

Module Handbook

Master-Studiengang: Global Business Development

Module Handbook

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Allgemeine Informationen zum Master-Studiengang „Global Business Development“

Der Master-Studiengang Global Business Development ist als anwendungsorientierter post-gradualer konsekutiver Studiengang konzipiert. Er baut inhaltlich auf ökonomisch orientierten Studiengängen auf.

Informationen bezüglich der benötigten Qualifikationen und dem Nachweis der studien-gangspezifischen Eignung entnehmen sie bitte der aktuellsten Fassung der SPO.

Ziel des Studiengangs

Ziel des Masterstudiengangs Global Business Development ist es, den Studierenden herausragende fachliche, persönliche und internationale Skills zu vermitteln und sie zu verantwortungsbewussten Fachkräften auszubilden. Auf Grundlage eines ersten betriebswirtschaftlichen Hochschulstudiums, sollen die betriebswirtschaftlichen Kenntnisse und Fähigkeiten erweitert und überfachliche internationale Qualifikationen vermittelt werden.

Im Mittelpunkt des Masters „Global Business Development“ steht die Geschäfts- und Produktentwicklung sowie die Organisationsentwicklung in einer zunehmend globalisierten Welt. Die Vielzahl an Kontakten zu ausländischen Hochschulen und Universitäten und die rege Aktivität des Studierendenaustauschs unterstützen dieses Ziel. Dieser Masterstudiengang setzt an aktuellen Herausforderungen und Anforderungen der Unternehmen an. Der Dreiklang „Business Idea – Business Model – Business Planning“, umgesetzt in drei internationalen Projekten mit mindestens sechs internationalen Partnern und gerahmt durch Module, die spezifische Managementansätze für Produkte und Prozesse thematisieren, sind in dieser Form in der bayerischen und deutschen Hochschullandschaft einzigartig. Die im Lehrkonzept vermittelten Inhalte, Methoden und Kompetenzen eignen sich sowohl für die lokale als auch internationale Unternehmensentwicklung, weil die grundlegenden Fragestellungen weltweit letztendlich in einem Startup die gleichen sind wie in einem Projekt bei einem Mittelständler oder im Konzern: Welches Problem löse ich, wer ist meine Zielgruppe, wie hoch ist das Marktpotenzial, welche Produktions- und Vertriebskanäle sind erfolgversprechend und welche Partner brauche ich dafür?

Die Zielgruppe besteht in erster Linie aus Absolventen und Absolventinnen, die ein mit dem Gesamturteil „gut bestanden“ abgeschlossenes Studium der Wirtschaftswissenschaften oder einem gleichwertigen Diplom- oder Bachelorstudiengang abgeschlossen haben. Ein gleichwertiger Bachelorstudiengang muss mindestens 210 ECTS-Leistungspunkte umfassen. Der Studiengang qualifiziert die Studierenden für verantwortungsvolle Managementaufgaben im internationalen Wettbewerb. Der Abschluss ermöglicht attraktive Entwicklungs- und Aufstiegsmöglichkeiten z.B. als Prozess-, Projekt- oder Produkt-Manager.

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Kompetenzfelder

Alle Module orientieren sich an den vier Kompetenzfeldern:

1) Wissen und Verstehen:

- Erwerb und insb. Vertiefung eines auf die Spezifika des Studiengangs bezogenen fundierten Wissens (sowie die damit verbundenen Methoden und Theorien); Besonderheiten, Grenzen, Terminologien und Lehrmeinungen – bezogen auf die Inhalte des Studiengangs - werden verstanden und können interpretiert werden;
- Detailliertes und kritisches Verständnis, das den neuesten Stand des Wissens in einer oder mehreren Spezialbereichen berücksichtigt.

2) Einsatz und Anwendung von Wissen:

- Anwendung von vorhandenem und neuen Wissen bei komplexen, multidisziplinären und/oder spezifischen Fragestellungen, auch bei Vorliegen begrenzter Informationen;
- Fähigkeit, Probleme auch in neuen und unvertrauten Situationen zu lösen;
- Wissenschaftlich fundierte und differenzierte Entwicklung von Lösungsansätzen und Entscheidungsfindung, sowie Reflexion von Folgen;
- Eigenständige bzw. autonome Durchführung von anwendungsorientierten Projekten, auch in der Rolle als Teamleitung.

3) Wissenschaftliches Selbstverständnis:

- Selbstständiges Aneignen und Vertiefen von fundiertem und differenziertem (neuem) Wissen und Können;
- Sach- und fachbezogener Austausch über unterschiedliche akademische und nichtakademische Handlungsfelder mit dem Ziel, multidisziplinär vertretbare Problemlösungen zu generieren;
- Fähigkeit, Forschungsfragen zu entwerfen, gewählte wissenschaftliche Methoden zu begründen und Forschungsergebnisse zu erläutern und kritisch zu hinterfragen.

4) Persönlichkeitsentwicklung, ethisches Handeln und Professionalität:

- Entwicklung eines beruflichen Selbstbilds, das sich an Zielen und Standards professionellen Handelns sowohl in der Wissenschaft als auch den Berufsfeldern außerhalb der Wissenschaft orientiert;
- Einschätzung und Weiterentwicklung der eigenen Fähigkeiten;
- Erkennen von situations-adäquaten und situations-übergreifenden Rahmenbedingungen beruflichen Handelns und verantwortungsethische Reflexion von Entscheidungen;
- Kritische Reflexion des eigenen beruflichen Handelns in Bezug auf gesellschaftlichen Erwartungen und Folgen;

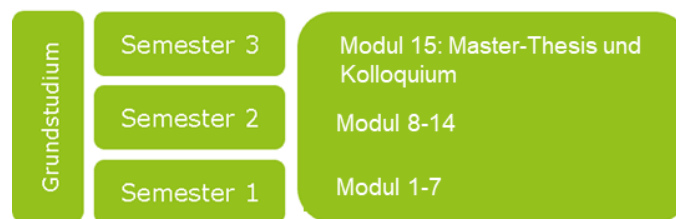
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- Kennen und Nutzen sachbezogener Gestaltungs- und Entscheidungsfreiheiten, sowie deren Weiterentwicklung unter Anleitung;
- Zielorientierte und situationsberücksichtigende Einbindung von Beteiligten und Führung von Teammitgliedern im Rahmen von Projekten und Aufgabenstellungen.

Ablauf des Studiums

Global Business Development

Das Studium dauert drei Semester und gliedert sich in insgesamt 15 Module. Der Studienumfang entspricht 90 Credit-Points. Der Studiengang „Global Business Development“ baut sukzessive die Fähigkeiten der Studierenden auf,



Geschäftsideen zu entwickeln, Geschäftsmodelle zu konzipieren und innovative Produkte und Services erfolgreich zu vermarkten (Business Idea – Business Model – Business Planning). Dazu ist es zunächst erforderlich, dass wesentliche Instrumente zur Identifikation von Marktentwicklungen und Trends und zur strategischen Ausrichtung auf internationale Märkte verstanden bzw. eingesetzt werden (Modul 1). Auf Innovationsfähigkeit als Voraussetzung für Erfolg auf internationalen Märkten nehmen zum einen die Analyse und Weiterentwicklung von Geschäftsmodellen (Business Model Analysis) und Innovationsmanagement im Allgemeinen wie auch die konkreten Ansätze zur Entwicklung innovativer Produkte und Dienstleistungen Bezug (Modul 2). In Modul 3 stehen die hierfür erforderlichen Instrumente der Personalentwicklung und Personalstrategie in einem interkulturellen Kontext im Vordergrund. Dabei erwerben die Studierenden nicht nur Führungskompetenzen, sondern entwickeln darüber hinaus ein Verständnis für die Rahmenbedingungen von Kreativität in Organisationen (Modul 4). Wie Business Development mit unterschiedlichen Akteuren gelingen kann, ist Gegenstand des Modulbereichs „Connecting Business Partners“ (Module 5, 6 und 7).

Die Studierenden werden befähigt, geeignete Prozesse zur Umsetzung zu entwickeln und umzusetzen, nicht zuletzt auch gegen Widerstände (Modul 8). Im Rahmen von Modul 9 wenden die Studierenden ihr gelerntes Wissen in einem (von drei Standorten parallel agierenden) Projektteam an. Die zur Entwicklung des Unternehmens notwendigen Unternehmensrahmenbedingungen (Strategie, Controlling, Finanzierung) sind die Kerninhalte des 10. Moduls. Notwendig für ein globales Business Development sind nicht zuletzt auch Kenntnisse im Business Planning und Controlling (Modul 11). Abgerundet wird der Modulzyklus durch den Modulbereich „Exploring the Business Environment“, in dem es um Verhandeln, Vorhersehen und wissenschaftliche Fundierung der anwendungsorientierten Inhalte geht.

Nach dem erfolgreichen Studium verleiht die Hochschule den akademischen Grad Master of Arts (M.A.).

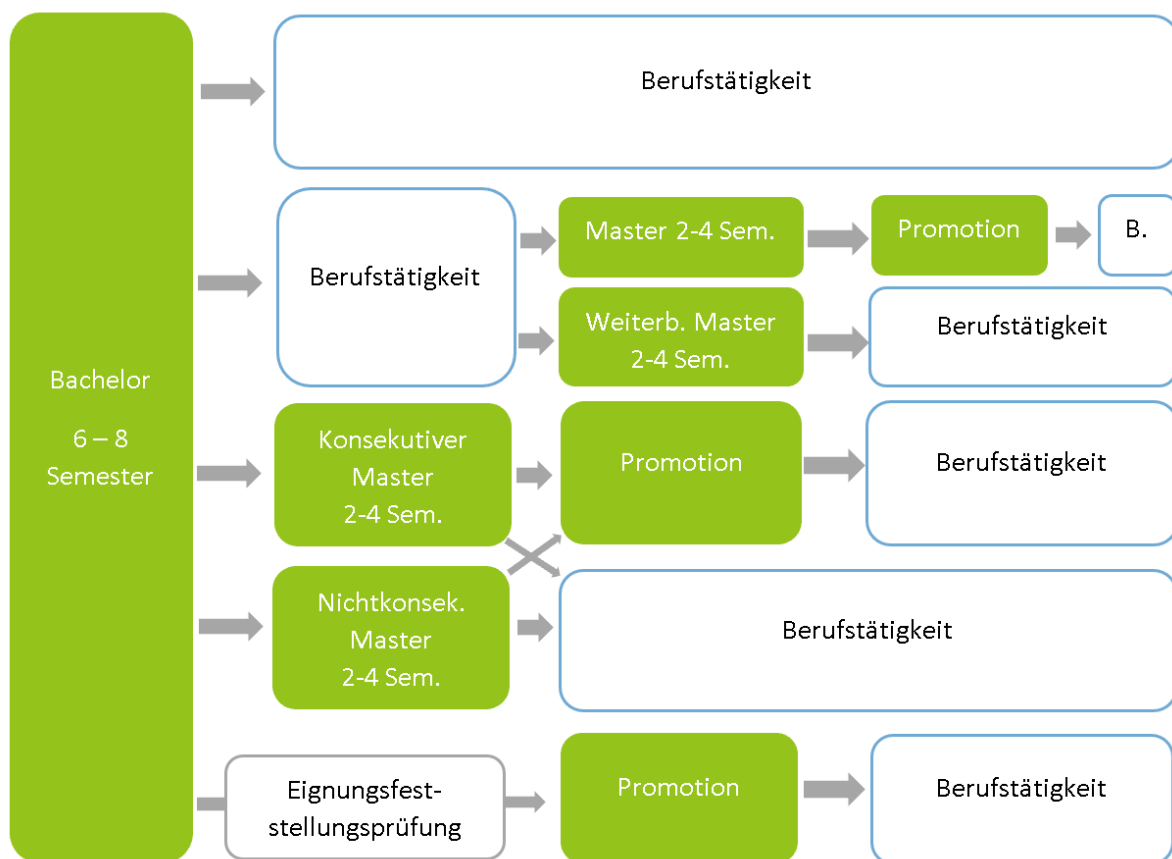
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Weiterbildungsmöglichkeiten

Das Bachelor/Master-System eröffnet grundsätzlich den Studierenden die Möglichkeit einer attraktiven Qualifikation, verbunden mit einer flexiblen Verbindung von Lernen, beruflicher Tätigkeit und privater Lebensplanung. Dieses Studiensystem ist international kompatibel und bietet damit die Grundlage für Mobilität im Studium weltweit.

Nach erfolgreichem Studienabschluss bestehen für Absolvierende zahlreiche Möglichkeiten zur Weiterqualifizierung. Für besonders herausragende Masterabsolventinnen und Masterabsolventen steht der Zugang zur Promotion offen.

Die nachfolgende Abbildung verdeutlicht die möglichen Berufs- und Bildungswege:



Vielfältige Berufs- und Bildungswege (Quelle: HRK)

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Informationen zum Modulhandbuch

Das Modulhandbuch dient als Informationsquelle und Nachschlagewerk. Es veranschaulicht den Aufbau des Studiums und beinhaltet ausführliche Informationen zu den einzelnen Fächern und Modulen.

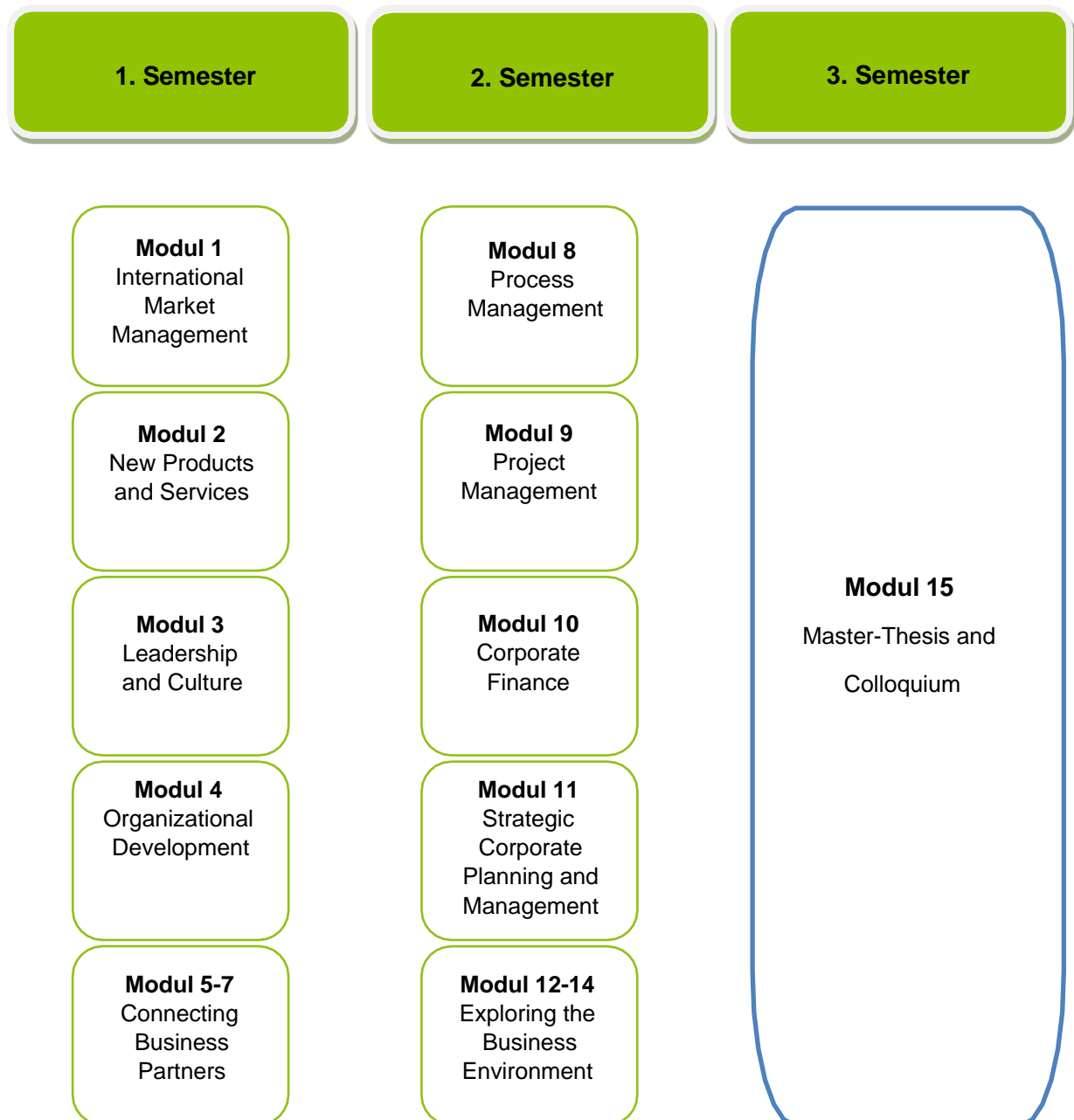
Die nachfolgenden Modulbeschreibungen zeigen eine Übersicht über den Modulaufbau und die Moduleinteilung mit Angabe der Semesterwochenstunden (SWS) und ECTS-Leistungspunkte (ECTS= „European Credit Transfer System“). Die ECTS- Leistungspunkte dienen der Vergleichbarkeit von Modulen und erbrachten Leistungen und unterstützen deren Anrechenbarkeit. Die Modulbeschreibungen beinhalten allgemeine Angaben zur Lehrveranstaltung, zu Lehrzielen, Lehrinhalten und Literaturempfehlungen, auch werden die Prüfungsmodalitäten dargestellt.

Studien- und Prüfungsordnung

Alle wichtigen Informationen bezüglich der Studien- und Prüfungsordnung sind auf der Homepage unter www.hs-kempten.de zu finden -> Registerkarte „Fakultäten und Einrichtungen“ -> Fakultät Betriebswirtschaft > unter Masterstudiengänge: “Global Business Development” > Details zum Studiengang> Gliederungspunkt: „Studien- und Prüfungsordnungen“ *Weiterleitung:* siehe unter G: “Global Business Development – Master of Arts (M.A.) > [“Studien- und Prüfungsordnung Master Global Business Development \(14.04.22\) ab WS 22/23 “\(1 MB / pdf\).](#)

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Modulaufbau



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Moduleinteilung

Modulbereich	Modul Lehrveranstaltung	SWS gesamt je Modul	1. Sem. SWS	2. Sem. SWS	3. Sem. SWS	Credit- Points
	Modul 1: International Market Management	4				6
1.1	International Business Development		2			
1.2	International Business Strategy		2			
	Modul 2: New Products and Services	4				6
2.1	Innovation Management		2			
2.2	International Product and Service Development		2			
	Modul 3: Leadership and Culture	4				6
3.1	Managing in Diverse Cultures		2			
3.2	Leadership and Corporate Strategy		2			
	Modul 4: Organizational Development	4				6
4.1	Designing and Managing flexible and creative organisations		2			
4.2	Innovative Organizations (in cooperation with international partners)		2			
	Modulbereich: Connecting Business Partners	6				6
5	Business Communication		2			2
6	Innovative HR Management in a global world		2			2
7	Teambuilding		2			2
	Modul 8: Process Management	4				6
8.1	Change Process			2		
8.2	Business Process Modeling			2		
	Modul 9: Project Management	4				6
9.1	Cooperating in intercultural and interdisciplinary teams			2		
9.2	Managing a distance research project			2		
	Modul 10: Corporate Finance	4				6
10.1	Mergers & Acquisitions			2		
10.2	Investment and Financing			2		

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	Modul 11: Strategic Corporate Planning and Management	4				6
11.1	Strategic Controlling and Inhouse Consulting			2		
11.2	Entrepreneurship and Business Planning			2		
	Modulbereich: Exploring the Business Environment	6				6
12	International Negotiations			2		2
13	Megatrends and Future Markets			2		2
14	Research Methods			2		2
	Modul 15: Master-Thesis and Colloquium					
15.1	Master-Thesis					26
15.2	Master-Colloquium					4
Summe SWS		22	22	2		
Summe Credit-Points		30	30	30	90	

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Module 1: International Market Management
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General information											
Module title (no.)	1. International Market Management										
Module convenor/s	Prof. Dr. Uwe Stratmann										
If applicable, course title / subject	1.1 International Business Development										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lecture ▪ Case study exercises ▪ Presentations ▪ Guest presentations and workshops 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">27 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">24 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">24 hours</td> </tr> <tr> <td colspan="2" style="border-top: 1px solid black; padding-top: 5px;">Total:</td> </tr> <tr> <td></td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	27 hours	Preparation, reading, follow-up	24 hours	Practice and preparation for examination	24 hours	Total:			75 hours
Classroom (lectures, exercises, etc.)	27 hours										
Preparation, reading, follow-up	24 hours										
Practice and preparation for examination	24 hours										
Total:											
	75 hours										
Semester	1										
Language	English										

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Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... learn about international marketing research and the involved international stakeholders (external market view). ... know the concepts for assessing a company's international competitiveness and readiness in addition to the external view. ... compare, evaluate, and select attractive markets for a specific company context to set up an expansion plan. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... develop and design an international business plan in a structured and analytical manner. ... learn, understand and apply concepts and tools to analyze the international market environment. ... use scientific market scoring and selection concepts to compare and evaluate international markets. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... can develop concepts to carry out international market research in a structures and analytical manner. ... be aware of the soundness of primary and secondary research concepts to feed the theoretical models. <p>(4) Personal development, ethical behaviour and professionalism:</p> <ul style="list-style-type: none"> ... build up intercultural competences to manage diverse social environments. ... develop scientific research approaches and instruments.

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	<p>... collect empirical data and to validate and reflect the reliability of different information channels.</p>
<p>Teaching content</p>	<ul style="list-style-type: none"> ▪ Triggers and motives of internationalization ▪ Elements and levels of internationalization theory ▪ The process of developing a market driven international management and business strategy ▪ Concepts and theories to analyse the external market environment ▪ Internal, resource-based analysis of the firm ▪ Market selection concepts and procedures

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Participation/ admission requirements	None
Connection to other modules	1.2 International Business Strategy
Reading list/ compulsory reading	<p><i>Need to use always latest edition of:</i></p> <ul style="list-style-type: none"> ▪ Morschett, D., Schramm-Klein, H. and Zentes, J.: Strategic International Management, Gabler Verlag/Springer Fachmedien, Wiesbaden (GER). ▪ Hollensen, S.: Global Marketing. A decision orientated approach, Prentice Hall, Harlow (UK).
Recommended additional reading	<p><i>Need to use always latest edition of:</i></p> <ul style="list-style-type: none"> ▪ Mead, R. and Andrews, T.G.: International Management: Culture and Beyond, John Wiley and Sons, Chichester, West Sussex (UK). ▪ Kutschker, M. and Schmid, S.: Internationales Management, Oldenburg Verlag, München. ▪ Bernd, R., Altobelli, C. and Sander, M.: Internationales Marketing Management, Springer Verlag (GER). ▪ Journal of International Business Studies (JIBS) ▪ International Marketing Review (IMR) ▪ Journal of International Management (JIM)
Examination Arrangements	
Examination format	Written exam 90, Presentation (together with 1.2 International Business Strategy)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

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Module 1: International Market Management

General information											
Module title (no.)	1. International Market Management										
Module convenor/s	Prof. Dr. Uwe Stratmann										
If applicable, course title / subject	1.2 International Business Strategy										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lecture ▪ Case study exercises ▪ Presentations ▪ Guest presentations and workshops 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">27 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">24 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">24 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	27 hours	Preparation, reading, follow-up	24 hours	Practice and preparation for examination	24 hours	<hr/>		Total:	75 hours
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Total:	75 hours										
Semester	1										
Language	English										

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Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... know strategies to manage and coordinate a business across different country markets.</p> <p>... learn and understand international strategy concepts.</p> <p>(2) Using and applying of knowledge:</p> <p>... align international business concepts with certain corporate and business strategies, and with specific host market conditions and customers' needs.</p> <p>... analyse, select, and implement a viable market entry and operation mode.</p> <p>... select appropriate distribution approaches (aligned with the market, customers, and company).</p> <p>(3) Scientific self-conception:</p> <p>... reflect and evaluate different theories on e.g., the choice of market operation strategies (e.g., transactions costs theory).</p> <p>... apply these theories e.g., to select the right entry and operation strategy.</p> <p>... compare and select international marketing concepts to manage countries in a data-driven way.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... consider ethical standards and differences between countries.</p> <p>... gain intercultural competences.</p>
Teaching content	<ul style="list-style-type: none"> ▪ International strategy frameworks and impacts on international management, business and marketing strategy

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	<ul style="list-style-type: none">▪ Theories and concepts on foreign market entry and operation modes, including details and strategic facets of export, intermediate and hierarchical operation modes▪ Alignment of international with business and marketing strategy, i.e. business organisation and structure, market coordination, international marketing tools▪ Distribution and retail strategies as a core element of international business strategy and operations
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Participation/ admission requirements	None
Connection to other modules	1.1 International Business Development
Reading list/ compulsory reading	<p><i>Need to use always latest edition of:</i></p> <ul style="list-style-type: none"> ▪ Morschett, D., Schramm-Klein, H. and Zentes, J.: Strategic International Management, Gabler Verlag/Springer Fachmedien, Wiesbaden (GER). ▪ Hollensen, S.: Global Marketing. A decision orientated approach, Prentice Hall, Harlow (UK).
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Examination Arrangements	
Examination format	Written exam 90, Presentation (together with 1.1 International Business Development)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

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Module 2: New Products and Services

General information											
Module title (no.)	2. New Products and Services										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	2.1 Innovation Management										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures ▪ Case study exercises ▪ Project based learning 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">classroom (lectures, workshops, etc.)</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>preparation, reading, follow-up</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>practice and preparation for examination</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	classroom (lectures, workshops, etc.)	25 hours	preparation, reading, follow-up	25 hours	practice and preparation for examination	25 hours	<hr/>		Total:	75 hours
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preparation, reading, follow-up	25 hours										
practice and preparation for examination	25 hours										
<hr/>											
Total:	75 hours										
Semester	1										
Language	English										

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Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... apply their knowledge about different approaches in Innovation Management in business units for business development. ... understand advantages and disadvantages of different innovation practices and are familiar with analyzing innovation processes and business model innovation. ... understand and apply the concept of User Centered Design and related approaches. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... apply their newly gained knowledge in a project with EdTech startups based on the theoretical part. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... link theoretical concepts with the practical experiences in giving feedback. ... understand the gap between theoretical knowledge and real cases. ... learn to evaluate the iterative innovation approach with respect to different influencing factors like intercultural differences in giving feedback. <p>(4) Personal development, ethical behaviour and professionalism:</p> <ul style="list-style-type: none"> ... critically evaluate and apply the process and practice of new product development and customer involvement. ... develop evaluation criteria and explain reasons for a certain judgement regarding new products.

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Teaching content	<ul style="list-style-type: none">▪ User Centered Design and similar iterative approaches for product development▪ Customer's need in the center▪ Innovation Management approaches as based on a continuum between totally internal and totally external solutions▪ The project's aim is to get practical insight into a real-world User Centered Design process▪ Over the course startups will present their early stage products to the students to get feedback and improve the MVPs▪ EdTech startups as master students are the right target group for this industry to give sound feedback on customer's needs▪ Each week the students will meet the founders presenting their product, then have the opportunity to test the product for one week and finally give structured feedback and discuss their user experience with the founders. Within the testing week they might get into contact with the founders in case of questions
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Participation/ admission requirements	none
Connection to other modules	2.2 International Product and Service Development 4.1 Designing and Managing flexible and creative Organizations
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Christensen, Clayton (1997): The Innovator's Dilemma, New York ▪ Johnson, Mark W. (2015): Disruption is not about Slaying Giants but About Serving New Customers, in: Wall Street Journal, Jan23, 2015 ▪ Osterwalder/Pigneur (2010): Business Model Generation, Frankfurt, New York ▪ Keeley et al. (2013): Ten Types of Innovation, Hoboken, New Jersey ▪ BCG, (2016). Corporate Venturing Spreads Across the Business World as Its Toolkit Expands. [online] Boston Consulting Group. Available at: http://www.bcg.com/d/press/25april2016-corporate-venturing-shifts-gears-34737 [Accessed 12 Jan. 2017]. ▪ Coleman, C., Graham, M., Mulhern, T. and Ramos, A. (2012). Framework for Innovation Spaces. [online] Gensler. Available at: http://www.gensler.com/research-insight/research/framework-for-innovation-spaces [Accessed 26 Jan. 2017]. ▪ Gryszkiewicz, L., Toivonen, T. and Lykourentzou, I. (2016). Innovation Labs: 10 Defining Features. [online] Stanford Social Innovation Review (SSIR). Available at: https://ssir.org/articles/entry/innovation_labs_10_defining_features [Accessed 26 Jan. 2017].

Module Handbook

<p>Recommended additional reading</p>	<ul style="list-style-type: none"> ▪ Cooper (2014): What's next: After Stage Gate, Research-Technology Management January – February 2014, p. 20- 31 ▪ Schwaber/Sutherland (2016): The Definite Guide to Scrum – The rules of the Game ▪ Brown (2009): Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation, New York ▪ Beck et al. (2001): The Agile Manifesto, https://www.agilealliance.org/agile101/the-agile-manifesto ▪ Austin/Devin (2003): Artful Making ▪ Chesbrough, Henry W. (2006): Open Innovation: Researching a New Paradigm, Oxford University Press, Oxford ▪ O. Gassmann, E. Enkel (2006): Open Innovation. Die Öffnung des Innovationsprozesses erhöht das Innovationspotential (PDF; 172 kB). In: zfo. 75. Jg., 3/2006, S. 132–138. ▪ Von Hippel (2005): Democratizing Innovation, MIT Press, Cambridge
<p>Examination Arrangements</p>	
<p>Examination format</p>	<p>Written Assignment, Presentation</p> <p>(together with 2.2 International Product and Service Development)</p>
<p>Timing and aids</p>	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
<p>Grading</p>	
<p>Weighting of grades</p>	<p>Simple weighting: 3 from 90 ECTS credit points</p>

Module Handbook

Module 2: New Products and Services

General information											
Module title (no.)	2. New Products and Services										
Module convenor/s	Prof. Dr. Arthur Kolb										
If applicable, course title / subject	2.2 International Product and Service Development										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Workshop ▪ Guest lectures ▪ International excursion 										
Type of module (compulsory, elective)	compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, workshop)</td> <td style="text-align: right;">50 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">12,5 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">12,5 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, workshop)	50 hours	Preparation, reading, follow-up	12,5 hours	Practice and preparation for examination	12,5 hours	<hr/>		Total:	75 hours
Classroom (lectures, workshop)	50 hours										
Preparation, reading, follow-up	12,5 hours										
Practice and preparation for examination	12,5 hours										
<hr/>											
Total:	75 hours										
Semester	1										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently winter and summer semester
Anticipated group size	60 participants (20 Northern Ireland, 20 Finland, 20 Kempen)
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... know the process from creating business ideas to develop a business plan. ... understand how international teambuilding works. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... apply the design thinking methods in an international team. ... prepare a pitch. ... use their knowledge about virtual communication tools in an international project. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... evaluate the feedback from the jury of experts from the pitch. <p>(4) Personal development, ethical behaviour and professionalism:</p> <ul style="list-style-type: none"> ... critically reflect the work in international teams as well as their own contribution.

Module Handbook

Teaching content	<ul style="list-style-type: none">▪ Student teams from Finland, Northern Ireland and Germany meet in the winter term to build up teams and developing business ideas (Design Thinking). Focus of the first meeting is<ul style="list-style-type: none">▪ How to find a business idea?▪ What makes a good business idea?▪ What problem is solved?▪ Who is the target group?▪ During the winter teams work as virtual groups together. The gathering in the summer term is summing up this teamwork.▪ In the summer term, the 3N-Teams meet either in Belfast, Helsinki or Kempen to prepare their presentations which will be pitched in front of a jury of experts.▪ In the summer term teams are introduced into the general proceedings of a pitch and provided with different means to present their idea (conference poster, film, constructing a MVP, rehearsing a pitch).
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Module Handbook

Participation/ admission requirements	none
Connection to other modules	<p>2.1 Innovation Management 11.2 Entrepreneurship and Business Planning</p> <p>The business idea will be further developed to a business plan, supported by the module Business Planning.</p>
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Becket: Pitch to Win: The Tools That Help Startups and Corpo-rate Innovation Teams Script, Design and Deliver Winning Pitches ▪ Riley (: The One-Page Proposal: How to Get Your Business Pitch onto One Persuasive Page
Recommended additional reading	none
Examination Arrangements	
Examination format	<p>Written Assignment, Presentation</p> <p>(together with 2.1 Innovation Management)</p>
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 3: Leadership and Culture

General information											
Module title (no.)	3. Leadership and Culture										
Module convenor/s	Prof. Dr. Andreas Mueller										
If applicable, course title / subject	3.1 Managing in Diverse Cultures										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Case study exercises ▪ Guest lectures 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">15 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">40 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">20 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	15 hours	Preparation, reading, follow-up	40 hours	Practice and preparation for examination	20 hours	<hr/>		Total:	75 hours
Classroom (lectures, exercises, etc.)	15 hours										
Preparation, reading, follow-up	40 hours										
Practice and preparation for examination	20 hours										
<hr/>											
Total:	75 hours										
Semester	1										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... know the building blocks of national, occupational, organizational cultures.</p> <p>... understand major cultural frameworks.</p> <p>(2) Using and applying of knowledge:</p> <p>... apply cultural frameworks on national and organizational cultures.</p> <p>... compare communalities and differences of individual and collective value approaches.</p> <p>... create an awareness of their own cultural background and how this impacts others.</p> <p>(3) Scientific self-conception:</p> <p>... evaluate deliverables of co-students and give feedback accordingly.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... critically reflect their learning progress as individuals and team members.</p>
Teaching content	<ul style="list-style-type: none"> ▪ Dimensions of Culture ▪ National, organizational, occupational cultures ▪ Motivation and Performance across Cultures ▪ Communication and Decision-Making ▪ Negotiations and Conflict Resolution ▪ Debate, Evaluation, Feedback

Module Handbook

Participation/ admission requirements	none
Connection to other modules	3.2 Leadership and Corporate Strategy
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Schein, E. (2016) Organizational Culture and Leadership, 5th edition, Wiley
Recommended additional reading	<ul style="list-style-type: none"> ▪ Trompenaars, F (1993) Riding the Waves of Culture: Understanding Cultural Diversity in Business ▪ Deresky, H (2007) International Management: Managing Across Borders and Cultures
Examination Arrangements	
Examination format	Written Assignment/Practical Assignment (together with 3.2 Leadership and Corporate Strategy)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 3: Leadership and Culture

General information											
Module title (no.)	3. Leadership and Culture										
Module convenor/s	Prof. Dr. Andreas Mueller										
If applicable, course title / subject	3.2 Leadership and Corporate Strategy										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Case study exercises ▪ Guest lectures 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">15 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">40 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">20 hours</td> </tr> <tr> <td colspan="2" style="border-top: 1px solid black; padding-top: 5px;">Total:</td> </tr> <tr> <td></td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	15 hours	Preparation, reading, follow-up	40 hours	Practice and preparation for examination	20 hours	Total:			75 hours
Classroom (lectures, exercises, etc.)	15 hours										
Preparation, reading, follow-up	40 hours										
Practice and preparation for examination	20 hours										
Total:											
	75 hours										
Semester	1										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... know core concepts of corporate strategy including strategy analysis, strategy formulation, and strategy implementation.</p> <p>... know various leadership approaches in theory.</p> <p>... understand the role of leadership in strategy implementation.</p> <p>(2) Using and applying of knowledge:</p> <p>... apply strategy analysis and formulation to existing organizations.</p> <p>... compare different approaches in strategy analysis, formulation, and implementation.</p> <p>(3) Scientific self-conception:</p> <p>... evaluate the strategy of a chosen organization.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... critically reflect on their own leadership style.</p> <p>... develop ways to strengthen their leadership competencies.</p>
Teaching content	<ul style="list-style-type: none"> ▪ Strategy Schools ▪ Strategy Analysis ▪ Strategy Formulation ▪ Resonant Leadership ▪ Strategy Execution ▪ Case Studies

Module Handbook

Participation/ admission requirements	none
Connection to other modules	3.1 Managing in Diverse Cultures
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Kennedy, R. (2020) Strategic Management
Recommended additional reading	<ul style="list-style-type: none"> ▪ Johnson et al. (2019) Exploring Strategy. Prentice Hall, 12th ed. ▪ De Wit (2020) Strategy. Cengage, 7th ed. ▪ Kaplan/Norton (2000) The Strategy-Focused Organization, Harvard
Examination Arrangements	
Examination format	Written Assignment/Practical Assignment (together with 3.1 Managing in Diverse Cultures)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 4: Organizational Development

General information											
Module title (no.)	4. Organizational Development										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	4.1 Designing and Managing flexible and creative organizations										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Guest lectures 										
Type of module (compulsory, elective)	compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	25 hours	Preparation, reading, follow-up	25 hours	Practice and preparation for examination	25 hours	<hr/>		Total:	75 hours
Classroom (lectures, exercises, etc.)	25 hours										
Preparation, reading, follow-up	25 hours										
Practice and preparation for examination	25 hours										
<hr/>											
Total:	75 hours										
Semester	1										
Language	English										

Module Handbook

Repetition / Frequency	Annual, winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding</p> <p>... present an overview of different conceptions of creativity.</p> <p>... understand models of creativity.</p> <p>... think out-of-the-box.</p> <p>(2) Using and applying of knowledge</p> <p>... apply scientific facts about creativity in own works.</p> <p>... think out of the box, to get insight into subjects out of the regular curriculum.</p> <p>... present their working outcomes in a creative way (films, photographs, objects, performances and others).</p> <p>(3) Scientific self-conception</p> <p>... reason about creativity on multiple dimensions:</p> <p>On the one hand side the course aims to raise the students' awareness of the circumstances in which creativity flourishes, on the other hand the course outline is in itself highly experimental, beyond the conventional style of management education, dealing with the creativity paradox that companies face too: How to demand a creative outcome which is per se unplannable and highly serendipitous?</p> <p>... question the use of conventional management tools.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... understand that too much focus on administrative formalism kills creativity and decreases an organization's ability to innovate.</p>

Module Handbook

Teaching content	<ul style="list-style-type: none"> ▪ What means „creativity“? Definition problems ▪ View on creativity reception in history, genius, and other myths on creativity ▪ Big C and small c ▪ Some facts on creativity ▪ Individualist approaches ▪ Contextualist approaches ▪ Lateral and vertical thinking ▪ Environments to stimulate creativity ▪ Management of creativity ▪ Intuition, ideation, and metaphores ▪ Creativity techniques ▪ The dark side of creativity ▪ Presentations: Out of the box
Participation/ admission requirements	none
Connection to other modules	<p>4.2 Innovative Organizations 2.1 Innovation Management 2.2 International Product and Service Development</p>
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Amabile, Teresa. 1998. How to Kill Creativity. Harvard Business Review Sept-Oct:77-87 ▪ Amabile, Teresa. 1988. A Model of Creativity and Innovation in Organizations. In Research in Organizational Behavior. B. M. ▪ Staw and L.L. Cummings (eds.). Vol 10: Pp. 123-167. ▪ Greenwich, CT: JAI Press. ▪ Csikszentmihalyi, Mihaly. 1988. Society, Culture and Person: A Systems View of Creativity. In The Nature of Creativity: Contemporary Psychological Perspectives. R.J. Sternberg (ed.). New York: Cambridge University Press. ▪ de Bono, Edward. 1970. Lateral Thinking: Creativity Step by Step. New York: Harper-Collins. ▪ Sternberg, Robert. 1988. The Nature of Creativity: Contemporary Psychological Perspectives. Cambridge, UK: Cambridge University Press.

Module Handbook

Recommended additional reading	<ul style="list-style-type: none"> ▪ Puccio, Gerard; Cabra; John; Schwagler, Nathan (2018): Organizational Creativity, SAGE Publications, Thousand Oaks, CA ▪ Mumford, Michael, ed. (2012): Handbook of Organizational Creativity, Elsevier, London, UK ▪ Kaufmann, James; Sternberg, Robert, eds (2019): The Cambridge Handbook of Creativity, second edition, Cambridge UK ▪ Jung, Rex; Vartanian, Oshin eds. (2018): The Neuroscience of Creativity, Cambridge UK
Examination Arrangements	
Examination format	<p>Depending on offer abroad written, oral or practical assignment</p> <p>(together with 4.2 Innovative Organizations)</p>
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 4: Organizational Development

General information											
Module title (no.)	4. Organizational Development										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	4.2 Innovative Organisations										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Case study exercises ▪ Guest lectures ▪ International excursion 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">35 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">15 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	35 hours	Preparation, reading, follow-up	15 hours	Practice and preparation for examination	25 hours	<hr/>		Total:	75 hours
Classroom (lectures, exercises, etc.)	35 hours										
Preparation, reading, follow-up	15 hours										
Practice and preparation for examination	25 hours										
<hr/>											
Total:	75 hours										
Semester	1										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... know the concept of value generation and competitive advantage.</p> <p>... understand regional business dynamics to inspire innovation.</p> <p>(2) Using and applying of knowledge:</p> <p>... apply concepts to own business ideas.</p> <p>(3) Scientific self-conception:</p> <p>... evaluate deliverables of co-students.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... develop team working, collective inspiration and presentation skills vis-à-vis an unknown audience.</p>
Teaching content	<ul style="list-style-type: none"> ▪ Rare a business that is not operating in an innovative context. ▪ This module prepares to foster innovation in a context that most students have not experiences as a market. ▪ The module includes both geographical as well as topical excursions and relates to sustainable business models and site analyses.

Module Handbook

Participation/ admission requirements	none
Connection to other modules	4.1 Designing and Managing flexible and creative organizations
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Geissdörfer et al (2018) Sustainable Business Model Innovation
Recommended additional reading	<ul style="list-style-type: none"> ▪ Osterwalder/Pigneur (2014) Value Proposition Design ▪ Rifkin (2004) The Third Industrial Revolution
Examination Arrangements	
Examination format	<p>Depending on offer abroad written, oral or practical assignment</p> <p>(together with 4.1 Designing and Managing flexible and creative organizations)</p>
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 5-7: Connecting Business Partners

General information											
Module title (no.)	5-7: Connecting Business Partners										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	5. Business Communication										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lecture ▪ Workshop exercises 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	2										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">classroom (lectures, workshops, etc.)</td> <td style="text-align: right;">18 hours</td> </tr> <tr> <td>preparation, reading, follow-up</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td>practice and preparation for examination</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">50 hours</td> </tr> </table>	classroom (lectures, workshops, etc.)	18 hours	preparation, reading, follow-up	16 hours	practice and preparation for examination	16 hours	<hr/>		Total:	50 hours
classroom (lectures, workshops, etc.)	18 hours										
preparation, reading, follow-up	16 hours										
practice and preparation for examination	16 hours										
<hr/>											
Total:	50 hours										
Semester	1										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... understand and apply a range of key concepts including consumer behaviour, advertising, public relations and social media as a marketing tool.</p> <p>(2) Using and applying of knowledge:</p> <p>... understand and apply some foundation aspects of personal and inter-cultural communications.</p> <p>(3) Scientific self-conception:</p> <p>... critically evaluate and apply the process and practice of building a communications plan for an international product launch.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... develop personal presentation skills and confidence.</p>
Teaching content	<ul style="list-style-type: none"> ▪ Introductions, Case Study and The Agency Brief ▪ Foundations and Some Key Concepts ▪ The Heart of Contemporary Communications: ▪ Content and Narrative ▪ Key Tools 1 ▪ Key Tools 2

Module Handbook

Participation/ admission requirements	none
Connection to other modules	6. Innovative HR in a global world 7. Teambuilding
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Kotabe, M. and Helsen, K. (2011), <i>Global Marketing Management</i>. 5th ed. New York, NY, John Wiley & Sons., Chapter 11, 13 & 19. ▪ Gordon, A. (2011), <i>Public Relations</i>. Oxford UK: Oxford University Press., Chapter 9.
Recommended additional reading	<ul style="list-style-type: none"> ▪ De Mooij, M. (2010), <i>Global Marketing and Advertising: Understanding Cultural Paradoxes</i>. 3rd ed. Thousand Oaks, CA: Sage Publications. ▪ Hollensen, S. (2014), <i>Global Marketing</i>. 6th ed. Harlow, UK: Pearson. ▪ Meerman-Scott, D. (2010), <i>The New Rules of Marketing & PR</i>. 2nd Ed, New York, NY: John Wiley & Sons. ▪ Mueller, B. (2011), <i>Dynamics of International Advertising: Theoretical and Practical Perspectives</i>. New York, NY: Peter Lang. ▪ Schmidt, W.V., et al (2007), <i>Communicating Globally: Intercultural Communication and International Business</i>. Thousand Oaks, CA: Sage. ▪ Baines, P., Egan, J. and Jefkins, F. (2004), <i>Public Relations: Contemporary Issues and Techniques</i>. Oxford, UK: Butterworth Heinemann. ▪ Bivins, T.H. (2005), <i>Public Relations Writing</i>. New York, NY: McGraw Hill. ▪ Foster, J. (2008), <i>Effective Writing Skills for Public Relations</i>. 4th Ed, London UK: Kogan Page. ▪ Lesley, P. (1991), <i>The Handbook of Public Relations and Communications</i>. New York, NY: McGraw Hill ▪ Gregory, A. (2004), <i>Public Relations in Practice</i>. 2nd Ed, London UK: Kogan Page. ▪ Tench, R and Yeomans, L. (2009), <i>Exploring Public Relations</i>. 2nd Ed, Harlow UK: FT Pre

Module Handbook

Examination Arrangements	
Examination format	Presentation
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes within the block seminar ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 2 from 90 ECTS credit points

Module Handbook

Module 5-7: Connecting Business Partners

General information											
Module title (no.)	5-7: Connecting Business Partners										
Module convenor/s	Prof. Dr. Andreas Mueller										
If applicable, course title / subject	6. Innovative HR Management in a global world										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Case study exercises ▪ Guest lectures ▪ International excursion 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	2										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">18 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td colspan="2" style="border-top: 1px solid black; padding-top: 5px;">Total:</td> </tr> <tr> <td></td> <td style="text-align: right;">50 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	18 hours	Preparation, reading, follow-up	16 hours	Practice and preparation for examination	16 hours	Total:			50 hours
Classroom (lectures, exercises, etc.)	18 hours										
Preparation, reading, follow-up	16 hours										
Practice and preparation for examination	16 hours										
Total:											
	50 hours										
Semester	1										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... know the HRM functions.</p> <p>... understand different HR setups.</p> <p>(2) Using and applying of knowledge:</p> <p>... apply their knowledge on case studies.</p> <p>... compare real cases with the learned concepts.</p> <p>(3) Scientific self-conception:</p> <p>... evaluate innovation in HR management.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... critically reflect on the future role of HR.</p>
Teaching content	<ul style="list-style-type: none"> ▪ From Corporate Strategy to HR Strategy ▪ HRM Functions ▪ Digital HRM ▪ Innovative HR Instruments

Module Handbook

Participation/ admission requirements	none
Connection to other modules	none
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Dowling/Festing/Engle (2008) International Human Resource Management. Cengage
Recommended additional reading	<ul style="list-style-type: none"> ▪ Armstrong's Handbook of Strategic HRM
Examination Arrangements	
Examination format	Presentation
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 2 from 90 ECTS credit points

Module Handbook

Module 5-7: Connecting Business Partners

General information											
Module title (no.)	5-7: Connecting Business Partners										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	7. Team Building										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ High intensity 3-day block seminar ▪ Lecture ▪ Workshop excercises 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	2										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">classroom (lectures, workshops, etc.)</td> <td style="text-align: right;">18 hours</td> </tr> <tr> <td>preparation, reading, follow-up</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td>practice and preparation for examination</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">50 hours</td> </tr> </table>	classroom (lectures, workshops, etc.)	18 hours	preparation, reading, follow-up	16 hours	practice and preparation for examination	16 hours	<hr/>		Total:	50 hours
classroom (lectures, workshops, etc.)	18 hours										
preparation, reading, follow-up	16 hours										
practice and preparation for examination	16 hours										
<hr/>											
Total:	50 hours										
Semester	1										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently winter semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... engage in different approaches to teambuilding. ... reflect on working in international teams. ... know teambuilding methods in theory and practice. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... experience hands-on how to build a team. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... get a grasp of psychological and sociological concepts and theories behind teambuilding. <p>(4) Personal development, ethical behaviour and professionalism:</p> <ul style="list-style-type: none"> ... implement methods and techniques taught in the block seminar in their own future teambuilding efforts.

Module Handbook

Teaching content	<ul style="list-style-type: none">▪ Different approaches to teambuilding▪ Meaning and function of icebreakers▪ Introduction into icebreakers techniques▪ Teambuilding Exercises▪ Reflection on working in (international) teams/thoughts on the ideal team structure▪ The design Thinking Pyramid as a universal approach to viewing, experiencing, and designing the world▪ Methods of teambuilding in theory and practice▪ All senses approach to teambuilding: verbalization, visualization▪ Concept: The NASA scheme of team communication (need/acceptance/solution/acceptance)▪ Concept: De Bono/Thinking Hats▪ Teamwork: Conceiving a PR campaign for a virtual product using De Bono's Thinking Hats as training exercise for teambuilding▪ Concept: Four levels of tasks in teams (vision/strategy/tactics/execution)▪ Observation of the internal works of the seminar participants as a team, based on these four tasks▪ Storytelling as a tool to create a team framework
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Module Handbook

Participation/ admission requirements	none
Connection to other modules	5. Business Communication 6. Innovative HR in a global world
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Lencioni, Patrick M.: Die 5 Dysfunktionen eines Teams. Wiley-VCH. Hoboken 2014. ▪ McGonigal, Jane: SuperBetter: How a gameful life can make you stronger, happier, braver and more resilient. Harper Collins. New York 2016. ▪ Melville, Herman: Bartleby, der Schreiber. Insel. Berlin 2019.
Recommended additional reading	<ul style="list-style-type: none"> ▪ de Bono, Edward: Six Thinking Hats. Penguin. London 2016. ▪ Funcke, Amelie und Braemer, Gabriele: Ein Herz fürs Team: Methodensammlung für Teamworkshops und Teamentwicklungen. Edition Training aktuell. Bonn 2019.
Examination Arrangements	
Examination format	Presentation
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place within the block seminar ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 2 from 90 ECTS credit points

Module Handbook

Module 8: Process Management

General information											
Module title (no.)	8. Process Management										
Module convenor/s	Prof. Dr. Andreas Mueller										
If applicable, course title / subject	8.1 Change Processes										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Case study exercises ▪ Guest lectures 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">15 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">40 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">20 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	15 hours	Preparation, reading, follow-up	40 hours	Practice and preparation for examination	20 hours	<hr/>		Total:	75 hours
Classroom (lectures, exercises, etc.)	15 hours										
Preparation, reading, follow-up	40 hours										
Practice and preparation for examination	20 hours										
<hr/>											
Total:	75 hours										
Semester	2										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... know typical change management models.</p> <p>... understand management and implementation of change processes in a personal and business context.</p> <p>(2) Using and applying of knowledge:</p> <p>... apply critical awareness of change.</p> <p>... compare the implementation of change projects.</p> <p>(3) Scientific self-conception:</p> <p>... evaluate critical situations in change processes.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... critically reflect their own role in change.</p>
Teaching content	<ul style="list-style-type: none"> ▪ Individual change ▪ Change in groups ▪ Organizational change ▪ Stakeholder management and communication ▪ Change approaches ▪ N-step change models ▪ Change simulation ▪ Case studies on change management and transformation

Module Handbook

Participation/ admission requirements	none
Connection to other modules	8.2 Business Process Modeling
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Cameron /Green (2015) Making Sense of Change Management ▪ Smith et al (2014) The Effective Change Manager's Handbook
Recommended additional reading	<ul style="list-style-type: none"> ▪ DeLuca (1999) Political Savvy ▪ Bridges (2017) Managing Transitions ▪ Cheug-Judge/Holbeche (2015) Organization Development
Examination Arrangements	
Examination format	Written Assignment, Presentation (together with 8.2 Business Process Modeling)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 8: Process Management

General information											
Module title (no.)	8. Process Management										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	8.2 Business Process Modeling										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures ▪ Case study exercises 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">classroom (lectures, workshops, etc.)</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>preparation, reading, follow-up</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>practice and preparation for examination</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	classroom (lectures, workshops, etc.)	25 hours	preparation, reading, follow-up	25 hours	practice and preparation for examination	25 hours	<hr/>		Total:	75 hours
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preparation, reading, follow-up	25 hours										
practice and preparation for examination	25 hours										
<hr/>											
Total:	75 hours										
Semester	2										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... understand with which requirements companies are confronted today and why business process management is suitable to solve current and future problems in companies.</p> <p>(2) Using and applying of knowledge:</p> <p>... reflect upon the methods and models necessary for this purpose and are able to apply them in concrete projects according to the relevant situation.</p> <p>(3) Scientific self-conception:</p> <p>... differentiate between different approaches and evaluate the appropriateness for different purposes and contexts.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... organize themselves and know how to structure their work regarding the learned methods.</p>

Module Handbook

Teaching content	<ul style="list-style-type: none">▪ Process orientation in the strategic environment of the company and value creation▪ Benefits of process management and its economic potential▪ Identifying, describing and modelling processes▪ Measuring processes and assessing their performance and stability▪ Developing processes in a customer-oriented approach▪ Learn about the opportunities and risks of process management▪ Business process modelling in information systems with modern tools
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Module Handbook

Participation/ admission requirements	none
Connection to other modules	2.2 International Product and Service Development 8.1 Change Processes
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Von Rosing, Mark; von Scheel, Henrik (2014): The Complete Business Process Handbook: Knowledge from Process Modelling to BPM, Elsevier, Wlatham, MA
Recommended additional reading	<ul style="list-style-type: none"> ▪ Panagacos, Theodore (2012): The Ultimate Guide to Business Process Management: Everthing you need to know and how to apply it to your organization ▪ Jeston, John (2018): Business Process Management: Practical Guidelines to Successful Implementation, Routledge, London, New York
Examination Arrangements	
Examination format	Written Assignment, Presentation (together with 8.1 Change Processes)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 9: Project Management

General information											
Module title (no.)	9. Project Management										
Module convenor/s	Prof. Dr. Uwe Stratmann										
If applicable, course title / subject	9.1 Cooperating in intercultural and interdisciplinary teams										
Learning format / teaching formats and methods	Prof. Dr. Uwe Stratmann										
Type of module (compulsory, elective)	<ul style="list-style-type: none"> ▪ Virtual courses and team conferences ▪ Intercultural workshop ▪ Presentations ▪ Excursion(s) to partner universities 										
ECTS Credit Points	Compulsory										
Workload in hours (breakdown)	3										
Semester	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>Practice and preparation of term paper</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td colspan="2" style="border-top: 1px solid black; padding-top: 5px;">Total:</td> </tr> <tr> <td></td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	25 hours	Preparation, reading, follow-up	25 hours	Practice and preparation of term paper	25 hours	Total:			75 hours
Classroom (lectures, exercises, etc.)	25 hours										
Preparation, reading, follow-up	25 hours										
Practice and preparation of term paper	25 hours										
Total:											
	75 hours										
Language	2										
Module title (no.)	English										

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... understand intercultural differences and managing them. ... understand and perceive differences between cultures. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... apply intercultural concepts and theories and create an effective working environment. ... experience benefits from culture diversity rather than suffering from it. ... work in distance teams and to test various ICT tools and approaches to get an appropriate research result on the joint distance research project. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... apply Strategic Management theories on the given projects and need to be applied by diverse teams. <p>(4) Personal development, ethical behaviour and professionalism:</p> <ul style="list-style-type: none"> ... manage diverse teams. ... integrate in a diverse team. ... gain intercultural competences.

Module Handbook

Teaching content	<ul style="list-style-type: none">▪ Cooperating in intercultural and interdisciplinary teams is part of the distance learning project. It is a joint program between the University of Applied Sciences, Kempton, University of Lodz, Poland and University of Flensburg, Schleswig-Holstein.▪ The course will include visits at the partner universities (e.g. Flensburg and/or Lodz) and is focused on intercultural teamwork by using new media (such as skype, video conferences, social media, etc.).▪ Intercultural workshops and introduction into ICT tools to work in virtual teams (incl. visits of the partner Universities) are important elements of the course.▪ Students will get insights into a research field out of the area of strategic international management as well.▪ There is a direct link to the course “Managing a distance research project”. operation modes, including details and strategic facets of export, intermediate and hierarchical operation modes
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Module Handbook

Participation/ admission requirements	None
Connection to other modules	9.2 Managing a distance research project
Reading list/ compulsory reading	<p><i>Need to use always latest edition of:</i></p> <ul style="list-style-type: none"> ▪ Burghardt, M.: Projektmanagement, Publicis MCD Verlag München
Recommended additional reading	<p><i>Need to use always latest edition of:</i></p> <ul style="list-style-type: none"> ▪ Barney, J. B., & Hesterly, W. S. (2019). Strategic management and competitive advantage: Concepts and cases (Edition 6, Global edition). Pearson. ▪ Grant, R. M. (2019). Contemporary strategy analysis (Tenth Edition). Wiley. ▪ Hahn, T., Figge, F., Pinkse, J., & Preuss, L. (2010). Trade-offs in corporate sustainability: you can't have your cake and eat it. <i>Business Strategy and the Environment</i>, 19(4), 217–229. https://doi.org/10.1002/bse.674
Examination Arrangements	
Examination format	<p>Written Exam/90</p> <p>(together with 9.2 Managing a distance research project)</p>
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 9: Project Management

General information											
Module title (no.)	9. Project Management										
Module convenor/s	Prof. Dr. Uwe Stratmann										
If applicable, course title / subject	9.2 Managing a distance research project										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Virtual courses and team conferences ▪ Lectures ▪ Presentations ▪ Excursion(s) to partner universities 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>Practice and preparation of term paper</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td colspan="2" style="border-top: 1px solid black; padding-top: 5px;">Total:</td> </tr> <tr> <td></td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	25 hours	Preparation, reading, follow-up	25 hours	Practice and preparation of term paper	25 hours	Total:			75 hours
Classroom (lectures, exercises, etc.)	25 hours										
Preparation, reading, follow-up	25 hours										
Practice and preparation of term paper	25 hours										
Total:											
	75 hours										
Semester	2										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	30 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... research and learn from topics, which will be chosen out of the field of strategic international management.</p> <p>(2) Using and applying of knowledge:</p> <p>... work in distance teams to carry out a joint research project.</p> <p>... apply certain theories complemented by an empirical research process (primary and secondary data collection possible).</p> <p>(3) Scientific self-conception:</p> <p>... strengthen their theoretical background and practice academic work.</p> <p>... apply methods and ICT tools to work in a virtual way and over the distance.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... work over distance and in a virtual way which is an important competence and preparation for the professional life.</p>

Module Handbook

Teaching content	<ul style="list-style-type: none">▪ Managing a distance research project is a cooperative course held by the University of Applied Sciences, Kempton, University of Lodz, Poland and University of Flensburg, Schleswig-Holstein. The course is well established as the Universities are collaborating on this project for many years now. Students need to work in distance teams to carry out a joint research project. Research topics will be chosen out of the field of strategic international management.▪ Introduction into a topic out of the research field of strategic management (e.g. value network management, platform markets, international distribution strategies, etc.)▪ Carrying out a basic empirical research▪ Preparing the research results and writing an academic paper over the distance▪ Presenting the research results and project
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Module Handbook

Participation/ admission requirements	None
Connection to other modules	9.1 Cooperating in intercultural and interdisciplinary teams
Reading list/ compulsory reading	<p><i>Need to use always latest edition of:</i></p> <ul style="list-style-type: none"> Barney, J. B., & Hesterly, W. S. (2019). Strategic management and competitive advantage: Concepts and cases (Edition 6, Global edition). Pearson.
Recommended additional reading	<p><i>Need to use always latest edition of:</i></p> <ul style="list-style-type: none"> Grant, R. M. (2019). Contemporary strategy analysis (Tenth Edition). Wiley. Hahn, T., Figge, F., Pinkse, J., & Preuss, L. (2010). Trade-offs in corporate sustainability: you can't have your cake and eat it. Business Strategy and the Environment, 19(4), 217–229. https://doi.org/10.1002/bse.674
Examination Arrangements	
Examination format	<p>Written Exam/90</p> <p>(together with 9.1 Cooperating in intercultural and interdisciplinary teams)</p>
Timing and aids	<ul style="list-style-type: none"> the examination takes place at the end of the semester (within the examination period) the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 10: Corporate Finance

General information											
Module title (no.)	10. Corporate Finance										
Module convenor/s	Prof. Dr. Tobias Peylo										
If applicable, course title / subject	10.1 Mergers & Acquisitions										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Case study exercises ▪ Guest lectures 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">27 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">24 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">24 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	27 hours	Preparation, reading, follow-up	24 hours	Practice and preparation for examination	24 hours	<hr/>		Total:	75 hours
Classroom (lectures, exercises, etc.)	27 hours										
Preparation, reading, follow-up	24 hours										
Practice and preparation for examination	24 hours										
<hr/>											
Total:	75 hours										
Semester	2										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... understand acquisitions and mergers and characterize them in their different forms. ... know the M&A process with its main milestones and results. ... know important types of results (non-disclosure agreement, letter of intent, due diligence, etc.) and can place them in their context and discuss them critically. ... understand and explain the motivations of sellers and buyers in the context of the entrepreneurial product and company life cycle. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... identify the factors influencing the success of transactions in theory and apply them in practice in the analysis of case studies using concrete M&A examples. ... compare different forms of company valuation and can apply them in simplified form, taking synergies into account. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... evaluate case studies, identify sources of friction and disruptive factors and develop solutions to avoid them independently. <p>(4) Personal development, ethical behaviour and professionalism:</p> <ul style="list-style-type: none"> ... critically reflect media reports about M&A transaction by self-organized holistic research, structuring and differentiated evaluation of practical examples of M&A transactions.

Module Handbook

<p>Teaching content</p>	<ul style="list-style-type: none"> ▪ In this course, the fundamentals of M&A in the context of corporate finance are taught. ▪ Important terms are defined and central concepts explained. ▪ Interrelationships will be visualized and described from several perspectives and deepened with examples from M&A practice. ▪ For a practical understanding, important concepts are explained by means of practical company examples/ case studies. <p>Contents of the lecture are in detail:</p> <ul style="list-style-type: none"> ▪ The Basics of Mergers and Acquisitions <ul style="list-style-type: none"> ▪ An Overview ▪ The Spectrum of Alternatives ▪ Why do Buyers buy, why do Sellers sell? ▪ Motives and Preparations <ul style="list-style-type: none"> ▪ The Seller's Perspective ▪ The Buyer's Perspective ▪ The Implementation <ul style="list-style-type: none"> ▪ letter of intent ▪ due diligence ▪ Structuring, Signing and Closing ▪ The Financial Sphere <ul style="list-style-type: none"> ▪ Valuation and Pricing ▪ Financing the Acquisition ▪ Taxes ▪ Success or Failure <ul style="list-style-type: none"> ▪ Managing the Deal Killers ▪ Postclosing and Integration ▪ The Reality of M&A <ul style="list-style-type: none"> ▪ Examples of M&AA ▪ Question of Experience: The Practitioners Perspective
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Module Handbook

Participation/ admission requirements	none
Connection to other modules	10.2 Investment and Financing
Reading list/ compulsory reading	none
Recommended additional reading	<ul style="list-style-type: none"> ▪ Perk, J. & DeMarzo, P. (2017): Corporate Finance. Pearson, 4 thedition ▪ Sherman, J. S. (2011): Mergers and Acquisitions from A to Z. Amacom, 3 rdedition
Examination Arrangements	
Examination format	Written Exam/90 (together with 10.2 Investment and Financing)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module: 10 Corporate Fincance

General information											
Module title (no.)	10. Corporate Fincance										
Module convenor/s	Prof. Dr. Tobias Peylo										
If applicable, course title / subject	10.2 Investment and Financing										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	3										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">27 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">24 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">24 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	27 hours	Preparation, reading, follow-up	24 hours	Practice and preparation for examination	24 hours	<hr/>		Total:	75 hours
Classroom (lectures, exercises, etc.)	27 hours										
Preparation, reading, follow-up	24 hours										
Practice and preparation for examination	24 hours										
<hr/>											
Total:	75 hours										
Semester	2										
Language	English										

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... understand the interaction of investment and financing in the context of corporate finance. ... know and name different forms of external financing and explain them in a differentiated way. They have detailed knowledge about selected financial instruments. ... understand Stakeholder-demands with relationship to sustainability. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... distinguish the tasks of corporate finance in the different phases of the product/project life cycle-define basic financial terms and use them selectively. ... apply their knowledge to calculate and interpret different forms of entrepreneurial cash flows. ... calculate and explain the effect of the use of debt on the return on equity. ... apply the more advanced concepts and models of investment theory (portfolio theory, CAPM, etc.) concretely using simplified examples. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... evaluate and explain financial market correlations. ... differentiate, evaluate and explain different forms of investment methodologies. <p>(4) Personal development, ethical behaviour and professionalism:</p> <ul style="list-style-type: none"> ... critically reflect on the relationship between financial goals and the company's objectives. ... develop an understanding of the relationship between Green Economy/ Green Finance and Investment and Financing. Also, they learn to identify lobby-driven misinformation as well as Green-

Module Handbook

	<p>Washing.</p>
<p>Teaching content</p>	<ul style="list-style-type: none"> ▪ In this course, the fundamentals of business finance are taught. ▪ Important terms are defined and central concepts explained. ▪ Interrelationships are visualized and described from several perspectives as well as deepened in detail using examples from business practice. ▪ For a practical understanding, important concepts are deepened by means of practical company examples, also computationally in independent work of the students. <p>Contents of the lecture are in detail:</p> <ul style="list-style-type: none"> ▪ Financial Markets <ul style="list-style-type: none"> ▪ Investment and Financing on Financial Markets ▪ Examining the Financial Markets ▪ Information and Market Efficiency ▪ Goals and Information <ul style="list-style-type: none"> ▪ The Goals of the Firm ▪ Financial and non-financial reporting ▪ Transfer and Effectiveness of Information ▪ Valuation and Investment <ul style="list-style-type: none"> ▪ Project Investment ▪ Financial investment ▪ Green Finance: <ul style="list-style-type: none"> ▪ Global Problems

Module Handbook

	<ul style="list-style-type: none">▪ The Concept of Sustainability▪ Green Economy▪ Green Finance
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Module Handbook

Participation/ admission requirements	None
Connection to other modules	10.1 Mergers & Acquisitions
Reading list/ compulsory reading	None
Recommended additional reading	<ul style="list-style-type: none"> ▪ Perk, J. & DeMarzo, P. (2017): Corporate Finance. Pearson, 4th edition
Examination Arrangements	
Examination format	Written Exam/90 (together with 10.1 Mergers & Acquisitions)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 11: Strategic Corporate Planning and Management

General information	
Module title (no.)	11. Strategic corporate planning and Management
Module convenor/s	Prof. Dr. Sven Henning / Maximilian Laternus
If applicable, course title / subject	11.1 Strategic Controlling and Inhouse Consulting
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises, discussions and practical insights ▪ Case study exercises ▪ Elaboration of Controlling presentations ▪ Literature study
Type of module (compulsory, elective)	Compulsory
ECTS Credit Points	3
Workload in hours (breakdown)	Classroom (lectures, exercises, etc.) 20 hours Preparation, reading, follow-up 25 hours Practice and preparation for examination 30 hours <hr/> Total: 75 hours
Semester	2
Language	English

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... know how to handle VUCA (volatility, uncertainty, complexity, ambiguity) and the relations to controlling issues. ... know what Megatrend as well as Digitalization is, and are able to provide options to support controlling functions. ... be familiar with different methods for decision making. ... know and understand production, sales & marketing strategies in the context of consulting. ... understand the controlling basics and tools and the cooperation between management and controlling. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... apply the knowledge to handle dynamic framework conditions and to work as a business partner. ... use their knowledge to make up strategies for creation and development. ... apply knowledge to create a realistic case containing strategic and controlling issues. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... acquire state-of-the-art knowledge via self-study and literature research including critical reflecting on topics. ... evaluate business models and complex situations using KPI's and controlling methods. <p>(4) Personal development, ethical behaviour and</p>

Module Handbook

	<p>professionalism:</p> <ul style="list-style-type: none"> ... develop presentation skills and the use of knowledge for realistic business situations. ... organize teams and structure topics. ... critically reflect on business models, concepts and market situations.
Teaching content	<ul style="list-style-type: none"> ▪ Strategic controlling and inhouse consulting basics, e.g. KPI's, business models, management concepts ▪ Possibilities to manage dynamic framework conditions with focus on the role as Controller ▪ Discussions about use cases for specific controlling- and management issues ▪ Creation of a realistic case containing strategic and controlling issues

Module Handbook

Participation/ admission requirements	Controlling basic knowledge and knowledge of controlling instruments such as the Balanced-Score-Card. Basic knowledge of the integration of controlling departments and organizations in company.
Connection to other modules	1.2. International Business Strategy 4.1. Designing and managing flexible and creative organizations 10.1. Mergers & Acquisitions 11.2. Entrepreneurship and Business Planning
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Friedl, G.: Biagosch, A.: Case Studies in Strategic Management, Springer 2018 ▪ Lasserre, Ph.; Global Strategic Management, Palgrave Macmillan 2017 ▪ Harvey, C.R.; Rattray, S.; van Hemert, O.: Strategic Risk Management – Designing Portfolios and Managing Risk, Wiley 2021 ▪ Alexander, J.: Financial Planning & Analysis and Performance Management, Wiley 2018
Recommended additional reading	<ul style="list-style-type: none"> ▪ Tayles, M.; Drury, C.: Management and Cost Accounting, Cengage 2020 ▪ Lawson, R.A.: Management Accounting Case Book – Cases from the IMA Educational Case Journal, Wiley 2020; ▪ Alter, R.: Strategisches Controlling: Unterstützung des strategischen Managements, De Gruyter Oldenbourg 2019 ▪ Laternus, M: Digitalisierungsstrategie Produktionscontrolling – Identifikation, Definition und Evaluation konkreter Bedürfnisse zur Ableitung von Anwendungsfällen, Düsseldorf – October 2020 ▪ Laternus, M.: Predictive Analytics – Vorhersagen zur Steuerung des Produktionsbereichs, Ludwigshafen am Rhein - 01/2022
Examination Arrangements	
Examination format	<ul style="list-style-type: none"> ▪ individual presentation (10min presentation + 10 min discussion) ▪ group presentation (30 min presentation + 15min discussion)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period)

Module Handbook

	<ul style="list-style-type: none">the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 11: Strategic Corporate Planning and Management

General information									
Module title (no.)	11. Strategic Corporate Planning and Management								
Module convenor/s	Prof. Dr. Katrin Stefan								
If applicable, course title / subject	11.2 Entrepreneurship and Business Planning								
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures ▪ Case study exercises ▪ Project based learning 								
Type of module (compulsory, elective)	Compulsory								
ECTS Credit Points	3								
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">classroom (lectures, workshops, etc.)</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>preparation, reading, follow-up</td> <td style="text-align: right;">25 hours</td> </tr> <tr> <td>practice and preparation for examination</td> <td style="text-align: right; border-bottom: 1px solid black;">25 hours</td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">75 hours</td> </tr> </table>	classroom (lectures, workshops, etc.)	25 hours	preparation, reading, follow-up	25 hours	practice and preparation for examination	25 hours	Total:	75 hours
classroom (lectures, workshops, etc.)	25 hours								
preparation, reading, follow-up	25 hours								
practice and preparation for examination	25 hours								
Total:	75 hours								
Semester	2								
Language	English								

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <ul style="list-style-type: none"> ... write a business plan. ... reflect the main concepts of bringing a business idea onto the market. <p>(2) Using and applying of knowledge:</p> <ul style="list-style-type: none"> ... work together on their business idea in international teams. ... apply their knowledge on reaching investor readiness of the business idea. <p>(3) Scientific self-conception:</p> <ul style="list-style-type: none"> ... develop an entrepreneurial mindset which enables them to detect business opportunities and assess chances for a successful market entry. <p>(4) Personal development, ethical behaviour and professionalism:</p> <ul style="list-style-type: none"> ... experience as participants of the 3N project the challenges of working in virtual international teams.

Module Handbook

Teaching content	<ul style="list-style-type: none">▪ BUPL is the second part of the international project “3N”, a joint project together with Ulster University and LAPIN Lapland University of Applied Science▪ Students from Finland, Northern Ireland and Germany meet in the winter term to build teams developing business ideas▪ Virtual teams work on their ideas, go deeper in market analysis and realization of the business idea▪ Writing a business plan:<ul style="list-style-type: none">▪ Executive Summary▪ Value Proposition/USP▪ TAM et related concepts▪ Capital Expenditure▪ Capital Structure▪ Revenues▪ Expenses▪ Break-Even-Analysis▪ Cash Flow▪ Rentability KPIs
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Module Handbook

Participation/ admission requirements	Participation in module 2.2 International Product and Service Development
Connection to other modules	2.2 International Product and Service Development 11.1 Strategic Controlling and Inhouse Consulting
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Osterwalder/Pigneur (2010): Business Model Generation, Frankfurt, New York ▪ Blank/Dorf (2012): The Startup Owner's Manual: The Step-by-Step Guide for building a great company, Pescadero, CA
Recommended additional reading	<ul style="list-style-type: none"> ▪ Becket (2018): Pitch to Win: The Tools That Help Startups and Corporate Innovation Teams Script, Design and Deliver Winning Pitches ▪ Riley (2002): The One-Page Proposal: How to Get Your Business Pitch onto One Persuasive Page
Examination Arrangements	
Examination format	Written Assignment, Presentation (together with 11.1 Strategic Controlling and Inhouse Consulting)
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the <ul style="list-style-type: none"> ○ semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 3 from 90 ECTS credit points

Module Handbook

Module 12-14: Exploring the Business Environment

General information											
Module title (no.)	12-14: Exploring the Business Environment										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	12. International Negotiations										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lecture ▪ Role plays ▪ Team presentations ▪ Discussions 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	2										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">classroom (lectures, workshops, etc.)</td> <td style="text-align: right;">18 hours</td> </tr> <tr> <td>preparation, reading, follow-up</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td>practice and preparation for examination</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">50 hours</td> </tr> </table>	classroom (lectures, workshops, etc.)	18 hours	preparation, reading, follow-up	16 hours	practice and preparation for examination	16 hours	<hr/>		Total:	50 hours
classroom (lectures, workshops, etc.)	18 hours										
preparation, reading, follow-up	16 hours										
practice and preparation for examination	16 hours										
<hr/>											
Total:	50 hours										
Semester	2										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding: ... understand the importance of different culture concepts.</p> <p>(2) Using and applying of knowledge: ... have an overview over most important communication approaches.</p> <p>(3) Scientific self-conception: ... adapt negotiating skills and understand the communication tactics of the business partner.</p> <p>(4) Personal development, ethical behaviour and professionalism: ... manage difficult discussions well in a work context. ... giving critical feedback.</p>
Teaching content	<ul style="list-style-type: none"> ▪ Negotiating in an international environment ▪ Harvard concept ▪ Avoiding subjective issues ▪ Creating options and considering new solutions if an agreement cannot be reached ▪ Analysing the restatement of an issue, pressure tactics, acts of retribution and compensatory acts ▪ Subordinate subcultures in conflict with the dominant organization culture ▪ Determine if and when course corrections are necessary

Module Handbook

Participation/ admission requirements	None
Connection to other modules	2.2 International Product and Service Development 8.1 Change Processes
Reading list/ compulsory reading	None
Recommended additional reading	<ul style="list-style-type: none"> ▪ Fischer, Roger and William Ury. Getting to Yes: Negotiating Agreement Without Giving In. 2nd ed. by Bruce Patton. New York: Penguin Books, 1991 ▪ Douglas Stone/Sheila Sheen (2014): Thanks for the Feedback: The science and Art of Receiving Feedback well, Viking
Examination Arrangements	
Examination format	Presentation
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the block seminar ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 2 from 90 ECTS credit points

Module Handbook

Module 12-14: Exploring the Business Environment

General information											
Module title (no.)	12-14: Exploring the Business Environment										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	13. Megatrends and Future Markets										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lectures with exercises and discussions ▪ Workshop with Company ▪ Guest lectures 										
Type of module (compulsory, elective)	compulsory										
ECTS Credit Points	2										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Classroom (lectures, exercises, etc.)</td> <td style="text-align: right;">18 hours</td> </tr> <tr> <td>Preparation, reading, follow-up</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td>Practice and preparation for examination</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">50 hours</td> </tr> </table>	Classroom (lectures, exercises, etc.)	18 hours	Preparation, reading, follow-up	16 hours	Practice and preparation for examination	16 hours	<hr/>		Total:	50 hours
Classroom (lectures, exercises, etc.)	18 hours										
Preparation, reading, follow-up	16 hours										
Practice and preparation for examination	16 hours										
<hr/>											
Total:	50 hours										
Semester	2										
Language	English										

Module Handbook

Repetition / Frequency	Annual, summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... understand the differences between simple, complicated and complex systems and the implications on strategic foresight.</p> <p>(2) Using and applying of knowledge:</p> <p>... get insight into the possibilities and limitations of strategic foresight and corporate foresight in particular.</p> <p>... make an informed judgement on different forecasting methods, based on the learning about the predictability of systems, linear, non-linear and complex, adaptive systems.</p> <p>(3) Scientific self-conception:</p> <p>... apply their knowledge on different contexts like Change Management, Corporate Strategy and Communication.</p> <p>... analyse interdependencies, feedback loops, factors which stabilize a system and which foster change due to reinforcing behaviour.</p> <p>... transfer this knowledge to different contexts in companies and organizations.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... apply a basic understanding about system behaviour and such get rid of naïve strategic approaches and gain a deeper understanding of the VUCA world.</p> <p>... know how to use different strategic foresight tools and their theoretical background, e.g. scenario technique, back casting, Delphi method, future radar et al.</p>

Module Handbook

Teaching content	<ul style="list-style-type: none"> ▪ What are the main megatrends? ▪ Variables influencing forecast possibilities ▪ What are complex systems? ▪ Feedback Loops ▪ How to quantify market potential? ▪ Chances for new businesses based on collected data ▪ Dealing with ambiguity and uncertainty ▪ Future scenarios and scenario analysis ▪ Global markets and regional specifics
Participation/ admission requirements	None
Connection to other modules	<p>1.1 International Business Development 2.1 Innovation Management 2.2 International Product and Service Development</p>
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Holland (2014): Complexity, A very short Introduction, Oxford University Press, Oxford UK ▪ Pillkahn (2008): Using Trends and Scenarios as Tools for Strategy Development, Siemens, Publicis Corporate Publishing
Recommended additional reading	<ul style="list-style-type: none"> ▪ Pillkahn (2007): Trends und Szenarien als Werkzeuge der Strategieentwicklung, Siemens (Hrsg.), Erlangen (available also in English) ▪ Kahneman/Sibony/Sunstein (2021): Noise - A Flaw in Human Judgement, London

Module Handbook

Examination Arrangements	
Examination format	Presentation
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 2 from 90 ECTS credit points

Module Handbook

Module 12-14: Exploring the Business Environment

General information											
Module title (no.)	12-14: Exploring the Business Environment										
Module convenor/s	Prof. Dr. Katrin Stefan										
If applicable, course title / subject	14. Research Methods										
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Lecture ▪ Exercises 										
Type of module (compulsory, elective)	Compulsory										
ECTS Credit Points	2										
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">classroom (lectures, workshops, etc.)</td> <td style="text-align: right;">18 hours</td> </tr> <tr> <td>preparation, reading, follow-up</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td>practice and preparation for examination</td> <td style="text-align: right;">16 hours</td> </tr> <tr> <td colspan="2" style="border-top: 1px solid black; padding-top: 5px;">Total:</td> </tr> <tr> <td></td> <td style="text-align: right;">50 hours</td> </tr> </table>	classroom (lectures, workshops, etc.)	18 hours	preparation, reading, follow-up	16 hours	practice and preparation for examination	16 hours	Total:			50 hours
classroom (lectures, workshops, etc.)	18 hours										
preparation, reading, follow-up	16 hours										
practice and preparation for examination	16 hours										
Total:											
	50 hours										
Semester	2										
Language	English										

Module Handbook

Repetition / Frequency	Annual, currently summer semester
Anticipated group size	approx. 25 participants
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... understand how scientific progress works, what the limits of science are and how important a carefully and responsibly built study design is.</p> <p>... understand the importance of the underlying assumptions in models and discuss the quality of different scientific approaches regarding sample size, quality of data and statistical methods.</p> <p>(2) Using and applying of knowledge:</p> <p>... apply the methods learned as the prerequisite for writing their master's thesis.</p> <p>(3) Scientific self-conception:</p> <p>... build informed opinions about scientific statements in public media and understand the difficulty of getting valuable results with limited resources.</p> <p>(4) Personal development, ethical behavior and professionalism:</p> <p>... understand the crucial role of science in society and are aware of potential biases in judgement and the harm of plagiarism.</p>

Module Handbook

Teaching content	<ul style="list-style-type: none">▪ Philosophy of Science<ul style="list-style-type: none">▪ What does "scientific work" actually mean?▪ Critical rationalism; Popper; Kuhn▪ Modeling<ul style="list-style-type: none">▪ What is the function of models?▪ Delimitation of the research object<ul style="list-style-type: none">▪ What is a suitable research subject for a master's thesis?▪ Sources and literature research▪ Research methodology - The research design<ul style="list-style-type: none">▪ Qualitative research methods▪ Quantitative investigation methods▪ Working with publicly accessible data (including SOEP, microcensus);▪ collection of data; questionnaire design;▪ Data from experimental research▪ Writing a scientific publication<ul style="list-style-type: none">▪ Formal requirements (format; citation style;▪ Bibliography)▪ Content▪ Time and self-management
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Module Handbook

Participation/ admission requirements	None
Connection to other modules	None
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ Popper, Karl (1959): The logic of scientific discovery, Routledge ▪ https://www.oxbridgeediting.co.uk/blog/a-complete-guide-to-writing-a-masters-thesis/20.02.2021 ▪ https://www.sheffield.ac.uk/mash/stats-resources/20.02.2021
Recommended additional reading	<ul style="list-style-type: none"> ▪ Timeneye.com (2015): The inductivist turkey and Thanksgiving: Why we should not rely on our experience, https://blog.timeneye.com/inductivist-turkey-thanksgiving-experience-time-tracking/24.02.2020 ▪ World Economic Forum (2018): https://www.weforum.org/agenda/2018/12/24-cognitive-biases-that-are-warping-your-perception-of-reality
Examination Arrangements	
Examination format	Research Proposal
Timing and aids	<ul style="list-style-type: none"> ▪ the examination takes place at the end of the semester (within the examination period) ▪ the permitted aids are published at the beginning of the semester as part of the announcement of the examination
Grading	
Weighting of grades	Simple weighting: 2 from 90 ECTS credit points

Module Handbook

Module 15: Master-Thesis and -Colloquium

General information	
Module title (no.)	15. Master-Thesis and -Colloquium
Module convenor/s	Elected supervisor
If applicable, course title / subject	15.1 Master-Thesis
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Self-organization ▪ Mentoring by supervisor
Type of module (compulsory, elective)	Compulsive
ECTS Credit Points	26
Workload in hours (breakdown)	<p>Meetings with supervisor, literature research, understanding methods, study design, research, writing</p> <p style="text-align: right;">650 hours</p> <hr/> <p>Total: 650 hours</p>
Semester	3 or above
Language	English

Module Handbook

Repetition / Frequency	winter and summer semester
Anticipated group size	1 participant
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>(1) Knowledge and understanding:</p> <p>... work independently on a research project.</p> <p>... solve a problem - of a practical or theoretical nature - according to scientific methods within a limited and defined period of time.</p> <p>(2) Using and applying of knowledge:</p> <p>... report the state of the art in their particular topic and apply scientific methods.</p> <p>(3) Scientific self-conception:</p> <p>... critically evaluate the results and understand limitations.</p> <p>(4) Personal development, ethical behaviour and professionalism:</p> <p>... organize a research project on their own and critically reflect the ethical requirements in science, in particular plagiarism.</p>
Teaching content	<ul style="list-style-type: none"> ▪ The Master's thesis must be written on a subject-related topic that is and is supervised by a professor or lecturer who is directly involved in the degree programme. ▪ The students shall be given the opportunity to make suggestions regarding the topic.

Module Handbook

Participation/ admission requirements	At least 50 Credit-Points
Connection to other modules	15.2 Master Colloquium 14 Research Methods
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ To be discussed with the supervisor
Recommended additional reading	<ul style="list-style-type: none"> ▪ To be discussed with the supervisor
Examination Arrangements	
Examination format	Master-Thesis
Timing and aids	4 months; latest date of application 30.09. or 14.03. in the semester which follows the semester when 50 ECTS were reached
Grading	
Weighting of grades	Simple weighting: 26 from 90 ECTS credit points

Module Handbook

Module 15: Master-Thesis and -Colloquium

General information							
Module title (no.)	15. Master-Thesis and -Colloquium						
Module convenor/s	Elected supervisor						
If applicable, course title / subject	15.2 Master-Colloquium						
Learning format / teaching formats and methods	<ul style="list-style-type: none"> ▪ Presentation and explaining the results and limitations of the research 						
Type of module (compulsory, elective)	Compulsory						
ECTS Credit Points	4						
Workload in hours (breakdown)	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">Preparing presentation</td> <td style="text-align: right;">100 hours</td> </tr> <tr> <td colspan="2"><hr/></td> </tr> <tr> <td>Total:</td> <td style="text-align: right;">100 hours</td> </tr> </table>	Preparing presentation	100 hours	<hr/>		Total:	100 hours
Preparing presentation	100 hours						
<hr/>							
Total:	100 hours						
Semester	3 or above						
Language	English						

Module Handbook

Repetition / Frequency	winter and summer semester
Anticipated group size	1 participant
Description of the course	
<p>Learning objectives/skills</p> <p>Upon completing this module, students will be able to...</p>	<p>... defend the master thesis.</p> <p>... explain their scientific approach, demonstrate a deep insight into the state of the art of their particular topic and discuss the limitations and desiderata.</p> <p>... point out the chances of applying their outcomes to business contexts in companies and outline their recommendations.</p>
Teaching content	<ul style="list-style-type: none"> ▪ applying the content of the programmes' modules onto the research project ▪ presenting the results in front of the supervisor and student colleagues

Module Handbook

Participation/ admission requirements	At least 50 Credit-Points
Connection to other modules	15.1 Master Thesis 14 Research Methods
Reading list/ compulsory reading	<ul style="list-style-type: none"> ▪ To be discussed with the supervisor
Recommended additional reading	<ul style="list-style-type: none"> ▪ To be discussed with the supervisor
Examination Arrangements	
Examination format	Colloquium
Timing and aids	<ul style="list-style-type: none"> ▪ timing: in consultation with the supervising professor after submission of the Master's thesis. ▪ aids: none
Grading	
Weighting of grades	Simple weighting: 4 from 90 ECTS credit points