

DEGGENDORF INSTITUTE OF TECHNOLOGY

DIT

MODULE DESCRIPTION

Faculty Angewandte Wirtschaftswissenschaften

Deegree program Bachelor International Management

Examination regulations IM-B-WS12

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G-01 PRINCIPLES OF MANAGEMENT & LOGISTICS

Module code	G-01
Module coordinator	Prof. Dr. Diane Ahrens
Course number and name	G1111 Principles of Logistics G1111 Principles of Management
Lecturers	Prof. Dr. Diane Ahrens Michael Kozak
Semester	1
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	6
ECTS	6
Workload	Time of attendance: 68 hours self-study: 112 hours Total: 180 hours
Type of examination	mündl. Prüf., schr. P. 90 Min.
Language of instruction	Englisch

Module objective

Operations and Logistics Management are among the primary activities of a firm and are crucial for a company's success. This subject will equip students with a thorough understanding of basic management principles and practice related to logistics and operations concepts, systems and procedures. Students will learn the interplay between company strategy and operations and logistics system design, as well as the cost effects of product design on future operations and logistical cost. Students will be able to analyze the pros and cons of different facility and process layouts. Furthermore they will be able to evaluate strategic capacity alternatives. Besides strategic planning issues they learn how to quantify material requirement, sequence and schedule operations and are aware of the role of inventory. They will be able to demonstrate a knowledge of logistical and supply chain management basics.

Learning content

This course covers logistics and operations management. Chapters assigned are:

- 1) Introduction to Operations Management
 - a) Value Creation
 - b) Operations and Services
 - c) Historical development of operations management
 - d) Nowadays trends
- 2) Competitiveness, Strategy, and Productivity
 - a) Productivity
 - b) Experience Curve Effects
 - c) Cost Leadership and Differentiation
 - d) Strategic Choices
- 3) Process Selection and Facility Layout
 - a) Process Analysis
 - b) KPI's: Interplay and trade-off
 - c) Basic Production Layout Formats
 - d) Systematic Layout Planning
 - e) Assembly Line Balancing
- 4) Product Design and Work Systems Design
 - a) Product Design Issues
 - b) Standardization & Mass Customization
 - c) Degree of Newness/Strategic Fit
 - d) Quality of Work Life
 - e) Job Design
 - f) Methods Analysis
 - g) Motion Studies
- 5) Capacity Planning & Make or Buy Decisions
 - a) Quantitative and qualitative capacity
 - b) Impact of and requirements for capacity decisions
 - c) Evaluation of capacity alternatives
 - d) Make or Buy Decisions
 - e) Low Cost Country Sourcing
- 6) Materials Requirement Planning & Forecasting
 - a) Classification of materials
 - b) Bill of materials
 - c) Material Requirements Planning Systems (MRP)
 - d) Lot Sizing
 - e) From Push to Pull
 - f) Brief introduction into forecasting methods
- 7) Inventory Management and Scheduling
 - a) Purposes of inventory
 - b) Related costs
 - c) Safety stocks
 - d) Ordering systems
 - e) Scheduling targets and methods
 - f) Gantt Charts
 - g) Priority rules and techniques
- 8) Introduction to Logistics Management
 - a) Definition and historical development

- b) Flow of materials, information and values
- c) Warehousing
- d) Materials Handling
- e) Transportation
- 9) Supply Chain Management
 - a) Understanding the supply chain
 - b) From the bull-whip-effect to SC objectives
 - c) Collaboration
 - d) Supply Chain Design
 - e) Supply Chain Planning
 - f) Supply Chain Execution

Teaching methods

Through the use of numerous real-world examples, videos, and case studies, students become acquainted with the theoretical foundations of logistics and operations management and the practical application of theoretical concepts.

Remarks

Recommended Literature

Jacobs, F. Robert; Chase, Richard B.; Aquilano, Nicholas J.: Operations and Supply Management, 12th edition, McGraw-Hill Irwin International Edition 2009, ISBN 978-0-07-128804-0

Stevenson, William J.: Operations Management, 10th edition, McGraw-Hill Irwin International Edition 2009, ISBN 978-0-07-009177-1

Chopra, Sunil; Meindl, Peter: Supply Chain Management. Strategy, Planning & Operation, 4th edition, Prentice-Hall, 2009, ISBN: 0136080405

G1111 PRINCIPLES OF LOGISTICS

Objectives

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 - a) Quantitative and qualitative capacity

- b) Impact of and requirements for capacity decisions
- c) Evaluation of capacity alternatives
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 - a) Understanding the supply chain
 - b) From the bull-whip-effect to SC objectives

- c) Collaboration
- d) Supply Chain Design
- e) Supply Chain Planning
- f) Supply Chain Execution

Entrance requirements

none

Type of examination

schr. P. 90 Min.

Methods

Through the use of numerous real-world examples, videos, and case studies, students become acquainted with the theoretical foundations of logistics and operations management and the practical application of theoretical concepts.

Recommended Literature

Jacobs, F. Robert; Chase, Richard B.; Aquilano, Nicholas J.: Operations and Supply Management, 12th edition, McGraw-Hill Irwin International Edition 2009, ISBN 978-0-07-128804-0

Stevenson, William J.: Operations Management, 10th edition, McGraw-Hill Irwin International Edition 2009, ISBN 978-0-07-009177-1

Chopra, Sunil; Meindl, Peter: Supply Chain Management. Strategy, Planning & Operation, 4th edition, Prentice-Hall, 2009, ISBN: 0136080405

G1111 PRINCIPLES OF MANAGEMENT

Objectives

Students should become aware of the various aspects, components and functions of management and discover why the subject of international management is both attractive and demanding.

Each aspect of management is covered broadly to make students aware of the breadth of career choices available to them before they choose to specialise.

Students learn to analyse and understand current issues and developments in international business, business ethics and policy.

Learning content

The course shows students how and why businesses operate the way they do. It covers the essential introductory business topics within the framework of starting and growing a business.

Students are presented with a broad picture of the various aspects and functions of business that together make for a successful enterprise and are introduced to the concept of strategic planning as it relates to business organisations.

Topics introduced include business planning, organisation, the business environment, management, marketing, finance, production, human resource management and business ethics.

Special emphasis is placed on the analysis and explanation of current issues and developments in international business and politics.

I. INTRODUCTION.

1. Introduction to Management and Organizations.
2. Management Yesterday and Today.

II. DEFINING THE MANAGER'S TERRAIN.

3. Organizational Culture and Environment: The Constraints.
4. Managing in a Global Environment.
5. Social Responsibility and Managerial Ethics.

III. PLANNING.

6. Decision-Making: The Essence of the Manager's Job.
7. Foundations of Planning.
8. Strategic Management.
9. Planning Tools and Techniques.

IV. ORGANIZING.

10. Organizational Structure and Design.
11. Communication and Information Technology.
12. Human Resource Management.
13. Managing Change and Innovation.

V. LEADING.

14. Foundations of Behavior.
15. Understanding Groups and Teams.

16. Motivating Employees.

17. Leadership.

VI. CONTROLLING.

18. Foundations of Control.

19. Operations and Value Chain Management.

Entrance requirements

none

Type of examination

mündl. Prüf.

Methods

The course makes extensive use of short international oriented case studies to illustrate the practical problems facing businesses. The students are asked to assume the role of entrepreneur for evaluating how various principles of management should be applied. Students are placed in small teams to analyse and prepare particular cases for presentation. Their overriding task is determining how certain basic management principles can be applied to practice.

Team presentations are followed up with instructor feedback and a lively discussion revolving around a list of written analytical questions prepared by students not making the presentations. The instructor's role is assure that key concepts are correctly interpreted, summarised and stressed.

Recommended Literature

Main Text:

Robbins, S. P., Coulter, M., Management, Pearson Prentice Hall, New Jersey, 10th edition (2008)

Supplementary Texts:

Dessler, G., Management: Principles and Practices for tomorrow's leaders, Pearson Prentice Hall, New Jersey, 3rd edition (2004)

Madura, J., Introduction to Business 4th ed., South-Western, Cincinnati (2006)

G-02 BUSINESS MATHEMATICS

Module code	G-02
Module coordinator	Prof. Dr. Johannes Grabmeier
Course number and name	G1112 Business Mathematics
Lecturer	Prof. Dr. Johannes Grabmeier
Semester	1
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	schr. P. 90 Min.
Language of instruction	Englisch

Module objective

Management decision are often based on mathematical models, whether this is transparent or not to the decision makers. As the business world becomes more complex, it becomes increasingly important to understand the contribution quantitative models and clear logical thinking can make to management decision making.

The main goal of this course is for students to become competent in using basic mathematical concepts fundamental to business practice.

Students learn basic mathematical skills and simple and multi-variable mathematical functions for business applications. Students become familiar with applied calculus, linear and non-linear optimization techniques with or without restrictions. Students can solve common financial tasks using the financial mathematics of simple and compound interest, depreciation, net present value, internal rate of return and ordinary annuities.

Students also learn how selected techniques can be leveraged with appropriate tools such as tables, a computer algebra system for symbolic and numeric computations and financial calculators for investment computations.

The balance between sound mathematical foundations and application techniques enables the students not only to solve problems but to judge solutions to mathematical problems as well. The course also serves as a necessary preparation for the mathematical models introduced in subsequent courses in business and economics.

Learning content

Students are expected to understand the following topics and solve related problems:

1. Basic mathematical concepts
 - 1.1 Basics of sets, number domains, statements and logic.
 - 1.2 Basic concepts of the notion of functions, in particular
 - 1.3 uni- and multivariate real valued functions for business applications
2. Linear models
 - 2.1 Concepts for solving linear systems of equations,
 - 2.2 linear algebra and vector spaces,
 - 2.3 matrix computations and determinants.
 - 2.4 Applications for modeling of production processes with production coefficients and the Leontief model.
 - 2.5 Linear optimization and the simplex algorithm.
3. Applied calculus
 - 3.1 Sequences, series, limits and continuity
 - 3.2 Differential calculus for function with one and with several variables
 - 3.3 Applications to cost, revenue, profit etc. functions, concept of marginal costs etc.
 - 3.4 Optimization techniques with and without restrictions
 - 3.5 Integrals
4. Financial mathematics
 - 4.1 Simple and compound interest
 - 4.2 Depreciation methods
 - 4.3 Repayments and investments (e.g., bonds, pensions, net present value, and annuities)

Recommended Literature

DeFusco, R. A., McLeavey, D. W. , Pinto, J. E., Runkle, D.E., Quantitative Investment Analysis. CFA Institute, (2009)

English lecture notes following Bauer, C., Clausen, M., Kerber, A., Meier-Reinhold, H., Mathematik für Wirtschaftswissenschaftler, 5. überarbeitete Auflage, Schäffer-Pöschl (2008) ISBN: 3-7910-2748-4, ISBN: 978-3-7910-2748-7

Bradley, T. and Patton, P., Essential Mathematics for Economics and Business 3rd. ed., Wiley (2008)

G1112 BUSINESS MATHEMATICS

Learning content

Students are expected to understand the following topics and solve related problems:

1. Basic mathematical concepts

- 1.1 Basics of sets, number domains, statements and logic.
- 1.2 Basic concepts of the notion of functions, in particular
- 1.3 uni- and multivariate real valued functions for business applications

2. Linear models

- 2.1 Concepts for solving linear systems of equations,
- 2.2 linear algebra and vector spaces,
- 2.3 matrix computations and determinants.
- 2.4 Applications for modeling of production processes with production coefficients and the Leontief model.
- 2.5 Linear optimization and the simplex algorithm.

3. Applied calculus

- 3.1 Sequences, series, limits and continuity
- 3.2 Differential calculus for function with one and with several variables
- 3.3 Applications to cost, revenue, profit etc. functions, concept of marginal costs etc.
- 3.4 Optimization techniques with and without restrictions
- 3.5 Integrals

4. Financial mathematics

- 4.1 Simple and compound interest
- 4.2 Depreciation methods
- 4.3 Repayments and investments (e.g., bonds, pensions, net present value, and annuities)

Entrance requirements

none

Type of examination

schr. P. 90 Min.

Recommended Literature

DeFusco, R. A., McLeavey, D. W. , Pinto, J. E., Runkle, D.E., Quantitative Investment Analysis. CFA Institute, (2009)

English lecture notes following Bauer, C., Clausen, M., Kerber, A., Meier-Reinhold, H.,
Mathematik für Wirtschaftswissenschaftler, 5. überarbeitete Auflage, Schäffer-Pöschl
(2008) ISBN: 3-7910-2748-4, ISBN: 978-3-7910-2748-7

Bradley, T. and Patton, P., Essential Mathematics for Economics and Business 3rd. ed.,
Wiley (2008)

G-03 BUSINESS STATISTICS

Module code	G-03
Module coordinator	Prof. Dr. Diane Ahrens
Course number and name	G1113 Business Statistics
Lecturer	Prof. Dr. Diane Ahrens
Semester	1
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	schr. P. 90 Min.
Language of instruction	Englisch

Module objective

Our business graduates will face a world-wide job market that demands the most of their abilities. They will face tough decisions in times of extreme uncertainty. The coming generation of business managers will need a solid foundation that will enable them to go to the Internet, download and process relevant information, and interpret the results quickly and accurately. If they are given the statistical tools to make decisions despite uncertainty, they will make sound decisions. The main goal is to develop statistical reasoning and intuition with the help of real world practical applications and spreadsheet applications that the students will use in class and beyond.

Because of the number of important statistical techniques is too large for each to be covered in depth, the emphasis is less on mathematical proofs and more on which techniques can be used under which circumstances and how the proper interpretation of results can help them make sound decisions.

Students learn the basics of descriptive and inductive statistics including probability theory, sampling methods, statistical inference, correlation and regression analysis. Students discover the practical application of these methods especially to finance and investment problems.

Learning content

Frequency distributions
 Central tendency
 Measures of dispersion and their applications
 Symmetry, skewness and kurtosis
 Using geometric, harmonic, and arithmetic means
 Probability concepts, expected value and variance
 Bayes? formula
 Counting concepts
 Common probability distributions
 Sampling and estimation
 Sampling bias
 Hypothesis testing
 Correlation and regression
 Simple linear regression

Teaching methods

Students are given a set of lecture slides which are used to teach the defined contents as well as a collection of exercises mostly taken from the recommended books. The lecture slides contain a written set of detailed learning objectives for each chapter. These objectives, and the statistics methods are explained and followed by exercises performed in small groups. Feedback is given by the instructor on the various groups? solutions to the exercises. The objectives are further reinforced through practice exams. The statistical features of Microsoft EXCEL are demonstrated and explained. Periodic tutorials are arranged by a student tutor.

The course features lectures, class discussion, group work, practice exams, teamwork, case study, software application, student tutorials. The specific learning objectives and problems assigned were carefully selected for their real world relevance, covering a broad range of management applications from marketing, finance, operations management, etc.

Recommended Literature

Anderson, David R., Sweeney, Dennis J., Williams, Thomas A.: Statistics for Business and Economics, 11th ed., Mason, Ohio, Thomson South-Western, 2011
 Weiers, Ronald M.: Introduction to Business Statistics, 7th edition, Mason, Ohio, Thomson 2011

G1113 BUSINESS STATISTICS

Learning content

Frequency distributions

Central tendency

Measures of dispersion and their applications

Symmetry, skewness and kurtosis

Using geometric, harmonic, and arithmetic means

Probability concepts, expected value and variance

Bayes? formula

Counting concepts

Common probability distributions

Sampling and estimation

Sampling bias

Hypothesis testing

Correlation and regression

Simple linear regression

Entrance requirements

none

Type of examination

schr. P. 90 Min.

Methods

Students are given a set of lecture slides which are used to teach the defined contents as well as a collection of exercises mostly taken from the recommended books. The lecture slides contain a written set of detailed learning objectives for each chapter. These objectives, and the statistics methods are explained and followed by exercises performed in small groups. Feedback is given by the instructor on the various groups' solutions to the exercises. The objectives are further reinforced through practice exams. The statistical features of Microsoft EXCEL are demonstrated and explained. Periodic tutorials are arranged by a student tutor.

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Weiers, Ronald M.: *Introduction to Business Statistics, 7th edition*, Mason, Ohio, Thomson 2011

G-04 INTERNATIONAL TEAM BUILDING

Module code	G-04
Module coordinator	Prof. Dr. Rainer Waldmann
Course number and name	G1114 International Team Building
Lecturers	Prof. Dr. Jack Bauersachs Prof. Dr. Rainer Waldmann
Semester	1
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	2
ECTS	2
Workload	Time of attendance: 23 hours self-study: 37 hours Total: 60 hours
Type of examination	Endnotenbildende PStA
Language of instruction	Englisch

Module objective

Participants acquire the basic interpersonal & task organizing skills required to work together in international teams. Participants learn to optimize how the group members work together as a team. They acquire the ability to discern how organisation, structures, processes, culture and relationships affect a team's success. They also acquire sensitivity to group dynamics & intercultural challenges to team effectiveness. Finally participants acquire the basic skills for giving effective feedback and for integrating feedback into their personal lives and business careers. The acquired skills also serve to provide the basis for effective team work and team development in subsequent courses.

Entrance requirements

The weekend seminar is characterized by team teaching in a mountain hostel. The team consists of Prof.Dr.Bauersachs, Prof.Dr.Waldmann and 10 to 15 trained tutors selected

from participants in the course 'Train the Trainer'. The tutors make it possible to conduct the training in small 'protected' groups (around 8) and to give qualified feedback.

Learning content

International Team Building is conducted at the beginning of the semester as a three day off-campus seminar. The hands-on, outdoor training gives the students intensive exposure to the multifaceted nature of group dynamics.

By working together to solve complex problems and through structured feedback sessions, the participants become sensitized to the roles they assume in group interactions, to the limitations imposed by the German and their own cultures, and to the conditions required for effective team work.

The course supports the integration of foreign students into campus and social life and helps build lasting working relationships among all participants.

The skills of giving and receiving of feedback are learned in the protective atmosphere of small groups through intensive exchanges between instructors and participants. This leads to improved observation and communication skills.

Moreover, the group members continually switch roles. This promotes a deeper understanding of social interaction, helps members to reflect on their contribution to the group process, encourages members to experiment with new behavioural concepts, and improves the group's capacity to cooperate and perform. Final feedback rounds offer the possibility to align the members' self-images with the perception others have of them, to reduce 'blind spots', to increase self-confidence and their ability to reflect.

The capacity to give appropriate feedback in various situations, to monitor one's self image as well as the consequences of one's own behaviour form the basis for a successful career in management.

Summary of content:

1. Group dynamics, processes and structures in groups
2. Roles in groups (roles in tasks and supporting roles)
3. Group leadership
4. Effect of one's actions in groups
5. The 'give and take' of feedback
6. Self-image and how others see you
7. Communication levels (content versus relationship)
8. Conditions for successful co-operation
9. Cultural influences on teamwork

Note: The main emphasis of this course is not the conveyance of theoretical knowledge, but rather learning directly from experience. The theories on which the intervention and evaluation sessions are based are taught in the course 'Human Resources Management'.

Teaching methods

This course is organized as an interactive experience and activity based training program. With the help of complex tasks, timed interaction activities combined with elements of surprise, classical outdoor training exercises, moderated feedback and reflection sessions, participants are taught the necessary conditions for effective teamwork.

The teaching methods are based on the principles of self-organized learning. The

instructors define their roles in terms of Schein's model of process consultation. They intervene by questioning the participants in a manner designed not only to examine their perspectives, but to introduce new perspectives and stimulate the group's creative process. The responsibility for these process remains with the participants.

In the context of the learning environment, the students enjoy the opportunity to increase their observation, communication, co-operation, self-reflection, teamwork and management skills as well as their self-confidence.

In addition, the course offers the students the chance to network and develop sustainable work relationships at the start of their studies.

Recommended Literature

Forsyth, D. R., Group Dynamics, 6th ed., Boston et al., 2013

Quick, J. C., Nelson, D., L., Principles of Organizational Behavior, 8th ed., Boston et al. 2013

Wagner, M., Waldmann, R.: Vom Outdoor-Training zur Teamentwicklung, Welchen Beitrag leisten Hochseilgärten? in: Jagenlauf, M./Michl, W. (Hrsg.) Erleben und Lernen ? Internationale Zeitschrift für handlungsorientiertes Lernen, 1/2004.

G1114 INTERNATIONAL TEAM BUILDING

Learning content

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Type of examination

Endnotenbildende PStA

Methods

This course is organized as an interactive experience and activity based training program. With the help of complex tasks, timed interaction activities combined with elements of surprise, classical outdoor training exercises, moderated feedback and reflection sessions, participants are taught the necessary conditions for effective teamwork.

The teaching methods are based on the principles of self-organized learning. The instructors define their roles in terms of Schein's model of process consultation. They intervene by questioning the participants in a manner designed not only to examine their perspectives, but to introduce new perspectives and stimulate the group's creative process. The responsibility for these process remains with the participants.

In the context of the learning environment, the students enjoy the opportunity to increase their observation, communication, co-operation, self-reflection, teamwork and management skills as well as their self-confidence.

In addition, the course offers the students the chance to network and develop sustainable work relationships at the start of their studies.

Recommended Literature

Forsyth, D. R., Group Dynamics, 6th ed., Boston et al., 2013

Quick, J. C., Nelson, D., L., Principles of Organizational Behavior, 8th ed., Boston et al. 2013

Wagner, M., Waldmann, R.: Vom Outdoor-Training zur Teamentwicklung, Welchen Beitrag leisten Hochseilgärten? in: Jagenlauf, M./Michl, W. (Hrsg.) Erleben und Lernen ? Internationale Zeitschrift für handlungsorientiertes Lernen, 1/2004.

G-05 PRINCIPLES OF ACCOUNTING & ECONOMICS

Module code	G-05
Module coordinator	Prof. Dr. Martina Heigl-Murauer
Course number and name	G1115 Principles of Accounting I G1115 Principles of Economics
Lecturers	Prof. Dr. Hanjo Allinger Prof. Dr. Martina Heigl-Murauer
Semester	1
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 60 hours self-study: 30 hours Total: 90 hours
Language of instruction	Englisch

Module objective

Principles of Accounting:

Accounting has been defined as "the language of business". Students will be equipped with a thorough understanding of basic accounting principles and practice related to accounting concepts, systems and procedures. Students will learn basic accounting concepts and practical techniques, and be able to prepare and present financial statements and management reports. Students will be able to analyze these statements within the context of decision making. Through the use of numerous real-world examples, students will understand the effect that accounting information has on the decisions made by real companies. The course also serves as an introduction to the International Accounting and Financial Management modules.

Principles of Economics:

This course provides an integrated introduction to the analysis of individual firms and markets, as well as aggregate economic variables. These include inflation, unemployment and economic growth, with a focus on the state's role in attempts to regulate the economy. At the conclusion of this course students will:

- o understand how societies use scarce resources to produce and distribute commodities among its various people
- o better understand microeconomics and how the parts of the German economy function.
- o know the economic principles and the interaction of the individual units in our economy (individuals, households, businesses, and government).
- o have an awareness of current economic issues and problems.

This course offers an introduction to the concepts and tools of economic analysis. Topics covered include price theory including supply and demand, marginal analysis, utility, cost and revenue concepts, competition, production and factor markets. The course provides students with a basic understanding of how people make decisions, how people interact, and how the economy as a whole works, in order to provide students with a framework for viewing and interpreting the economic world around them. At the conclusion of this course, students will have enhanced their abilities as critical thinkers, effective communicators, and as problem solvers.

Learning content

Principles of Accounting:

Students are expected to:

- Acquire an understanding of basic accounting concepts and practices.
- Learn basic procedures and relationships between various financial recordkeeping documents and procedures.
- Understand the accounting equation and the mechanics of journal entries (debits and credits).
- Understand accounting terms and definitions.
- Be able to prepare basic financial documents.
- Demonstrate the practices for measuring and reporting business and financial activities.
- Explain the basic principles and rules of financial reporting, as required by U.S. and IASB GAAP.
- Understand the use of accounting data to analyse, control, and assist in management decision-making process.
- Understand the importance of account data as a method of communicating financial information concerning the operations of the organization.
- Describe the basic accounting functions.
- Discuss the general principles of the financial reporting system and explain the objectives of financial reporting.
- Explain the concept of double entry bookkeeping.
- Explain the accounting cycle.
- Identify the goals of the adjusting and closing processes.

Establish cash controls.

Prepare payroll entries.

Prepare journal entries.

Post to general and subsidiary ledgers.

Process notes receivable and notes payable.

Prepare financial statements.

Demonstrate the interrelationships among the balance sheet, income statement, and statement of cash flows.

Explain how the accounting qualities (e.g., relevance, reliability, predictive value, timeliness) are useful to an analyst.

Describe the purpose and key information contained in the principal financial statements: Balance Sheet, Income Statement, Statement of Comprehensive Income, Statement of Cash Flows and Statement of Stockholders' Equity and in the additional sources of information accompanying the financial statements: financial footnotes, supplementary schedules, Management Discussion and Analysis and proxy statements.

Discuss the role of the auditor and the meaning of the audit opinion.

Discuss why the International Organization of Securities Commissions (IOSCO) and the International Accounting Standards Board (IASB) set and enforce global accounting standards.

This course covers financial reporting and the accounting cycle. Chapters assigned are:

1. Accounting Information: Users and Uses.
2. Financial Statements: An Overview.
3. The Mechanics of Accounting.
4. Completing the Accounting Cycle.
5. Ensuring the Integrity of Financial Information.
6. Selling a Product or Service.

Principles of Economics:

The fundamentals of economics

Markets and government in a modern Economy

Basic elements of supply and demand

Microeconomics:

Applications of supply and demand

Supply, demand and product markets

Demand and consumer behaviour

Production and business organization

Analysis of costs

Analysis of perfectly competitive markets

Imperfect competition

Oligopoly and monopolistic competition

Teaching methods

Principles of Accounting:

Students are given detailed learning objectives for each chapter in the text. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups' solutions to the exercises. Difficult concepts are explained and illustrated online via streaming video clips and animated tutorials. Spreadsheet models are used as both templates and Excel tutorials. Additional practice problems and PowerPoint slides are provided to accompany the text. Students also are instructed in the use of Personal Trainer, an interactive, internet-based concept designed to help students complete the assigned exercises. Students' homework assignments are completed on-line and students receive on-line hints if required to solve the assignments. The instructor receives an overview of which assignments are being completed successfully by which students, and he focuses the class presentation to cover only the material where the students show need for further assistance.

The course utilizes a variety of learning strategies to accomplish an understanding and mastery of the learning outcomes and concepts presented in this course. These include reading assignments, discussions with the instructor, short case studies, group work, online interactive tutor, student tutor, critical thinking and analysis of the subject matter and examinations.

Principles of Economics:

The class sessions consist of a combination of lectures, discussion, and group exploration and problem solving sessions. Course content is based primarily on the assigned textbook. Internet content and outside readings have been incorporated where appropriate. Special emphasis is placed on accessing and analyzing primary economic research data available through public, private, and federal government statistical databases.

Recommended Literature

Principles of Accounting:

Albrecht, Stice, Stice, and Swain, Accounting Concepts, 11e, Thomson (2010)
 Personal Trainer Access Card to accompany Accounting Concepts (0-324-20670-4)
 White, G. I., Sondhi, A. C. and Fried, D., Framework for Financial Statement Analysis, Ch. 1, The Analysis and Use of Financial Statements, 4th edition, Wiley, (2009)

Principles of Economics:

Gregory Mankiw, Essentials of Economics, 4th ed. ,Cengage,(2008)

G1115 PRINCIPLES OF ACCOUNTING I

Objectives

Accounting has been defined as "the language of business". Students will be equipped with a thorough understanding of basic accounting principles and practice related to accounting concepts, systems and procedures. Students will learn basic accounting concepts and practical techniques, and be able to prepare and present financial

statements and management reports. Students will be able to analyze these statements within the context of decision making. Through the use of numerous real-world examples, students will understand the effect that accounting information has on the decisions made by real companies. The course also serves as an introduction to the International Accounting and Financial Management modules.

Learning content

Students are expected to:

Acquire an understanding of basic accounting concepts and practices.

Learn basic procedures and relationships between various financial recordkeeping documents and procedures.

Understand the accounting equation and the mechanics of journal entries (debits and credits).

Understand accounting terms and definitions.

Be able to prepare basic financial documents.

Demonstrate the practices for measuring and reporting business and financial activities.

Explain the basic principles and rules of financial reporting, as required by U.S. and IASB GAAP.

Understand the use of accounting data to analyse, control, and assist in management decision-making process.

Understand the importance of account data as a method of communicating financial information concerning the operations of the organization.

Describe the basic accounting functions.

Discuss the general principles of the financial reporting system and explain the objectives of financial reporting.

Explain the concept of double entry bookkeeping.

Explain the accounting cycle.

Identify the goals of the adjusting and closing processes.

Establish cash controls.

Prepare payroll entries.

Prepare journal entries.

Post to general and subsidiary ledgers.

Process notes receivable and notes payable.

Prepare financial statements.

Demonstrate the interrelationships among the balance sheet, income statement, and statement of cash flows.

Explain how the accounting qualities (e.g., relevance, reliability, predictive value, timeliness) are useful to an analyst.

Describe the purpose and key information contained in the principal financial statements: Balance Sheet, Income Statement, Statement of Comprehensive Income, Statement of Cash Flows and Statement of Stockholders' Equity and in the additional sources of information accompanying the financial statements: financial footnotes, supplementary schedules, Management Discussion and Analysis and proxy statements.

Discuss the role of the auditor and the meaning of the audit opinion.

Discuss why the International Organization of Securities Commissions (IOSCO) and the International Accounting Standards Board (IASB) set and enforce global accounting standards.

This course covers financial reporting and the accounting cycle. Chapters assigned are:

1. Accounting Information: Users and Uses.
2. Financial Statements: An Overview.
3. The Mechanics of Accounting.
4. Completing the Accounting Cycle.
5. Ensuring the Integrity of Financial Information.
6. Selling a Product or Service.

Entrance requirements

none

Type of examination

schr. P. 60 Min.

Methods

Students are given detailed learning objectives for each chapter in the text. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups' solutions to the exercises. Difficult concepts are explained and illustrated online via streaming video clips and animated tutorials. Spreadsheet models are used as both templates and Excel tutorials. Additional practice problems and PowerPoint slides are provided to accompany the text. Students also are instructed in the use of Personal Trainer, an interactive, internet-based concept designed to help students complete the assigned exercises. Students' homework assignments are completed on-line and students receive on-line hints if required to solve the assignments. The instructor receives an overview of which assignments are being completed successfully by which students, and he focuses the class presentation to cover only the material where the students show need for further assistance.

The course utilizes a variety of learning strategies to accomplish an understanding and mastery of the learning outcomes and concepts presented in this course. These include reading assignments, discussions with the instructor, short case studies, group work, online interactive tutor, student tutor, critical thinking and analysis of the subject matter and examinations.

Recommended Literature

Albrecht, Stice, Stice, and Swain, Accounting Concepts, 11e, Thomson (2010)

Personal Trainer Access Card to accompany Accounting Concepts (0-324-20670-4)

White, G. I., Sondhi, A. C. and Fried, D., Framework for Financial Statement Analysis, Ch. 1, The Analysis and Use of Financial Statements, 4th edition, Wiley, (2009)

G1115 PRINCIPLES OF ECONOMICS

Objectives

This course provides an integrated introduction to the analysis of individual firms and markets, as well as aggregate economic variables. These include inflation, unemployment and economic growth, with a focus on the state's role in attempts to regulate the economy. At the conclusion of this course students will:

- o understand how societies use scarce resources to produce and distribute commodities among its various people
- o better understand microeconomics and how the parts of the German economy function.
- o know the economic principles and the interaction of the individual units in our economy (individuals, households, businesses, and government).
- o have an awareness of current economic issues and problems.

This course offers an introduction to the concepts and tools of economic analysis. Topics covered include price theory including supply and demand, marginal analysis, utility, cost and revenue concepts, competition, production and factor markets.

The course provides students with a basic understanding of how people make decisions, how people interact, and how the economy as a whole works, in order to provide students with a framework for viewing and interpreting the economic world around them. At the conclusion of this course, students will have enhanced their abilities as critical thinkers, effective communicators, and as problem solvers.

Learning content

The fundamentals of economics

Markets and government in a modern Economy

Basic elements of supply and demand

Microeconomics:

Applications of supply and demand

Supply, demand and product markets

Demand and consumer behaviour

Production and business organization

Analysis of costs

Analysis of perfectly competitive markets

Imperfect competition

Oligopoly and monopolistic competition

Entrance requirements

none

Type of examination

schr. P. 60 Min.

Methods

The class sessions consist of a combination of lectures, discussion, and group exploration and problem solving sessions. Course content is based primarily on the assigned textbook. Internet content and outside readings have been incorporated where appropriate. Special emphasis is placed on accessing and analyzing primary economic research data available through public, private, and federal government statistical databases.

Recommended Literature

Gregory Mankiw, Essentials of Economics, 4th ed. ,Cengage,(2008)

G-06 HUMAN RESOURCE MANAGEMENT

Module code	G-06
Module coordinator	Prof. Dr. Rainer Waldmann
Course number and name	G1116 Human Resources Management
Lecturers	Prof. Dr. Falk Pössnecker Prof. Dr. Rainer Waldmann
Semester	1
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	mündl. Prüf., schr. P. 90 Min.
Language of instruction	Englisch

Module objective

The strategic management literature emphasizes the hidden potential that workers possess. Unlocking this potential for making unique contributions to the organization depends on skillfully structuring workplace and leadership relationships.

Management can contribute considerably to realizing the creative potential embodied in the workforce. To this end, course participants gain a basic understanding of the psychology required to understand and explain the actions and experiences of the members of an organization. This knowledge is the basis for being able to develop a leadership style and to become sensitive to the effects of one's own management actions.

Students also learn how to construct feedback systems. Formulating goals, requiring feedback and creating a supportive environment increase the probability of exceptional performance from dedicated, motivated employees.

The task of Human Resources Management (HRM) is to support management in structuring the organization and leadership relationships. Starting from the strategic plan, HRM develops the tools and techniques for management to use to carry out their duties in a professional manner. Managers should be familiar with basic HR tasks, techniques and tools.

For this reason, participants learn the essentials of HRM: the basics of determining employee compensation; how to acquire and select workers under various job market conditions; the principles of task analysis; developing, supporting and motivating workers during organizational changes; changing the workplace variables to match changing demographic or business conditions; etc.

Entrance requirements

Integration of personal experiences gleaned from the International Team Building course and the group HR projects with the course contents.

Learning content

1. Why study Human Resources Management (HRM)?
2. Organizational Behavior
 - 2.1 What's Organizational Behavior
 - 2.2 Work Teams and Groups
 - 2.3 Leadership
 - 2.4 Motivation
 - 2.5 Learning and Performance
 - 2.6 Communication
3. Developing Effectiveness in HRM
 - 3.1 Recruitment
 - 3.2 Selection and Placement
 - 3.3 Training
 - 3.4 Evaluating Performance
 - 3.5 HR on a Global Scale

Teaching methods

The course conveys the principles of HR and organizational psychology through lectures and discussions. Because the students have previously assembled a variety of relevant experiences in the International Team Building course, theoretical discussions regarding

group structures and dynamics, effects of feedback and management actions, etc. can be linked directly to the students' individual experiences.

Self-organized learning is explicitly integrated through the assignment and presentation of group projects. The goal is to encourage an independent, in depth, theoretical discussion of the key themes taught in the course. Each group presentation lasts around 20 minutes and is linked to real world situations, (e.g., using role playing). An example of an assignment is:

'You are HR specialists who want to install a management by objectives (MBO) program in a sales department:

1. Develop the program and try to identify conditions ensuring/threatening the success of your efforts.
2. Conduct a typical MBO interview with a sales representative (role play).'

Presentations are evaluated using the 'fish bowl' technique. The presenters get feedback from the instructor and two student observers selected by the group.

Through the group projects, the students' self-confidence is raised while their ability to perform independent research is developed. Furthermore, this method supports teamwork, communication and presentation skills development as well as a realistic self-assessment of the participant's skills.

Recommended Literature

Bohlander, G.W., Snell, S. A., Principles of Human Resource Management, South Western Cengage Learning, 2013

Quick, J. C., Nelson, D., L., Principles of Organizational Behavior, 8th ed., South Western Cengage Learning, 2013

G1116 HUMAN RESOURCES MANAGEMENT

Learning content

1. Why study Human Resources Management (HRM)?
2. Organizational Behavior
 - 2.1 What's Organizational Behavior
 - 2.2 Work Teams and Groups
 - 2.3 Leadership
 - 2.4 Motivation
 - 2.5 Learning and Performance
 - 2.6 Communication
3. Developing Effectiveness in HRM
 - 3.1 Recruitment
 - 3.2 Selection and Placement
 - 3.3 Training
 - 3.4 Evaluating Performance
 - 3.5 HR on a Global Scale

Entrance requirements

Integration of personal experiences gleaned from the International Team Building course and the group HR projects with the course contents.

Type of examination

mündl. Prüf., schr. P. 90 Min.

Methods

The course conveys the principles of HR and organizational psychology through lectures and discussions. Because the students have previously assembled a variety of relevant experiences in the International Team Building course, theoretical discussions regarding group structures and dynamics, effects of feedback and management actions, etc. can be linked directly to the students' individual experiences.

Self-organized learning is explicitly integrated through the assignment and presentation of group projects. The goal is to encourage an independent, in depth, theoretical discussion of the key themes taught in the course. Each group presentation lasts around 20 minutes and is linked to real world situations, (e.g., using role playing). An example of an assignment is:

'You are HR specialists who want to install a management by objectives (MBO) program in a sales department:

- 1. Develop the program and try to identify conditions ensuring/threatening the success of your efforts.*
- 2. Conduct a typical MBO interview with a sales representative (role play).'*

Presentations are evaluated using the 'fish bowl' technique. The presenters get feedback from the instructor and two student observers selected by the group.

Through the group projects, the students' self-confidence is raised while their ability to perform independent research is developed. Furthermore, this method supports teamwork, communication and presentation skills development as well as a realistic self-assessment of the participant's skills.

Recommended Literature

Bohlander, G.W., Snell, S. A., Principles of Human Resource Management, South Western Cengage Learning, 2013

Quick, J. C., Nelson, D., L., Principles of Organizational Behavior, 8th ed., South Western Cengage Learning, 2013

G-07 FOREIGN LANGUAGE I

Module code	G-07
Module coordinator	
Course number and name	Z1100 Foreign Language I
Lecturer	Dozenten/innen für AWP und Sprachen
Semester	1
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Semester periods per week (SWS)	2
ECTS	2
Workload	Time of attendance: 23 hours self-study: 37 hours Total: 60 hours
Language of instruction	Englisch

Z1100 FOREIGN LANGUAGE I

Type of examination

schr. P. 60 Min.

G-08 INFORMATION TECHNOLOGY I

Module code	G-08
Module coordinator	Prof. Dr. Georg Herde
Course number and name	G2111 Information Technology I
Lecturers	Prof. Dr. Georg Herde Prof. Dr. Belle Woodward
Semester	2
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	schr. P. 90 Min.
Language of instruction	Englisch

Module objective

Part 1: The goal of this course is to improve the usage of computers in a wide variety of office applications. Upon completion of the course, participants will be able to use advanced tools of the Windows Operating System and MS Office for the integration of office applications and business intelligence. The course also provides an introduction to data analysis and data base management which serve as an introduction for Information Technology II.

Part 2: This course is designed to give all students, especially those without a technical or computing background, an introduction to the concerns and issues associated with computers, social networks, and the Internet. Students will learn about the motivations of cyber criminals, common tricks and tactics used by them, and methods of defending against them. At the end of the course, students will have the knowledge necessary to more safely and securely use modern communication technologies and systems. Students will learn about basic ethical and legal issues of computing, consequences of

insecurity for individuals and organizations, and leave the course with a broad understanding of the basic concepts and topics of information security and assurance.

Entrance requirements

Basic knowledge of IT principles and familiarity with Microsoft Office Powerpoint, Word and Excel applications. Students who have not studied these subjects should consider taking online courses offered by Microsoft or VHS.

Learning content

Part 1: Practical introduction to application systems and the integration of office standard software.

- 1 Basic Information Systems in Business
 - o Foundation and Concepts
 - o Components of Information Systems
- 2 Competing with Information Technology
 - o Fundamentals of Strategic Advantages
 - o Using Information Technology for Strategic Advantage
- 3 Computer Hardware
 - o Computer Systems
 - o Computer Peripherals
- 4 Computer Software
 - o End-User Applications
 - o Computer System Management
- 5 Office Applications
 - o MS Office family
 - o Data transport between Office Applications and the Operating System
 - o Data transport between Access and Word
 - o Data transport between Access and Excel
 - o Data transport between Access and Access
 - o Data transport between Excel and Access
 - o Data migration to MS SQL Server
 - o Sample databases

- o Practice and exercises

6 Data Transportation Services between Office applications and MS Access

- o Active X/OLE
- o DDE (dynamic data exchange)
- o ODBC (open database connectivity)
- o ADO (active data objects)
- o Sample programs
- o Practice and exercises

7 Building integrated Office applications

- o Mail merges using Word and Access
- o Merging data in the Address book from Outlook in Word
- o Getting external data in Excel
- o Database queries in Access from Excel
- o Pivot-tables using Excel and Access
- o Practice and exercises

Part 2: IT-Security

- 1 Understand legal aspects of computer, network, and Internet use.
- 2 Identify risks to personal and organizational technology assets.
- 3 Identify risks to personal and organizational data and communications.
- 4 Determine whether systems are appropriately updated and patched for vulnerabilities.
- 5 Determine whether systems are protected from common digital threats.
- 6 Understand common information assurance requirements and associated terms
- 7 Identify common signs of an intrusion, security threat, or compromise.

Topics:

1 Why Security?

- o Consequences of poor security
- o Anatomy of a cyber attack
- o Consequences of poor security
- o Aspects of security: CIA triad
- o Attacker motivation
- o Basic networking discussion

2 Applied Security

- o Safe web browsing
- o Avoiding scams and hoaxes
- o Patching OS and third party apps
- o All about passwords
- o Anti-virus and anti-malware
- o Recovering from an infection
- o Security with WiFi
- o What's a firewall?
- o Risks of file sharing
- o Assessing your systems security
- o Windows, Mac, and Linux specific security
- o Risks of removable storage
- o Cloud risks

3 Security in Public

- o Social networking concerns
- o Security on public WiFi
- o Physical security
- o Safe disposal of computing equipment

4 Privacy

- o Smartphone applications
- o Social networking
- o Understanding your digital tracks

5 Ethical and Legal Issues

- o Types of cyber crime and criminals
- o Important legislation
- o Important industry regulations

- o Ethical use of technology

Teaching methods

The course contents are clarified with the help of practical examples during the lectures. In addition participants use the computer to perform practical exercises using computers in MS Office (Access, Word, Excel). Projects are assigned to teams and/or individuals, and the results are presented to the entire class during lectures.

Fifty percent of the course takes place online. Practical applications are reinforced through computer exercises, enterprise simulation, group projects and presentations.

Recommended Literature

Literature Part 1:

O'Brien, J. A. / Marakas, G.: Management Information Systems, Irwin McGraw-Hill Eight edition (2011)

Connolly, T., Begg, C.: Database Systems, Addison Wesley, fifth edition, Boston, 2009

Schaffer, A. / Carey, P. / Finnegan, K.: New Perspectives on Microsoft Office 2007, Course Technology, 2010

Literature Part 2:

William (Chuck) Easttom: "Computer Security Fundamentals", 2/E, Prentice Hall ©2012

P. J. Ortmeier: "Introduction to Security: Operations and Management", 4/E ©2013 • Prentice Hall

G2111 INFORMATION TECHNOLOGY I

Learning content

Part 1: Practical introduction to application systems and the integration of office standard software.

1 Basic Information Systems in Business

- o Foundation and Concepts
- o Components of Information Systems

2 Competing with Information Technology

- o Fundamentals of Strategic Advantages
- o Using Information Technology for Strategic Advantage

3 Computer Hardware

- o Computer Systems
- o Computer Peripherals

4 Computer Software

- o End-User Applications

- o Computer System Management

5 Office Applications

- o MS Office family
- o Data transport between Office Applications and the Operating System
- o Data transport between Access and Word
- o Data transport between Access and Excel
- o Data transport between Access and Access
- o Data transport between Excel and Access
- o Data migration to MS SQL Server
- o Sample databases
- o Practice and exercises

6 Data Transportation Services between Office applications and MS Access

- o Active X/OLE
- o DDE (dynamic data exchange)
- o ODBC (open database connectivity)
- o ADO (active data objects)
- o Sample programs
- o Practice and exercises

7 Building integrated Office applications

- o Mail merges using Word and Access
- o Merging data in the Address book from Outlook in Word
- o Getting external data in Excel
- o Database queries in Access from Excel
- o Pivot-tables using Excel and Access
- o Practice and exercises

Part 2: IT-Security

- 1 Understand legal aspects of computer, network, and Internet use.
- 2 Identify risks to personal and organizational technology assets.

- 3 Identify risks to personal and organizational data and communications.
- 4 Determine whether systems are appropriately updated and patched for vulnerabilities.
- 5 Determine whether systems are protected from common digital threats.
- 6 Understand common information assurance requirements and associated terms
- 7 Identify common signs of an intrusion, security threat, or compromise.

Topics:

1 Why Security?

- o Consequences of poor security
- o Anatomy of a cyber attack
- o Consequences of poor security
- o Aspects of security: CIA triad
- o Attacker motivation
- o Basic networking discussion
- o

2 Applied Security

- o Safe web browsing
- o Avoiding scams and hoaxes
- o Patching OS and third party apps
- o All about passwords
- o Anti-virus and anti-malware
- o Recovering from an infection
- o Security with WiFi
- o What's a firewall?
- o Risks of file sharing
- o Assessing your systems security
- o Windows, Mac, and Linux specific security
- o Risks of removable storage

- o Cloud risks
- 3 Security in Public
 - o Social networking concerns
 - o Security on public WiFi
 - o Physical security
 - o Safe disposal of computing equipment
- 4 Privacy
 - o Smartphone applications
 - o Social networking
 - o Understanding your digital tracks
- 5 Ethical and Legal Issues
 - o Types of cyber crime and criminals
 - o Important legislation
 - o Important industry regulations
 - o Ethical use of technology

Entrance requirements

Basic knowledge of IT principles and familiarity with Microsoft Office Powerpoint, Word and Excel applications. Students who have not studied these subjects should consider taking online courses offered by Microsoft or VHS.

Type of examination

schr. P. 90 Min.

Methods

The course contents are clarified with the help of practical examples during the lectures. In addition participants use the computer to perform practical exercises using computers in MS Office (Access, Word, Excel). Projects are assigned to teams and/or individuals, and the results are presented to the entire class during lectures.

Fifty percent of the course takes place online. Practical applications are reinforced through computer exercises, enterprise simulation, group projects and presentations.

Recommended Literature

Literature Part 1:

O'Brien, J. A. / Marakas, G.: Management Information Systems, Irwin McGraw-Hill Eight edition (2011)

Connolly, T., Begg, C.: Database Systems, Addison Wesley, fifth edition, Boston, 2009

Schaffer, A. / Carey, P. / Finnegan, K.:, New Perspectives on Microsoft Office 2007, Course Technology, 2010

Literature Part 2:

William (Chuck) Easttom: "Computer Security Fundamentals", 2/E, Prentice Hall ©2012

P. J. Ortmeier: "Introduction to Security: Operations and Management", 4/E ©2013 • Prentice Hall

G-09 BUSINESS LAW

Module code	G-09
Module coordinator	Prof. Dr. Josef Scherer
Course number and name	G2112 Business Law
Lecturer	Dr. Armin Dürrschmidt
Semester	2
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	schr. P. 90 Min.
Language of instruction	Englisch

Module objective

This course enables the student to develop an understanding of the legal framework of business, to develop an understanding of the purpose and logic of the law, to develop a vocabulary that is useful in business transactions and to develop a general knowledge of how the law affects the business world. In Part I of the course students learn the fundamentals of contract law.

Learning content

- Legal Entities - Partnerships and Corporations
- Overview - Forms of doing business in Germany
 - GmbH - Structure and legal basics
 - Other corporations (in particular AG)
 - offene Handelsgesellschaft and Kommanditgesellschaft
- Formation of Contracts
- The Contract and its performance
 - The conclusion of a Contract in a business context

- The role of agents in business law
- The interpretation of Contracts

Breach of contractual duties:

- Categories
- Impossibility
- Debtor's Delay/ Creditor's Delay
- Warranty obligations of the seller

Teaching methods

Legal theory is presented by the lecturer. Following each topic, students solve short cases. Discussion and feedback follow the solutions to the cases.

Recommended Literature

Instructor's script and text of Bürgerliches Gesetzbuch (English translations of relevant paragraphs will be provided)

G2112 BUSINESS LAW

Learning content

Legal Entities - Partnerships and Corporations

- Overview - Forms of doing business in Germany
- GmbH - Structure and legal basics
- Other corporations (in particular AG)
- offene Handelsgesellschaft and Kommanditgesellschaft

Formation of Contracts

- The Contract and its performance
- The conclusion of a Contract in a business context
- The role of agents in business law
- The interpretation of Contracts

Breach of contractual duties:

- Categories
- Impossibility
- Debtor's Delay/ Creditor's Delay

- Warranty obligations of the seller

Type of examination

schr. P. 90 Min.

Methods

Legal theory is presented by the lecturer. Following each topic, students solve short cases. Discussion and feedback follow the solutions to the cases.

Recommended Literature

Instructor's script and text of Bürgerliches Gesetzbuch (English translations of relevant paragraphs will be provided)

G-10 MACROECONOMICS AND PUBLIC ECONOMIC

Module code	G-10
Module coordinator	Prof. Dr. Hanjo Allinger
Course number and name	G2113 Principles of Macroeconomics
Lecturer	Prof. Dr. Hanjo Allinger
Semester	2
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	schr. P. 120 Min.
Language of instruction	Englisch

Module objective

This course provides an integrated introduction to the analysis of individual firms and markets, as well as aggregate economic variables. These include inflation, unemployment and economic growth, with a focus on the state's role in attempts to regulate the economy. Students will learn how societies use scarce resources to produce and distribute commodities among its various people.

At the conclusion of this course students will:

- understand the foundations of macroeconomics
- understand the nature of the economic problem
- be familiar with the basic structure of the German economic system
- understand the role of consumers, business, banks and government in influencing the level of economic activity in an economy
- be able to interpret economic vocabulary

- have developed analytical skills
- be able to use the World Wide Web to access and retrieve economic data and reports

Economic principles are applied to the analysis of such problems as industrial organization, the environment, public choice and the distribution of income.

At the conclusion of this course, students will have enhanced their abilities as critical thinkers, effective communicators, and as problem solvers.

Learning content

Principles of Macroeconomics:

Measuring Economic Activity
 Consumption and Investment
 Business Fluctuations, Theory of Aggregate Demand
 The multiplier model
 Money, Banking and Financial Markets
 Central Banking and Monetary Policy
 The Challenge of Economic Development
 Unemployment and the Foundations of Aggregate Supply
 Ensuring Price Stability
 International trade and exchange rates

Teaching methods

Principles of Macroeconomics:

The class sessions consist of a combination of lectures, discussion, and group exploration and problem solving sessions involving case studies. Course content is based primarily on the assigned textbook. Internet content and outside readings have been incorporated where appropriate. Special emphasis is placed on accessing and analyzing primary economic research data available through public, private, and federal government statistical databases.

Interactive lecture (65%)
 Case studies (25%)
 Internet activities (10%)

Recommended Literature

Principles of Macroeconomics:

Gregory Mankiw, Essentials of Economics, 4th ed. ,Cengage,(2008)

G2113 PRINCIPLES OF MACROECONOMICS

Learning content

Measuring Economic Activity

Consumption and Investment

Business Fluctuations, Theory of Aggregate Demand

The multiplier model

Money, Banking and Financial Markets

Central Banking and Monetary Policy

The Challenge of Economic Development

Unemployment and the Foundations of Aggregate Supply

Ensuring Price Stability

International trade and exchange rates

Entrance requirements

none

Type of examination

schr. P. 120 Min.

Methods

The class sessions consist of a combination of lectures, discussion, and group exploration and problem solving sessions involving case studies. Course content is based primarily on the assigned textbook. Internet content and outside readings have been incorporated where appropriate. Special emphasis is placed on accessing and analyzing primary economic research data available through public, private, and federal government statistical databases.

Interactive lecture (65%)

Case studies (25%)

Internet activities (10%)

Recommended Literature

Gregory Mankiw, Essentials of Economics, 4th ed. ,Cengage,(2008)

G-11 PRINCIPLES OF MARKETING

Module code	G-11
Module coordinator	Prof. Dr. Christian Zich
Course number and name	G2114 Principles of Marketing
Lecturer	Prof. Dr. Christian Zich
Semester	2
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	LN schriftlich, schr. P. 90 Min.
Language of instruction	Englisch

Module objective

Marketing and sales management involve far more than catchy advertising and clever sales pitches. Increasingly, the most important success factor is understanding customer behaviour. The main goal of this course is to equip students with a knowledge of the essentials of consumer behaviour to enable them to better develop customer oriented products and services, convincing advertisements and sales presentations.

Through the use of practical examples, the students also learn to distinguish among marketing and sales strategies and determine which ones are more likely to yield the intended results.

Students also acquire an understanding of the mechanisms and the major methodologies of the marketing mix: product, promotion, placement and price.

Learning content

The basics of marketing segmentation based on the definition of a relevant market.

- o Defining the relevant market based on the identification of product characteristics, generic functionalities and driving economic factors within the industry sectors.
- o Segmentation variables, definition and application.
- o Understanding the basics of defining psychographic variables, conducting simple studies and developing simple qualitative interview guidelines.

The components and aspects of human information acquisition and processing.

- o Top-down and bottom-up information acquisition and processing strategies
- o Semantic networks
- o The four barriers to successful information transfer in the online age
- o Above the line and below the line communication channels
- o Advertising styles and their application
- o Applying the knowledge about human information acquisition and processing to develop customer oriented advertising strategies.

Customer's decision-making

- o product lifecycle, business development, and product program management
- o need recognition, alternative evaluation, and post purchase evaluation
- o the Kano model; differentiating between different levels of customer satisfaction and excitement
- o Integrating customers decisions into advertising strategies and product development

Sales management

- o Sales channels and their characteristics (resellers, retailers, online shops, pop-up stores, and many more)
- o Applying consumer behavior to optimize sales talks and sales strategies

Individual consumer and customer differences

- o Personality and self image, including the brand management application
- o Influencing motivation and attitudes as important aspects of advertising and selling strategies
- o Customer knowledge, information processing.
- o Understanding the impact of individual differences on customer decisions and information acquisition and processing.

Teaching methods

The course conveys the principles of marketing through reading assignments, lectures and discussions. Self-organized learning is explicitly integrated through the analysis and presentation of a concrete marketing problem. The goal is to encourage a transfer of knowledge through application of theory to five practical examples. Teamwork is encouraged through the preparation of two team tasks.

Recommended Literature

Blackwell, R. D./Engel, J. F./ Miniard, P. W.: Consumer Behaviour, Fort Worth, 2005, 10. Auflage, bzw. neuere Auflagen.

Blythe, J.: Principles and Practice of Marketing, Fort Worth, 2009, 2. Auflage, bzw. neuere Auflagen.

G2114 PRINCIPLES OF MARKETING

Learning content

1. History of marketing, from production planning to customer loyalty program
2. Basics of consumer behavior
 - o the decision-making process
 - o individual and target group differences
 - o the role of the social environment
3. Basics of marketing communication
 - o information processing
 - o communication channels and media
 - o basic concepts of branding
4. Basics of sales management
 - o sales channels
 - o types of sales activities

Entrance requirements

none

Type of examination

LN schriftlich, schr. P. 90 Min.

Methods

The course conveys the principles of marketing through reading assignments, lectures and discussions. Self-organized learning is explicitly integrated through the analysis and

presentation of a concrete marketing problem . The goal is to encourage a transfer of knowledge through application of theory to five practical examples . Teamwork is encouraged through the preparation of two team tasks.

Recommended Literature

Blackwell, R. D./Engel, J. F./ Miniard, P. W.: Consumer Behaviour, Fort Worth, 2005, 10. Auflage, bzw. neuere Auflagen.

Blythe, J.: Principles and Practice of Marketing, Fort Worth, 2009, 2. Auflage, bzw. neuere Auflagen.

G-12 ACCOUNTING FOR MANAGERS

Module code	G-12
Module coordinator	Prof. Dr. Martina Heigl-Murauer
Course number and name	Accounting for Managers
Lecturer	Prof. Dr. Martina Heigl-Murauer
Semester	2
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	6
ECTS	6
Workload	Time of attendance: 75 hours self-study: 105 hours Total: 180 hours
Language of instruction	Englisch

Module objective

Students learn to analyze and interpret both historical and estimated data used by management to conduct daily operations, plan future operations and develop overall business strategies. Students also learn to prepare and present management reports within the context of decision making. Through the use of numerous real-world examples, students see the effect that accounting information has on the decisions made by real companies. The course also serves as an introduction to elective courses in controlling, strategic finance and management accounting.

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics

Learning content

Students are expected to:

- o analyze and interpret managerial accounting reports that provides both objective measures of past operations and subjective estimates about future decisions.

- o analyze and interpret cost behavior.
- o understand various cost systems: e.g. Job Order Costing, Process Costing.
- o evaluate the organizational role of management accountants and describe accounting systems used by manufacturing businesses.
- o summarize and interpret cash flow activities.
- o describe and illustrate income analysis under various costing assumptions.
- o describe the basic elements of the budgeting process, its objectives, and its impact on human behavior.
- o analyze the types of standards, how they are used in budgeting and how they are established for businesses.
- o prepare a differential analysis report for decision making.
- o be able to apply and analyze product costing allocation methods.

This course introduces the concept of management accounting. The chapters assigned from the textbook are:

13. The Statement of Cash Flows
15. Introduction to Management Accounting.
16. Product Cash Flows
17. Analyzing Cost-Volume-Profit Relationships.
18. Product Cost Flows and Business Organizations.
19. Operational Budgeting.
20. Monitoring Performance in Cost, Profit, and Investment Centers.
21. Relevant Information for Decisions
22. Activity Based Costing and Quality Management

Teaching methods

Students are given detailed learning objectives for each chapter in the text. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups' solutions to the exercises. Difficult concepts are explained and illustrated online via streaming video clips and animated tutorials. Spreadsheet models are used as both templates and Excel tutorials. Additional practice problems and PowerPoint slides are provided to accompany the text. Students also are instructed in the use of Personal Trainer, an interactive, internet-based concept designed to help students complete the assigned exercises. Students' homework assignments are completed on-line and students receive on-line hints if required to solve the assignments. The instructor receives an overview of which assignments are being completed successfully by which students, and he focuses the class presentation to cover only the material where the students show need for further assistance.

The course utilizes a variety of learning strategies to accomplish an understanding and mastery of the learning outcomes and concepts presented in this course. These include

reading assignments, discussions with the instructor, short case studies, group work, online interactive tutor, student tutor, critical thinking and analysis of the subject matter and examinations.

Recommended Literature

Albrecht, Stice, Stice, and Swain, Accounting Concepts (International Edition), 11e, Thomson (2010)

Personal Trainer Access Card to accompany Accounting Concepts (0-324-20670-4)

ACCOUNTING FOR MANAGERS

Learning content

Students are expected to:

- o analyze and interpret managerial accounting reports that provides both objective measures of past operations and subjective estimates about future decisions.
- o analyze and interpret cost behavior.
- o understand various cost systems: e.g. Job Order Costing, Process Costing.
- o evaluate the organizational role of management accountants and describe accounting systems used by manufacturing businesses.
- o summarize and interpret cash flow activities.
- o describe and illustrate income analysis under various costing assumptions.
- o describe the basic elements of the budgeting process, its objectives, and its impact on human behavior.
- o analyze the types of standards, how they are used in budgeting and how they are established for businesses.
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13. The Statement of Cash Flows
15. Introduction to Management Accounting.
16. Product Cash Flows
17. Analyzing Cost-Volume-Profit Relationships.
18. Product Cost Flows and Business Organizations.

19. Operational Budgeting.

20. Monitoring Performance in Cost, Profit, and Investment Centers.

21. Relevant Information for Decisions

22. Activity Based Costing and Quality Management

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics

Type of examination

schr. P. 120 Min.

Methods

Students are given detailed learning objectives for each chapter in the text. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups' solutions to the exercises. Difficult concepts are explained and illustrated online via streaming video clips and animated tutorials. Spreadsheet models are used as both templates and Excel tutorials. Additional practice problems and PowerPoint slides are provided to accompany the text. Students also are instructed in the use of Personal Trainer, an interactive, internet-based concept designed to help students complete the assigned exercises. Students' homework assignments are completed on-line and students receive on-line hints if required to solve the assignments. The instructor receives an overview of which assignments are being completed successfully by which students, and he focuses the class presentation to cover only the material where the students show need for further assistance.

The course utilizes a variety of learning strategies to accomplish an understanding and mastery of the learning outcomes and concepts presented in this course. These include reading assignments, discussions with the instructor, short case studies, group work, online interactive tutor, student tutor, critical thinking and analysis of the subject matter and examinations.

Recommended Literature

Albrecht, Stice, Stice, and Swain, Accounting Concepts (International Edition), 11e, Thomson (2010)

Personal Trainer Access Card to accompany Accounting Concepts (0-324-20670-4)

G-13 COMMUNICATION AND PRESENTATION TECHNIQUES

Module code	G-13
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	G2116 Communication and Presentation Techniques
Lecturer	Prof. Dr. Jack Bauersachs
Semester	2
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	2
ECTS	2
Workload	Time of attendance: 23 hours self-study: 37 hours Total: 60 hours
Type of examination	mündl. Prüf.
Language of instruction	Englisch

Module objective

The main goal is to improve students' listening, speaking and presentation skills through theory, observation, practice and group feedback. They also learn to moderate a group discussion.

Besides this they will develop the skills that are necessary to prepare presentations, to speak with confidence and to plan and use visual aids effectively. Students learn what communication is, how culture, language choices and non-verbal clues affect the image presented, how to organize a message, how to make persuasive presentations. Students also learn how to be effective listeners and give qualified feedback.

Learning content

The course covers communication and feedback, body language, organizing thoughts and data, voice, non-verbals and audience interaction and visual aids.

Students are expected to be able to discuss the following topics:

- What presentations can accomplish for the presenter
- How to give and receive feedback in a workshop

What is communication?
 What are the basics of organizational communication?
 What are some obstacles to effective communication and how these can be overcome?
 What constitutes effective leadership behavior?
 What does a presenter need to know about nonverbal communication?
 When is assertive behavior appropriate in communicating?
 How can one develop effective listening skills?
 What are the elements of persuasive presentations?
 How does culture affect communication patterns?
 What does self-disclosure mean?
 What are effective response styles?
 How do language choices and non-verbal cues affect the image a person projects?
 How can a verbal confrontation produce its intended result?
 What are effective ways to organize a message?
 How does a person prepare for and present a successful interview?
 Students are expected to incorporate the following themes into their presentations:
 Basics of Successful presentations.
 Style and technique in delivery.
 The art of facilitation.
 How to ask questions
 How to make transitions
 When silence is appropriate
 Setting the right environment, including the room, seating, audio visual equipment, food, drinks and handouts
 How to use visual aids including PowerPoint
 How to avoid over-presenting with PowerPoint and other media
 The logistics of presenting.
 What to do when things go wrong
 How to moderate a group discussion

Teaching methods

The course is conducted like a professional workshop. Students begin by making short presentations on a variety of theoretical and practical topics related to oral presentations and communication techniques. After individual feedback and coaching and discussion rounds with peers, students then

evaluate a professional presentation and develop guidelines for improving their own subsequent presentations. Students make a series of progressively more complex presentations, each one emphasizing a particular skill e.g., presenting without notes or visual aids. By fostering an atmosphere of trust and teamwork, the repetition and progression of tasks develops the presenter's competence and self confidence. The course culminates with a formal podium presentation in an auditorium environment.

Students also participate in a workshop to learn the principles of moderation techniques. Students get the opportunity to practice moderation skills in a small group forum.

The course features video-taped presentations, group discussion & feedback, PowerPoint presentations and a formal presentation simulation.

Recommended Literature

Rosana, R., Presentation Basics, American Society for Training Development (2003)

G2116 COMMUNICATION AND PRESENTATION TECHNIQUES

Learning content

The course covers communication and feedback, body language, organizing thoughts and data, voice, non-verbals and audience interaction and visual aids.

Students are expected to be able to discuss the following topics:

What presentations can accomplish for the presenter

How to give and receive feedback in a workshop

What is communication?

What are the basics of organizational communication?

What are some obstacles to effective communication and how these can be overcome?

What constitutes effective leadership behavior?

What does a presenter need to know about nonverbal communication?

When is assertive behavior appropriate in communicating?

How can one develop effective listening skills?

What are the elements of persuasive presentations?.

How does culture affect communication patterns?

What does self-disclosure mean?

What are effective response styles?

How do language choices and non-verbal cues affect the image a person projects?

How can a verbal confrontation produce its intended result?

What are effective ways to organize a message?

How does a person prepare for and present a successful interview?

Students are expected to incorporate the following themes into their presentations:

Basics of Successful presentations.

Style and technique in delivery.

The art of facilitation.

How to ask questions

How to make transitions

When silence is appropriate

Setting the right environment, including the room, seating, audio visual equipment, food, drinks and handouts

How to use visual aids including PowerPoint

How to avoid over-presenting with PowerPoint and other media

The logistics of presenting.

What to do when things go wrong

How to moderate a group discussion

Entrance requirements

none

Type of examination

mündl. Prüf.

Methods

The course is conducted like a professional workshop. Students begin by making short presentations on a variety of theoretical and practical topics related to oral presentations and communication techniques. After individual feedback and coaching and discussion rounds with peers, students then evaluate a professional presentation and develop guidelines for improving their own subsequent presentations. Students make a series of progressively more complex presentations, each one emphasizing a particular skill e.g., presenting without notes or visual aids. By fostering an atmosphere of trust and teamwork, the repetition and progression of tasks develops the presenter's competence and self confidence. The course culminates with a formal podium presentation in an auditorium environment.

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The course features video-taped presentations, group discussion & feedback, PowerPoint presentations and a formal presentation simulation.

Recommended Literature

Rosana, R., Presentation Basics, American Society for Training Development (2003)

G-14 FOREIGN LANGUAGE II

Module code	G-14
Module coordinator	
Course number and name	Z2100 Foreign Language II
Lecturer	Dozenten/innen für AWP und Sprachen
Semester	2
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Semester periods per week (SWS)	2
ECTS	2
Workload	Time of attendance: 23 hours self-study: 37 hours Total: 60 hours
Type of examination	schr. P. 60 Min.
Language of instruction	Englisch

Z2100 FOREIGN LANGUAGE II

Type of examination

schr. P. 60 Min.

G-15 INTERNATIONAL ACCOUNTING AND CONTROL

Module code	G-15
Module coordinator	Prof. Dr. Martina Heigl-Murauer
Course number and name	G3111 International Accounting and Control
Lecturer	Prof. Dr. Martina Heigl-Murauer
Semester	3
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	5
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	mündl. Prüf., schr. P. 90 Min.
Language of instruction	Englisch

Module objective

With the global growth in business and capital markets, the need for cross-border financial information has correspondingly increased. Knowledge of the nuances of international accounting is imperative for users of financial information generated across borders and business cultures. This course is designed to provide an understanding of international accounting issues to current and future business managers. The course takes a user perspective to international financial reporting because most business executives are more likely to be users of financial information that crosses national borders. With the recent problems exposed in the quality of financial reporting in many countries, a solid understanding of international accounting issues is an important part of the portfolio of skills that managers in medium and large enterprises must possess.

Course participants are expected to become adept with International Financial Reporting Standards (IFRS). Moreover, they learn to create financial statements according to IAS/IFRS and should be able to recognize key differences and impacts among national accounting standards, US GAAP and IAS/IFRS.

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics

Completion of G2115 - Accounting for Managers

Learning content

This course builds on Principles of Accounting and covers the difficulties international concerns have in financial reporting as well as problems managers face in interpreting statements issued under various reporting standards.

The course covers the impact of foreign currency, cultural, and regulatory environments on the presentation and analysis of financial statements.

PART 1: INTRODUCTION.

1. Introduction to International Accounting.

PART 2: INTERNATIONAL FINANCIAL REPORTING TECHNICAL TOPICS.

2. Foreign Currency.

3. Accounting for Changing Prices.

PART 3: INTERNATIONAL ACCOUNTING DIVERSITY AND HARMONIZATION.

4. Cultural Influences on Accounting.

5. Accounting Measurement and Disclosures.

6. Worldwide Disclosure Diversity and Harmonization.

7. Comparison of IAS/IFRS with US GAAP and HGB

8. Financial Statement Construction with IAS/IFRS

PART 4: INTERNATIONAL FINANCIAL ANALYSIS.

9. International Financial Statement Analysis.

PART 5: INTERNATIONAL MANAGEMENT AND TAXATION.

10. Strategic Planning and Control.

11. Budgeting, Risk Management, and Cost Management.

12. Transfer Pricing and International Taxation.

PART 6: INTERNATIONAL AUDITING AND EMERGING ISSUES.

13. Auditing Issues for Global Operations.

The Emerging World Economies.

Teaching methods

Students are given detailed learning objectives for each theme covered in the course. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups' solutions to the exercises. Individuals and teams are required to present written and oral analysis of topics related to the main themes in this course. The course utilizes a variety of learning strategies to accomplish an understanding and mastery of the learning outcomes and concepts presented in this course. These include reading assignments, discussions with the instructor, solving practical problems,

feedback, group analysis and presentation of international accounting topics, critical thinking and examinations.

Recommended Literature

Saudagaran, S. M., International Accounting - A User Perspective ,Thomson Southwestern (2004)

G3111 INTERNATIONAL ACCOUNTING AND CONTROL

Learning content

This course builds on Principles of Accounting and covers the difficulties international concerns have in financial reporting as well as problems managers face in interpreting statements issued under various reporting standards.

The course covers the impact of foreign currency, cultural, and regulatory environments on the presentation and analysis of financial statements.

PART 1: INTRODUCTION.

1. Introduction to International Accounting.

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4. Cultural Influences on Accounting.
5. Accounting Measurement and Disclosures.
6. Worldwide Disclosure Diversity and Harmonization.
7. Comparison of IAS/IFRS with US GAAP and HGB
8. Financial Statement Construction with IAS/IFRS

PART 4: INTERNATIONAL FINANCIAL ANALYSIS.

9. International Financial Statement Analysis.

PART 5: INTERNATIONAL MANAGEMENT AND TAXATION.

10. Strategic Planning and Control.
11. Budgeting, Risk Management, and Cost Management.
12. Transfer Pricing and International Taxation.

PART 6: INTERNATIONAL AUDITING AND EMERGING ISSUES.

13. Auditing Issues for Global Operations.

The Emerging World Economies.

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics
Completion of G2115 - Accounting for Managers

Type of examination

mündl. Prüf., schr. P. 90 Min.

Methods

Students are given detailed learning objectives for each theme covered in the course. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups' solutions to the exercises. Individuals and teams are required to present written and oral analysis of topics related to the main themes in this course. The course utilizes a variety of learning strategies to accomplish an understanding and mastery of the learning outcomes and concepts presented in this course. These include reading assignments, discussions with the instructor, solving practical problems, feedback, group analysis and presentation of international accounting topics, critical thinking and examinations.

Recommended Literature

Saudagaran, S. M., International Accounting - A User Perspective ,Thomson Southwestern (2004)

G-16 INTERNATIONAL ECONOMICS

Module code	G-16
Module coordinator	Prof. Dr. Hanjo Allinger
Course number and name	G3112 International Economics
Lecturers	Prof. Dr. Hanjo Allinger Dr. Martin Owusu
Semester	3
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	LN Praxis, schr. P. 60 Min.
Language of instruction	Englisch

Module objective

The goal of this course is to help students understand the basics of international trade and the effects of various international economic policies on domestic and world welfare. Students learn to interpret the concepts of comparative advantage (Riccardian model) and the Heckscher-Ohlin model on trade specialization. They learn about gains and losses from trade, the impact of trade on economic growth, and effects of trade policy interventions such as tariffs, quotas, voluntary export restraints, and export subsidies.

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics

Completion of G2113 - Macroeconomics and Public Economic

Learning content

Introduction to international economics

Early trade theories

Classical theory

Absolute Advantage

Comparative Advantage

The Standard Trade Model

The Heckscher-Ohlin-Samuelson (HOS) model

Modern trade theories

Internal economies of scale and the pattern of specialisation in free trade

The Porter analysis

Trade Restrictions: Tariffs

Import tax

Export tax

Export subsidy

Nontariff Trade Barriers

Modern arguments relating to protection

Trade creation and trade diversion in customs unions

Dynamic benefits from customs unions

Examples

Teaching methods

The class sessions consist of a combination of lectures, group exploration and problem solving sessions. Students of International Economics get systematically introduced to a self-contained analysis of international data. In the compulsory accompanying computer classes they have to test the theories learned with real world data on international trade provided by IMF, Worldbank, Eurostat and other sources. Statistical analysis of data is done in class as well as at home. Every week students are asked to hand in their results via email.

The successful completion of the computer class part is conditional to admission for the final assessment.

Recommended Literature

Paul Krugman, Maurice Obstfeld: International Economics: Theory and Policy (10th Edition, 2014)

Richard Baldwin: The Economics of European Integration (4th edition, 2012)

G3112 INTERNATIONAL ECONOMICS

Learning content

Introduction to international economics

Early trade theories

Classical theory

Absolute Advantage

Comparative Advantage

The Standard Trade Model

The Heckscher-Ohlin-Samuelson (HOS) model

Modern trade theories

Internal economies of scale and the pattern of specialisation in free trade

The Porter analysis

Trade Restrictions: Tariffs

Import tax

Export tax

Export subsidy

Nontariff Trade Barriers

Modern arguments relating to protection

Trade creation and trade diversion in customs unions

Dynamic benefits from customs unions

Examples

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics

Completion of G2113 - Macroeconomics and Public Economic

Type of examination

LN Praxis, schr. P. 60 Min.

Methods

The class sessions consist of a combination of lectures, group exploration and problem solving sessions. Students of *International Economics* get systematically introduced to a self-contained analysis of international data. In the compulsory accompanying computer classes they have to test the theories learned with real world data on international trade provided by IMF, Worldbank, Eurostat and other sources. Statistical analysis of data is done in class as well as at home. Every week students are asked to hand in their results via email.

The successful completion of the computer class part is conditional to admission for the final assessment.

Recommended Literature

Paul Krugman, Maurice Obstfeld: International Economics: Theory and Policy (10th Edition, 2014)

Richard Baldwin: The Economics of European Integration (4th edition, 2012)

G-17 INTERNATIONAL BUSINESS LAW

Module code	G-17
Module coordinator	Prof. Dr. Josef Scherer
Course number and name	G3113 International Business Law
Lecturer	Roland Saller
Semester	3
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	4
Workload	Time of attendance: 45 hours self-study: 75 hours Total: 120 hours
Type of examination	schr. P. 90 Min.
Language of instruction	Englisch

Module objective

International managers are subject to international as well as local rules for business relationships and transactions. In examining the legal considerations involved in doing business internationally, this course explores the law surrounding international dispute resolution, the international sale of goods, the European Union, The General Agreement on Tariffs and Trade, the regulation of imports and exports, and a variety of other topics relevant to the legal relationship between businesses and the international community. Participants learn about laws that are different from domestic laws and prepare themselves for careers in which they will do business with foreign countries.

Participants gain an understanding of

- o the legal framework for cross-border business transactions; especially the particularities of the European business sphere (EU and EFTA),
- o the legal aspects of world trade and the meaning and relevance of the rules of the WTO,

- o how international business relationships are influenced by European and global legal frameworks, and the variety of ways international contracts can be written.

Learning content

This course examines legal aspects of transactions across national boundaries and views international business law from a multinational and multicultural perspective. Inquiry is made into the character of international law and related bodies of national law involving more than one legal and political system. The course develops basic concepts of international business law and examines international organizations and international treaties that have an impact on international business.

I: THE LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS.

1. Introduction to International Business. 2. International Law and Organizations.

II: THE EUROPEAN MARKETPLACE AND EUROPEAN UNION LAW.

1. General Information on the EU.

2. Customs Unions and Free Trade Areas.

3. Fundamental Freedoms of the Common Market.

4. Competition Law and Unfair Trade Law.

5. Multinational Enterprises and Company Law.

III: REGULATION OF THE INTERNATIONAL MARKETPLACE.

1. Foreign Investment Safeguards.

2. Political Risk: Nationalization, Expropriation and Privatization.

IV: THE WORLD TRADE ORGANIZATION.

1. The WTO and International Trade.

2. Trade in Goods: Basic Principles of the GATT-Agreement.

3. Dispute Resolution in the WTO.

V: INTERNATIONAL SALES.

1. The CISG-Convention on International Sales of Goods, especially Remedies for Breach of Contract.

2. International Transports.

3. Private International Law.

4. Dispute Resolution and International Arbitration.

VI: PROTECTION OF INTELLECTUAL PROPERTY RIGHTS.

Teaching methods

The course is taught by relating written laws to examples. Course participants then apply the rules to short cases and are given feedback and further clarification by the instructor.

Recommended Literature

Herdegen, Internationales Wirtschaftsrecht, 9. Aufl. 2011

Collier, Conflict of Laws, 3rd edition (2001)

Herrmann/Weiß/Ohler, Welthandelsrecht 2. Aufl. 2007,

or

The World Trade Organization: Understanding the WTO (2005) (published by the WTO)

Herdegen, Europarecht, 14. Aufl. 2012

Hartley, European Union Law in a Global Context (2004),
or
Dabbah, EC and UK Competition Law (2004)
Ray, International Business Law, 5th edition 2008

G3113 INTERNATIONAL BUSINESS LAW

Learning content

This course examines legal aspects of transactions across national boundaries and views international business law from a multinational and multicultural perspective. Inquiry is made into the character of international law and related bodies of national law involving more than one legal and political system. The course develops basic concepts of international business law and examines international organizations and international treaties that have an impact on international business.

I: THE LEGAL ENVIRONMENT OF INTERNATIONAL BUSINESS.

1. Introduction to International Business.
2. International Law and Organizations.

II: THE EUROPEAN MARKETPLACE AND EUROPEAN UNION LAW.

1. General Information on the EU.
2. Customs Unions and Free Trade Areas.
3. Fundamental Freedoms of the Common Market.
4. Competition Law and Unfair Trade Law.
5. Multinational Enterprises and Company Law.

III: REGULATION OF THE INTERNATIONAL MARKETPLACE.

1. Foreign Investment Safeguards.
2. Political Risk: Nationalization, Expropriation and Privatization.

IV: THE WORLD TRADE ORGANIZATION.

1. The WTO and International Trade.
2. Trade in Goods: Basic Principles of the GATT-Agreement.
3. Dispute Resolution in the WTO.

V: INTERNATIONAL SALES.

1. The CISG-Convention on International Sales of Goods, especially Remedies for Breach of Contract.
2. International Transports.
3. Private International Law.
4. Dispute Resolution and International Arbitration.

VI: PROTECTION OF INTELLECTUAL PROPERTY RIGHTS.

Entrance requirements

Completion of G2112 - Business Law

Type of examination

schr. P. 90 Min.

Methods

The course is taught by relating written laws to examples. Course participants then apply the rules to short cases and are given feedback and further clarification by the instructor.

Recommended Literature

Herdegen, Internationales Wirtschaftsrecht, 9. Aufl. 2011

Collier, Conflict of Laws, 3rd edition (2001)

Herrmann/Weiß/Ohler, Welthandelsrecht 2. Aufl. 2007,

or

The World Trade Organization: Understanding the WTO (2005) (published by the WTO)

Herdegen, Europarecht, 14. Aufl. 2012

Hartley, European Union Law in a Global Context (2004),

or

Dabbah, EC and UK Competition Law (2004)

Ray, International Business Law, 5th edition 2008

G-18 INTERNATIONAL MARKETING

Module code	G-18
Module coordinator	Prof. Dr. Christian Zich
Course number and name	G3114 International Marketing
Lecturers	Prof. Dr. Rainer Waldmann Prof. Dr. Christian Zich
Semester	3
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	4
Workload	Time of attendance: 45 hours self-study: 75 hours Total: 120 hours
Type of examination	Endnotenbildende PStA
Language of instruction	Englisch

Module objective

Firms that do business across borders need to understand how to develop, market and manage global products.

Participants gain the knowledge and skills that are necessary to develop and implement marketing strategies and programs in international contexts. Participants learn an integrative framework for global marketing strategies that broadens their basic marketing "tool kit". The framework includes an analytical survey of the culture, institutions, functions, policies, and practices in international marketing.

A key goal of the course is for participants to gain a basic understanding of the mechanisms of international product management. Participants also learn the methodologies for successful international branding, foreign market entry and establishing and maintaining international sales channels.

Because international marketing decisions frequently require collecting, sifting, analysing and interpreting market data, the methodology of international market research is also emphasized. A goal is to clarify the adjustments required for cultural influences.

The principles of international marketing and market research are intergrated and applied with the help of a market research project. Participants select a concrete international marketing case related to product planning, promotion and branding, global sales or export channels. The participants develop market research instruments to help solve the case. The primary goal here is for the participant to gain the capacity for independently applying scientific methods to solving international marketing problems.

Entrance requirements

Completion of G2114 - Principles of Marketing.

Without sound knowledge about marketing principles and marketing methods it is not possible to finish this course successfully.

Learning content

1. International Aspects of Marketing

What does international mean?

Why are cultural differences an important aspect of Internationalization?

Why do companies internationalize their businesses?

Global Products and Product Planning

Finding Core Competencies

The Marketing Programs

International product definition process

2. International Marketing Research

Paradigms of Social Research

International Marketing Research

The Nature of Marketing Research

The Marketing Research Process

Research Designs:

Issues in International Research Design

Exploratory Research (Characteristics, Information Types and Sources, Data Collection Methods, Sampling and Data Analysis)

Descriptive Research (Characteristics, Information Types and Sources, Designing Data Collection Methods, Applying Data Collection Methods, Sampling, Data Analysis and Presentation)

Experimental Research (Characteristics, Information Types and Sources Designing Data Collection Methods, Applying Data Collection Methods Sampling, Data Analysis and Presentation)

3. Culture and Consumer Behavior

What is Culture?

The Elements of Culture

Cultural Change

Fundamental Processes

Trends and Perspectives
Postmodernism

Teaching methods

The course conveys the knowledge of international marketing and international marketing research through reading assignments, lectures and discussions.

Research is integrated with marketing concepts through comprehensive projects involving concrete marketing problems drawn from real life. The projects are performed in groups using the methodology of self-organized learning.

In order to guarantee that the theoretical knowledge is successfully integrated and applied to the project planning and implementation, project coaching sessions are held periodically. During these sessions, the participants present their selected marketing problems, the research design for solving the problem and a status report on the project. The instructors provide feedback, point out errors and suggest possibilities for optimizing the complete concept.

Through the project the participants develop valuable marketing research skills. In particular, self confidence, the ability to solve international marketing problems and the capacity for independent thought and applying the scientific method are advanced. In addition, the project improves the participants' teamwork skills and their ability to realistically estimate their own abilities.

Recommended Literature

- Blythe, J.: Principles and Practice of Marketing, Fort Worth, 2009, 2. Ed
 Burns, A. C., Bush, R. F., Marketing Research, 6th ed., Upper Saddle River, Prentice Hall (2009)
 Kotler, P., Marketing Management, 13th ed., Upper Saddle River, Prentice Hall (2008)
 Blackwell, R. D., Miniard, P. W., Engel, J. F., Consumer Behaviour, 10th ed., Fort Worth, South Western College Publishing (2005)
 Hollensen, S., Global Marketing 4th ed., , Prentice Hall (2007)
 Lewis, R. D., When cultures collide, London, 3rd ed., Brealey Publishing (2006)
 Solomon, F., Bamossy, G., Askegaard, S., Consumer Behaviour, A European Perspective, 2nd ed., Harlow et al., Pearson (2002)
 Aaker, D. A., Kumar, V., Day, G. S., Marketing Research, 9th ed., New York et al., John Wiley & Sons (2006)

G3114 INTERNATIONAL MARKETING

Learning content

1. International Aspects of Marketing

What does international mean?

Why are cultural differences an important aspect of Internationalization?

Why do companies internationalize their businesses?

Global Products and Product Planning

Finding Core Competencies

The Marketing Programs

International product definition process

2. International Marketing Research

Paradigms of Social Research

International Marketing Research

The Nature of Marketing Research

The Marketing Research Process

Research Designs:

Issues in International Research Design

Exploratory Research (Characteristics, Information Types and Sources, Data Collection Methods, Sampling and Data Analysis)

Descriptive Research (Characteristics, Information Types and Sources, Designing Data Collection Methods, Applying Data Collection Methods, Sampling, Data Analysis and Presentation)

Experimental Research (Characteristics, Information Types and Sources Designing Data Collection Methods, Applying Data Collection Methods Sampling, Data Analysis and Presentation)

3. Culture and Consumer Behavior

What is Culture?

The Elements of Culture

Cultural Change

Fundamental Processes

Trends and Perspectives

Postmodernism

Entrance requirements

Completion of G2114 - Principles of Marketing.

Without sound knowledge about marketing principles and marketing methods it is not possible to finish this course successfully.

Type of examination

Endnotenbildende PStA

Methods

The course conveys the knowledge of international marketing and international marketing research through reading assignments, lectures and discussions.

Research is integrated with marketing concepts through comprehensive projects involving concrete marketing problems drawn from real life. The projects are performed in groups using the methodology of self-organized learning.

In order to guarantee that the theoretical knowledge is successfully integrated and applied to the project planning and implementation, project coaching sessions are held periodically. During these sessions, the participants present their selected marketing problems, the research design for solving the problem and a status report on the project. The instructors provide feedback, point out errors and suggest possibilities for optimizing the complete concept.

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Recommended Literature

Blythe, J.: Principles and Practice of Marketing, Fort Worth, 2009, 2. Ed

Burns, A. C., Bush, R. F., Marketing Research, 6th ed., Upper Saddle River, Prentice Hall (2009)

Kotler, P., Marketing Management, 13th ed., Upper Saddle River, Prentice Hall (2008)

Blackwell, R. D., Miniard, P. W., Engel, J. F., Consumer Behaviour, 10th ed., Fort Worth, South Western College Publishing (2005)

Hollensen, S., Global Marketing 4th ed., , Prentice Hall (2007)

Lewis, R. D., When cultures collide, London, 3rd ed., Brealey Publishing (2006)

Solomon, F., Bamossy, G., Askegaard, S., Consumer Behaviour, A European Perspective, 2nd ed., Harlow et al., Pearson (2002)

Aaker, D. A., Kumar, V., Day, G. S., Marketing Research, 9th ed., New York et al., John Wiley & Sons (2006)

G-19 INFORMATION TECHNOLOGY II

Module code	G-19
Module coordinator	Prof. Dr. Georg Herde
Course number and name	G3115 Information Technology II
Lecturers	Prof. Dr. Georg Herde Prof. Dr. Reijo Koivula
Semester	3
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Language of instruction	Englisch

Module objective

The first part of the course deals with IT tools, risks and other issues associated with collaborating globally on projects. Students have the opportunity to apply a variety of online tools to business case studies.

The collaboration theme is further developed in the context of network technologies, database planning and management, network security, and cloud based computing.

The second part of the course serves as a practical introduction to the SAP R/3 application systems. Students use the data from a simulated company to learn many of the important applications of SAP R/3 such as materials management, purchasing invoicing, sales and distribution, finance and overhead cost controlling.

The goal is for students to get abroad overview and hands on experience with enterprise resource management software.

Entrance requirements

Completion of G2111 Information Technology I

Learning content

Part I

- o Cloud computing
- o Google office suite
- o Cloud usage, applications and software
- o rules, dangers, benefits, legal issues, contractual ownership
- o collaboration in documents, spreadsheets, presentation graphics
- o video-conferencing in group work
- o case study in global collaboration
- o issues in database management
- o network systems and technologies
- o database replication techniques
- o network security
- o database planning
- o database design concepts

Part II

Every participant receives an individual username and password for the training system
SAP R/3: Contents of the course include:

- o system handling
- o user interface and navigation
- o help functions

Exercises with the system

- o route planning in SAP R/3
- o organizational structure of a company
- o organization of the material management
- o Purchasing of the „IDES-AG“
- o The „IDES-AG“ buys ! Receipt of goods and invoice verification

- o Organization of distribution and master data of the „ICH-AG“
- o Sales of the „IDES-AG“
- o The „IDES-AG“ sells products and services
- o Finance of the „IDES-AG“

Case study work with the system

- o organizational structure of the „IDES-AG“
- o material master, supplier master and purchase master data
- o master data of the „IDES-AG“
- o the basics of purchasing
- o purchasing documents
- o purchasing processes
- o purchase of stock material
- o Organization of distribution debtors
- o Accounts payable and accounts receivable master data, master data of general ledger accounts
- o The „IDES-AG“ cost planning, cost calculation

Teaching methods

Lectures are followed by hands-on use of the SAP R/3 system to record and manage materials, sales and distribution of a simulated enterprise. In addition to theoretical explanations, students get trained using many of the knowledge transfer methods adapted from the SAP training center.

Twenty-five percent of the course takes place online. Practical applications are reinforced through computer exercises, enterprise simulation, group projects and presentations.

Recommended Literature

English:

Heinz Forsthuber, Jörg Siebert: „SAP ERP Financials User’s Guide“, Galileo Press, 1st Edition 2010, ISBN 978-1-59229-190-8

Naeem Arif, Sheikh Muhammad Tauseef: “Integrating SAP ERP Financials: Configuration and Design“, Galileo Press, 1st Edition 2011, ISBN 978-1-59229-300-1

Manish Patel: “Maximizing SAP ERP Financials“, Galileo Press, 1st Edition 2010, ISBN 978-1-59229-303-2

German:

Uwe Brück: „Praxishandbuch SAP-Controlling“, Galileo Press, 4., aktualisierte Auflage

2011, ISBN 978-3-8362-1728-6

Heinz Forsthuber, Jörg Siebert: „Praxishandbuch SAP-Finanzwesen“, Galileo Press, 5. aktualisierte und erweiterte Auflage 2013, ISBN 978-3-8362-2033-0

Functions in detail, SAP-Doku-CD

Internet: www.sap-ag.de

... more information available during the lecture

G3115 INFORMATION TECHNOLOGY II

Learning content

Part I

- o Cloud computing
- o Google office suite
- o Cloud usage, applications and software
- o rules, dangers, benefits, legal issues, contractual ownership
- o collaboration in documents, spreadsheets, presentation graphics
- o video-conferencing in group work
- o case study in global collaboration
- o issues in database management
- o network systems and technologies
- o database replication techniques
- o network security
- o database planning
- o database design concepts

Part II

Every participant receives an individual username and password for the training system SAP R/3:

Contents of the course include:

- o system handling
- o user interface and navigation
- o help functions

Exercises with the system

- o route planning in SAP R/3

- o organizational structure of a company
- o organization of the material management
- o Purchasing of the „IDES-AG“
- o The „IDES-AG“ buys ! Receipt of goods and invoice verification
- o Organization of distribution and master data of the „ICH-AG“
- o Sales of the „IDES-AG“
- o The „IDES-AG“ sells products and services
- o Finance of the „IDES-AG“

Case study work with the system

- o organizational structure of the „IDES-AG“
- o material master, supplier master and purchase master data
- o master data of the „IDES-AG“
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- o purchasing processes
- o purchase of stock material
- o Organization of distribution debtors
- o Accounts payable and accounts receivable master data, master data of general ledger accounts
- o The „IDES-AG“ cost planning, cost calculation

Entrance requirements

Completion of G2111 Information Technology I

Type of examination

schr. P. 90 Min.

Methods

Lectures are followed by hands-on use of the SAP R/3 system to record and manage materials, sales and distribution of a simulated enterprise. In addition to theoretical explanations, students get trained using many of the knowledge transfer methods adapted from the SAP training center.

Twenty-five percent of the course takes place online. Practical applications are reinforced through computer exercises, enterprise simulation, group projects and presentations.

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Manish Patel: “Maximizing SAP ERP Financials“, Galileo Press, 1st Edition 2010, ISBN 978-1-59229-303-2

German:

Uwe Brück: „Praxishandbuch SAP-Controlling“, Galileo Press, 4., aktualisierte Auflage 2011, ISBN 978-3-8362-1728-6

Heinz Forsthuber, Jörg Siebert: „Praxishandbuch SAP-Finanzwesen“, Galileo Press, 5. aktualisierte und erweiterte Auflage 2013, ISBN 978-3-8362-2033-0

Functions in detail, SAP-Doku-CD

Internet: www.sap-ag.de

... more information available during the lecture

G-20 FINANCIAL MANAGEMENT

Module code	G-20
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	G3116 Financial Management
Lecturer	Prof. Dr. Jack Bauersachs
Semester	3
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Endnotenbildende PStA, schr. P. 90 Min.
Language of instruction	Englisch

Module objective

The overriding goal is to help students learn to make good financial decisions. Students learn the key concepts of financial management and investment. Students are better able to understand current events in finance and gain a solid framework for subsequent courses in finance taken here or at partner universities.

The second goal is for students to develop a higher level of competency in the key financial concepts introduced in the quantitative and accounting modules. Upon completion of the course, students are able to apply the follow concepts to enterprises: expected value, variance, correlation and time value of money, risk and return tradeoffs, asset valuation, diversification, capital structure, dividend policy and investment. Balance sheet, cash flow and income statement presentations developed in the accounting foundations module can now be analyzed and interpreted from management and investor perspectives.

Learning content

The course covers the following topics:

- o An Overview of Financial Management
- o Financial Statements, Cash Flow and Taxes
- o Analysis of Financial Statements
- o The Financial Environment
- o Risk and Rates of Return
- o Time Value of Money
- o Bonds and Their Valuation
- o Stocks and Their Valuation
- o The Cost of Capital
- o The Basics of Capital Budgeting
- o Cash Flow Estimation and Risk Analysis
- o Capital Structure and Leverage

Teaching methods

Students are given detailed learning objectives for each chapter in the text. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups' solutions to the exercises. Difficult concepts are explained and illustrated online via streaming video clips and animated tutorials. Spreadsheet models are used as both templates and Excel tutorials. Additional practice problems, and PowerPoint slides are provided to accompany the text. An up-to-date financial data base from Fortune 500 companies is provided by Thomson Analytics, Thompson Financial's Investment Banking Group. Students working in teams access and apply the most reliable information on financials, earnings estimates, market data, and source documents to classroom exercises and to a case study. For the case study students analyse the most recent financial statements and a proposed capital budgeting decision of a Fortune 500 company.

The course features lectures, class discussion, group work, practice exams, teamwork, case study, software application, Excel spreadsheet models, powerpoint notes, online interactive tutorials, professional database and e-lectures.

Remarks

Recommended Literature

Brigham, E. F., Houston, J. F., Fundamentals of Financial Management, 6th edition, Thomson Publishing (2010)

Bauersachs, Jack Serta Merger (2009)
Bauersachs, Jack, BJs Wholesale Club (2010)
Thomson Analytics online data base from Thomson Financial's Investment Banking Group
Extra! CD ROM with E-lectures and online quizzes to accompany textbook

G3116 FINANCIAL MANAGEMENT

Learning content

The course covers the following topics:

- o An Overview of Financial Management
- o Financial Statements, Cash Flow and Taxes
- o Analysis of Financial Statements
- o The Financial Environment
- o Risk and Rates of Return
- o Time Value of Money
- o Bonds and Their Valuation
- o Stocks and Their Valuation
- o The Cost of Capital
- o The Basics of Capital Budgeting
- o Cash Flow Estimation and Risk Analysis
- o Capital Structure and Leverage

Entrance requirements

none

Type of examination

Endnotenbildende PStA, schr. P. 90 Min.

Methods

Students are given detailed learning objectives for each chapter in the text. These objectives are explained and followed by exercises performed in small groups. Feedback is given on the various groups' solutions to the exercises. Difficult concepts are explained and illustrated online via streaming video clips and animated tutorials. Spreadsheet models are used as both templates and Excel tutorials. Additional practice problems, and PowerPoint slides are provided to accompany the text. An up-to-date financial data base from Fortune 500 companies

is provided by *Thomson Analytics*, Thomson Financial's Investment Banking Group. Students working in teams access and apply the most reliable information on financials, earnings estimates, market data, and source documents to classroom exercises and to a case study. For the case study students analyse the most recent financial statements and a proposed capital budgeting decision of a Fortune 500 company.

The course features lectures, class discussion, group work, practice exams, teamwork, case study, software application, Excel spreadsheet models, powerpoint notes, online interactive tutorials, professional database and e-lectures.

Recommended Literature

Brigham, E. F., Houston, J. F., *Fundamentals of Financial Management*, 6th edition, Thomson Publishing (2010)

Bauersachs, Jack *Serta Merger* (2009)

Bauersachs, Jack, *BJs Wholesale Club* (2010)

Thomson Analytics online data base from Thomson Financial's Investment Banking Group

Extra! CD ROM with E-lectures and online quizzes to accompany textbook

G-21 FOREIGN LANGUAGE III

Module code	G-21
Module coordinator	
Course number and name	Z3100 Foreign Language III
Lecturer	Dozenten/innen für AWP und Sprachen
Semester	3
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Semester periods per week (SWS)	2
ECTS	2
Workload	Time of attendance: 23 hours self-study: 37 hours Total: 60 hours
Type of examination	schr. P. 60 Min.
Language of instruction	Englisch

Z3100 FOREIGN LANGUAGE III

Type of examination

schr. P. 60 Min.

G-22 STUDY PERIOD ABROAD

Module code	G-22
Module coordinator	Prof. Dr. Martina Heigl-Murauer
Course number and name	G Study period abroad
Semester	0
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Semester periods per week (SWS)	0
ECTS	30
Workload	Time of attendance: 900 hours Total: 900 hours
Language of instruction	Englisch

G STUDY PERIOD ABROAD

Type of examination

G-23 INTERNSHIP

Module code	G-23
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	G Internship
Lecturer	Michael Kozak
Semester	5
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Semester periods per week (SWS)	0
ECTS	26
Workload	Time of attendance: 780 hours Total: 780 hours
Language of instruction	Englisch

G INTERNSHIP

Type of examination

LN StA

**G-24 PLV WOCHE (PRAXISBEGLEITENDE LEHRVERANSTALTUNGEN
- SEMINAR FOR INTERNS)**

Module code	G-24
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	G5111 PLV Woche (Praxisbegleitende Lehrveranstaltungen - Seminar for Interns)
Lecturers	Prof. Dr. Diane Ahrens Prof. Dr. Jack Bauersachs Prof. Dr. Martina Heigl-Murauer Michael Kozak NN NN Prof. Dr. Johann Nagengast Prof. Dr. Rainer Waldmann
Semester	5
Duration of the module	1 semester
Module frequency	
Course type	PLV
Niveau	
Semester periods per week (SWS)	4
ECTS	4
Workload	Time of attendance: 45 hours self-study: 75 hours Total: 120 hours
Language of instruction	Englisch

Module objective

- Consolidating business lessons acquired about contemporary management in private or public institutions by combining theory and practice.
- Reflection about practical experiences made during the internship.
- Horizontal and vertical dissemination of experiences to peers.

Entrance requirements

Completion of international internship

Learning content

Moderation techniques

Development of methods of conveying lessons learned

Implementation of methods

Case Studies designed to promote the synthesis & integration of lessons learned from theoretical and practical semesters abroad

Teaching methods

The class sessions consist of a combination of workshops, case studies, presentations and discussions. The course opens with a workshop phase where students learn the techniques of moderating group discussions. Subsequently they implement these techniques in discussions with other participants aimed at creating a methodology for the dissemination of knowledge acquired during their year abroad. The objectives are (1) to inform and assist lower semester students in selecting an appropriate international internship and foreign course of study (2) and to share with peers the lessons learned from the year abroad. The goals are achieved through case studies, creative presentations and other organized activities that stem from the moderated group discussions.

Recommended Literature

Selected chapters and case studies from Peng, Mike: Global Business, Cengage, 2009
Seifert, Josef W.: Visualisieren. Präsentieren. Moderieren, Gabal Verlag, 2009
Seifert, Josef W.: Moderation und Kommunikation: Gruppendynamik und Konfliktmanagement in moderierten Gruppen, Gabal Verlag, 2009

G5111 PLV WOCHE (PRAXISBEGLEITENDE LEHRVERANSTALTUNGEN - SEMINAR FOR INTERNS)

Objectives

Learning content

Moderation techniques

Development of methods of conveying lessons learned

Implementation of methods

Case Studies designed to promote the synthesis & integration of lessons learned from theoretical and practical semesters abroad

Entrance requirements

Completion of international internship

Type of examination

LN Praxis

Methods

The class sessions consist of a combination of workshops, case studies, presentations and discussions. The course opens with a workshop phase where students learn the techniques of moderating group discussions. Subsequently they implement these techniques in discussions with other participants aimed at creating a methodology for the dissemination of knowledge acquired during their year abroad. The objectives are (1) to inform and assist lower semester students in selecting an appropriate international internship and foreign course of study (2) and to share with peers the lessons learned from the year abroad. The goals are achieved through case studies, creative presentations and other organized activities that stem from the moderated group discussions.

Recommended Literature

Selected chapters and case studies from Peng, Mike: Global Business, Cengage, 2009
Seifert, Josef W.: Visualisieren. Präsentieren. Moderieren, Gabal Verlag, 2009
Seifert, Josef W.: Moderation und Kommunikation: Gruppendynamik und Konfliktmanagement in moderierten Gruppen, Gabal Verlag, 2009

G-25 INTERNATIONAL PROJECT MANAGEMENT

Module code	G-25
Module coordinator	Prof. Dr. Johann Nagengast
Course number and name	G6111 International Project Management
Lecturers	NN NN Prof. Dr. Johann Nagengast Dr. Robert Rossberger Oliver Uhrmann
Semester	6
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	LN StA, LN Praxis
Language of instruction	Englisch

Module objective

Students acquire the skill set needed for planning, implementing, and controlling international projects successfully. Students become sensitive to the cultural differences impacting project management in a global setting. Upon completion of the course, students will be able to manage successfully any international project up to a certain complexity and size (budget related).

Entrance requirements

Completion of both the international internship & partner university semester, or successful completion of at least two years of study in an internationally oriented university program plus at least six months of work and/or study experience abroad.

Learning content

The content of the lecture includes, but is not limited to, the following issues:

- o Key factors for project success in a global environment
- o project work in international organisations
- o the planning and control cycle
- o generating requirements and determining the operational success
- o designing a project schedule
- o all major project management tools, e.g. stakeholder analysis, risk analysis, goal circle
- o assigning resources and costs
- o team building and motivation
- o managing cultural change
- o controlling progress

Additional issues will be included according to the current development in literature and practice, to the changing industry demands for international project managers and to the need of the students.

Teaching methods

Lectures plus numerous small team assignments that enable the students to assimilate the lessons taught and to practice them in real projects. The team assignments are mainly on the project management tools. Students are given the opportunity to think and act as an entrepreneur.

Student teams (requirements: not more than six students, not more than two students of the same nationality, at least two students coming from three different nations) have to plan, carry out and evaluate an international project during the semester. Instructor acts as a senior project manager (consulting) and ? if appropriate - as the client (demand generating). All requirements of an international project (e.g. project order, status reports) are applied. The students give team presentations. Instructor gives feedback on the content and presentation style immediately after the presentation. Non-presenting students have to prepare a written list of questions on the presentation leading to a lively discussion administered by the instructor who also summarizes the key concepts and important issues.

Remarks

Recommended Literature

Textbooks:

PMBOK Guide (a guide to the Project Management Body of Knowledge), (2010) PMI Inc., ISBN 1-880410-22-2

Situation is Hopeless but not Serious, (2009), WW Norton, Watzlawick Paul, ISBN-10: 0393310213 ISBN-13: 978-0393310214

The Deadline, (2009), DeMarco Tom, Dorset House Publishing Co Inc ISBN-10: 0932633390 ISBN-13: 978-0932633392

Projekt Manager, (2010), Heinz Schelle, Roland Ottmann, Astrid Pfeiffer, Gesellschaft für Projektmanagement ISBN 3-924841-26-8

Webpages for project management

www.gpm-ipma.de - Gesellschaft für Projektmanagement, Deutschland

www.pmi.org - Project Management Institute, USA

www.projektmagazin.de - Articles about project management

G6111 INTERNATIONAL PROJECT MANAGEMENT

Learning content

The content of the lecture includes, but is not limited to, the following issues:

- Key factors for project success in a global environment
- project work in international organisations
- the planning and control cycle
- generating requirements and determining the operational success
- designing a project schedule
- all major project management tools, e.g. stakeholder analysis, risk analysis, goal circle
- assigning resources and costs
- team building and motivation
- managing cultural change
- controlling progress

Additional issues will be included according to the current development in literature and practice, to the changing industry demands for international project managers and to the need of the students.

Entrance requirements

Completion of both the international internship & partner university semester, or successful completion of at least two years of study in an internationally oriented university program plus at least six months of work and/or study experience abroad.

Type of examination

Methods

Lectures plus numerous small team assignments that enable the students to assimilate the lessons taught and to practice them in real projects. The team assignments are mainly on the project management tools. Students are given the opportunity to think and act as an entrepreneur.

Student teams (requirements: not more than six students, not more than two students of the same nationality, at least two students coming from three different nations) have to plan, carry out and evaluate an international project during the semester. Instructor acts as a senior project manager (consulting) and ? if appropriate - as the client (demand generating). All requirements of an international project (e.g. project order, status reports) are applied. The students give team presentations. Instructor gives feedback on the content and presentation style immediately after the presentation. Non-presenting students have to prepare a written list of questions on the presentation leading to a lively discussion administered by the instructor who also summarizes the key concepts and important issues.

Recommended Literature

Textbooks:

PMBOK Guide (a guide to the Project Management Body of Knowledge), (2010) PMI Inc., ISBN 1-880410-22-2

Situation is Hopeless but not Serious, (2009), WW Norton, Watzlawick Paul,
ISBN-10: 0393310213
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Webpages for project management

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www.pmi.org - Project Management Institute, USA

www.projektmagazin.de - Articles about project management

G-26 CROSS CULTURAL MANAGEMENT

Module code	G-26
Module coordinator	Prof. Dr. Rainer Waldmann
Course number and name	G6112 Cross Cultural Management
Lecturers	Prof. Dr. Jack Bauersachs JoAn Mann NN NN Marie Schneider Reinhold Schramm Prof. Dr. Rainer Waldmann
Semester	6
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	LN StA, LN Praxis
Language of instruction	Englisch

Module objective

Cultural differences among international business partners, customers and suppliers often result in tension and misunderstandings. Managers who competently navigate in different cultural environments can contribute substantially to the success of globally active enterprises.

A condition for the acquisition of 'intercultural competence' is the recognition that one's own actions are influenced by one's own cultural values and norms. Reflecting on one's own cultural background forms the basis for the understanding of foreign cultures.

In the first part of the course the participants acquire the knowledge they need to explain and understand various cultures. Through the comparative study of cultures they discover the relevance of the cultural framework to management theory and for explaining management behaviour.

Participants learn how to independently apply the 'culture assimilator' technique to broaden their knowledge through a qualitative research project. This involves soliciting international managers and collecting 'critical incidents' of cross cultural business interactions, which are then analysed with the help of theory. Carrying out qualitative interviews with members of foreign cultures further develops the participants' social and intercultural skills.

The second part of the course is conducted as an off-campus intensive 'social and intercultural competence'-training workshop. Here the results of the culture-assimilator research projects are presented through role-playing in situational re-enactments. The implications are further clarified through a variety of interaction exercises.

The social and intercultural competence training assists the participants in their ability to reflect on cultural identities, to avoid value judgments in their perception of foreign cultures, to empathize and accept differences as well as to develop additional options for actions international managers can take.

Entrance requirements

Completion of international internship & partner university program

Learning content

1. Introduction: Cultural Differences
2. Defining Culture
 - 2.1 Examples
 - 2.2 The Characteristics of Culture
 - 2.3 The Layers and Elements of Culture
3. Comparing Culture
 - 3.1 The Impact on the Individual: the „Culture Shock“
 - 3.2 Culture Contexts: Hall
 - 3.3 Culture and the Workplace: Hofstede
 - 3.4 Gesteland's Cultural Patterns

4. Summary

Additional course materials provided by the vhb-course „Interkulturelle Kompetenz“

(English Version), Augsburg University, Prof.Dr. Martina Rost-Roth:
Module 2: Intercultural Awareness

- o Lesson 1 - Intercultural Awareness

Module 3: Assessing Culture

- o Lesson 1 - Definitions of Culture
- o Lesson 2 - Dimensions of Culture
- o Lesson 3 - Leadership Styles and Cultural Standards

Module 5: Intercultural Business Communication

- o Lesson 3 - Intercultural Training

Teaching methods

The course begins by conveying the fundamentals of cross-cultural management via theoretical lectures, self-organized virtual learning (vhb-course) and moderated discussions. Since most of the participants have intercultural experiences assembled from a wide variety of cultures, the theory can be directly tied to many of the individual experiences.

The theoretical fundamentals are then extended through the development, application and presentation of the culture assimilators. The qualitative research projects are performed in groups organized along the principles of self-organized learning. The projects help develop individual competence in applying the scientific method and also further the development of presentation, social and intercultural skills.

Short case studies, 'critical incidents', are selected from the international business world. Explanations and analysis of these cases support the integration of the participants' existing management knowledge with intercultural perspectives.

Social and intercultural skills are further developed in the training workshop through role playing, interaction exercises, problem solving tasks, simulations and feedback rounds.

Recommended Literature

Hofstede Geert, Gert Jan Hofstede, and Michael Minkov, Cultures and Organizations: Software of the Mind, Third Edition, McGraw-Hill (2010)

Francesco, A. M., Gold, B.: International Organizational Behavior, 2nd ed., Upper Saddle River, Pearson (2005)

Gesteland, R. R., Cross-Cultural Business Behavior, 5th ed., Copenhagen, (2012)

Hall, E. T., Hall, M. R.: Understanding Cultural Differences, reprint, Yarmouth, Intercultural Press (2000)

Hofstede, G.: Cultures and Organizations, 2nd ed., New York et al., Mc Graw-Hill (2005)

Hofstede, G.: Culture's Consequences, 2nd ed., Thousand Oaks, Sage Publications (2003)

Rost-Roth, M., Interkulturelle Kommunikation, English Version

Trompenaars, F., Hampden-Turner, C., Riding the Waves of Culture, understanding

diversity in global business, revised and updated 3rd ed., London, Brealey Publishing, (2012)

Lewis, R. D.: When Cultures Collide, 3rd ed., London, Brealey Publishing (2006)

Thomas, A., Kinast E.-U. & Schroll-Machl S. (eds.), Handbook of Intercultural Communication and Cooperation: Basics and Areas of Application, Göttingen, Vandenhoeck & Ruprecht (2012)

G6112 CROSS CULTURAL MANAGEMENT

Learning content

1. Introduction: Cultural Differences
2. Defining Culture
 - 2.1 Examples
 - 2.2 The Characteristics of Culture
 - 2.3 The Layers and Elements of Culture
3. Comparing Culture
 - 3.1 The Impact on the Individual: the „Culture Shock“
 - 3.2 Culture Contexts: Hall
 - 3.3 Culture and the Workplace: Hofstede
 - 3.4 Gesteland’s Cultural Patterns
4. Summary

Additional course materials provided by the vhb-course „Interkulturelle Kompetenz“ (English Version), Augsburg University, Prof.Dr. Martina Rost-Roth:

Module 2: Intercultural Awareness

Lesson 1 - Intercultural Awareness

Module 3: Assessing Culture

Lesson 1 - Definitions of Culture

Lesson 2 - Dimensions of Culture

Lesson 3 - Leadership Styles and Cultural Standards

Module 5: Intercultural Business Communication

Lesson 3 - Intercultural Training

Entrance requirements

Completion of international internship & partner university program

Type of examination

Methods

The course begins by conveying the fundamentals of cross-cultural management via theoretical lectures, self-organized virtual learning (vhb-course) and moderated discussions. Since most of the participants have intercultural experiences assembled from a wide variety of cultures, the theory can be directly tied to many of the individual experiences.

The theoretical fundamentals are then extended through the development, application and presentation of the culture assimilators. The qualitative research projects are performed in groups organized along the principles of self-organized learning. The projects help develop individual competence in applying the scientific method and also further the development of presentation, social and intercultural skills.

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Hofstede Geert, Gert Jan Hofstede, and Michael Minkov, *Cultures and Organizations: Software of the Mind*, Third Edition, McGraw-Hill (2010)

Francesco, A. M., Gold, B.: *International Organizational Behavior*, 2nd ed., Upper Saddle River, Pearson (2005)

Gesteland, R. R., *Cross-Cultural Business Behavior*, 5th ed., Copenhagen, (2012)

Hall, E. T., Hall, M. R.: *Understanding Cultural Differences*, reprint, Yarmouth, Intercultural Press (2000)

Hofstede, G.: *Cultures and Organizations*, 2nd ed., New York et al., Mc Graw-Hill (2005)

Hofstede, G.: *Culture's Consequences*, 2nd ed., Thousand Oaks, Sage Publications (2003)

Rost-Roth, M., *Interkulturelle Kommunikation*, English Version

Trompenaars, F., Hampden-Turner, C., *Riding the Waves of Culture*, understanding diversity in global business, revised and updated 3rd ed., London, Brealey Publishing, (2012)

Lewis, R. D.: *When Cultures Collide*, 3rd ed., London, Brealey Publishing (2006)

Thomas, A., Kinast E.-U. & Schroll-Machl S. (eds.), *Handbook of Intercultural Communication and Cooperation: Basics and Areas of Application*, Göttingen, Vandenhoeck & Ruprecht (2012)

G-27 TAX

Module code	G-27
Module coordinator	Prof. Dr. Martina Heigl-Murauer
Course number and name	G6113 Tax
Lecturers	Prof. Dr. Martina Heigl-Murauer NN NN
Semester	6
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	schr. P. 90 Min.
Language of instruction	Englisch

Module objective

At one time, international tax issues were important primarily to tax specialists and tax advisors of large multinational corporations. With increasing economic integration, the importance of these issues has mushroomed. Many small and medium size firms now engage in cross-border transactions that cause them and their tax advisors to face international tax issues regularly. The goal of this course is to equip the participant with a broad knowledge of the fundamental issues of taxation from the perspective of an international business manager. Participants should become aware of the tax implications of ordinary and international business transactions as well as specific nuances in the German tax code.

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics
 Completion of G2115 - Accounting for Managers

Learning content

- I. Basic Elements of International Taxation
 - Nature of International Taxation
 - Goals of International Tax Rules
 - Role of the Tax Advisor in Planning International Transactions
 - Inbound and Outbound Transactions
 - Matters of Terminology
 - Worldwide Taxation
 - Problem of Double Taxation
 - Tax Havens and Income Shifting
- II. Nationality and Residence for Taxation
 - Nationality
 - Defining Residence
 - Physical Presence
 - Entities, Associations & Partnerships
 - Treaty Issues Related to Residence
- III. Sources of Income Jurisdiction
 - Interest
 - Dividends
 - Rentals
 - Sale of Property
 - Mixed Income
 - Source and Characterization
- IV. International Transfer Pricing
 - Transfer Pricing & Taxation
 - Related Persons Transactions
 - Arms-Length Transactions
- V. U.S. Taxation of Foreign Persons
- VI. Business vs Passive Investing
- VII. Gain from Sale of Property
- VIII. International Corporate Reorganizations
 - Different Corporate Tax Environments
- IX. Income Tax Treaties
 - Tax Treaties and Double Taxation
- X. Relief Measures and Double Taxation
 - Deduction Method
 - Exemption Method
 - Credit Method
 - Comparison of Methods

Teaching methods

The course is taught primarily by way of example. Students are assigned short cases to solve and discuss during class. More complex cases are assigned to groups of students for preparation outside of class. Results are presented during the classes for discussion. The students analytical techniques are further refined through feedback and reworking of the cases.

Recommended Literature

Arnold, B., McIntyre, M., International Tax Primer, Kluwer Law International (2002)

G6113 TAX

Learning content

I. Basic Elements of International Taxation

Nature of International Taxation

Goals of International Tax Rules

Role of the Tax Advisor in Planning International Transactions

Inbound and Outbound Transactions

Matters of Terminology

Worldwide Taxation

Problem of Double Taxation

Tax Havens and Income Shifting

II. Nationality and Residence for Taxation

Nationality

Defining Residence

Physical Presence

Entities, Associations & Partnerships

Treaty Issues Related to Residence

III. Sources of Income Jurisdiction

Interest

Dividends

Rentals

Sale of Property

Mixed Income

Source and Characterization

IV. International Transfer Pricing

Transfer Pricing & Taxation

Related Persons Transactions

Arms-Length Transactions

V. U.S. Taxation of Foreign Persons

VI. Business vs Passive Investing

VII. Gain from Sale of Property

VIII. International Corporate Reorganizations

Different Corporate Tax Environments

IX. Income Tax Treaties

Tax Treaties and Double Taxation

X. Relief Measures and Double Taxation

Deduction Method

Exemption Method

Credit Method

Comparison of Methods

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics

Completion of G2115 - Accounting for Managers

Type of examination

schr. P. 90 Min.

Methods

The course is taught primarily by way of example. Students are assigned short cases to solve and discuss during class. More complex cases are assigned to groups of students for preparation outside of class. Results are presented during the classes for discussion. The students analytical techniques are further refined through feedback and reworking of the cases.

Recommended Literature

Arnold, B., McIntyre, M., International Tax Primer, Kluwer Law International (2002)

G-28 CASE STUDIES IN GLOBAL MANAGEMENT

Module code	G-28
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	G6114 Case Studies in Global Management
Lecturers	Prof. Dr. Jack Bauersachs Benjamin Mikuska NN NN Lorena Puica Jack Romero Greg Winfield Chuck Yoos
Semester	6
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	LN StA, LN Praxis
Language of instruction	Englisch

Module objective

The need for global strategy is intense as capital markets become more erratic, growth opportunities dwindle and competition emerges from unexpected countries and in unexpected ways. This course exposes students to strategic management in an international context. Students learn how to assess the strategic position and align the conflicting goals of the various regional, divisional and functional managers with an enterprise's mission.

The course introduces the basic concepts and tools for formulating business strategy and focuses on how firms can develop sustainable competitive advantages. The course also introduces the role of the board of directors and general management as strategy makers. Students acquire the tools necessary to analyse the business environment, the resources of the firm, and alternative strategies. The course consists of lectures, extensive case work to demonstrate the use of the tools in a business context, written analysis and simulated board room presentations and interactions. The course is designed to help students apply the cultural, business and academic experiences gleaned from their year abroad within a theoretical framework to practical problems that businesses face in a globally competitive environment. The goal is to foster research skills, persuasion skills, integrative case-solving skills, practical planning and implementation skills.

Entrance requirements

Completion of international internship & partner university program

Learning content

Central topics include assessing industry economics and dynamics to identify strategic threats and opportunities, evaluating the profit potential of strategic resources and capabilities, and strategic diversification. Other topics include assessing actual and potential cost and differentiation advantages, vertical scope of the firm, strategic management of multi-business firms, global strategy, strategic alliances, competitive advantage, strategic management in technology-intensive industries, and strategy under uncertainty.

I. THE NATURE OF GLOBAL STRATEGY

II. STRATEGY FORMULATION.

The Business Mission. The External Assessment. The Internal Assessment. Strategy Analysis and Choice Focusing on the Network vs. Competitive Advantage

III. STRATEGY IMPLEMENTATION.

Implementing Strategies: Management and Operations Issues. Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues.

IV. STRATEGY EVALUATION.

Strategy Review, Evaluation, and Control.

V. STRATEGIC MANAGEMENT CASE ANALYSIS.

How to Prepare and Present a Case Analysis.

Teaching methods

The course is arranged in three parts. In part one, through text assignments, short case analyses, group presentations and directed discussion, students learn and practice analytical techniques for assessing and solving the problems faced by companies planning or undergoing international expansion. In the second part, students are led by Silicon Valley Entrepreneur Gerald Hsu through a series of actual cases in strategy implementation in a global high-tech firm. In the third part, students are required to analyze a comprehensive, timely case; usually involving the assessment and implementation of a change in global strategy for an enterprise. Teams of students

compete to convince management of their superior analytical skills. Students alternately act out the

roles of strategic consultants and management team in a realistic boardroom setting that is made more realistic through the presence of a recognized industry expert.

Through role playing the students learn the various perspectives, goals, and problems the CEO as well as the various functional managersexperience in initiating or altering the global strategy and the difficulties consultants face in convincing management of their ?value added? contribution.

The course features guest professors, participation of top executives of companies around which the case revolves; discussion, group projects, intercultural teamwork, case studies, presentations, business simulation and roll playing.

Recommended Literature

David, Fred. Strategic Management: Concepts and Cases (International Edition) 12th Edition, Prentice Hall (2008)

Hax, and Wilde.The Delta Project: Discovering New Sources of Profitability. Palgrave (2001)

Hax, Arnoldo, ?Overcoming the Dangers of Commoditization? in Strategic Management, IMA (July 2005)

Stanford Graduate School of Business, ?Cadence vs. Avant!?, Stanford (2003)

Bauersachs, Jack, ?SCM Microsystems, Inc. at the Crossroads?, Deggendorf, (2011)

G6114 CASE STUDIES IN GLOBAL MANAGEMENT

Learning content

Central topics include assessing industry economics and dynamics to identify strategic threats and opportunities, evaluating the profit potential of strategic resources and capabilities, and strategic diversification. Other topics include assessing actual and potential cost and differentiation advantages, vertical scope of the firm, strategic management of multi-business firms, global strategy, strategic alliances, competitive advantage, strategic management in technology-intensive industries, and strategy under uncertainty.

I. THE NATURE OF GLOBAL STRATEGY

II. STRATEGY FORMULATION.

The Business Mission.

The External Assessment.

The Internal Assessment.

Strategy Analysis and Choice

Focusing on the Network vs. Competitive Advantage

III. STRATEGY IMPLEMENTATION.

Implementing Strategies: Management and Operations Issues.

Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues.

IV. STRATEGY EVALUATION.

Strategy Review, Evaluation, and Control.

V. STRATEGIC MANAGEMENT CASE ANALYSIS.

How to Prepare and Present a Case Analysis.

Entrance requirements

Completion of international internship & partner university program

Type of examination

Methods

The course is arranged in three parts. In part one, through text assignments, short case analyses, group presentations and directed discussion, students learn and practice analytical techniques for assessing and solving the problems faced by companies planning or undergoing international expansion. In the second part, students are led by Silicon Valley Entrepreneur Gerald Hsu through a series of actual cases in strategy implementation in a global high-tech firm. In the third part, students are required to analyze a comprehensive, timely case; usually involving the assessment and implementation of a change in global strategy for an enterprise. Teams of students compete to convince management of their superior analytical skills. Students alternately act out the roles of strategic consultants and management team in a realistic boardroom setting that is made more realistic through the presence of a recognized industry expert. Through role playing the students learn the various perspectives, goals, and problems the CEO as well as the various functional managersexperience in initiating or altering the global strategy and the difficulties consultants face in convincing management of their ?value added? contribution.

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Hax, and Wilde. *The Delta Project: Discovering New Sources of Profitability*. Palgrave (2001)

Hax, Arnaldo, ?Overcoming the Dangers of Commoditization? in *Strategic Management*, IMA (July 2005)

Stanford Graduate School of Business, ?Cadence vs. Avant!?, Stanford (2003)

Bauersachs, Jack, ?SCM Microsystems, Inc. at the Crossroads?, Deggendorf, (2011)

G-29 MANAGING INTERNATIONAL VALUE CHAINS

Module code	G-29
Module coordinator	Prof. Dr. Diane Ahrens
Course number and name	G6115 Managing International Value Chains
Lecturers	Prof. Dr. Diane Ahrens NN NN Prof. Dr. Zoltan Szegedi
Semester	6
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	schr. P. 90 Min.
Language of instruction	Englisch

Module objective

In today's highly competitive global marketplace, the pressure on organizations to find new ways to create and deliver value to customers grows ever stronger. There is a growing recognition that it is through logistic efficiency and effective management of the supply chain that the twin goals of cost reduction and service enhancement can be achieved.

The course focuses on the impact of managerial decisions in the context of supply chains of globally active enterprise. It provides an opportunity for students to apply the knowledge gained from the theoretical and practical semesters to issues that affect the success of international value chains.

By thoroughly examining the drivers for customer value creation as well as related efforts and costs students identify the levers of competitive advantages. Going global

strategies are discussed and analyzed based on case studies. Strategic tools like Porter's five forces, BCG and McKinsey Matrix are applied.

Selected logistical problems with international impact, like location planning, make-or-buy-decisions will be solved.

Students will discuss the effects of environmental changes like increasing crude oil prices on strategy definition.

They learn how to classify supply chains according to strategic company goals and derive adequate supply chain targets accordingly. They are able to design the supply chain network to achieve a strategic fit.

Students are aware of the challenges, obstacles and benefits of collaborations and know how to form and implement collaborative strategies.

Entrance requirements

Completion of international internship & studies abroad

Learning content

1. Global Strategy and strategic instruments
 - o a. Multinational Corporations
 - o b. Going Global
 - o c. SWOT Analysis d. BCG and McKinsey matrix e. Porter's five forces
2. Introduction to supply chain management
 - o a. From Logistics to Supply Chain Management
 - o b. The Supply Chain becomes a Value Chain
 - o c. Bull-Whip-Effekt
 - o d. Objectives and KPI's e. Collaboration
3. Designing the Supply Chain Network
 - o a. Make-or-Buy Decisions
 - o b. International Manufacturing Sites
 - o c. Considering Uncertainty d. Impact of crude oil price increase on international value chains
4. Supply Chain Classification & Strategies
 - o a. Hau Lee's Triple A
 - o b. Measuring Supply Chain Performance

- o c. Supply Chain Fit

Teaching methods

Through reading assignments, lectures and focused group discussions students become acquainted with the theoretical foundations of international value chain management. Through group work, videos, and case analysis students experience the practical application of theoretical concepts.

Recommended Literature

Chopra, Sunil; Meindl, Peter: Supply Chain Management. Strategy, Planning & Operation, 4th edition, Prentice-Hall, 2009, ISBN: 0136080405
 Christopher, Martin: Logistics and Supply Chain Management: Creating Value-Adding Networks, 3rd edition, Financial Times Prentice Hall, 2005, ISBN: 0273681761
 Harrison, Alan; Van Hoek, Remko: Logistics Management and Strategy: Competing Through the Supply Chain, 3rd Edition, Prentice-Hall 2007, ISBN: 9780273712763

G6115 MANAGING INTERNATIONAL VALUE CHAINS

Learning content

1. Global Strategy and strategic instruments
 - a. Multinational Corporations
 - b. Going Global
 - c. SWOT Analysis
 - d. BCG and McKinsey matrix
 - e. Porter's five forces
2. Introduction to supply chain management
 - a. From Logistics to Supply Chain Management
 - b. The Supply Chain becomes a Value Chain
 - c. Bull-Whip-Effekt
 - d. Objectives and KPI's
 - e. Collaboration
3. Designing the Supply Chain Network
 - a. Make-or-Buy Decisions
 - b. International Manufacturing Sites
 - c. Considering Uncertainty
 - d. Impact of crude oil price increase on international value chains
4. Supply Chain Classification & Strategies
 - a. Hau Lee's Triple A
 - b. Measuring Supply Chain Performance
 - c. Supply Chain Fit

Entrance requirements

Completion of international internship & studies abroad

Type of examination

schr. P. 90 Min.

Methods

Through reading assignments, lectures and focused group discussions students become acquainted with the theoretical foundations of international value chain management. Through group work, videos, and case analysis students experience the practical application of theoretical concepts.

Recommended Literature

Chopra, Sunil; Meindl, Peter: Supply Chain Management. Strategy, Planning & Operation, 4th edition, Prentice-Hall, 2009, ISBN: 0136080405

Christopher, Martin: Logistics and Supply Chain Management: Creating Value-Adding Networks, 3rd edition, Financial Times Prentice Hall, 2005, ISBN: 0273681761

Harrison, Alan; Van Hoek, Remko: Logistics Management and Strategy: Competing Through the Supply Chain, 3rd Edition, Prentice-Hall 2007, ISBN: 9780273712763

G-30 BUSINESS ELECTIVE I

Module code	G-30
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	G6115 Art of Negotiation G6116 Case Studies in Sales Marketing G6116 Coaching G6116 IT Skills for Project Managers G6116 Mediation
Lecturers	Kathrin Bachhofer Prof. Dr. Jack Bauersachs Prof. Dr. Reijo Koivula JoAn Mann Prof. Dr. Rainer Waldmann Diego Fiche Mary Mesch
Semester	7
Duration of the module	1 semester
Course type	FWP
Niveau	Bachelor
Language of instruction	English

Module objective

In addition to learning a broad set of management skills valued by employers worldwide, students have the opportunity to demonstrate a narrower career focus through selection of appropriate electives. Elective courses are offered each semester to cover a range of technical and non-technical skill sets. In addition these courses offered in English, students may select upper level courses from the BWL program to be counted as electives.

G6116 ART OF NEGOTIATION

Lecturers	Simon Gollick
Semester	6
Duration of the module	1 semester
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

In the last years negotiation as a field for academic and professional concern has grown dramatically. New theoretical works have been published, case studies have been produced, and empirical research undertaken.

Universities are beginning to appoint faculty who specialise in negotiation. Consulting firms now do the same in the corporate world. This shows the importance of negotiation. Therefore the main goal of this lecture is, starting from the typical

“programmed” misbehaviour in negotiations, to show a path of “reprogramming”: That means, stepping away from the usual positional bargaining to a method called “principled negotiation” or “negotiation on the merits”. Besides the theoretical basics of

this method the students develop their skills by practising actual negotiational situations and problems and analysing them. Besides that this course teaches the art of communication and the art of questioning as integral parts of every efficient negotiation.

Learning content

1. Basic communication skills
2. Monologue and dialogue skills
3. Dealing with people
4. On brain science

5. The "old" negotiational programming
6. The reprogramming process:
7. Self governing dynamics
8. Separate people from the problem
9. Focus on interests, not positions
10. Invent options for mutual gain
11. Using objective criterias
12. Questioning skills
13. Human conflict patterns
14. Methods of deescalation
15. Dirty tricks

Entrance requirements

Completion of international internship & partner university program

Type of examination

Endnotenbildende PStA, mündl. Prüf.

Methods

The lectures: Although a lot of knowledge will be taught – the course´s goal is a practical. The only use is to step by step implement the negotiation skills without wiping away your personality. Negotiation is no "receptology". So "show up" in the course, take an active part, ask, listen confirm, discuss. The learning effect will be in the course and your days in between when it connects to life.

Group presentations (groups up to 3 students, pick your own topic, from 10 to 30 minutes) require a one page handout (overview, mindmap, focus) for all the students. Show me that you understood and that your able to transfer your knowledge. The way you should do it: Surprise me...

The final paper (3 to 5 pages) contains your "personal learning effect". You reflect on the course. Feel free to focus on certain topics or even just one tiny little piece of the course. Perhaps you´ll write about a personal incident where the learned already had practical impact.

Recommended Literature

Fisher, Ury, Patton, Getting to yes. Negotiating an agreement without giving in, London 1999.

Ury, Getting past no. Negotiating with difficult people, London 1991.

G6116 CASE STUDIES IN SALES MARKETING

Lecturers	Kathrin Bachhofer Diego Fiche
Semester	7
Duration of the module	1 semester
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

The format is an introduction to specific case studies provided out of an instructor's experience, followed by student teams attempting to find solutions, followed by discussion.

Learning content

Instructors:

Dr. Manfred Mueller, COO, Identiv (Stock symbol INVE). The company is engaged in marketing high tech security solutions, such as the systems that allow employees to enter a building or network or that read your passport at the airport. His company has

had a number of successful as well as several not so successful product introductions, so there should be good discussions also regarding what can go wrong.

Kathrin Bachhofer, Marketing Manager, Infloblox. Ms. Bachhofer is responsible for global marketing of IP network control technologies to large and medium size companies. She was previously a central European marketing specialist at Dell. B.A. International Management, Deggendorf, 2009

Alexandra Geck, Marketing Manager, Blackrock (world’s largest asset management firm). “it’s an amazing job with constant possibilities to develop the brand further and market it to new client segments. Some of our more strategic projects in rebranding, merger of brands, and segmentation could be a great basis for a case study. Students might be surprised how exciting marketing can be in the financial industry.” B.A. International Management, Deggendorf 2007, MBA Universidad Rey Juan Carlo.

Lorena Puica, CFA; Vice President, Morningstar, Chicago. Ms. Puica developed and implemented business and marketing strategies for institutional sales throughout the EMEA region before her recent promotion to V.P. B.A. International Management, Deggendorf 2007, MBA Columbia University/London Business School.

Entrance requirements

Completion of international internship & partner university program

Type of examination

Endnotenbildende PStA

Methods

The course format is 4 full 10 hours weekend days plus 3 half days which may take place during the week or weekend. The class will be team taught; each instructor will lead the class for 1 or ½ day.

G6116 COACHING

Lecturers	JoAn Mann Prof. Dr. Rainer Waldmann
Semester	6
Duration of the module	1 semester

Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

“Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. Individuals who engage in a coaching relationship can expect to

- o experience fresh perspectives on personal challenges and opportunities,
- o enhance thinking and decision making skills,
- o improve interpersonal effectiveness and
- o increase confidence in carrying out their chosen work and life roles.” Source: International Coach Federation, ICF, www.coachfederation.org

Coaching is aimed at empowerment – the client should learn how to deal with challenges, critical issues and problems and achieve her/his desired outcomes. The client’s needs and desired outcomes govern the interventions used by the coach. This is also the foundation for ethics in coaching.

Learning content

The first part of the course lays the foundation for coaching skills.

Participants will:

1. Become proficient in coaching communication skills by developing and/or refining techniques in:

- o developing rapport and safety in work situations
- o formulating thoughtful outcomes and achievable goals
- o conducting the coaching process

- o using the PREP Coaching Guide as an objective-insight tool for your personal development in communicating with and influencing others
 - o evaluating career planning for themselves and others based on their communication strengths and style
 - o verifying action plans to align with best alignment with individual communication styles
2. Learn to introduce change, sensitive issues and key priorities more effectively with different learning styles and stress capacities.
 3. Deliver their message directed specifically towards management, sales, specialist, professional and staff function positions.
 4. Assess and understand their and others' readiness for change, in the context of communicating, building trust, rapport and timing to take action.

In the second part of the training participants will practice conceiving and running coaching sessions, that are helping clients to move from where they are to where they want to be. In order to do this, a coach needs the ability to use cognitive, emotional as well as behavioral interventions. He/she is using the adequate resources and the most efficient activities. In detail participants will get the opportunity to learn ...

- o how to identify patterns that stop or help the client,
- o how to ask questions that really challenge and support,
- o how to sort for the client and themselves so that the client sees his situation more clearly,
- o how to give feedback and help the client to receive and ask for what he/she needs,
- o how to challenge the client to do what is needed, or to stop doing too much.

Entrance requirements

Students are expected to hand in a motivation letter (1 page)

Completion of international internship & partner university program

Type of examination

Endnotenbildende PStA

Methods

The course combines various training methods such as communication and coaching exercises, practicing the role of the coach and the client, theory inputs, facilitated group discussions, feedback, self-exploration, etc. The students will be asked to actively participate and share their experience and knowledge.

The participants will be given the chance to design and run short coaching sequences and receive feedback with respect to the course contents.

The final grade is based on individual reflections (10-15 pages): Coaching concept, learning process, my role as a coach

G6116 IT SKILLS FOR PROJECT MANAGERS

Lecturers	Reijo Koivula
Semester	6
Duration of the module	1 semester
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

This course is suitable not only for students who are planning to specialize in project management, but also students who plan to become operating, product, marketing and general managers.

Learning content

The emphasis is not on becoming an IT specialist but rather on how to use information systems and software applications in the context of efficiently managing projects.

Entrance requirements

Completion of international internship & partner university program

Type of examination

Endnotenbildende PStA

Methods

In-class lectures and virtual sessions

G6116 MEDIATION

Lecturers	Mary Mesch Prof. Dr. Jack Bauersachs
Semester	7
Duration of the module	1 semester
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

Mediation is a form of alternative dispute resolution (ADR) where a third party, the mediator, assists parties to negotiate a settlement. Disputes may be mediated in a variety of domains, such as commercial, legal, diplomatic, workplace, community and family matters.

The course will consist of lectures, reading, and most importantly role-playing mediations.

Learning content

How to structure and facilitate the mediation process

How to communicate effectively in a highly emotional or toxic atmosphere

Interest-based negotiation basics and strategies

How to avoid or move beyond impasse

How to structure sound, realistic, mutually acceptable settlements

How to manage power issues and ethical dilemmas

Entrance requirements

Completion of international internship & partner university program

Methods

- o Lectures
- o Group work
- o Case studies
- o Learning based on experiences
- o Exercises

Recommended Literature

The Mediator's Handbook, 4th edition - Jennifer E. Beer and Caroline C. Packard with Eileen Stief

The Promise of Mediation: The Transformative Approach to Conflict by Robert Baruch Bush, Joseph Folger

Type of examination

Endnotenbildende PStA

G-31 SEMINAR IN INTERNATIONAL MANAGEMENT AND ORGANIZATION

Module code	G-31
Module coordinator	Prof. Dr. Diane Ahrens
Course number and name	G7111 Seminar in International Management and Organization
Lecturer	Prof. Dr. Diane Ahrens
Semester	7
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	mündl. Prüf., schr. P. 60 Min.
Language of instruction	Englisch

Module objective

This course mainly aims at applying management knowledge which was taught on a modules basis in the previous terms and developing a holistic view by experiencing the interrelations of management decision between different functions of a firm.

It exposes students to change strategies in an international context, overseas market assessment and analysis, export-import procedures, and entry and exit strategies for international operations.

Students develop the skills required of international managers such as

- Learning supply chain management: thinking and acting in logistics-processes
- Selecting distributors and carriers
- Recognizing and formulating the general conditions for commercial success

- Experiencing relationships in business management by adopting a holistic approach
- Defining goals and strategies, and realizing them in an environment in which economic and ecological factors play significant roles
- Understanding business management data and implementing practical, relevant decisions and knowledge
- Safeguarding against non-payment and currency fluctuations
- Learning to use the instruments of cost accounting, income analysis, product costing, and marginal costing
- Handling complex decision-making situations under uncertainty and time constraints
- Developing a sense for the basics and a holistic view on business
- Learning to think and act in an inter-disciplinary way
- Learning how to define and solve problems
- Practicing effective communication through visualization

Arriving at decisions within a team by using personal computer-supported planning models

Entrance requirements

Completion of international internship and studies abroad, foreign exchange students should be at least in their 3rd year of a business related study program and have profound knowledge in cost accounting, controlling, operations and logistics management

Learning content

As a business game, TOPSIM Logistics builds a bridge between business management theory and operational practice. The business game presents a realistic, exemplary depiction of an industrial concern and offers participants quick, risk-free and lasting effects derived from relevant experiences related to practical needs.

This business game is an interactive teaching and learning system (which we call active learning) based on the motto: Learning business by doing business?

Participants in the simulation will manage a (virtual) company. They will make typical business decisions in a realistic environment.

They learn principles of business administration: how to use information in decision-making, and how to handle risk and uncertainty by combining the modular knowledge they gained during their previous studies.

They experience decision-making processes within a team while managing time constraints.

Management simulations offer, through (virtual) experiences, a high degree of transferable knowledge and skills that participants can utilize in their daily work.

Decisions have to be made regarding the following company functions:

- Organization
- Marketing
- Purchasing
- Inventory
- Transport
- Production
- Personnel
- Finance and Accounting

6-8 periods (6 virtual months each) are "played", plus some testing periods before the real simulation starts. The participants receive a scenario for each period, which states market development, wage development, exchange rate details, etc. Detailed reports are provided after every period which show the financial results of the previous period's decisions. Based on these planning information, as well as market research reports, the participants plan their decisions on a periodic basis.

Additionally, the participants carry out different group projects between decision periods (e.g. branding, production optimization strategies like KANBAN introduction). Such projects are intended to enhance the knowledge and experience gained through the game. They provide - depending on the types of projects selected - the possibility to integrate qualitative factors into the planning process that influence results in the planning game. These group projects were developed and tested in practice.

Teaching methods

The theoretical part of the course consists of an introduction to the management simulation contents, reports and directed discussion to develop the theoretical basis needed. The integrative part of the course follows the social learning perspective: skills are assessed, acknowledged, developed and applied in a simulation game.

Self-managed student work teams prepare and perform a variety of simulations designed to develop and evaluate transformational leadership, negotiation, motivation, performance appraisal, delegation, communication, conflict resolution and general task management skills. Students are confronted with situations taken from the real world cases and then compare their responses to actual management actions.

The course features initial lectures introducing to the simulation game, focused lectures based on student's deficits showing up, class discussion, group activities, situational analysis and comparison, skills assessment and integrative experiential learning.

Remarks

Recommended Literature

TOPSIM Manual

Chase, Aquilano and Jacobs: Operations Management for Competitive Advantage, 12th Edition, McGraw-Hill Irwin, 2008

G7111 SEMINAR IN INTERNATIONAL MANAGEMENT AND ORGANIZATION

Learning content

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Entrance requirements

Completion of international internship and studies abroad, foreign exchange students should be at least in their 3rd year of a business related study program and have profound knowledge in cost accounting, controlling, operations and logistics management

Type of examination

mündl. Prüf., schr. P. 60 Min.

Methods

The theoretical part of the course consists of an introduction to the management simulation contents, reports and directed discussion to develop the theoretical basis needed. The integrative part of the course follows the social learning perspective: skills are assessed, acknowledged, developed and applied in a simulation game.

Self-managed student work teams prepare and perform a variety of simulations designed to develop and evaluate transformational leadership, negotiation, motivation, performance appraisal, delegation, communication, conflict resolution and general task management skills. Students are confronted with situations taken from the real world cases and then compare their responses to actual management actions.

The course features initial lectures introducing to the simulation game, focused lectures based on student's deficits showing up, class discussion, group activities, situational analysis and comparison, skills assessment and integrative experiential learning.

Recommended Literature

TOPSIM Manual

Chase, Aquilano and Jacobs: Operations Management for Competitive Advantage, 12th Edition, McGraw-Hill Irwin, 2008

G-32 CASE STUDIES IN GLOBAL ECONOMICS AND TRADE

Module code	G-32
Module coordinator	Prof. Dr. Hanjo Allinger
Course number and name	G7112 Case Studies in Global Economics and Trade
Lecturer	Prof. Dr. Hanjo Allinger
Semester	7
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Endnotenbildende PStA
Language of instruction	Englisch

Module objective

This course introduces globalization and democratization from an interdisciplinary perspective. It examines major changes to the global political economy and explores implications for local, national, regional, and international political and economic processes

Using the case method of instruction, students learn how to apply economic theory and empirical analysis to specific regions and organizations in developing and industrialized countries.

Students learn to understand the complicated causes, processes and effects of globalization, especially with regard to economic integration and the situation in developing countries.

Entrance requirements

- Completion of G1115 - Principles of Accounting & Economics
- Completion of G2113 - Macroeconomics and Public Economic

Learning content

Course participants are required to have previously attended Principles of Economics I & II. Topics and cases vary from year to year based on current

economic developments. The most recently held course covered the following topics:

The European monetary union

The European debt crisis

EU Trade politics towards developing countries

Economic theory of crime

Economics of migration

Economics of deterioration

Environmental economics

Trading Emission Certificates

Economic approach to Somalian Piracy

International trade and national values

International tax competition

G20 summit ? what goals do countries really pursue?

Marginal and inframarginal externalities

Teaching methods

Using the case method of instruction, students apply economic theory and empirical analysis to specific regions and organizations in developing and industrialized countries.

Group work (40%)

Presentations, discussion (10%)

Interactive lecture and feedback on presentations (50%)

Recommended Literature

Case specific

G7112 CASE STUDIES IN GLOBAL ECONOMICS AND TRADE

Learning content

Course participants are required to have previously attended Principles of Economics I & II. Topics and cases vary from year to year based on current economic developments.

The most recently held course covered the following topics:

The European monetary union

The European debt crisis

EU Trade politics towards developing countries

Economic theory of crime

Economics of migration

Economics of deterioration

Environmental economics

Trading Emission Certificates

Economic approach to Somalian Piracy

International trade and national values

International tax competition

G20 summit ? what goals do countries really persue?

Marginal and inframarginal externalities

Entrance requirements

Completion of G1115 - Principles of Accounting & Economics

Completion of G2113 - Macroeconomics and Public Economic

Type of examination

Endnotenbildende PStA

Methods

Using the case method of instruction, students apply economic theory and empirical analysis to specific regions and organizations in developing and industrialized countries.

Group work (40%)

Presentations, discussion (10%)

Interactive lecture and feedback on presentations (50%)

Recommended Literature

Case specific

G-33 INTERNATIONAL FINANCE

Module code	G-33
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	G7113 International Finance
Lecturer	Prof. Dr. Jack Bauersachs
Semester	7
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Endnotenbildende PStA, schr. P. 90 Min.
Language of instruction	Englisch

Module objective

This course builds on the foundations laid in *International Economics* and *Financial Management* and exposes the student to the world of international finance. The course's major emphasis is on international financial markets, instruments, players, and policies. Foreign exchange operations and their interrelationships with corporate financial management of international operations are also covered. Particular attention is paid to the analysis of risk exposure in foreign investment and to the categories of instruments that can be used to manage or hedge risk.

Upon completion of the course, the students will be able to

- o Understand the nature, magnitude, and importance of international finance in worldwide trade, investment, and economic growth,
- o analyze risk exposure in foreign investment,
- o select the appropriate instruments to manage risk exposure in foreign investment

- o identify and formulate international investment strategies for the multinational enterprise,
- o demonstrate how foreign currency and repatriation of capital rules influence the international capital budgeting decision,
- o identify the instruments and methodology that can be used to construct a globally diversified investment portfolio.

Entrance requirements

Completion of G3116 - Financial Management

Learning content

Foreign Exchange Markets

Balance of Payments

Balance of Payments Accounts

Parity Conditions in International Finance

Purchasing Power Parity

Interest Rate Parity

Derivative Markets and Instruments

Forward Markets and Contracts

Option Markets and Contracts

Swap Markets and Contracts

Risk Management Applications of Option Strategies for International Transactions and Investments

Global Financial Markets and Instruments

Teaching methods

The context for the course is a realistic project that replicates the context and decisions investors and portfolio managers make in attempting to balance global risks with investment opportunities. Students become sensitive to the volatility and magnitude of risks and returns that underlie financial risk management in a global context.

Recommended Literature

Madura, Jeff, International Corporate Finance, 10th edition, South-Western (2010)
Werner, Heinz, instructor script

G7113 INTERNATIONAL FINANCE

Learning content

Foreign Exchange Markets

Balance of Payments

Balance of Payments Accounts

Parity Conditions in International Finance

Purchasing Power Parity

Interest Rate Parity

Derivative Markets and Instruments

Forward Markets and Contracts

Option Markets and Contracts

Swap Markets and Contracts

Risk Management Applications of Option Strategies for International Transactions and Investments

Global Financial Markets and Instruments

Entrance requirements

Completion of G3116 - Financial Management

Type of examination

Endnotenbildende PStA, schr. P. 90 Min.

Methods

The context for the course is a realistic project that replicates the context and decisions investors and portfolio managers make in attempting to balance global risks with investment opportunities. Students become sensitive to the volatility and magnitude of risks and returns that underlie financial risk management in a global context.

Recommended Literature

Madura, Jeff, International Corporate Finance, 10th edition, South-Western (2010)

Werner, Heinz, instructor script

G-34 BUSINESS ELECTIVE II

Module code	G-34
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	Z7100 Art of Negotiation Z7100 Case Studies in Sales Marketing Z7100 Coaching Z7100 IT Skills for Project Managers Z7100 Mediation
Lecturers	Kathrin Bachhofer Prof. Dr. Jack Bauersachs Prof. Dr. Reijo Koivula JoAn Mann Prof. Dr. Rainer Waldmann Diego Fiche Mary Mesch
Semester	7
Duration of the module	1 semester
Course type	FWP
Niveau	Bachelor
Language of instruction	English

Module objective

In addition to learning a broad set of management skills valued by employers worldwide, students have the opportunity to demonstrate a narrower career focus through selection of appropriate electives. Elective courses are offered each semester to cover a range of technical and non-technical skill sets. In addition these courses offered in English, students may select upper level courses from the BWL program to be counted as electives.

Z7100 ART OF NEGOTIATION

Lecturers	Simon Gollick
Semester	7
Duration of the module	1 semester
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

In the last years negotiation as a field for academic and professional concern has grown dramatically. New theoretical works have been published, case studies have been produced, and empirical research undertaken.

Universities are beginning to appoint faculty who specialise in negotiation. Consulting firms now do the same in the corporate world. This shows the importance of negotiation. Therefore the main goal of this lecture is, starting from the typical "programmed" misbehaviour in negotiations, to show a path of "reprogramming": That means, stepping away from the usual positional bargaining to a method called "principled negotiation" or "negotiation on the merits". Besides the theoretical basics of this method the students develop their skills by practising actual negotiational situations and problems and analysing them. Besides that this course teaches the art of communication and the art of questioning as integral parts of every efficient negotiation.

Learning content

1. Basic communication skills
2. Monologue and dialogue skills
3. Dealing with people
4. On brain science

5. The "old" negotiational programming
6. The reprogramming process:
7. Self governing dynamics
8. Separate people from the problem
9. Focus on interests, not positions
10. Invent options for mutual gain
11. Using objective criterias
12. Questioning skills
13. Human conflict patterns
14. Methods of deescalation
15. Dirty tricks

Entrance requirements

Completion of international internship & partner university program

Type of examination

Endnotenbildende PStA, mündl. Prüf.

Methods

The lectures: Although a lot of knowledge will be taught – the course´s goal is a practical. The only use is to step by step implement the negotiation skills without wiping away your personality. Negotiation is no "receptology". So "show up" in the course, take an active part, ask, listen confirm, discuss. The learning effect will be in the course and your days in between when it connects to life.

Group presentations (groups up to 3 students, pick your own topic, from 10 to 30 minutes) require a one page handout (overview, mindmap, focus) for all the students. Show me that you understood and that your able to transfer your knowledge. The way you should do it: Surprise me...

The final paper (3 to 5 pages) contains your "personal learning effect". You reflect on the course. Feel free to focus on certain topics or even just one tiny little piece of the course. Perhaps you´ll write about a personal incident where the learned already had practical impact.

Recommended Literature

Fisher, Ury, Patton, Getting to yes. Negotiating an agreement without giving in, London 1999.

Ury, Getting past no. Negotiating with difficult people, London 1991.

Z7100 CASE STUDIES IN SALES MARKETING

Lecturers	Kathrin Bachhofer Diego Fiche
Semester	7
Duration of the module	1 semester
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

The format is an introduction to specific case studies provided out of an instructor's experience, followed by student teams attempting to find solutions, followed by discussion.

Learning content

Instructors:

Dr. Manfred Mueller, COO, Identiv (Stock symbol INVE). The company is engaged in marketing high tech security solutions, such as the systems that allow employees to enter a building or network or that read your passport at the airport. His company has

had a number of successful as well as several not so successful product introductions, so there should be good discussions also regarding what can go wrong.

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Lorena Puica, CFA; Vice President, Morningstar, Chicago. Ms. Puica developed and implemented business and marketing strategies for institutional sales throughout the EMEA region before her recent promotion to V.P. B.A. International Management, Deggendorf 2007, MBA Columbia University/London Business School.

Entrance requirements

Completion of international internship & partner university program

Type of examination

Endnotenbildende PStA

Methods

The course format is 4 full 10 hours weekend days plus 3 half days which may take place during the week or weekend. The class will be team taught; each instructor will lead the class for 1 or ½ day.

Z7100 COACHING

Lecturers	JoAn Mann Prof. Dr. Rainer Waldmann
Semester	7
Duration of the module	1 semester

Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

“Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential. Individuals who engage in a coaching relationship can expect to

- o experience fresh perspectives on personal challenges and opportunities,
- o enhance thinking and decision making skills,
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Coaching is aimed at empowerment – the client should learn how to deal with challenges, critical issues and problems and achieve her/his desired outcomes. The client’s needs and desired outcomes govern the interventions used by the coach. This is also the foundation for ethics in coaching.

Learning content

The first part of the course lays the foundation for coaching skills.

Participants will:

1. Become proficient in coaching communication skills by developing and/or refining techniques in:

- o developing rapport and safety in work situations
- o formulating thoughtful outcomes and achievable goals
- o conducting the coaching process

- o using the PREP Coaching Guide as an objective-insight tool for your personal development in communicating with and influencing others
 - o evaluating career planning for themselves and others based on their communication strengths and style
 - o verifying action plans to align with best alignment with individual communication styles
2. Learn to introduce change, sensitive issues and key priorities more effectively with different learning styles and stress capacities.
 3. Deliver their message directed specifically towards management, sales, specialist, professional and staff function positions.
 4. Assess and understand their and others' readiness for change, in the context of communicating, building trust, rapport and timing to take action.

In the second part of the training participants will practice conceiving and running coaching sessions, that are helping clients to move from where they are to where they want to be. In order to do this, a coach needs the ability to use cognitive, emotional as well as behavioral interventions. He/she is using the adequate resources and the most efficient activities. In detail participants will get the opportunity to learn ...

- o how to identify patterns that stop or help the client,
- o how to ask questions that really challenge and support,
- o how to sort for the client and themselves so that the client sees his situation more clearly,
- o how to give feedback and help the client to receive and ask for what he/she needs,
- o how to challenge the client to do what is needed, or to stop doing too much.

Entrance requirements

Students are expected to hand in a motivation letter (1 page)

Completion of international internship & partner university program

Type of examination

Endnotenbildende PStA

Methods

The course combines various training methods such as communication and coaching exercises, practicing the role of the coach and the client, theory inputs, facilitated group discussions, feedback, self-exploration, etc. The students will be asked to actively participate and share their experience and knowledge.

The participants will be given the chance to design and run short coaching sequences and receive feedback with respect to the course contents.

The final grade is based on individual reflections (10-15 pages): Coaching concept, learning process, my role as a coach

Z7100 IT SKILLS FOR PROJECT MANAGERS

Lecturers	Reijo Koivula
Semester	7
Duration of the module	1 semester
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

This course is suitable not only for students who are planning to specialize in project management, but also students who plan to become operating, product, marketing and general managers.

Learning content

The emphasis is not on becoming an IT specialist but rather on how to use information systems and software applications in the context of efficiently managing projects.

Entrance requirements

Completion of international internship & partner university program

Type of examination

Endnotenbildende PStA

Methods

In-class lectures and virtual sessions

Z7100 MEDIATION

Lecturers	Mary Mesch Prof. Dr. Jack Bauersachs
Semester	7
Duration of the module	1 semester
Niveau	Bachelor
Semester periods per week (SWS)	4
ECTS	5
Workload	Time of attendance: 45 hours self-study: 105 hours Total: 150 hours
Type of examination	Written paper
Language of instruction	English

Objectives

Mediation is a form of alternative dispute resolution (ADR) where a third party, the mediator, assists parties to negotiate a settlement. Disputes may be mediated in a variety of domains, such as commercial, legal, diplomatic, workplace, community and family matters.

The course will consist of lectures, reading, and most importantly role-playing mediations.

Learning content

How to structure and facilitate the mediation process

How to communicate effectively in a highly emotional or toxic atmosphere

Interest-based negotiation basics and strategies

How to avoid or move beyond impasse

How to structure sound, realistic, mutually acceptable settlements

How to manage power issues and ethical dilemmas

Entrance requirements

Completion of international internship & partner university program

Methods

- o Lectures
- o Group work
- o Case studies
- o Learning based on experiences
- o Exercises

Recommended Literature

The Mediator's Handbook, 4th edition - Jennifer E. Beer and Caroline C. Packard with Eileen Stief

The Promise of Mediation: The Transformative Approach to Conflict by Robert Baruch Bush, Joseph Folger

Type of examination

Endnotenbildende PStA

G-35 BACHELOR THESIS

Module code	G-35
Module coordinator	Prof. Dr. Jack Bauersachs
Course number and name	G7114 Bachelor Thesis
Semester	7
Duration of the module	1 semester
Module frequency	
Course type	Pflichtfach
Niveau	
Semester periods per week (SWS)	0
ECTS	10
Workload	Time of attendance: 300 hours Total: 300 hours
Language of instruction	Englisch

Module objective

The students should show the ability to apply the knowledge they acquired during their studies to complex business related issues. By composing a document that meets the standards for thesis writing, they demonstrate the successful completion of their studies and the ability to work individually on scientific projects.

G7114 BACHELOR THESIS

Type of examination