is essential and within this module the students will gain practical experiences with some tools of issues management.		
Aims and skills	This module will explore the foundations of an effective crisis response including decision criteria and levers of trust. Participants will learn the core principles of effective crisis response. We'll address the drivers of trust in the context of fulfilling expectations. What would reasonable people appropriately expect a responsible organization to do in this situation? Learn how to quickly prevent reputational harm with the core expectation that the organization cares. Some session will show crisis of the past to discuss how to bring them to a good end. Key learning of this module is how relations with stakeholders can be restored when a scandal, issue or crisis has taken place. Also part of this course is developing a strategic communication plan for a certain crisis.		
Prerequisites	Fundamentals of business administration		
Assessment	Written examination or term paper		

Corporate Communication / Sports Communication			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	<p>The aim of this module is to develop the students' applied competence in sport communication. Applied competence implies the acquisition, analysis, interpretation and application of communication principles related to the context of sport communication in relevant sectors of the sport communication industry.</p> <p>The module focuses on the methods and techniques for communicating about sports in a variety of formats, media, and contexts; and that prepares individuals to be sports reporters and writers, photojournalists, radio and television announcers and public relations specialists. The module Includes instruction in sports writing, photography, media and public relations and sports promotion.</p>		
Aims and skills	<p>Students will develop the ability to internalize, reflect on and communicate strategic decisions and applications effectively through the correct and suitable use of technical terminology associated with sport communication. The qualification will facilitate effective learning through exposure to, and the application of, appropriate learning styles, thereby enabling them to navigate and holistically manage the dynamic context of sport communication.</p>		
Prerequisites	Fundamentals of business administration		
Assessment	Written examination or term paper		

Methods of Empirical Research			
ECTS Points	3	Graded	No
Workload in hours	Total: 76 Mandatory attendance: 28 Independent study:		
Course description	<p>Methods of empirical social research: typology of scientific research and methodology; operationalisation and measurement; selection process; empirical methods and data acquisition; data auditing and first analysis; advanced data analysis; specifics of qualitative social research; phases of the research process; principles of presentation and interpretation.</p>		

Aims and skills	Students will have extended their qualifications in academic research and will be able to critically evaluate their applicability in practice. Students will be able to apply methods and techniques in different situations reflectively and competently, they will be able to perform literary searches and evaluate literary sources critically, as well as select and apply suitable academic empirical methods and techniques.
Prerequisites	None
Assessment	Interactive Participation

Applied Project Management			
ECTS Points	3	Graded	No
Workload in hours	Total: 74 Mandatory attendance: 27 Independent study: 47		
Course description	Phases of project management; project controlling, quality management in projects; risk management in projects; methods and tools in project management.		
Aims and skills	Students will be able to approach a hypothetical operational problem in a structured and scientific manner and will be able to select and apply suitable scientific methods and techniques of research. Students will solve problems in a professional context methodically skilled as well as goal and team-oriented.		
Prerequisites	None		
Assessment	Interactive Participation		

Negotiations			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 33 Independent study: 57		
Course description	Deepening of competent linguistic usage based on specific interdisciplinary topics such as cooperation in conflicts with		

	customers, suppliers, and other stakeholders in an international context; negotiation management (purchase / sales); globalization.
Aims and skills	Students develop an understanding of problems that can arise in negotiations and meetings with international participants. Students can analyze and evaluate selected complex correlations within their company and in interaction with external stakeholders, as well as provide expert arguments. Students have conflict resolution techniques in meetings and negotiations with participants from different disciplines and cultures.
Prerequisites	None
Assessment	Portfolio

Communication and Technology			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 33 Independent study: 57		
Course description	Developing skills of competent communication while chairing meetings; competently communicating specific interdisciplinary subjects, e.g. the effects of trends in business administration and digitalisation.		
Aims and skills	Students will be able to use methods and tools to acquire or apply communication skills efficiently. Depending on their level of skill students will be able to discern the complexity of interdisciplinary subjects and be able to apply suitable methods of analysis and evaluation. Students will know how to deal with different media and references critically.		
Prerequisites	None		
Assessment	Portfolio		

Elective Courses

Principles of Int. Business and its Environment			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Explanations for international trade and direct investment; development of international trade and direct investment; state influence on international trade: Causes and instruments (e.g. protectionism); regional economic integration; significance and tasks of selected international organizations; responses of companies to differences between national policies and economic systems.		
Aims and skills	<p>Students will recognize and understand the determinants of international business. They can analyze the framework conditions of internationally operating companies and evaluate them critically. Students recognize how international trade and direct investment are developing. Students gain an overview of theoretical explanations for international trade and direct investment and can compare these approaches.</p> <p>The students deal with the possibilities of companies reacting to different forms of political, legal, and economic business environments. Students can explain internationalization decisions. They have an overview of possible internationalization strategies and forms of market entry and can compare them. They can analyze and evaluate the opportunities and risks of global business activity.</p>		
Prerequisites	None		
Assessment	Written examination or term paper		

Principles of Int. Business - Models and Operations			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	<p>Globalisation: development, evaluation and impact from a business perspective;</p> <p>The International Enterprise: internationalisation and strategies for market entry; configuration of the global supply chain regarding the</p>		

	conflicting areas of flexible reaction, costs, environmental and social responsibility; outsourcing versus vertical integration; global sourcing strategies; global logistics strategy; structuring processing orders; inventory management in a global supply chain; supply chain coordination and cooperation.
Aims and skills	Students will learn different ways of structuring value creation in a global context. They will be able to classify and to critically evaluate make-or-buy-decisions and strategies for procurement in case studies using their own partner company. They will get to know the alternative methods of processing orders, they will be able to identify and evaluate push-and-pull-control in their own partner company considering multifaceted goals. They will understand the importance of coordination and process synchronisation and their influence on buffer and transport.
Prerequisites	None
Examination	Written examination or Term paper

Corporate Management			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 30 Independent study: 60		
Course description	Normative management – strategic management – operating management – management systems		
Aims and skills	Students are familiar with diverse methods of enterprise leadership and can relate this knowledge to recent research in the field. They learn to deal with primary factors of leadership success and develop an overall understanding of situational interpretations of leadership.		
Prerequisites	Fundamentals of business administration		
Assessment	Written exam or term paper		

Corporate Management and Leadership			
ECTS Points	3	Graded	Yes

Workload in hours	Total: 90 Mandatory attendance: 30 Independent study: 60
Course description	Corporate culture – styles of management – management models – incentive programs – conflict management – communication and motivation
Aims and skills	Students develop a feeling for complex leadership problems in the daily operations of an enterprise and can handle such problems constructively. They are aware of their particular responsibility within the organization and are capable of dealing with diverse normative problems involving ethical decisions. They can actively work in groups and take on group leadership functions. Upon completion of this module students possess detailed and comprehensive knowledge of the primary theories of leadership and respective implications for the realization of integrative leadership concepts.
Prerequisites	Fundamentals of business administration
Assessment	Written exam or term paper

International Strategy Development			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 32 Independent study: 43		
Course description	Basics of international strategy development and implementation; strategic planning (planning, setting targets, environmental analysis, organisational analysis); strategic choice; implementation strategy; strategic control; current case studies.		
Aims and skills	Students should gain a sound theoretical knowledge and understanding of general interdependencies as well as the ability to apply the theoretical knowledge of international strategy development, implementation and international corporate governance to organizational practice. Students should be able to independently apply the theories and methods imparted to specific hypothetical problems in international strategy development, implementation strategy and in the area of corporate governance. Students should be able to process hypothetical problems of these areas using the set criteria and be able to evaluate them in a methodically sound way.		
Prerequisites	Fundamentals and basic functions of business administration		

Assessment	Written exam or term paper
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Case Studies in International Business

ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 25 Independent study: 50		
Course description	Examples of topics: Case studies drawing on various international business disciplines – Corporate governance – Future developments		
Aims and skills	Students should acquire fundamental subject-specific knowledge, methodological certainty, understanding of correlations, as well as the ability to transfer theoretical knowledge from the areas of corporate governance and international business into their own practical experience.		
Prerequisites	Fundamentals of business administration, basic functions of business administration and organization.		
Assessment	Written exam or term paper		

Marketing

ECTS Points	2	Graded	Yes
Workload in hours	Total: 50 Mandatory attendance: 20 Independent study: 30		
Course description	Introduction to Marketing – Advantages and disadvantages of standardization vs. localization – Idiosyncrasies of the marketing-mix (product/program policy, price and terms policies) – simulation game		
Aims and skills	Students have insight into the theoretical foundations of marketing and learn about the primary decision fields in marketing strategies. They are aware of the most important characteristics of such tools as product/program, price/terms, distribution/sales, communication policies in an international context. They recognize the controversy between standardization and differentiation, with which multi-nationals		

	are confronted, and understand which aspects speak for standardization and which for localization.
Prerequisites	Fundamentals of business administration
Assessment	Written exam or term paper

International Marketing			
ECTS Points		Graded	Yes
Workload in hours	Total: Mandatory attendance: Independent study:		
Course description	TBD		
Aims and skills			
Prerequisites			
Assessment			

Principles of Intercultural Management			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	The Multicultural Society: Effects of Internationalization and immigration; cultural theory in transition: from anthropology to management theory; traditional and modern approaches to cultural theory; ethnocentrism / ethno-relativism; "The Perceptual Lens": Self-image / external image; stereotyping; diversity; social and cultural intelligence; acculturation theory; intercultural communication.		
Aims and skills	The students deal with the influences of the increasing internationalization of business activities and immigration on the characteristics of different cultural levels. They have learned about the central concepts for strengthening the perception of their social		

	and cultural environment and reflected on how they deal with “strangers”. As a basis for their orientation in the international environment, the students are acquainted with the central concepts of the term of culture and have an overview of the possible uses and limitations of essential traditional and modern cultural theories. They get to know the basics of acculturation theory and are able to estimate the limitations or possibilities of different cultures or groups that come together to approach each other. They have analyzed the central influencing factors on situations of intercultural communication and developed a basic understanding of cultural influences in interpersonal situations.
Prerequisites	None
Assessment	Portfolio

International Organizational Behavior			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Organisational culture and climate; cultural influences on organisational structure; influence of culture on management and management style; motivation; conflict management and conflict resolution; cultural diversity and its influence on companies' productivity and innovative performance; job expectations and satisfaction.		
Aims and skills	In the setting of global business activities, students will deal with the complex interplay of cultural backgrounds and their influence on staff and organisational culture. Furthermore, they will be able to discern the influence of cultural differences on organisational strategy and structure as well as on management concepts and negotiation strategies and will be able to act goal-oriented regarding each situation. Students will have become aware of the multifaceted influences and impact of culture on business interaction. They will be able to reflect on their behaviour considering other value systems and will be able to analyse the behaviour of others from different perspectives. Students will be able to work constructively as part of an international team.		
Prerequisites	Fundamentals of business administration		
Assessment	Case Study and Portfolio		

Basics of Intercultural Management			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 120 Mandatory attendance: 30 Independent study: 90		
Course description	Examples of topics: Definitions and delimitations, development and significance of intercultural management, cultures and cultural dimensions, cultural intelligence and intercultural skills, diversity management, intercultural communication		
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired in intercultural management. On completion of this course students are familiar with the basics of management and communication in intercultural situations. They understand the significance of gaining intercultural skills, especially for members of internationally active organisations (e.g. from the tourism and hospitality industry). Furthermore, they know how to deal with people from foreign cultures and in different settings.		
Prerequisites	Fundamentals of business administration		
Assessment	Multiple choice test and case study		

Cultural Aspects of Germany			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	Cultural-specific aspects of Germany; the phenomenon of German culture; diversity management; in-depth cultural studies of German culture		
Aims and skills	In this module the students have analyzed specific cultural aspects of Germany in case studies. The students have reflected the characteristics that define German culture. They realize when and where certain behaviors are called for and are able to integrate them in intercultural situations appropriately and effectively. The students		

	have learned to adapt themselves readily to continuously changing situations.
Prerequisites	None
Assessment	Group work or term paper

International Retail Management			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	Country-specific aspects of different topics, such as merchandise management, supply chain management, procurement and logistics, stock keeping, sales and distribution		
Aims and skills	Students gain insight into current theories of retail management in general and specific in different countries. Students get an overview of theoretical as well as practical concepts of retail management. Students have the possibility to reason and defend their own point of view using well-founded argumentation. They are able to develop a feeling for the differences of international markets and can deal constructively with country-specific situations.		
Prerequisites	Fundamentals of business administration		
Assessment	Term paper and presentation		

Hotel Management Topics			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 15 Independent study: 45		
Course description	Examples of topics: tourism architecture and architectural tourism, megatrends concerning the future of the hotel industry, hotel architecture and design, case examples of hotels with a particular		

	focus on architecture and design, excursion to the Hotel Competence Center in Munich
Aims and skills	The aim of this module is for students to gain further skills in hospitality management, particularly in the areas of hotel properties and developments. On completion of this course students see the interaction between tourism and architecture. They are familiar with the basics in the field of architecture and design of hotels and understand the impacts of megatrends on the lifecycle of hotel developments.
Prerequisites	Fundamentals of business administration
Assessment	Written examination (30 minutes)

Intercultural Management in Tourism and Hospitality			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 120 Mandatory attendance: 30 Independent study: 90		
Course description	Examples of topics: National cultures versus social cultures, from interdisciplinary to intercultural management, applied intercultural management in selected cultural environments, communication with international guests, collaboration in intercultural teams, intercultural case studies from the tourism and hospitality industry		
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired in intercultural management, particularly in the areas of tourism and hospitality. On completion of this course the students are aware of the importance of intercultural management for tourism and hospitality and are familiar with the areas of application within the industry. Students also understand how to apply intercultural management in selected national and cultural environments. They know how to deal with international guests as well as colleagues and team members from different cultures.		
Prerequisites	Fundamentals of business administration		
Assessment	Term paper and presentation		

Introduction to Research & Academic Enquiry			
ECTS Points	3	Graded	No
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Characteristics and forms of academic writing in Germany – Choice and designation of a topic – Turning a topic into a problem/solution formulation – Evaluating sources – Determining structure and segmentation of the topic (outline) – Formal configuration of the manuscript (language, citations, figures/tables, table of contents, title page, limiting remark, statement of honor, appendix)		
Aims and skills	Upon completion of this module students know the basic characteristics of academic research and writing, as well as the primary theories and are familiar with academic terminology. They know the phases of research processes and have insight into methods of empirical social research. Students maintain a critical attitude towards schools of thought, research of others and their own. Students can formulate an academic hypothesis, are able to conduct academic research, can carry out a sharply discriminating evaluation of literature, can design and implement an appropriate research project, meeting the required standards of academic research and writing.		
Prerequisites	None		
Assessment	Course achievement		

Fundamentals of Business Communication			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Repetition and consolidation of grammar and vocabulary for use in a professional context, company descriptions (Products, Services, Structure / Process Organization, Tasks)		
Aims and skills	After completing the module, students can understand important situations in professional life in the foreign language and use relevant technical language appropriately and contextually in written and oral communication.		

Prerequisites	English B2
Assessment	Portfolio

Communicating in Businesses			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	Communication in a foreign language in a professional context: Business letters, phone calls, presentations, meetings		
Aims and skills	After completing the module, students will have learned to use methods for acquiring and applying business-related language skills effectively. They will also be able to select relevant and appropriate techniques for professional communication and will have some experience in applying them. After completing the module, students will be able to contribute to multilingual teams by identifying and solving problems using appropriate technical terminology in the foreign language. Therefore, they will be able to communicate competently in an international professional context.		
Prerequisites	English B2		
Assessment	Portfolio		

Path 3

Core Courses

Corporate Management			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 30 Independent study: 60		
Course description	Normative management – strategic management – operating management – management systems		
Aims and skills	Students are familiar with diverse methods of enterprise leadership and can relate this knowledge to recent research in the field. They learn to deal with primary factors of leadership success and develop an overall understanding of situational interpretations of leadership.		
Prerequisites	Fundamentals of business administration, basic functions of business administration, accounting, organization and human resources		
Assessment	Written exam or term paper		

Corporate Management and Leadership			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 30 Independent study: 60		
Course description	Corporate culture – styles of management – management models – incentive programs – conflict management – communication and motivation		
Aims and skills	<p>Students develop a feeling for complex leadership problems in the daily operations of an enterprise and can handle such problems constructively. They are aware of their particular responsibility within the organization and are capable of dealing with diverse normative problems involving ethical decisions. They can actively work in groups and take on group leadership functions.</p> <p>Upon completion of this module students possess detailed and comprehensive knowledge of the primary theories of leadership and respective implications for the realization of integrative leadership concepts.</p>		

Prerequisites	Fundamentals of business administration
Assessment	Written exam or term paper

Advanced International Human Resource Management I

ECTS Points	4	Graded	Yes
Workload in hours	Total: 120 Mandatory attendance: 40 Independent study: 80		
Course description	Goals and strategies of international HR activities – Personnel department, Personnel / Human Resource Management – International human resource planning and development management – International personnel marketing and advertising – International recruitment and e-recruitment – Performance appraisal (Performance management) and potential evaluation – International compensation and incentive programs (reward systems) – Personnel controlling – HRM in selected countries / cultures (Comparative HRM)		
Aims and skills	Students understand the relevance of human resource strategies and decisions for an entire enterprise and can evaluate them. They know and accept the role of human resources as a partner in business. Their use of this knowledge is target-oriented, e.g. a balanced scorecard for HR. They can formulate and evaluate HR goals for various HR targets. Students possess in-depth knowledge of enterprise-wide (including international) HR work and can recognize and put to use their knowledge of the relevant HR environments, as well as their developments (e.g. international HR markets, organization as a framework). They are able to solve complex problems independently and make decisions, justify and reflect them. Students can recognize and assess the effects of such decisions on various stakeholders and functional areas in an enterprise. They possess in-depth knowledge of HR methods and are able to implement and evaluate them.		
Prerequisites	Fundamental knowledge in human resource management		
Assessment	Written exam or term paper		

Advanced International Human Resource Management II			
ECTS Points	4	Graded	Yes
Workload in hours	Total: 120 Mandatory attendance: 40 Independent study: 80		
Course description	Seconding abroad (Expatriation) and international personnel development – employee relationships and representatives (Employment Relations), rights to representation in an international context – selected (international) work laws, welfare laws in depth – HRM in selected countries / cultures (Comparative HRM) – HRM in M&A (mergers and acquisitions) processes – Projects on selected (international) HRM topics– current development in (international) HRM – Organization of a personnel department		
Aims and skills	Students understand the relevance of human resource strategies and decisions for an entire enterprise and can evaluate them. They know and accept the role of human resources as a partner in business. Their use of this knowledge is target-oriented, e.g. a balanced scorecard for HR. They can formulate and evaluate HR goals for various HR targets. Students possess in-depth knowledge of enterprise-wide (including international) HR work and can recognize and put to use their knowledge of the relevant HR environments, as well as their developments (e.g. international HR markets, organization as a framework). They are able to solve complex problems independently and make decisions, justify and reflect them. Students can recognize and assess the effects of such decisions on various stakeholders and functional areas in an enterprise. They possess in-depth knowledge of HR methods and are able to implement and evaluate them.		
Prerequisites	Advanced knowledge in human resource management		
Assessment	Written exam or term paper		

Advanced International Controlling & Financial Accounting I			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 30 Independent study: 60		

Course description	Transactions in foreign trade (e.g. Letter of credit, incoterms, customs) – International finance management (e.g. financial and hedging instruments, cash management) – Portfolio management (e.g. asset evaluation, strategic and tactical asset allocation)
Aims and skills	The students get to know the diversity, significance and complexity of the tools used for transactions, payments and financing of international trade contracts. They can identify the currency and interest risks that global players face. In addition they are capable of applying appropriate tools to control such financial risks. They are familiar with parts of special financing methods in export trade. The students know and understand the principles of portfolio management in the context of financial markets and institutions.
Prerequisites	Advanced knowledge of business administration and accounting
Assessment	Written exam or term paper

Advanced International Controlling & Financial Accounting II			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 30 Independent study: 60		
Course description	In-depth internal accounting, especially process costing, marginal costing, internal transfer pricing, each in an international context – Budgeting – International controlling (e.g. approaches, tasks, tools, organization)		
Aims and skills	Students understand the relevance of strategic and operative controlling in an enterprise and possess knowledge of approaches, tasks, tools and organization of controlling, as well as KPI-oriented operation. They are able to make decisions from a controlling perspective, to justify and reflect and evaluate the consequences for various functions in a company. Students have a broad understanding of socio-ethical consequences of decision-making processes that have been developed and implemented in controlling sectors of companies.		
Prerequisites	Advanced knowledge of business administration and accounting		
Assessment	Written exam or term paper		

International Strategy Development			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 32 Independent study: 43		
Course description	Basics of international strategy development and implementation; strategic planning (planning, setting targets, environmental analysis, organisational analysis); strategic choice; implementation strategy; strategic control; current case studies.		
Aims and skills	Students should gain a sound theoretical knowledge and understanding of general interdependencies as well as the ability to apply the theoretical knowledge of international strategy development, implementation and international corporate governance to organizational practice. Students should be able to independently apply the theories and methods imparted to specific hypothetical problems in international strategy development, implementation strategy and in the area of corporate governance. Students should be able to process hypothetical problems of these areas using the set criteria and be able to evaluate them in a methodically sound way.		
Prerequisites	Fundamentals and basic functions of business administration		
Assessment	Written exam or term paper		

Case Studies in International Business			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 25 Independent study: 50		
Course description	Examples of topics: Case studies drawing on various international business disciplines – Corporate governance – Future developments		
Aims and skills	Students should acquire fundamental subject-specific knowledge, methodological certainty, understanding of correlations, as well as the ability to transfer theoretical knowledge from the areas of corporate governance and international business into their own practical experience.		

Prerequisites	Fundamentals of business administration, basic functions of business administration and organization.
Assessment	Written exam or term paper

Business Simulation			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 30 Mandatory attendance: 30 Independent study: -		
Course description	Development of a business vision – Building a competent personnel, organizational and planning infrastructure – Testing the quality of strategic product decisions – Planning of time constants in business decisions– Recognizing and using propitious times for market entry and exit – Situational use of marketing instruments, as well as coordination of these efforts with each other and with other business areas – Finance and Accounting in management (budgeting, financial planning, key figures) – Methods of efficient, constructive, communicative teamwork		
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired, particularly in the areas of methods, personal and social skills, as well as to attain optional subject-related language qualifications. Working with simulation games they have become versed in the control of complex and dynamic business situations using the appropriate instruments within a given time-frame. They have thus learned to work goal-oriented in teams. They are able to make decisions as a team on the basis of incomplete information. They can deal with complex, multi-faceted situations and are at the same time aware of the correlation and consequences of entrepreneurial decisions.		
Prerequisites	Fundamentals and basic functions of business administration		
Assessment	Report and active participation		

Advanced International Marketing I and II

ECTS Points	4	Graded	Yes
Workload in hours	Total: 120 Mandatory attendance: 40 Independent study: 80		
Course description	In-depth study of marketing tools in international context – market research in international markets – case studies		
Aims and skills	Students acquire in-depth knowledge of market research in international markets and are able to develop a problem-oriented approach for an empirical research project. They deepen their knowledge of selected tools from the marketing mix in an international context (e.g. market-oriented design of company performance, introduction of situation specific communication concepts, marketing planning and positioning and launching, vertical marketing or price and business terms policies). The perspective focused on is international with institutional aspects. Students are able to realistically evaluate legal constraints on marketing efforts. Finally students are capable of utilizing all available study and research sources and applying suitable market research methods for an independent project.		
Prerequisites	Advanced knowledge of marketing and business administration		
Assessment	Written exam or term paper		

Interdisciplinary Business Communication I			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 25 Independent study: 50		
Course description	Technical basics of interdisciplinary business in the international context, exemplary selection of topics: leading interdisciplinary teams, chairing, sustainability, information technology, engineering science and technology, business psychology.		
Aims and skills	After completing this module, students will have developed a thorough understanding of possible problems that can arise when working with colleagues from other professional disciplines. Students will be able to analyse and evaluate certain interdisciplinary scenarios and interdependencies within selected fields of business. Furthermore, after completing the module, they will have learnt to identify and analyse conflicting goals and ambiguities in interdisciplinary		

	cooperation and be able to develop appropriate concepts in dealing with them competently.
Prerequisites	Fundamentals and basic functions of business administration
Assessment	Portfolio

Interdisciplinary Business Communication II (Communication Project)			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 25 Independent study: 50		
Course description	Interdisciplinary project on applying, processing and communicating established functional and sector-specific expertise and language skills.		
Aims and skills	Students will be able to discern and analyse the complexity of interdisciplinary issues using suitable methods, they will be able to develop appropriate courses of action and be able to apply strategies of avoiding and solving conflict in a goal-oriented manner, even in international context. Students will be aware of differences between cultures and academic disciplines and will develop their own competence further in relevant context.		
Prerequisites	Fundamentals and basic functions of business administration		
Assessment	Portfolio		

Elective Courses

Principles of International Market Research			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 22 Independent study: 38		
Course description	Fundamental methods and characteristics of international research; demand for data in international organisations; ideal research process regarding the market, legal and organisational research studies; methods of data collection; selection processes, analysis, documentation and presentation of research results; practical application.		
Aims and skills	Students will learn about the specific requirements of international market research. In particular, they will get to know all stages, processes, methods and contents of relevant empirical research in order to be able to apply this knowledge in their research studies, independently or in a team.		
Prerequisites	None		
Assessment	Project work and presentation		

International Operations Management			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 30 Independent study: 60		
Course description	Processes involved in managing operations and supply chains; ways of structuring global supply chains; order processing; capacity and inventory management; make-or-buy; sourcing; international transactions; risk exposure in international supply chains		
Aims and skills	In this unit, students will learn about ways of structuring international supply chains. Students will learn to distinguish and compare alternative concepts of order processing. They will know different concepts of coordinating demand and replenishment and will be able to critically evaluate them. They will gain an understanding of the crucial importance of forecasts to coordinating demand and replenishment in the supply chain. They will be able to identify and		

	justify the chances and risks of outsourcing decisions in case studies. They will be familiar with concepts of strategic purchasing in global markets for creating value, e.g. bundling or partnerships. They will know about the benefits of IT-based tools for operational purchasing. They will be able to discern and judge the challenges of the international exchange of goods to the supply chain and will be able to identify its risks.
Prerequisites	Fundamentals in Business Administration
Assessment	Written examination

International Financial Management			
ECTS Points	4	Graded	Yes
Workload in hours	Total: 120 Mandatory attendance: 44 Independent study: 76		
Course description	International financial risk management: identifying risk exposure due to internationalisation strategies and hedging policy using forwards, futures and options. International financial management: cash management; receivables management; payables management; capital structure management.		
Aims and skills	In the lectures on international financial risk management students will get to know important instruments for conducting and financing international business transactions. In particular, they will be able to identify the interest and exchange rate risks in internationally operating organisations and will be able to select suitable instruments for controlling these financial risks. They will also know the advantages and disadvantages of certain types of financing and hedging used in foreign trade. In the lectures on international financial management students will learn about common procedures for optimising an organisation's financial management, such as cash management, receivables management or capital structure management. They will be able to determine optimal positions using theoretical models and they will be able to point out ways of optimising their company.		
Prerequisites	Fundamentals in Business Administration		
Assessment	Written examination		

Leadership, Ethics and Sustainability			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 33 Independent study: 57		
Course description	Culture-related management and leadership styles: Deepening studies; cooperation in international teams; basic understanding of ethics; international ethical positions; sustainability; international comparisons of ethics and sustainability.		
Aims and skills	The cultural origins of executive managers and corporate cultures represent a complex structure that has a profound influence on the prevailing management and leadership styles in companies. Based on the intercultural knowledge already gained, the students will gain further knowledge of the complex interplay of cultural levels and their influence on corporate management and strategic direction.		
Prerequisites	Principles of Intercultural Management		
Assessment	Portfolio		

International Marketing			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 30 Independent study: 60		
Course description	TBD		
Aims and skills			
Prerequisites			
Assessment			

International Law			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 44 Mandatory attendance: 16 Independent study: 28		
Course description	The legal basis of trading contracts across borders; private international law; CISG; aspects of commercial law in the EU; German labor law; international and European aspects of employment contracts; international labor organizations.		
Aims and skills	The students recognize and understand the principles of international commercial law and comparative labor law. They differentiate uniform law from contractual agreements and define which law is applicable to a trans-border contract, as well as recognize and deal with international procedural law when a case goes to court. Comparative labor law will focus on comparing German law with other jurisdictions. Students are trained to recognize the requirements of trans-border employment contracts within and outside the European Union. The students understand the principles of international labor organizations and their impact on labor law in their respective countries.		
Prerequisites	None		
Assessment	Written Examination		

Principles of Intercultural Management			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 75 Mandatory attendance: 30 Independent study: 45		
Course description	The Multicultural Society: Effects of Internationalization and immigration; cultural theory in transition: from anthropology to management theory; traditional and modern approaches to cultural theory; ethnocentrism / ethno-relativism; "The Perceptual Lens": Self-image / external image; stereotyping; diversity; social and cultural intelligence; acculturation theory; intercultural communication.		
Aims and skills	The students deal with the influences of the increasing internationalization of business activities and immigration on the characteristics of different cultural levels. They have learned about the central concepts for strengthening the perception of their social		

	and cultural environment and reflected on how they deal with “strangers”. As a basis for their orientation in the international environment, the students are acquainted with the central concepts of the term of culture and have an overview of the possible uses and limitations of essential traditional and modern cultural theories. They get to know the basics of acculturation theory and are able to estimate the limitations or possibilities of different cultures or groups that come together to approach each other. They have analyzed the central influencing factors on situations of intercultural communication and developed a basic understanding of cultural influences in interpersonal situations.
Prerequisites	None
Assessment	Portfolio

Intercultural Management in Selected Operational Areas			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 33 Independent study: 57		
Course description	Discussion of the influence of culture on specific business operations		
Aims and skills	<p>Due to the increasing heterogeneity of staff and increasing internationalisation of organisations, a basic understanding of the employees' expectations and their motivation is as important as understanding their decision-making and their willingness to take risks.</p> <p>In case studies and group work, students will gain detailed knowledge of the influencing factors of culture and cultural differences on specific business operations.</p>		
Prerequisites	Fundamentals in Business Administration		
Assessment	Portfolio		

Basics of Intercultural Management			
ECTS Points	2	Graded	Yes

Workload in hours	Total: 120 Mandatory attendance: 30 Independent study: 90
Course description	Examples of topics: Definitions and delimitations, development and significance of intercultural management, cultures and cultural dimensions, cultural intelligence and intercultural skills, diversity management, intercultural communication
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired in intercultural management. On completion of this course students are familiar with the basics of management and communication in intercultural situations. They understand the significance of gaining intercultural skills, especially for members of internationally active organisations (e.g. from the tourism and hospitality industry). Furthermore, they know how to deal with people from foreign cultures and in different settings.
Prerequisites	Fundamentals of business administration
Assessment	Multiple choice test and case study

Cultural Aspects of Germany			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	Cultural-specific aspects of Germany; the phenomenon of German culture; diversity management; in-depth cultural studies of German culture		
Aims and skills	In this module the students have analyzed specific cultural aspects of Germany in case studies. The students have reflected the characteristics that define German culture. They realize when and where certain behaviors are called for and are able to integrate them in intercultural situations appropriately and effectively. The students have learned to adapt themselves readily to continuously changing situations.		
Prerequisites	None		
Assessment	Group work or term paper		

International Retail Management			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	Country-specific aspects of different topics, such as merchandise management, supply chain management, procurement and logistics, stock keeping, sales and distribution		
Aims and skills	Students gain insight into current theories of retail management in general and specific in different countries. Students get an overview of theoretical as well as practical concepts of retail management. Students have the possibility to reason and defend their own point of view using well-founded argumentation. They are able to develop a feeling for the differences of international markets and can deal constructively with country-specific situations.		
Prerequisites	Fundamentals of business administration		
Assessment	Term paper and presentation		

Crisis Management / Crisis Communication			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 18 Independent study: 42		
Course description	The course on crisis communication gives an overview of the communication issues before, during and after a crisis and aims to let participants reflect on the most effective strategies during these various phases. The module starts with an overview of the field of crisis management showing the differences between crisis and issues. For the prevention of communication crisis, issues management is essential and within this module the students will gain practical experiences with some tools of issues management.		
Aims and skills	This module will explore the foundations of an effective crisis response including decision criteria and levers of trust. Participants will learn the core principles of effective crisis response. We'll address the drivers of trust in the context of fulfilling expectations. What would reasonable people appropriately expect a responsible organization to do in this situation? Learn how to quickly prevent reputational harm		

	with the core expectation that the organization cares. Some session will show crisis of the past to discuss how to bring them to a good end. Key learning of this module is how relations with stakeholders can be restored when a scandal, issue or crisis has taken place. Also part of this course is developing a strategic communication plan for a certain crisis.
Prerequisites	Fundamentals of business administration
Assessment	Written examination or term paper

Corporate Communication / Sports Communication			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 20 Independent study: 40		
Course description	<p>The aim of this module is to develop the students' applied competence in sport communication. Applied competence implies the acquisition, analysis, interpretation and application of communication principles related to the context of sport communication in relevant sectors of the sport communication industry.</p> <p>The module focuses on the methods and techniques for communicating about sports in a variety of formats, media, and contexts; and that prepares individuals to be sports reporters and writers, photojournalists, radio and television announcers and public relations specialists. The module Includes instruction in sports writing, photography, media and public relations and sports promotion.</p>		
Aims and skills	<p>Students will develop the ability to internalize, reflect on and communicate strategic decisions and applications effectively through the correct and suitable use of technical terminology associated with sport communication. The qualification will facilitate effective learning through exposure to, and the application of, appropriate learning styles, thereby enabling them to navigate and holistically manage the dynamic context of sport communication.</p>		
Prerequisites	Fundamentals of business administration		
Assessment	Written examination or term paper		

Hotel Management Topics			
ECTS Points	2	Graded	Yes
Workload in hours	Total: 60 Mandatory attendance: 15 Independent study: 45		
Course description	Examples of topics: service quality in the hotel industry - development, construction and operation of hotel properties - characteristics of hotel properties - trends and theories on the future of the hotel industry - sustainable operation of hotels and resorts.		
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired, particularly in the areas of hotel management. On completion of this course students are familiar with the basics in the field of development and management of hotels. They are familiar with the entire real estate lifecycle and can define hotel related services and assign the different processes and actors involved. Furthermore, they know how hotel projects can be financed. The students are able to consider the environmental aspects of hotel management.		
Prerequisites	Fundamentals of business administration		
Assessment	Term paper		

Tourism Management Topics			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 26 Independent study: 64		
Course description	Examples of topics: the business of tourism; the development on growth of tourism; the demand for tourism; the travel and tourism product; the economic impacts of tourism; e-tourism; sustainable tourism		
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired, particularly in the areas of tourism management. They examine the subject of tourism its benefits and costs. The students are able to evaluate the contribution and impacts of tourism in social, economic, environmental, political, cultural and other terms and they have an understanding of the issues and principles of sustainability and social responsibility in the context of		

	tourism. They know the characteristics of tourism demand and the influences on such demand
Prerequisites	Fundamentals of business administration
Assessment	Term paper and presentation

Event Management - Seminar & Project Work			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 26 Independent study: 64		
Course description	Organizational, conceptual and international aspects concerning the MICE Industry; Meetings, Incentive Travel, Conventions and Events		
Aims and skills	In this module the students have recognized the players (supplier, customer, intermediary) and their particular roles. They have analyzed the specific run of process (IDEA = investigate-design-execute-assess) and differentiated between main and supporting units. The students have questioned the contribution of MICE to both the economy and the corporate communication. They have sketched a scheme for a scientific conference, valued the achievement of objectives and related the organizational subtasks to boards, key personnel and external experts. The students have contrasted international and domestic events as well as corporate and associational events. In addition they have identified supporting institutions (such as international MICE associations, e.g. MPI) and aspects of future trends (such as virtual and hybrid events).		
Prerequisites	Fundamentals of business administration		
Assessment	Project work and presentation		

Intercultural Management in Tourism and Hospitality			
ECTS Points	2	Graded	Yes

Workload in hours	Total: 120 Mandatory attendance: 30 Independent study: 90
Course description	Examples of topics: National cultures versus social cultures, from interdisciplinary to intercultural management, applied intercultural management in selected cultural environments, communication with international guests, collaboration in intercultural teams, intercultural case studies from the tourism and hospitality industry
Aims and skills	The aim of this module is for students to gain further skills and develop those already acquired in intercultural management, particularly in the areas of tourism and hospitality. On completion of this course the students are aware of the importance of intercultural management for tourism and hospitality and are familiar with the areas of application within the industry. Students also understand how to apply intercultural management in selected national and cultural environments. They know how to deal with international guests as well as colleagues and team members from different cultures.
Prerequisites	Fundamentals of business administration
Assessment	Term paper and presentation

Methods of Empirical Research			
ECTS Points	3	Graded	No
Workload in hours	Total: 76 Mandatory attendance: 28 Independent study:		
Course description	Methoden der empirischen Sozialforschung: Typologie wissenschaftlicher Arbeiten und Methodologie; - Operationalisieren und Messen; Auswahlverfahren; Untersuchungsformen und Datenerhebung; Datenaufbereitung und erste Analyse; Fortgeschrittene Datenanalyse; Besonderheiten qualitativer Sozialforschung; Phasen des Forschungsprozesses; Prinzipien der Darstellung und Interpretation		
Aims and skills	Die Studierenden verfügen über erweiterte Qualifikationen für das wissenschaftliche Studium und können deren Anwendbarkeit für praktische Situationen kritisch einschätzen. Die Studierenden können Methoden und Techniken in verschiedenen Situationen reflektiert und kompetent einsetzen, Literaturrecherchen durchführen und quellenkritische Auswertungen der Literatur vornehmen sowie geeignete wissenschaftliche Untersuchungsmethoden und -techniken auswählen und anwenden.		

Prerequisites	None
Assessment	Interactive Partizipation

Applied Project Management

ECTS Points	3	Graded	No
Workload in hours	Total: 74 Mandatory attendance: 27 Independent study: 47		
Course description	Phases of project management; project controlling, quality management in projects; risk management in projects; methods and tools in project management.		
Aims and skills	Students will be able to approach a hypothetical operational problem in a structured and scientific manner and will be able to select and apply suitable scientific methods and techniques of research. Students will solve problems in a professional context methodically skilled as well as goal and team-oriented.		
Prerequisites	None		
Assessment	Interactive Participation		

Negotiations

ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 33 Independent study: 57		
Course description	Deepening of competent linguistic usage based on specific interdisciplinary topics such as cooperation in conflicts with customers, suppliers, and other stakeholders in an international context; negotiation management (purchase / sales); globalization.		
Aims and skills	Students develop an understanding of problems that can arise in negotiations and meetings with international participants. Students can analyze and evaluate selected complex correlations within their company and in interaction with external stakeholders, as well as provide expert arguments. Students have conflict resolution		

	techniques in meetings and negotiations with participants from different disciplines and cultures.
Prerequisites	None
Assessment	Portfolio

Communication and Technology			
ECTS Points	3	Graded	Yes
Workload in hours	Total: 90 Mandatory attendance: 33 Independent study: 57		
Course description	Developing skills of competent communication while chairing meetings; competently communicating specific interdisciplinary subjects, e.g. the effects of trends in business administration and digitalisation.		
Aims and skills	Students will be able to use methods and tools to acquire or apply communication skills efficiently. Depending on their level of skill students will be able to discern the complexity of interdisciplinary subjects and be able to apply suitable methods of analysis and evaluation. Students will know how to deal with different media and references critically.		
Prerequisites	None		
Assessment	Portfolio		