

**Modulhandbuch des Studiengangs**

**MBA International Management  
(Master of Business Administration)**

**an der  
Universität der Bundeswehr München**

**(Version 2019)**

Stand: 26. März 2019

Aims of the Programme

The study programme MBA International Management is designed to qualify graduates for management positions in an international business context. The programme builds upon at least two years of professional or military experience and aims to open up or to widen career perspectives and to allow international employability.

It aims to develop generalist, international and practice oriented professional competences including

- generalist management knowledge for solving complex business problems,
- applied research competences and methods of evidence-based management allowing application of appropriate research tools, methods and evidence to develop concrete, innovative findings in managerial practice,
- leadership, teamwork and communicative competences and an awareness for social and corporate social responsibilities and intercultural sensitivity,
- core competences such as structured problem solving, focus on achievement and self-organization and autonomy.

The professional contents of the MBA study programme, especially in the distance-learning phase, are of a generalist nature, in order to enable extensive treatment of the most important aspects of business studies. In the practice-oriented on-campus phase, in-depth study of special areas, functions, or industries is possible in order to prepare for a specific professional preference, which may already have been formed at this stage. In addition, the professors in the MBA programme have many years of professional experience, and maintain close contacts to industry. Guest lecturers from the world of business, projects, case studies, and the opportunity to carry out work for the master thesis in collaboration with companies are a further component of the training for the real world provided by the MBA programme (practice-oriented).

The MBA programme works closely with globally active companies. This is supported by both the ESB Business School and its related institutions (VIMA, Alumni, corporate and career center with different events and offerings ) and the Universität der Bundeswehr München (organization for alumni, career conventions). These possibilities are used intensively by the MBA programme in order to keep in touch with corporate requirements with regard to internationality and practical focus.

In addition to academically well-founded professional competences, graduates of the MBA programme should also have acquired a wide range of soft skills required for successful operation in international management or expert positions in all branches of industry. These include written and spoken communication skills in German and English. This is supported by the bilingual model: While the distance-learning phase is carried out in German, the courses in the on-campus phase are taught in English. Graduates should also be able to present themselves and behave in a manner appropriate to the situation. These presentation skills are promoted by practice on many occasions during studies and the obligatory work-experience period of at least two years.

The field of structured problem solving comprises the identification and definition of complex problems and breaking them down and working through them systematically. Specific classroom units are dedicated to imparting this competence. Good analytical skills and sound numeracy are also required to be successful in many business professions. The MBA programme offers core and elective modules to provide a range of support for the acquisition of these skills.

The desired student focus on achievement requires, in addition to a high level of willingness to learn, a clear dedication to achievement and the ability to work under pressure. Graduates should also be able to meet deadlines and achieve set targets. This requires the development of active skills in self-management and management of others as well as situative adaptability. The demanding curriculum and the combination of work and study support the development of these skills.

To perform successfully in a team requires appropriate behaviour with regard to criticism and conflict, but also willingness to assume responsibility and leadership skills: teamwork is an integral component of most of the teaching modules. In their extra-curricular activities in various student organisations, students also work on the development of their leadership skills. Ethical conduct is required of all those involved in the MBA programme – students, staff, and teachers.

These objectives described above are also reflected in “Learning Outcomes” in the Curriculum & Syllabus Handbook for the four areas of competence: professional, methodical, social, and personal.

### Degree awarded

Master of Business Administration (MBA) from Universität der Bundeswehr Munich und Hochschule Reutlingen.

### Duration of studies

distance-learning phase: 18-9 months, on-campus phase: 6 months, master thesis: 5 months

### **Learning Goals and Objectives**

The MBA International Management is committed to ESB Business School’s mission “Within an educational environment that is truly international, we develop leaders who shape global business practice and society responsibly“

The programme-specific Learning Goals and Objectives are derived from this target and in the following module descriptions the contributions to the learning goals are specified and included in English language. ESB Business School will assess the achievement of the learning goals independently of the exam requirements, according to international quality standards of AACSB (Association to Advance Collegiate Schools of Business).

The "learning goals" indicate, which competencies the graduates have attained, while the "learning objectives" identify the specific skills of graduates.

LANGUAGE PROFICIENCY	INTERCULTURAL COMPETENCE	ETHICAL BEHAVIOR	DOMAIN-SPECIFIC PROBLEM SOLVING COMPETENCIES
LEARNING GOAL 1	LEARNING GOAL 2	LEARNING GOAL 3	LEARNING GOAL 4
<b>MBA IMAP graduates</b> have English Language competence	... are interculturally competent	...are able to manage complex, ethical and legal issues expertly in their professional field and in wider, environmental contexts.	... are experts at integrating leadership skills with general management concepts.
LEARNING OBJECTIVE 1	LEARNING OBJECTIVE 2	LEARNING OBJECTIVE 3	LEARNING OBJECTIVE 4
... are able to negotiate and to present in English language.	... reflect upon the cultural context and its complexities when making decisions in a global business environment	... are reflexively aware of ethical and legal issues in their professional field. They are able to critically analyze these issues on the basis of normative theory or models. Furthermore, they are able to develop extensive, prudent and viable	...are skilled problem solvers in international management situations.

LANGUAGE PROFICIENCY	INTERCULTURAL COMPETENCE	ETHICAL BEHAVIOR	DOMAIN-SPECIFIC PROBLEM SOLVING COMPETENCIES
		solutions that conform to ethical behavior in their professional field and in wider, environmental and social contexts.	

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Modulname	Modulnummer
Introduction to Management	3666

Konto	Pflichtmodule Fernstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
PD Dr. habil. Arjan Kozica	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

### Qualifikationsziele

In the first module students are introduced in basic managerial concepts and frameworks. They understand the characteristics of the different functional areas within a firm and understand their interrelations of primary and support processes to add value. They get accustomed with the main challenges of management and understand the influence of systemic thinking and the external environment (especially digitalization and internationalization) on management. Students get a general idea of the structure of companies (legal forms, organization, corporate governance) and its influence on the management process. Further, they understand the relevance of theory in good managerial practice.

Given that companies are financially driven the module focusses also on fundamentals of financial reporting. Students understand and are able to use fundamental terms and instruments of accounting, like bookkeeping, balance sheet, income statement, cash flow statement. They improve their understanding of fundamental terms like revenues, expenses, cost and sales, and important financial ratios.

Overall, the participants learn the fundamental terminology and language of management science in order to be able to analyze and solve practical managerial problems based on familiarity with main theoretical frameworks and to be able to engage more deeply with the following modules of the study.

### Lernziele

#### Contribution to learning goals (AACSB)

##### International Management

LG2: Students are made aware of cultural context of management and understand the influence of intercultural parameters (norms, values, legal frameworks) on business activities.

LG3: Students are made aware of the relevance of CSR and ethics in the context of management.

LG4: Students learn how to frame and structure a practical problem as a managerial problem and enhance their abilities to solve managerial problems by using appropriate managerial language.

#### Fundamentals of financial reporting

LG4: Students become acquainted with the institutional framework of financial accounting and selected accounting concepts relating to German GAAP Accounting.

#### Inhalt

##### International Management

- Basic concepts and frameworks of management (e.g. value chain; other literature based frameworks), including ethical dimensions of management
- External environment and its influence on management (digitalization, internationalization)
- Basic legal structure of corporations and corporate governance
- Theory-praxis gap and the approach of evidence-based management

##### Fundamentals of financial reporting

- Basic concepts of financial accounting
- Financial statement
- German Accounting Standards (HGB)
- Statement Analysis

#### Literatur

Clegg, Steward, Kornberger, Martin, and Pitsis, Tyrone (2016). *Managing & Organisations. An Introduction to Theory and Practice*, 4th edition, Sage Publications: London.

Cunliffe, Ann (2014). *A Very Short, Fairly interesting and Reasonably Cheap Book about Management*, 2th edition, Sage Publications: London.

Barends, Eric, Rousseau, Denise M., Briner, Rob (2018). *Evidence-Based Management: How to Use Evidence to Make Better Organizational Decisions*, Kogan Page: London.

Dyson, John R., Franklin, Ellie (2017). *Accounting for Non-Accounting students*, 9th ed., Prentice Hall: Harlow.

Weber, Jürgen, Weißenberger, Barbara (2015). Einführung in das Rechnungswesen, 9. Auflage, Schäffer-Poeschel: Stuttgart.
Leistungsnachweis
sP 120 – 60 min International Management / 60 min Fundamentals of Financial Reporting
Sonstige Bemerkungen
Sprache: deutsch



Modulname	Modulnummer
<b>Managing Finances and Costs</b>	3667

Konto	Pflichtmodule Fernstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Rolf Daxhammer	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

### Qualifikationsziele

The module introduces and elaborates on the financial dimension of steering companies. The module integrates a specifically financial perspective that focusses on finance instruments and concepts and an accountancy perspective which focusses on management systems.

In the course "Financial Management" students will learn the use of the terminology for key finance instruments, ratios and concepts; evaluate the access to different financing instruments for different types of companies; calculate a company's cost of capital and critically reflect on its limitations; apply different valuation methods and understand their real-life limitations. Thereby, students will transfer basic principles of mathematics to the field of corporate finance and will learn how managerial decision are reflected in cash-flow requirements and how a company's financial flexibility is limited by macroeconomic conditions. Students should gain a clear understanding of how neoclassical models use assumptions, which may not mirror real life investors' attitudes to ethics, risk or personal gain.

The course "Management and Cost Accounting" aims to provide an understanding of the management accountant's contribution to steer a company, especially its role in providing decision-relevant performance information. It gives an overview of important performance management and measurement tools, especially the cost accounting system.

### Lernziele

#### **Contribution to learning goals (AACSB)**

#### Financial Management

LG4: Students learn the fundamentals of investment decisions and financial planning and are able to discuss pros and cons of different approaches and instruments from a company's perspective.

#### Management and Cost Accounting

LG 2: The students learn about differences in management accounting practice in German speaking countries vs. USA.

LG3: Students are able to reflect the relevance of providing "objective" information as a basis for managers' decision-making.

LG 4: Students learn to apply management accounting tools to support decision-making.

#### Inhalt

#### **Financial Management**

- Finance and financial markets
- Internal and external sources of finance
- Financial concepts (Equity, Debt, Derivatives)
- Capital Budgeting as managerial challenge
- International finance

#### **Management and Cost Accounting:**

- Principles of management accounting
- Cost accounting as a basis for performance measurement
- Performance Measurement with KPIs
- Planning and Control tasks of management accountants
- Coordination tasks of management accountants

#### Literatur

#### Financial Management

##### Basic:

- Zutter, C.J./Smart, S.B (2018): Principles of Managerial Finance; Reading, MA
- Gräfer, H./Schiller, B./Rösner, S. (2014): Finanzierung, Berlin

##### Further reading:

- Brealey, R., Myers, S., Allen, F., (2017): Principles of Corporate Finance, Columbus
- Eun, C., Resnick, B. (2012) International Financial Management, New York

- Perridon, L./Steiner, M./Rathgeber, A.W. (2012): Finanzwirtschaft der Unternehmung; München

Management and Cost Accounting

Weber, J./Schäffer, U. (2016): Einführung in das Controlling, 15. Aufl., Stuttgart.

Weber, J./Weißberger, B. (2015): Einführung in das Rechnungswesen, 9. Aufl., Stuttgart.

Leistungsnachweis

sP 120 – 60 min Financial Management / 60 min Management and Cost Accounting

Sonstige Bemerkungen

Sprache: deutsch

Modulname	Modulnummer
Managing Institutional Environments	3668

Konto	Pflichtmodule Fernstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Philipp von Carlowitz	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

### Qualifikationsziele

The students will be qualified to understand basic economic and business law concepts and their relevance for management situations. This enables them to grasp the relevant economic and legal dimensions of real business topics and to take this knowledge into account when making decisions. The course lays the foundation for students to turn into managers that have a solid understanding on economic and legal interdependencies enabling them to draw more substantiated conclusions and improve their decision making.

The course "Economics" will focus on the key concepts in economic theory. In the realm of microeconomic theories, the household theory (utility, consumer behavior, individual demand function), production and cost theory, and the market and price theory are introduced. In the realm of macroeconomics the aggregate demand, monetary and fiscal policy, policy mix, growth theory and business cycle, labor market theory are introduced. The course discusses the relevance of these theories for managerial decision making.

The course "Business Law" gives an overview of national and international business law, focussing on sales law: The BGB sales law provisions are compared to statutory provisions in other legal systems and to the internationally unified law of CISG. The lectures are combined with case studies reviewing legal perspectives of international business activities.

### Lernziele

#### Contribution to learning goals (AACSB)

##### Economics:

LG 4: Students study economic theories and learn economic analytics as well as how to apply them to countries' situations.

##### Business Law:

LG 3: Students are introduced to legal aspects that have their basis in ethics (good faith, breach of contract must not count, general questions arising in the field of compensation law) and learn to interpret legal regulations in relation to ethical principles.

## Inhalt

### **Economics**

#### Microeconomics

- Household theory
- Theory of the Firm
- Price Theory

#### Macroeconomics

- Market for goods
- Money Market
- IS-LM Model
- Growth theory
- Labor market

### **Business Law**

#### Common Law and Civil Law

- Structure of German Civil Code as an example for a civil law system: A comparative view.
- History of English Law and Legal Method

#### CISG

- United Nations Convention for the International Sale of Goods (CISG) as source of international unified law
- Content of CISG
- Legal traditions behind the CISG
- national contract law implemented into internationally unified law

<b>Literatur</b>
<b>Economics</b>  Blanchard, O.; Illing, G. (2014). Makroökonomie (6. Auflage). Pearson, München.  Cezanne, W. (2005). Allgemeine Volkswirtschaftslehr (6. Aufl.). Oldenbourg Verlag, München.  Pindyck, Robert S. und Daniel L. Rubinfeld (2013): Mikroökonomie, 8. Aufl., Pearson Studium, München
<b>Business Law</b>  Conrads, Markus (2017), Internationales Kaufrecht, De Gruyter Verlag Berlin/Boston.  Conrads, Markus (2012), Internationales Wirtschaftsprivatrecht, 2. Aufl. Oldenbourg Verlag München.
<b>Leistungsnachweis</b>
sP 120 – 60 min Economics / 60 min Business Law
<b>Sonstige Bemerkungen</b>
Sprache: deutsch

Modulname	Modulnummer
Managing Markets	3669

Konto	Pflichtmodule Fernstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Christian Gärtner	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

### Qualifikationsziele

The environment of today's business corporations is highly dynamic and competitive. This course enables students to analyze the environment and the situational contingencies of specific organizations, in order to develop missions, visions and market strategies that enables corporations to successfully compete in competitive markets.

The course "Business Strategy" introduces into theoretical accounts of strategic management, mainly the resource based/dynamic capability perspective and the market based view of strategic management. Strategic frameworks and methods like business models, experience curve, shareholder value approach, and strategic portfolios (BCG matrix) are discussed. Analytical tools like SWOT/GAP-analysis and business model canvas that allows developing strategies are elaborated. Students further discuss the successful implementation of business strategies. Further, the course introduces into current trends in strategic management (disruptive strategies and strategies based on eco systems in the wake of digitization; internationalization strategies).

The course "Marketing Management" provides the students with the strategic and operative marketing management tools to manage products and enter new markets. The students are introduced in contemporary thinking on marketing management and marketing philosophy. They learn about consumer/customer behaviour, and how different types of marketing strategies can be applied in order to reach market shares. Students further develop an operative approach in marketing in order to transfer strategy into market relevant practical measures.

### Lernziele

#### Contribution to learning goals (AACSB)

#### Business Strategy:

LG2: Students discuss the environment and background of today's international manager's tasks in global competitive environments //

LG3: Students analyze processes and methods for developing strategies; to develop a perspective about business processes, to understand the ways in which a company can create and sustain competitive advantages based on sustainable strategies //

LG4: Students learn to formulate and implement effective business strategies.

### Marketing Management

LG 2: Students reflect upon intercultural aspects when making decisions in a global business environment. They are reflecting the respective target markets conventions in consumption and business in general. They discuss and develop solutions using basic marketing instruments.

LG 3: Students reflect upon the potential ethical consequences of marketing and product decisions, in particular by solving case studies (e.g. on different environmental / social standards / sustainability between countries, ethical behaviour of branded companies etc.).

LG 4: Students develop an understanding about consumer/customer behavior and its relevance for market based strategies.

### Inhalt

#### **Strategic Management**

- Definition and basic concepts of strategic management (business models, vision, mission, strategy)
- Resource based view of organisations and dynamic capability perspective
- Strategic tools and instruments (SWOT/GAP-analysis, scenario analysis, business model canvas)
- Fundamentals of implementing business strategies
- Trends in strategic management

#### **Marketing Management**

- Basics concepts of marketing and marketing philosophy
- Theories on consumer/customer behaviour
- Different types marketing strategies
- Identify and handle competitive advantages in a highly competitive business environment



- Marketing instruments and the operative approach in marketing in order to transfer strategy into market relevant practical measures
<b>Literatur</b>
Hollensen, Svend: Global Marketing, 7th Edition, Prentice Hall 2016
Kotler, Philip e.a.: Marketing Management, 3rd Edition, Prentice Hall 2016
Morschett, Dirk, Schramm-Klein, Hanna, Zentes, Joachim (2015). Strategic International Management. Text and Cases. 3rd Edition, SpringerGabler: Wiesbaden
Welge, Martin, Al-Laham, Martin, Eulerich, Marc (2017). Strategisches Management. Grundlagen – Prozess – Implementierung. SpringerGabler: Wiesbaden.
<b>Leistungsnachweis</b>
sP 120 – 60 min Business Strategy / 60 min Marketing Management
<b>Sonstige Bemerkungen</b>
Sprache: deutsch

Modulname	Modulnummer
Managing Values	3670

Konto	Pflichtmodule Fernstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Maud Schmiedeknecht	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

### Qualifikationsziele

The module "Managing values" consisting of the two courses "Intercultural Management" and "Business Ethics and CSR" provides students with an understanding of the relevance of intercultural management, ethics and CSR in society and business life within the context of globalization (awareness).

After the successful completion of the module, the students should have acquired an enhanced understanding of theoretical and practical aspects of intercultural management, business ethics and CSR (analysis). They are familiar with main methods, tools and instruments and can apply them in various business situations (implementation). Furthermore, students are able to organize and constructively use a process of exchange and dialogue with relevant stakeholders and are able to understand their perspectives. Students have enhanced their analytical and critical thinking skills in addition to their problem solving skills particularly in the field of intercultural management, business ethics and CSR management.

### Lernziele

#### Contribution to learning goals (AACSB)

##### Intercultural Management

LG 2: Short lectures provide students with a theoretical foundation of intercultural issue. A self-assessment instrument gives them feedback and the opportunity to reflect on their personal preferences and challenges in dealing with cultural differences including ways to enhance their intercultural skills. They learn how to deal with cultural differences more effectively in a simulation and have the opportunity to apply their learnings in various mini cases as well as a project report including feedback.

##### Business Ethics and CSR

LG 3: The lecture develops the awareness of students about ethical challenges in business practice by case analysis, enables students to analyze business situations from

a moral point of view by discussing fundamental ethical theories and further enables students to solve ethical challenges in business practice by discussing approaches for implementing ethics/CSR in business operations with case studies.

## Inhalt

### **Intercultural Management**

- A general framework for understanding inter- and multi-cultural management (ICM/MCM) and ICM/MCM issues
- Dimensions for reading and understanding cultural differences
- Personal assessment, feedback and ways to improve in dealing with cultural differences
- Challenges of working in inter- and multi-cultural settings (simulation) including personal and group reflection, feedback and discussion re. improvements
- Ways of dealing with different inter- and multicultural challenging situations
- Issues of communication in inter- and multicultural work settings

### **Business Ethics and CSR**

- Basics of business ethics and CSR: concepts and theories
- Key actors in the field of CSR and business ethics and their roles
- Stakeholder perspective and management: analysis of specific business operations based on stakeholder analysis
- CSR standards and guidelines
- Implementation of CSR management: strategies, processes and structures, instruments and tools
- Selected functional areas of CSR management: e.g. supply chain, reporting
- Sustainable business models: case studies in corporate sustainability

## Literatur

### **Intercultural Management**

Phillips, Margaret E. & Sackmann, Sonja A. (2015). Cross Cultural Management Rising. In N. Holden, S. Michailova & S. Tietze (Hrsg.) The Routledge Companion of Cross Cultural Management. Routledge: p. 8-18.

Selected Readings from Primecz, H. , Romani, L. & Sackmann, S. (2011). Cross-Cultural Management in Practice. Edward Elgar, Cheltenham.

Phillips, M. E. & Sackmann, S. A. (2002). Managing in an Era of Multiple Cultures. The Graziadio Business Report, November 2002. <http://gbr.pepperdine.edu/024/multi-cultural.html>

Søndergaard, M. & Sackmann, S. A. (2015). Challenges in working across cultures – reflections of two executives. In N. Holden, S. Michailova & S. Tietze (Hrsg.) The Routledge Companion to Cross Cultural Management, Section 1: Review and Critique. Routledge: S. 68-76.

### **Business Ethics and CSR**

Crane, A./Matten, D. (2016): Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 4th edition, Oxford University Press, Oxford

Trevino, L./Nelson, K. (2017): Managing business ethics, 7th edition, Oxford University Press, Oxford

Crane, A./Matten, D./Spence, L.J. (2013): Corporate Social Responsibility: Readings and Cases in a Global Context, 2nd Edition. Routledge

#### **Leistungsnachweis**

Intercultural Management

- Individual Case study
- Group case study and presentation

#### **Sonstige Bemerkungen**

Sprache: englisch

Modulname	Modulnummer
<b>Managing Information and Projects</b>	3671

Konto	Pflichtmodule Fernstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Univ.-Prof. Dr. rer. nat. Andreas Brieden	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 16 Self Study (h) 109	16	109	5

Qualifikationsziele
<p>The module enhances the problem solving capacities of students by learning the basic principles of quantitative decision making and by using methods of project management to solve complex problems in organization.</p> <p>In the course “Managerial Statistics” students get acquainted with a mathematical apparatus, which enables them to analyze complex problems of general management situations. At the end of the course, they are capable to describe and solve quantitative models and to analyze and interpret the findings.</p> <p>The course “Project Management” students are enabled to identify projects as a specific collaborative form to solve complex business problems. They are familiar with the basic methods of project management and are able to use them for normal business problems. After completing the course the students are able to define projects and to structure the workflow of the project work. Further, students can steer and control normal projects. The course emphasises knowledge and abilities to lead projects (project leadership), by focusing on problem solving, creativity techniques, communication and team management.</p>
Lernziele
<p><b>Contribution to learning goals (AACSB)</b></p> <p><u>Managerial Statistics</u></p> <p>LG4: Students learn important problem-solving techniques in the context of quantitative decision theory.</p> <p><u>Project Management</u></p> <p>LG2: Students are made aware of the cultural context of international projects and of cultural diversity in international project teams. They learn to identify and manage challenges and conflicts in international project settings.</p>

<p>LG4: Students learn important problem-solving techniques in the context of project management and project leadership.</p>
<p><b>Inhalt</b></p>
<p><b>Managerial Statistics</b></p> <ul style="list-style-type: none"> <li>- Basic concepts of quantitative decision theory, especially decision rules and decision principles for decisions under risk and security.</li> <li>- Statistical inference for decision making -</li> </ul> <p>Introduction of mathematical optimization, in which “certain” knowledge about the relevant parameters for optimization are presumed</p> <ul style="list-style-type: none"> <li>- Methods like variance or contingency analysis, optimization in networks</li> </ul> <p><b>Project Management</b></p> <ul style="list-style-type: none"> <li>• Definition of projects and project management</li> <li>• Concepts of project success, project planes and milestones</li> <li>• Form of project design</li> <li>• Starting a project and the project order</li> <li>• Stakeholder management</li> <li>• Structural planning in project management</li> <li>• Management of project tasks (implementation, controlling, closing)</li> <li>• Supporting activities of project management (risk and quality management)</li> <li>• Problem solving and creativity techniques • Communication in project management</li> </ul>
<p><b>Literatur</b></p>
<p>Managerial Statistics:</p> <p>Brieden, A.: "Einführung in die quantitativen Methoden", Skript mit Übungen und Lösungen; (in der jeweils aktuellen Auflage; auch als ELearning Version).</p> <p>Project Management:</p> <ul style="list-style-type: none"> <li>• Resource Pack "Project Management I (FP)" • Meredith, Mantel: 'Project Management - A Managerial Approach', 5th ed. (International Student Version), Wiley, 2015</li> <li>• Jenny, B.: 'Projektmanagement - Das Wissen für den Profi', vdf Hochschulverlag, 3. Auflage, Zürich 2014</li> </ul>

• Kerzner, H. (2013): 'Project Management: A Systems Approach to Planning, Scheduling, and Controlling', John Wiley & Sons; 11th Ed., 2013 (English)
Leistungsnachweis
sP 120 – 60 min Managerial statistics / 60 min Project Management
Sonstige Bemerkungen
Sprache: deutsch

Modulname	Modulnummer
<b>Strategic Management in International Corporations</b>	3672

Konto	Pflichtmodule Präsenzstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Prof. Dr. Christian Gärtner	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	109	16	5

Qualifikationsziele
<p>The module elaborates in-depth knowledge of the strategic management of international business corporations. It combines an external perspective by analyzing the relevance of international institutional frameworks, i.e. the economic and legal influence on strategic management, with an internal perspective by analyzing internal resources and capabilities and by focusing on the link between strategy and organizational design.</p> <p>The course “Strategy and Design in International Corporations” elaborates strategy in digitalized and international business environments. Based on theoretical input, case studies and practical examples, students elaborate how organizations can build and leverage capabilities that allow creating and capturing unique customer value. The module mainly draws on the main streams within the resource-based view of the firm (including Dynamic Capabilities and Relational Rents), but also considers technological trends and industry structures that impact strategic decision making.</p> <p>In addition to concepts and tools for strategic analyses, a specific focus will be detailing on the popular notion of (digital) business models as a means to detailing and formulating strategies. Besides useful methods and concepts for analyzing business models, the main question will be on characteristics and patterns of design criteria of digitized business models.</p> <p>In dynamic, international and digitally transformed business environments, organizational designs are not only a part of implementing strategy, but rather has a relevant impact on performance, innovation and the dynamic capabilities (change and learning) of corporations. Beyond the assumption “structure follows strategy”, the creation of an agile organizational design and culture enables strategic options in the first place. The course hence elaborates the key concepts of organizational design (e.g. integration and differentiation, coordination and control), introduces different forms of forms of organizational structure (e.g. functional, divisional, matrix) and discusses trends in organizational design from a strategic perspective, in particular self-managing organizations (also referred to as “agile organizations” or holocracy).</p> <p>Finally, formulating strategies is only the starting point of the strategy process. The question of how to implement strategies requires considering change management. In</p>



order to do justice to its practical significance, helpful tools and methods are presented. Attention is also drawn to forces of persistence that may result in inertia or even path-dependency.

After the course the students should be able to understand the relevance of technology, industry, resources for creating business models and are able to elaborate concrete practical approaches for strategic decision making in business corporations. Further students understand the significance of organizational design and culture for building sustained competitive advantage. In sum, students will have acquired an understanding of managing a company from the top management perspective.

The course "International Institutional Frameworks" focusses on the application of economic concepts to business relevant situations, trains the application of economic concepts in managerial decision making. Students should be able to discuss relevant economic impacts on strategic thinking in corporations on a high level of proficiency. This is trained by cases and practical examples. Further, students should be able to identify and apply appropriate international agreements (international treaties/protocols) for the drawing up of international contracts. This part of the module deals with international contracts: Implementation and validity of standard business terms, clauses limiting responsibility, contract terms providing penalties, remedies of the contract partners etc. The students discuss contract drafts and the legal impact of terms and conditions. The student should be able to analyse the position of a company and make proposals to potential contract partners during a negotiation process.

## Lernziele

### **Contribution to learning goals (AACSB)**

#### Strategy and Design in International Corporations

LG 4: Students learn to apply the methods of strategic management within the strategic management process by executing a real case divided into different groups.

#### International Institutional Frameworks

LG 3: Students are introduced to legal aspects that have their basis in ethics (good faith, breach of contract must not count, general questions arising in the field of compensation law) and learn to interpret legal regulations in relation to ethical principles. LG4: Working in 3 groups of students, the students discuss integration and differentiation of organizational structures and reflect on consequences for corporate strategies.

LG 4: Student will have to apply economic concepts to specific business and market situations, thereby assessing the situation and analyzing it and elaborating specific solutions that take economic perspectives into account.

## Inhalt

### **Strategy and Design in International Corporations**

- Resource-based view on strategic management
- Relevance of (dynamic) capabilities for strategic management

- Application of strategic concepts on real business scenarios
- Business model concept
- Crucial aspects and drivers of the Digital Transformation
- Basic concepts of organizations design (tensions between integration and differentiation, elements of organizational design) - Organizational structures and forms and their current trends, based on cases
- Link between organizational design and structure

### **International Institutional Frameworks**

- Microeconomic and macroeconomic topics are applied to real business life situations
- Analysis of macroeconomic situation of countries and its relevance for international business strategies
- discussion of current (international) economic topics to practice the grasp of economic concepts in contemporary discussions
- Case study on petrol prices applying microeconomic concepts
- Analysis of different legal agreements like licensing, franchising, sales, joint venture, strategic alliance, mergers and acquisitions
- Analysis of types of terms and conditions in international trade (payment and delivery clauses, warranty clauses, penalties and liquidated damages, remedies)

### **Literatur**

Buron, R.M., Obel, B., SeSanctis, G. (2015). *Organizational Design: A Step-by-Step Approach*, 3rd edition, Cambridge University Press

Johnson, G., Regner, P., Scholes, K., Duncan, A. & Whittington, R., (2016). *Exploring strategy*. 11<sup>th</sup> edition. Pearson (Chapter 2-4).

Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2018). *Strategic Management and Business Policy* (15th ed.). Pearson.

Conrads, Markus (2017), *Internationales Kaufrecht*, De Gruyter Verlag Berlin/Boston

Conrads, Markus (2012), *Internationales Wirtschaftsprivatrecht*, 2. Aufl. Oldenbourg Verlag München

Stanford, N. (2014). Organization Design. Engaging with Change, 2nd edition, Routledge: London, New York.
Leistungsnachweis
Portfolio
Sonstige Bemerkungen
Sprache: englisch

Modulname	Modulnummer
<b>International Finance and Accounting</b>	3673

Konto	Pflichtmodule Präsenzstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Univ.-Prof. Dr. rer. pol. Bernhard Hirsch	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

### Qualifikationsziele

The module focuses on the financial dimension of steering companies. Students should be enabled to understand and to use the instruments and tools to manage the financial dimension of corporations, and to add value to business corporations by be able to apply this knowledge in practice.

The first course "International Finance" focuses on the importance international financial markets for corporations' financing activities. It enhances sstudents' uunderstandings and use of the terminology of international financial markets, especially securities' markets. Students will learn how risk and return shape demand and supply in financial markets and they will see how risk in financial markets can turn into financial market crises. Students will transfer basic principles of mathematics to the field of international finance. Further, students will learn how managerial decision shaped by risk and return considerations and how a company's financial flexibility is limited by macroeconomic conditions. Students should gain a clear understanding of how neoclassical models use assumptions, which may not mirror real life investors' attitudes to ethics, risk or personal gain. Students will use the information gathered in the module "Managing Finances and Costs" to evaluate funding and risk management strategies in an international setting. Finally, students will gather profound understanding of financial market crises to get a better understanding for financial markets' stability. During the lecture, students will learn how to discuss complex economic issues in a seminar style interactive environment.

The second course "International Accounting" aims to provide a comprehensive understanding of the relevance and functioning of accounting systems and accounting reports. The students should be able to read and interpret balance sheets, profit and loss statements and management reports. The course "International Accounting" provides insights in the normative foundations of International Financial Reporting Standards (IFRS) and discusses selected IFRS. Furthermore, management reports and the relevance of Key performance indicators for steering companies will be addressed. Students understand the influence of these systems on managing a corporation and on the financial performance of the corporation.

### Lernziele

#### **Contribution to learning goals (AACSB)**

International Finance

LG3: Students identify and address ethical dilemmas based on asymmetric information in financial market settings

LG4: Students become familiar with different methods of determining interest rates in financial markets and they develop an exchange rate forecast based on publicly available information.

International Accounting

LG 2 : The students get aware of differences in accounting habits in in German speaking countries vs. USA.

LG3 : Students reflect the relevance of providing "objective" information as basis for investors' and managers' decision making.

LG4: Students learn to apply accounting tools for supporting decision making.

**Inhalt**Content International Finance:

- Economic Foundations of Financial Markets
- Securities Trading - Money Market and Bond Market
- Equity Market - Foreign Exchange
- Financial Market Crises

International Accounting:

- Foundations of International Financial Accounting Standards (IFRS)
- Selected IFRS
- Management reports and Key performance indicators

**Literatur**

Bodie, Z./Kane, /Marcus; (2014): Investments, Boston et al.

Chance, D.M./Brooks, R. (2012): Introduction to Derivatives and Risk Management; Mason

Daxhammer, R. J./Hanneke, B./Nisch, M. (2012): Beyond risk and return modeling - How humans perceive risk, Reutlingen Working Papers on Finance & Accounting Nr. 2012 – 1

International Financial Reporting Standards (IFRS) 2017. Deutsch-Englische Textausgabe der von der EU gebilligten Standards. English & German edition of the official standards approved by the EU, Wiley.

Madura, J./Fox, R. (latest ed.): International Financial Management, New York.

Miller-Nobles, Tracie L./ Mattison, Brenda L./ Matsumura, Ella Mae (2017): Horngren's Financial & Managerial Accounting, 6th Edition, Pearson.

Leistungsnachweis

Portfolio

Sonstige Bemerkungen

Sprache: englisch

Modulname	Modulnummer
<b>Managerial Functions in Corporations</b>	3674

Konto	Pflichtmodule Präsenzstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Univ.-Prof. Dr. rer. pol. Stephan Kaiser	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 250 Lectures (h) 128 Self Study (h) 122	128	122	10

### Qualifikationsziele

The module focuses on three managerial functions in companies. Students should be enabled to understand concepts of and know tools for marketing, logistics and operations, and HR management in modern organizations. They should learn to apply this knowledge to add value to firms in these three managerial functions.

In the first course, "Marketing Management in Digitally Transformed Environments" should be able to understand, explain, choose and apply the key approaches of international marketing planning and brand management in a digitally transformed environment. They know to use the instruments for the job requirements of an international product manager focused on the basics of an international brand strategy of fast moving consumer goods. They know about the latest developments of new media, know about the customer journey and how to reach the customers with digital marketing tools at the respective CTP's during their journey, to develop a CRM and to evaluate their measures by adequate KPI's. Moreover, the students know how to proceed in the single phases of international brand management. They can reflect and analyze the development of micro and macro factors that influence important decisions of international branding. They know how to develop an international brand intention and an international advertising briefing. The students will acquire social and personal competences. They will be able to reflect and discuss current topics connected to marketing management in globalized markets. They develop a sense for the consequences of their decisions in an international context also of social/new media. They develop a feeling for international media and communication. Finally, they are enabled to deal with unpredictable events and controversial attitude of international markets. They are capable to deal with different cultural approaches.

The second course, "Operations and Logistics in Digital Business Environments" students should get to know business practices that create the highest level of efficiency within an organization. Students will have an understanding of traditional and digital Operation Processes within a company or network. Requirements, concepts, tools and

technologies of Operations Management in digitally transformed environments are discussed and applied. Students will know how to coordinate and develop new processes while reevaluating current structures. They have the ability to assess the ecological, economic and social aspect on an international level. They have the qualification to analyze complex issues and present them in a systematic and scientific way.

The third course, “Global Workforce Management” teaches theoretical concepts and applied knowledge about the management of a global workforce. The students get to know different theoretical approaches and practical perspectives regarding motivation, development and recruiting of human resources. They will also learn the key aspects of strategic HRM, i.e. the strategic relevance of people and people management, the organization of HR and the alignment of HR- and corporate strategy. Students will acquire skills to apply their HR-knowledge on specific practical challenges and to provide concrete solutions.

## Lernziele

### **Contribution to learning goals (AACSB)**

#### Marketing Management in Digitally Transformed Environments

LG 2: Students reflect upon the cultural context and complexity of markets when making decisions in a global business environment. They work in international teams, reflecting different cultures within the group and discuss dos and don'ts. They work on intercultural different consumer and business behaviour and present their results.

#### Operations and Logistics in Digital Business Environments

LG 2: Students enhance their understanding of the international dimension of logistics especially regarding international distribution levels.

LG 4: Students learn methods of optimizing the overall logistic infrastructure.

#### Global Workforce Management

LG 2: Students work on cases that focus on global work force issues, which requires them to reflect upon the culture dependence of different parties' positions and expectations.

LG3: Students discuss the social and ethical consequences of workforce strategies and decisions. By solving case studies, students identify social and ethical consequences of HRM strategies and discuss decision-making.

LG 4: students learn to apply HRM-tools and techniques to enhance organizational effectiveness and performance.

## Inhalt

### **Marketing Management in Digitally Transformed Environments**



- Basics of international brand management
- Advanced international marketing planning
- Analysis of international markets
- New media and digitalization in marketing
- Customer journey, CTP, CRM and KPI
- Analysis tools for international brand planning
- Writing of briefings and brand strategies
- International consumer behavior and segmentation
- Case study: International brand management in a digital environment

### **Operations and Logistics in Digital Business Environments**

- Fundamentals Operations Management
- Changes of Operations Management in a digitally transformed environment
- Developing products and services
- Design of Operation Systems (Plants, Supply Chain structures)
- Design and optimization of Operation Processes (Processes of production, logistics and administration)
- Planning and control of Operation Systems (capacity, demands)
- Planning and control of inventory
- Managing of Quality and Maintenance

### **Global Workforce Management**

- Fundamental and theoretical concepts of Human Resource Management (building blocks)
- Strategic aspect of Human Resource Management
- Concepts and tools for developing and motivating the workforce

<ul style="list-style-type: none"><li>- Challenges and solutions for employer branding and recruiting</li><li>- Tools for managing a global workforce in an international and intercultural context</li><li>- New Challenges for a global workforce management, e.g. diversity, HR-analytics, digital environments</li></ul>
<b>Literatur</b>
Rosenbaum-Elliott, R.; Percy, L., & Pervan, S. (2018): Strategic Brand Management, Oxford 2018
Keller, K. L. (2013): Strategic Brand Management: A European Perspective, 4th Ed. 2013
Hill, T. (2000): Operations Management, Macmillan Business
Russel, R.S.; Taylor, B.W. (2000): Operations Management, Prentice Hall
Thonemann, U. (2005): Operations Management, Pearson Studium
Rees, Gary; Smith Paul (2017): Strategic human resource management: An international perspective. Sage, 2017.
<b>Leistungsnachweis</b>
Portfolio
<b>Sonstige Bemerkungen</b>
Sprache: deutsch/englisch

Modulname	Modulnummer
<b>Business Analytics and Information Management</b>	3675

Konto	Pflichtmodule Präsenzstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
Univ.-Prof. Dr. rer. nat. Andreas Brieden	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

### Qualifikationsziele

The module “Business Analytics and Information Management” elaborates how organizations in digitally transformed business environments leverage the potential of data driven decisions in business corporations and are able to structure information, decisions and managerial actions in order to get project done professionally.

The course “Quantitative Decision Making” covers fundamental techniques for quantitative decision support. In particular, the students will acquire competencies to decide which problems can be solved by quantitative methods, how quantitatively model decision problems can be set up, and how decision models can be solved by means of adequate software.

The course “Business Analytics” gives student a broad overview of the different aspects of the field and enables them to deal theoretically competent with the challenges of business analytics. Further, students will have basic theoretical knowledge of different particular methods of data mining for business analytics, and are able to analyze their potential and their individual strengths/weaknesses depending on the given task. Based on the theory, students will be enabled to systematically and adequately apply state-of-the-art software to solve business analytics tasks

The course “Project Management” provides participants with the competencies to successfully plan, manage and lead international projects. The participants understand role of the steering board and its relevance to project governance. They also understand models for analysis of personal and cultural diversity and apply them to the planning of international projects. After successful completion of this module, the participants are able to plan, optimize and execute international projects, to lead the project team in conflict situations and to present the relevant project results to the steering board. The course deepens the project management techniques and skills, which have been acquired in the course ‘Project Management’ of the distance phase. Based on an international case study, the techniques for project planning and project leadership are practically applied.

### Lernziele

#### **Contribution to learning goals (AACSB)**

### Quantitative Decision Making

LG3: Students learn to manage ethical and legal issues in the context of the import field of digitalization.

LG4: Students learn important problem-solving techniques in the context of quantitative decision making.

### Business Analytics

LG4: Students learn the fundamental techniques from the field of business analytics to solve real-world business problems

### Project Management

LG2: Students are made aware of the cultural context of international projects and of cultural diversity in international project teams. They learn to identify and manage challenges and conflicts in international project settings.

LG4: Students learn important problem-solving techniques in the context of project management and project leadership.

### **Inhalt**

#### **Quantitative Decision Making**

- theory and practical applications of some key quantitative methods like Regression analysis, Conjoint analysis, Linear, Integer, and Mixed Integer Programming.
- Theoretical background and its application by state-of-the-art software tools
- Correct interpretation of results of quantitative methods

#### **Business Analytics**

- Introduction to Business Analytics
- Data Preprocessing & Exploratory Analytics
- Methods of Classification
- Clustering & Association Rules
- Extensive lab session in which students apply the techniques in practice by solving a number of cases based on real-world data.

**Project Management**

- Working with Project Management planning tools
- Project schedule planning
- Project resource planning
- Project budgeting and cost planning
- Project optimization regarding schedule, costs, resources
- Project risk management
- Conflict management and negotiation
- Analysis of personal diversity
- Analysis of cultural diversity

**Literatur****Quantitative Decision Making**

- Hair (jun.) et al: „Multivariate Data Analysis", Pearson (current edition)
- Backhaus et al: „Multivariate Analysemethoden", Springer (aktuelle Ausgabe)

**Business Analytics**

- Larose, D., Larose, C.: "Discovering Knowledge in Data: An Introduction to Data Mining", Wiley (current edition)
- Larose, D., Larose, C.: "Data Mining And Predictive Analytics", Wiley (current edition)
- Shmueli, G., Bruce, P., Patel, N.: "Data Mining for Business Analytics: Concepts, Techniques, and Applications in XLMiner", Wiley (current edition)

**Project Management:**

- Resource Pack "Project Management II (PP)"
- Meredith, Mantel: 'Project Management - A Managerial Approach', 5th ed. (International Student Version), Wiley, 2015 (in englischer Sprache)

- Jenny, B.: 'Projektmanagement - Das Wissen für den Profi', vdf Hochschulverlag, 3. Auflage, Zürich 2014 (in deutscher Sprache)
- Kerzner, H. (2013): 'Project Management: A Systems Approach to Planning, Scheduling, and Controlling', John Wiley & Sons; 11th Ed., 2013 (English) (in englischer Sprache)
Leistungsnachweis
Portfolio
Sonstige Bemerkungen
Sprache: englisch

Modulname	Modulnummer
<b>Managerial Skills and Methods</b>	3676

Konto	Pflichtmodule Präsenzstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
PD Dr. habil. Arjan Kozica	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

### Qualifikationsziele

The module focusses on skills for doing management and leadership in practice by providing the opportunity to reflect upon professional leadership behavior and the individual preferences, abilities and professional skills of course participants. The module further teaches competencies for doing applied research in managerial contexts, which are required both for the master thesis and are relevant for leading applied research endeavors in the managerial practice (e.g. consulting, research driven (experimental) projects).

#### Applied Research Methods

Students have a broad understanding about how to conduct applied research projects. Especially, they understand epistemological and methodological approaches and they are able to link theoretical and empirical research questions with challenges in the managerial practice. They are able to structure their own research project during their master thesis and they are familiar with appropriate empirical research strategies. Students are able to structure identified research questions, to transfer them into manageable research designs and to conduct the research process in the context of their master thesis. Students further develop their critical and reflexive competencies. They enhance their abilities to structure complex problems, to find solutions for generating new scientific insights, and to strive in complex and uneasy situations for specific research outputs.

#### Leadership and Change-Management

Resulting from evermore dynamic and complex environments, researchers and practitioners see leadership and managing change as important factors for achieving sustainable competitive advantages. In the wake of digitization, leadership changes from hierarchical form to more collaborative forms of leadership (including shared leadership, team leadership, and the like). The course hence introduces students into thinking on contemporary forms of leadership and strengthens their abilities to cope with leadership situation in practice. Thereby, students reflect upon ethical questions of leadership such as power abuse and the possibilities of "ethical leadership". Following an individual, group and organizational level of analysis, this course further elaborates upon of how organizations change, and discusses management models/frameworks and tactics of

intentional change (“best practices” for coping managing change as project, coping with resistance, leadership behavior, ambidextrous leadership, effective communication). Organizational change is a fuzzy and paradox endeavor. Managing change in an instrumental sense is hence limited. Therefore, the course also discusses limits of change, put normative models of “change management” into context and discusses managerial scope and appropriate behavior in face of ever-changing environments and organizations.

### **Career Management and Entrepreneurship Coaching**

Students understand professional career logics in business corporations and the challenges of entrepreneurial activities. Supported by coaches, they reflect their own personality, preferences and skills and match them to career prospects and potential entrepreneurial activities. They relate the competencies they have acquired to that point through prior professional activities and through the MBA program so far to possible career paths and develop actions plans to follow these paths.

#### Lernziele

#### **Contribution to learning goals (AACSB)**

##### Applied Research Methods

LG 3: Students discuss ethical code of conduct in managerial research based on VHB standards of good professional practice (Gute fachliche Praktiken, GfPs).

LG 4: Students learn how to use qualitative research designs in order to solve managerial challenges.

##### Leadership and Change-Management

LG 2: Students reflect on the intercultural aspects of management and leadership, and integrate their knowledge acquired through the MBA study so far.

LG 3: Students reflect on the ethical aspects of leadership, and integrate their knowledge acquired through the MBA study so far.

LG 4: Students develop their problem-solving skills by applying methods and tools of change management and leadership based on case studies and interactive group work.

##### Career Management and Entrepreneurship Coaching

LG 4: Students develop their reflective skills by applying methods and tools for reflecting their own competencies and their career options.

#### Inhalt

#### **Applied Research Methods**

- Research process
- Epistemology and methodology



- Use of qualitative and quantitative methods in research projects

### **Leadership and Change-Management**

- Fundamentals of leadership
- Contemporary leadership models (team leadership, shared leadership)
- Power and ethical leadership
- Fundamentals of organizational change
- Best practices for managing change
- Reflection about limits of a managerial approach towards organizational change

### **Career Management and Entrepreneurship Coaching**

- Career logics in business and entrepreneurial settings (protean career, boundarylessness career)
- Tools for reflecting own preferences and competences
- Reflection on own career management

#### Literatur

Ang, Siah Hwee (2014). Research Design for Business & Management, Sage Publications: London

Greenhaus, J. H., Vallanan, G.A., Godshalk, V. M. (2010). Career Management, 4th Edition, Sage Publications: Thousand Oaks

Silverman, D. (2013). Doing Qualitative Research, 4th Edition, Sage publications

Van de Ven, Andrew H. (2007). Engaged scholarship. A guide for organizational and social research. Oxford University Press: Oxford

#### Leistungsnachweis

Portfolio

#### Sonstige Bemerkungen

Sprache: deutsch/englisch

Modulname	Modulnummer
Master-Thesis	3677

Konto	Pflichtmodule Präsenzstudienphase - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
PD Dr. habil. Arjan Kozica	Pflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
			25

Modulname	Modulnummer
<b>Advanced Topics in International Management (Electives)</b>	3688

Konto	Wahlpflichtmodule zur Studienvertiefung - MBA 2019
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Modulverantwortliche/r	Modultyp	Empf. Trimester
PD Dr. habil. Arjan Kozica	Wahlpflicht	

Workload in (h)	Präsenzzeit in (h)	Selbststudium in (h)	ECTS-Punkte
Workload (h) 125 Lectures (h) 64 Self Study (h) 61	64	61	5

### Qualifikationsziele

The module elaborates upon contemporary aspects of international management. Based upon the knowledge from the prior modules, this module deepens theoretically informed but practically relevant knowledge in specific areas of international management. After the course, students are capable experts in a specific area of management, with an in-depth understanding of the topics. They strengthen their capabilities to structure highly complex managerial problems, read upon research evidence on this specific topic, and develop adequate solutions for the managerial practice based on empirical evidence. Students will be informed about the specific topic prior to the course and will be able to elect one of the offerings based on their preferences.

### Lernziele

#### **Contribution to learning goals (AACSB)**

#### Applied Research Methods

LG 3: Students discuss ethical aspects of advanced topics in international management by using case studies or practical examples.

LG 4: Students learn how to use research in order to solve managerial challenges in advanced topics of international management.

### Inhalt

#### Content

- Specific elaboration of the managerial problems to be solved by using research evidence
- Elaborating evidence that allows identifying specific solutions
- Discussing case studies to enhance understanding of the specific problem area

- Develop solutions for coping with the contemporary challenges
Literatur
Ang, Siah Hwee (2014). Research Design for Business & Management, Sage Publications: London.  Morschett, Dirk, Schramm-Klein, Hanna, Zentes, Joachim (2015). Strategic International Management. Text and Cases. SpringerGabler: Wiesbaden.
Leistungsnachweis
Portfolio

# Übersicht des Studiengangs: Konten und Module

## Legende:

FT	= Fachtrimester des Moduls
PrFT	= frühestes Trimester, in dem die Modulprüfung erstmals abgelegt werden kann
Nr	= Konto- bzw. Modulnummer
Name	= Konto- bzw. Modulname
M-Verantw.	= Modulverantwortliche/r
ECTS	= Anzahl der Credit-Points

FT	PrFT	Nr	Name	M-Verantw.	ECTS
		<b>7</b>	<b>Pflichtmodule Fernstudienphase - MBA 2019</b>		<b>30</b>
		3666	Introduction to Management	A. Kozica	5
		3667	Managing Finances and Costs	R. Daxhammer	5
		3668	Managing Institutional Environments	P. von Carlowitz	5
		3669	Managing Markets	C. Gärtner	5
		3670	Managing Values	M. Schmiedeknecht	5
		3671	Managing Information and Projects	A. Brieden	5
		<b>8</b>	<b>Pflichtmodule Präsenzstudienphase - MBA 2019</b>		<b>55</b>
		3672	Strategic Management in International Corporations	C. Gärtner	5
		3673	International Finance and Accounting	B. Hirsch	5
		3674	Managerial Functions in Corporations	S. Kaiser	10
		3675	Business Analytics and Information Management	A. Brieden	5
		3676	Managerial Skills and Methods	A. Kozica	5
		3677	Master-Thesis	A. Kozica	25
		<b>9</b>	<b>Wahlpflichtmodule zur Studienvertiefung - MBA 2019</b>		<b>5</b>
		3688	Advanced Topics in International Management (Electives)	A. Kozica	5

# Übersicht des Studiengangs: Lehrveranstaltungen

## Legende:

- FT = Fachtrimester der Veranstaltung
- Nr = Veranstaltungsnummer
- Name = Veranstaltungsname
- Art = Veranstaltungsart
- P/Wp = Pflicht / Wahlpflicht
- TWS = Trimesterwochenstunden

FT	Nr	Name	Art	P/Wp	TWS
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