Bachelor-Studiengang

International Business

Karlshochschule
International University

Modulbeschreibungen

Inhaltsverzeichnis

Spezialisierungen:

RESPONSIBLE BUSINESS

INTERCULTURAL MANAGEMENT

MARKETING

Zielsetzung

Bildungsziel des Studiengangs "International Business" ist der Erwerb der Kompetenz ökonomische Fragestellungen im internationalen Kontext mithilfe wissenschaftlicher Theorien, Prinzipien und Methoden zu durchdringen, kritische zu analysieren, zu bewerten und zu interpretieren. Auf Basis der Kenntnis der Spezifika internationaler Unternehmungen sind Absolventen in der Lage, kompetent, angemessen und effektiv sowie nachhaltig und ethisch reflektiert zu handeln, Märkte und Ressourcen zu erschließen, Organisationen zu entwickeln, relevante Managementfunktionen wahrzunehmen und in Teams aktiv gestaltende Rollen und Verantwortung zu übernehmen.

Der Fokus liegt dabei übergreifend auf einem differenzierten Kompetenzerwerb im *General Management* (Analyse, Planung, Umsetzung, Kontrolle/ Feedback und Innovation) sowie spezifisch in den internationalen Aspekten einerseits der unternehmerischen Funktionsbereiche *Marketing, Operations* und *Finance* und andererseits der makroökonomischen, kulturellen und politischen Rahmenbedingungen der Unternehmenstätigkeit in unterschiedlichen geografischen Regionen. Dies wird ergänzt um Sprachkompetenz in zwei Fremdsprachen und um die die eingeübte Fähigkeit zur Umsetzung in die Praxis in Unternehmensprojekten und im Pflichtpraktikum.

Ergänzend zu den Pflichtmodulen im Bereich International Business kann eine von drei Spezialisierungen gewählt werden: *Intercultural Management*, *Responsible Business* oder *Marketing*. In jeder Spezialisierung geht es z zunächst darum, spezifisches (Management-) Wissen zu erwerben, daraufhin praxisorientierte Fallbeispiele anhand dieser Perspektiven zu analysieren, um dann aus der Verknüpfung von theoretischem und praktischem Wissen spezifische Strategien zu entwickeln, selbst gewählte Schwerpunkte zu vertiefen und im letzten Schritt nach einer Reflexion über aktuelle Entwicklungen existierende Strategien zu de- bzw. rekonstruieren.

Integraler Bestandteil der Zielsetzung ist eine ausgeprägte und an ethisch-normativen Fragestellungen und gesellschaftlichen Implikationen und Konsequenzen des eigenen Handelns orientierte Persönlichkeitsentwicklung.

Curriculumsübersicht

Modul-Code	Bezeichnung	Semester						Gesamt			Prüfungs-leistungen	Gewicht für Gesamtnote
		1	2	3	4	5	6	SWS	Selbst	ECTS		
IMAN	Introduction to Management	5						3	108	5	KL 240	2,5%
RTMA	Re-Thinking Management: Culture, Society &	5						3	108	5	no exam	
BENV	Business Environment	4	4					3	156	8	Case Study	4,0%
SCIE	Introduction to Scientific Reearch Methods	4	4					3	156	8	Lernportfolio	4,0%
GECO	Global Economy	4						3	78	4	Written Exam	2,0%
SPEC1	Specialization Module 1	4						3	78	4	Essay	2,0%
CUST	Cultural Studies										Written Assignment	
SUDE	Sustainable Development										Written Assignment	
MVRM	Marketing: Creating Values, Relations & Markets										Essay	
EFL1/GER1	English as a Foreign Language 1 / German 1	4						3	78	4	KL 90; Test	2,0%
STRA	Basic Principles in Strategic Management		5					4	108	5	Presentation	2,5%
IVEN	International Business Ventures		4					3	78	4	Written Assig	2,0%
TRAM	Transcultural Marketing		5					3	108	5	Präsentation	2,5%
SPEC2	Specialization Module 2		4					3	78	4	Präsentation	2,0%
ICBC	Intercultural Business Communication										Written Assignment	
SRBS	Social Responsible Business & Society										Presentation	
EXCC	Exploring Customer Culture										KL 90	
EFL2/GER 2	English as a Foreign Language 2 / German 2		4					4	64	4	KL 90; Test	2,0%
IPRO	Introductory Company Project			6				6	96	6	Project Work	3,0%
RESO	Resources: Financial Resources, HR, Organization			6				6	96	6	Presentation	3,0%
VALS	Global Value Supply Chain			6				3	138	6	Written Exam	3,0%
SPEC3	Special Module 3			6				3	138	6		3,0%
IHRD	Intercultural HR Development										Essay & Test	
SENT	Sustainable Entrepreneurship & Social Innovation										Presentation	
MSIC	Marketing Strategy, Implementation and Controlling										Seminar Paper	
FOR 2.1	Foreign Language 2.1			6				4	124	6	Exam. 90; Te	3,0%
ARA1	Arabic 1											
CHI1	Chinese 1											
FRA1	French 1											
ITA1	Italian 1											
JAP1	Japanese 1											
POR1	Portuguese 1											
RUS1	Russian 1											
SPA1	Spanish 1											
APRO	Advanced Company Project				6			4	124	6	Project Work	3,0%
MACC	Managerial Accounting				6			4	124	6	Written Exam	3,0%
IFAS	International & Sustainable Finance				6			3	138	6	Seminar Pap	3,0%
SPEC4	Special Module 4				6			3	138	6		3,0%
DIMA	Diversity & Management										Seminar Paper	
CELM	Circular Economy & Lifestyle Management										Seminar Paper	
DMCA	Digital Channel Management										Learners Portfolio	
FOR 2.2	Foreign Language 2.2				6			4	124	6	Exam. 90; Te	3,0%
ARA2	Arabic 2											
CHI2	Chinese 2											
FRA2	French 2											
ITA2	Italian 2											
JAP2	Japanese 2											
POR2	Portuguese 2											
RUS2	Russian 2											
SPA2	Spanish 2											
CIRM	Current Issues in Rethinking Management					6		3	138	6	Depends	3,0%
CHIN	Change and Innovation					6		3	138	6	Depends	3,0%
ARST	Area Studies					6		3	138	6	Depends	3,0%
CIIB	Current Issues in IB					6		3	138	6	Depends	3,0%
SPEC5	Current Issues in Specialization					6		3	138	6	Depends	3,0%
CSOC	Contemporary Society										Depends	
CISM	Current Issues in Int. Sustainability Mgmt.										Depends	
MELE	Marketing Elective										Depends	
INTS	Internship						18		820	18	Internsh. Anal	9,0%
BACH	Bachelor Thesis						12		360	12	Bachelor The	18,5%
ECTS/Semester		30	30	30	30	30	30			180		100,0%
Summe Semesterstunden												
Summe Workload (WL)		900	900	900	900	900	900					
WL-Stunden/Jahr		1800		1800		1800						

Introduction to Management

Status: April 2018

Modul-Nr./ Code	IMAN
Module title	Introduction to Management
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	None
Applicability of the module to other programs	This module forms the general foundation for the Management Cycle and has particular references to BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act) and to other specialization and modules like RTMA.
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Prof. Dr. Patricia Girrbach Joachim Scheiderer
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	Written Exam 240' at the end oft he semester § 14 (2) SPO 01.02.2014
Weighting of the grade within the total grade	2.5 %
Qualification objectives of the module	Students who have successfully completed this module are able to:

	- Describe basic management issues and their importance, tasks and roles of the manager in the context of different organizations from different perspectives. - to define and distinguish the main actors and institutions of entrepreneurial activity and to explain their interaction - differentiate general and functional as well as normative, strategic and operational management into goals and tasks - to present the concept of the value chain and to distinguish the primary, controlling and supporting processes of the value chain (according to M. E. Porter) - to describe management as a cross-sectional function for planning, controlling and monitoring the use of resources and the interaction of functional functions on the basis of the PDCA cycle - to distinguish which management situations can best be managed with the help of which methods (analytical, quantitative, qualitative, interpretative) - identify the financial flows along the value chain and describe the importance and principles of accounting, financing and investment appraisal - to solve management tasks in an integrated manner with the help of qualitative and quantitative methods - to apply what they have learned to current issues and selected case studies and to question them critically, also with regard to their own location in their studies.
Content of the module	– Historical development of management and selected management concepts – The multifunctional socio-technical system enterprise, represented by the value chain according to M. E. Porter

	– Objectives and tasks of general and functional management as well as project management – The normative, strategic and operational level of management – Roles, tasks and competencies in management and their critical reflection from a culturalist-constructivist perspective – The resources of the company and the situational use of management instruments, in particular target setting, planning, organisation/delegation and control under conditions of complexity and ambiguity – Basic knowledge of finance – Principles of internal and external accounting (according to HGB and IFRS) – understanding of investment and company valuation – Qualitative and quantitative methods for solving management tasks (e.g. qualitative methods for analyzing organization, culture, employee motivation and quantitative methods e.g. for determining the present value, the earnings value or the cost, revenue, demand, price sales and profit functions)
Teaching and learning methods of the module	Interactive lecture, exercises for the application of qualitative and quantitative methods to management tasks; case studies
Specials (e.g. online part, practice visits, guest lectures, etc.)	The lecture is designed as a integrated teaching unit where qualitative and quantitative methods are taught in an integrated manner in connection with the respective management tasks. Individual methods are further developed and practiced in the Scientific Methods (WISS) module and in separate tutorials.
Literature (Required reading/supplementary recommended reading)	Required reading: **Daft, Richard and Marcic, Dorothy (2017).** Understanding Management. Cenange Learning: USA.

	Pfriem, Reinhard (2011): Eine neue Theorie der Unternehmung für eine neue Gesellschaft. Metropolis: Marburg (selected texts translated into English)
	Other Readings:
	Brealey, Richard A., Myers, Stewart, Allen, Franklin (2011): Principles of Corporate Finance. Concise ed., 2. ed., New York: McGraw-Hill Education.
	Creswell, John. W. and Creswell, J. David. (2018). Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 5th ed., Sage Publishing: LA.
	Gary Clendenen, Stanley A. Salzman. 2015. Mathematics for Business. Pearson: Boston.
	Porter, M. E., & Kramer, M. R. (2019). Creating shared value. In Managing Sustainable Business (pp. 327-350). Springer, Dordrecht.
	Porter, M. E. (2001). The value chain and competitive advantage. Understanding business: Processes, 50-66.
	Additional Handouts may be given in class

Re-Thinking Management: Culture, Society, Ethics

Status: April 2018

Modul-Nr./ Code	RTMA
Module title	Re-Thinking Management: Culture, Society, Ethics
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	None
Applicability of the module to other programs	This module forms the general foundation for the Management Cycle and has particular references to BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act) and to other specialization and modules like RTMA. At the same time, it prepares students for the main areas of study and explains the integrative context of the course of study.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Prof. Dr. Wendelin Küpers Prof. Dr. Dr. Björn Bohnenkamp Prof. Dr. Michael Zerr N.N.
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3

Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Prerequisite for passing the module (passed / failed) and the awarding of credit points is the regular participation and processing of the accompanying reflection tasks.
Weighting of the grade within the total grade	not applicable
Qualification objectives of the module	Students who have successfully completed this module are able: - To understand the connection between knowledge and interest - interpret the theoretical and practical contingency of management and knowledge about leadership and leadership practices and their historical and cultural conditionality - Classify management in a discourse context of instrumental rationality, feasibility, technocratic-bureaucratic formalization and quantification, alienation as well as power and control, exploitation and dominance. - To make the "Cultural Turns" conceptually and methodologically fruitful for analysis and understanding of management and leadership practice - to distinguish different positions, approaches, concepts, discourses and schools from business ethics from philosophical, economic and practical points of view and to present their statements and significance to the relationship between ethics and economics - To critically question the "autonomy" and determinacy of economic action and the "normativity of economic factual logic" with regard to ethical claims and to reflect on the possibilities of a reintegration of practice, poetry and phronesis

	- to reflect on their own study goals and personal motivations for a professional activity in management, to identify the cultural and social conditionality of their own thinking, learning and acting and to reflect on the connection between "group, topic, ego and globe" within the framework of a moderated topic-centered interaction. - to experience and interpret different modes of "sensing" and "sense-making" in oneself and in "others" and to integrate them in the sense of holistic personality development - to reflect, understand and interpret the integrative context of the programme with regard to its importance for their own professional development and lifelong learning

Content of the module	– Historical development and contingency of the economic system and organizations
	– Individual, sociality, (inter-)relation and institution
	    o Methodological individualism
	    o Methodological holism
	    o Mediating approaches (e.g. Bourdieu, Elias, Beck, Giddens)
	    o Relational approaches, network theories
	    o Institutions (institutional theories, logics, practices)
	– Definition and historical genesis of the management concept
	– Relationship between (European 7 Eurocentric) modernity and management
	– Critical management: perspectives, approaches, concepts, reflexivity, perspectives

	- Cultural Turns, in particular - Interpretive Turn - Performative turn - Practice Turn - Spatial turn - Postcolonial Turn - Translational turn - Narrative turn - Iconic Turn - Relational Turn - Integral Turn - Interpretation, hermeneutics, phenomenology - Introduction to ethics - Virtue ethics - Deontological approaches - consequentialism - Ethics of discourse - Business Ethics - Homann - Wieland - Ulrich - Further approaches - Relationship between ethics and economy - Levels of responsibility - System levels - Levels of integration - Importance and application of ethics in organization, leadership and management - Corporate Social Responsibility - Possibilities of reintegrating practice, poetry and phrónêsis - Integrative context of the programme - Classification and critical reflection of the importance of the management cycle in relation to management theory: - ReThinking of specific management functions - Moderated reflection
Teaching and learning methods of the module	Interactive lectures, text reading and discussion
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u>

	Ladkin, D. (2015). Managing Ethical Dimensions in Organisations. A Self-Reflective Guide to Developing Ethical Astuteness, London: Elgar
	Selected Readings from:
	Küpers, W., Sonnenburg, S., & Zierold, M. (2017). ReThinking Management. In ReThinking Management (pp. 11-30). Springer VS, Wiesbaden.
	Bachmann-Medick, D. (2016). Cultural turns: New orientations in the study of culture. Walter de Gruyter GmbH & Co KG.
	PRME website: http://www.unprme.org
	Additional recommended literature:
	Alvesson, M., Willmot, H. (1992): Critical Management Studies, Sage: London
	Bachmann, C., Loza Adaui, C.R. Habisch, A. (2014): Why the question of practical wisdom should be asked in business schools: Towards a holistic approach to a renewal of management education. Humanistic Management Network, Research Paper No. 2460665.
	Ferrell, O.C., Fraedrich, J. and Ferrell, L. (2012): Business Ethics. Ethical Decision Making & Cases. 9th ed. Mason: South Western Cengage Learning
	Giddens, A. (1982): Reason Without Revolution? Habermas's « Theorie des Kommunikativen Handelns ». Praxis International, 2/1982, 318-338

	Habermas, Jürgen (1987). Knowledge and Human Interests. Boston: Polity Press.
	Küpers, W. (2011). Integral Responsibilities for a Responsive and Sustainable Practice in Organizations and Management", In: Corporate Social Responsibility and Environmental Management Journal 18, 3, 137-150.
	Küpers, W. (2013): The art of practical wisdom. Phenomenology of an embodied, wise 'inter-practice'in organisation and leadership, in W. Küpers & D. Pauleen, A Handbook of Practical Wisdom. Leadership, Organization and Integral Business Practice. London: Gower
	Ladkin, D. (2008). Leading beautifully: How mastery, congruence and purpose create the aesthetic of embodied leadership practice. The Leadership Quarterly 19(1), 31-41
	Lotila, P. (2010). Corporate Responsiveness to Social Pressure: An Interaction-Based Model. Journal of Business Ethics, 94(3), 395-409.
	Painter-Morland, M. & ten Bos, R. (2011). Introduction: Critical Crossings. In: Business Ethics and Continental Philosophy, M. Painter-Morland and R. Ten Bos (Eds.), (15-36). Cambridge: Cambridge University Press.
	Herrmann-Pillath, C. (2018): Grundlegung einer kritischen Theorie der Wirtschaft, Metropolis: Marburg

	Stanwick, P. A. (2014) Understanding business ethics - Los Angeles, Sage,
	Velasquez, M. (2014) Business ethics : concepts and cases, Harlow: Pearson

Business Environment

Status: April 2018

Modul-Nr./ Code	BENV
Module title	Business Environment
Semester or trimester	1st & 2nd Semester
Duration of module	2 Semesters
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Every academic year
Entry requirements	None
Applicability of the module to other programs	This module is part of the management cycle (analyze) and has particular references to IMQM, STRA (plan), RESO (do), MACC (check), CHIN (act), to selected modules of the specialization pillars and and modules like RTMA.
Person responsible for the module	Prof. Michael Gassner
Name(s) of the instructor(s)	Prof. Dr. Michael Gassner Prof. Dr. Stefan Jäger
Teaching language	English
Number of ECTS credits	8
Gesamtworkload und ihre Zusammen-setzu Total workload and its composition (e.g. self-study + contact time)	Total workload = 240 Hours (Contact hours = 84 hours, Self-study = 156 hours)
Hours per week (SWS)	6
Assessment type / requirement for the award of credits	Case Study at the end of the 2nd Semester § 14 (12) SPO 01.02.2014
Weighting of the grade within the total grade	4 %

Qualification objectives of the module	Students who have successfully completed this module are able: - to describe political, economic, socio-cultural, technological, ecological and legal factors influencing entrepreneurial and business activity at local, regional, national and international level and their interactions, - to present, classify and interpret current economic problems and the essential theoretical approaches and models of macroeconomics, - to present the basic framework conditions, actors, institutions and instruments of (economic) political action and to critically interpret political decisions on the use of social resources, - to describe the importance of the legal system for entrepreneurial action in a national and international context and to solve entrepreneurial design tasks with the means of private, commercial, trade and labour law and - to perform a PESTEL analysis to explain opportunities and threats for businesses.
Content of the module	– Political, economic, social, technological, ecological and legal framework conditions for entrepreneurial activity – Institutions, instruments and objectives of economic policy – The importance of political institutions and relationships for entrepreneurship – Economic systems – Basic concepts of economics – Life cycle analysis and national accounts – Development of economic indicators – Main areas of macroeconomics – Social and demographic context of entrepreneurial activity – Law as an element of order in social coexistence and as a location factor (German context)

	− Public law: guarantee of freedom and reliable framework conditions − Forms of private law design in an entrepreneurial context, e.g..: o Principles of purchase contract law o Principles of contract for work and services law o Principles of company law o Principles of commercial law o Principles of labour law − Comparison of different legal cultures and (legal) forms of cross-border action − PESTEL-Analysis
Teaching and learning methods of the module	Combination of interactive lecture, practice, self-study: Interactive Lecture (Instruction) Exercise with case studies on location decisions and country analyses (guided construction by students) Self-study for independent preparation and follow-up (design and reflection)
Specials (e.g. online part, practice visits, guest lectures, etc.)	Case studies, business games, simulation, excursions to political institutions or companies with current location decisions Examples of the topics of guest lectures by international experts are "Effects of economic and political developments on international security and political and economic relations" (e.g. "Politics and international security (POL&IS)"
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> **Morrison, Janet (2017)**: The Global Business Environment: Challenges and Responsibilities. The Global Business Environment: Challenges and Responsibilities **Wetherly, Paul; Otter, Doron (2014):** The Business Environment. Themes and Issues in a Globalizing World. 3rd Revised edition Oxford University Press <u>Additional Reading</u> **Johnson, G., Scholes, K., Whittington, R**. (2011): Exploring corporate Strategy:

	text & cases. 9. ed., Financial Times Prentice Hall. **Gassner, Michael** (2009): PESTEL – Strategie zur Beherrschung externer Risiken, in: Lutz Becker (Hg.), Digitale Fachbibliothek Management und Führungspraxis, Düsseldorf: Symposion. Additional handouts maybe given in class.

Introduction to Scientific Research Methods

Status: April 2018

Modul-Nr./ Code	SCIE
Module title	Introduction to Scientific Research Methods
Semester or trimester	1st and 2nd Semester
Duration of module	Two Semesters
Course type (Mandatory, elective, etc.)	Compulsory
If relevant, course units within the module	-
Frequency of module	Every Year
Entry requirements	None
Applicability of the module to other programs	This basic module has methodological references to all modules of general management and in to some specific modules in specialization.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Prof. Dr. Michael Zerr, Prof. Dr. Björn Bohnenkamp
Teaching language	English
Number of ECTS credits	8
Total workload and its composition (e.g. self-study + contact time)	Total workload = 240 Hours (Contact Hours= 84 Hours, Self Study = 156 Hours)
Hours per week (SWS)	6
Assessment type / requirement for the award of credits	Learners Portfolio § 14 (7) SPO 01.02.2014
Weighting of the grade within the total grade	4 %
Qualification objectives of the module	Students who have successfully completed this module are able:

	- To interpret different approaches of science and epistemology and to explain the connection between science theory and standards of scientific work in the economic and social sciences - To apply methods and working techniques of scientific work and empirical social research appropriately and to carry out procedures of qualitative and quantitative analysis - To receive scientific texts and to create texts, graphics, spreadsheets and presentations using creativity techniques and standard software, to communicate scientifically appropriate and effective and to present their results effectively.
Content of the Module	− Science and epistemology − Scientific approach (interest in knowledge, research question, theories, hypotheses, methods, intertextual discourse, literature research) − methods of empirical social research including their qualitative and quantitative survey and evaluation methods − Reception of scientific literature − Standards of scientific communication (e.g. citation, bibliography) − Presentation and creativity techniques − Learning and working techniques
Teaching and learning methods of the module	Lectures, Exercises, Self Study
Specials (e.g. online part, practice visits, guest lectures, etc.)	The methods for collecting and evaluating qualitative and quantitative empirical data are integrated and taught using university professors who are specialist in that type of methodology.
Literature (Required reading/supplementary recommended reading)	Required reading: **Creswell, John W. & Poth, Cheryl, N.** (2018). Qualitative Inquiry and Research Design: Choosing Among Five Approaches. Sage Publications Inc: California.

	Crotty, Micheal (2015). The Foundations of Social Research. Sage Publications: London. **Donovan, Todd & Hoover, Kenneth R.** (2015). The Elements of Social Scientific Thinking. Wadsworth Cenage Learning: USA **Evergreen, Stephanie (2018).** Presenting Data Effectively. Sage Publications Inc.: California. **Koepsell, David** (2017). Scientific Integrity and Research Ethics: An Approach from the Ethos of Science (SpringerBriefs in Ethics). Springer: Switzerland **Patten, Mildred L. & Newhart, Michelle** (2018). Understanding Research methods, Routledge: New York. **Yin, Robert.** (2016) Qualitative Research from Start to Finish. The Guifold Press: New York. **Saldana, Johnny.** (2016). The Coding Manuel for Qualitative Researchers. Sage Publications Ltd: London.

Global Economy

Status: April 2018

Module-Nr./ Code	GECO
Module title	Global Economy
Semester or trimester	1st semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	HZB
Applicability of the module to other programs	This module is part of the IB program
Person responsible for the module	Prof. Dr. Melodena Stephens Balakrishnan
Name(s) of the instructor(s)	Prof. Dr. André Reichel
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Examination (120') § 14 (2) CER 01.02.2014
Weighting of the grade within the total grade	2.5 %
Qualification objectives of the module	Students who have successfully participated in this module will:

	– Explain the evolution of the globalization phenomena from the history of commerce and trade – Delineate basic concepts and theories used to define and analyze internationalization and globalization taking an interdisciplinary perspective – Identify factors that promote or impede international economic activity and identify the disparity across countries or geographic borders – Identify major trends that are disrupting economic activity across borders – Identify major institutions at the international level (IGOs, governments and transnational corporations & MNCs) that effect individual business or the industry in terms of organizational type and strategy, as well as the processes involved in doing business abroad – Analyze, evaluate and recommend the globalization and internationalization process for countries, firms and managers
Content of the module	– Brief History of Commerce and Trade – Introduction to Economic Theory, Industrialization and the concepts of Globalisation and Internationalisation and review of the level of 'connectedness' between countries – The great depression and financial crisis and impact on world GDP. – Measures of economic activity: GDP, Output (productivity, trade), Currencies & inflation, Exchange rate Systems; relationship to overall Standard of Living, Quality of Life and Sustainability

	– Impact of International Trade Regulation, Government Incentives, Regulations and the issue of soft power and the "great divergence": Chap1, Allen (2011) – Role of International Actors: IGOs, States, Transnational corporations and Multinationals and network theory – Economic Strategy Development [policy, industry and firm level] - example protectionism, monopolies, clusters, global value chains, financial market inter-dependencies etc – Examples of Companies and Countries from all continents, in particular with respect to how their profile affects the ability to compete.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Review of current affairs and its impact on economy and global business
Literature (Required reading/supplementary recommended reading)	Required reading: **Dicken, P.** (2015), Global Shift: Transforming the World Economy, 7th Ed, Sage Publications: London Optional Reading: **Allen, R. C.** (2011), Global Economic History: A very Short Introduction, Oxford: New York **Krugman, P., Obstfeld, M. and Melitz, M. J.** (2018): International Economics: Theory & Policy. 11. ed., Boston (u.a.): Pearson. **Vigna, P. and Casey, M.J.** (2016), The Age of Cryptocurrency: How Bitcoin and Blockchain Are Challenging the Global Economic Order: Additional references

	Review reports like: DHL Global Connectedness Index; The Global Enabling Trade Report; Global Opportunity Index etc Journal Readings **Dicken, P., Kelly, P. F., Olds, K., & Wai-Chung Yeung, H.** (2001). Chains and networks, territories and scales: towards a relational framework for analysing the global economy. *Global networks*, *1*(2), 89-112. **Hausman, A., & Johnston, W. J.** (2014). The role of innovation in driving the economy: Lessons from the global financial crisis. *Journal of Business Research*, *67*(1), 2720-2726. **Neilson, J., Pritchard, B., & Yeung, H. W. C.** (2014). Global value chains and global production networks in the changing international political economy: An introduction. *Review of International Political Economy*, *21*(1), 1-8. **Porter, M. E.** (2000). Location, competition, and economic development: Local clusters in a global economy. *Economic development quarterly*, *14*(1), 15-34.

English as a Foreign Language 1

Status: April 2018

Module-Nr./ Code	EFL1
Module title	English as a foreign language (Business English) 1
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	English level C1
Applicability of the module	Interconnections with EFL2.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Lee Webb, Alaa Khalil, Larissa Vilhena, Jonathan Clark, Sean McGurrin
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the upper C1.1 level 80 % of assessment in a written examination (90') and 20 % in a test (15' oral form [job interview simulation]: listening comprehension and oral expression) § 14 (2) / § 14 (3) SPO 01.02.2014

Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: − communicate in a broad variety of business situations in the English language, − know advanced terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations, − write complex texts, − use important rhetorical skills in English business communication environments, − participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk. English level C1.1 (according to the Common European Framework of Reference for Languages)
Content of the module	Introduction to general business English terminology and vocabulary for specific purposes, introduction to business communication skills (written and oral), application of knowledge and skills in basic role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.
Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. **Trappe, Tonya, Tullis, Graham** (2012): Intelligent business: Coursebook:

	intermediate business English. Harlow (u.a.): Pearson Longman. **Cotton, David, Falvey, David, Kent, Simon** (2010): Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman. **Flinders, Steven, Sweeney, Simon** (1996): Business English pair work 1. London: Penguin Books. **Crowther-Alwyn, John** (2013): Business roles: 12 simulations for business English. Cambridge: Cambridge University Press. **Allison, John, Powell, Mark** (2009): In company: case studies. 2. ed., Oxford: Macmillan. **Emmerson, Paul** (2010): Business grammar builder. 2. ed., Oxford: Macmillan. Periodicals: • The Economist: London, New York • Newsweek: the international newsmagazine. New York • New York Times • Financial Times • BBC News

German as a Foreign Language 1

Status: April 2018

Module-Nr./ Code	1.1.2 GER1
Module title	German as a Foreign Language 1
Semester or trimester	1st Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module with elective possibilities
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with GER2.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Daniela Kleinheinz, Ingrid Loeb
Teaching language	German. (English if the students do not meet language requirements)
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4

Assessment type / requirement for the award of credits	Reach the level A1-A2 or B1-B2 according to the Common European Framework of Reference for Languages, CEFR Written examination, 90' and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: either − deal with simple everyday situations in the spoken language, − understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A1-A2, with no previous knowledge of the language), or − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school).
Content of the module	The contents in general: − Communication skills in everyday situations − Pronunciation and intonation − General vocabulary − Basic grammar − Business vocabulary − Simple application of the language in professional situations − Production of simple texts − Initial contact with the civilisation and culture of the German-speaking world

	Target level A1-A2, specifically:
	− The basics of the phonetic and written form of the foreign language − Basic grammatical structures − Basic lexis − Learning aids Target level B1-B2, specifically: − Consolidation of knowledge of the language in oral and grammatical exercises − Extension of the general vocabulary and the basics of business vocabulary − Specialised texts − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Recommendations to purchase books are made before the beginning of the semester.</u> <u>Language textbook:</u> **Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas** (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 1, Lektion 1-7. Niveau A1. Ismaning: Hueber. **Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas** (2008): Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber. **Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas** (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber. **Koithan, Ute, Lösche, Ralf-Peter** (2013):

	Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt.

Basic Principles in Strategic Management

Status: April 2018

Modul-Nr./ Code	STRA
Module title	Basic Principles in Strategic Management
Semester or trimester	2nd Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Compulsory
If relevant, course units within the module	
Frequency of module	Every Year
Entry requirements	As a rule, the existence of the module 0.1.1 IMQM is required.
Applicability of the module to other programs	This module is part of the management cycle (plan) and has particular references to the upstream modules EMQM, BENV (analyze), the downstream modules RESO (do), MACC (check), CHIN (act) as well as to the module RTMA, and to the major modules.
Person responsible for the module	Prof. Dr. Frank Widmayer
Name(s) of the instructor(s)	Prof. Dr. Frank Widmayer Prof. Dr. Patricia Girrbach
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact Hours= 42 Hours, Self Study = 108 Hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	Presentation
Weighting of the grade within the total grade	2,5 %

Qualification objectives of the module	Students who have successfully completed this module are able: - to critically reflect on the genealogy of the concept of strategy and its transfer from military to economic and social contexts - to deconstruct strategy as practice (and practices) and - against the background of agile and complex companies/environments - to analyse the process of strategy development and implementation, the constellation of actors and the associated needs for legitimation, power, insecurity management and reduction of complexity - to present the importance and course of strategic decision-making processes in global markets, - to present and apply selected methods of international corporate, environmental, market and competitive analysis, - compare different concepts of strategic management, formulate strategic alternatives and systematically select suitable strategic alternatives, - apply methods to implement and implement a strategy, and to understand and critically reflect on strategies as construction and interaction of the company/organisation with its social environments. - To effectively present discussion and problem contexts using appropriate instruments - to demonstrate empathy and apply argumentation skills within group work

Content of the Module	− Strategic thinking and strategic concepts
	    o Historical Approach
	    o Contingency and interaction
	− theoretical approaches
	    o Market based view

	o Resource based view
	o Entrepreneurship & Intrapreneurship
	o Corporate Strategy
	o Competitive Strategy
	o Functional Strategies
	− Strategic Talent Management
	− R&D and Technology Strategies
	− Sourcing Strategies
	− The process of strategic management
	   o Conceptual approaches
	   o Target determination
	   o Strategic planning
	   o Strategy implementation
	   o Strategic control
	-Strategic methods and frameworks and their critical reflection:
	   o SWOT
	   o Competitor analysis
	   o Portfolio analysis
	   o Five Forces
	   o Weak Signals and Early Recognition
	   o Anticipation
	   o Positioning
	   o 7-S Framework (McKinsey)
	   o PPM (Project Portfolio Management)
	− Strategic Management and Business Development
	− Strategic Management and Strategic Leadership: Current Trends
	− Strategy and society, a critical reflection

Teaching and learning methods of the module	Interactive lecture, group work, source work, case studies, media
Specials (e.g. online part, practice visits, guest lectures, etc.)	Guest lectures by experts from practice and science
Literature (Required reading/supplementary recommended reading)	Required reading: **Grant, Robert. (2016).** Contemporary Strategy Analysis. John Wiley & Sons: UK. Other Readings: **Elgersma, Erik** (2017). The Strategic Analysis Cycle. LID Publishing Limited: UK.

	Gander, Jonathon (2017). Strategic Analysis: A Creative and Cultural Industries Perspective (Mastering Management in the Creative and Cultural Industries). Routledge: Oxon. **Stacey, R. D.** (2011): Strategic Management and Organisational Dynamics. 6. ed., Harlow (u.a.): Financial Times Prentice Hall. Other text handouts.

International Business Ventures

Status: April 2018

Module-Nr./ Code	IVEN
Module title	International Business Ventures
Semester or trimester	2nd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	
Applicability of the module to other programs	This module is part of the IB program.
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Dr. Jörg Wissdorf
Teaching language	English
Number of ECTS credits	4

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Assignment § 14 (4) CER 01.02.2014
Weighting of the grade within the total grade	2.5 %
Qualification objectives of the module	Following the successful completion of this course, students should be able to: − Identify global leadership skills required to manage international business ventures. − Comprehend the complexities of multinational and cross-cultural business and organizational activities. − Identify the basic types of international organizational structures and be able to suggest which fits a given international business strategy or certain market conditions better. − Plan new venture success strategies in international markets. − Distinguish between different market entry strategies and chose an appropriate approach to international expansion. − Find strategies for firm to adopt, keeping in mind governance and ethics in response to changes in foreign regulation, trade agreements, industry collusion, and other macroenvironmental pressures. − Determine business strategy through analysis, and recommendation of firm structure, market entry modes, and setting of operative planning requirements of global business cases.
Content of the module	− Global leadership management skills looking at team dynamics,

	negotiation, culture, matrix teams and evolving organizational structures.
	– Influence of global competition on the need for internationalization of business.
	– Application of economic concepts in order to assess the potential for entering foreign markets, and evaluate the important issues that influence medium to longer-term business growth in different foreign markets.
	– Definition and suitability of the diverse modes of entry into foreign markets, including the new born globals, looking at Internal versus External modes, Greenfield investment vs. acquisitions, strategic alliances, and joint ventures.
	– Introduction to the types and purposes of different International Management Strategies.
	– International business planning, including, contingency planning and budgeting of resources.
	– Factors that influence the development International Business operations, including Marketing channels, international negotiation, contracting and account management.
	– Brief introduction to M&A.
	– International governance, ethics and organizational sustainability issues subsidiaries face including distribution of wealth, corruption, bribery, and natural environment.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading: **Hill, Charles; Hult, G.Tomas. M**. (2017): International Business: Competing in the

	Global Marketplace, McGraw Hill: New York. **Lane, Henry W.; Maznevski, Marta, I**. (2014): International Management Behavour: Global and Sustainable Behaviour, 7th ed., Wiley. **Morschett, Dirk; Schramm-Klein, Hanna; Zentes, Joachim** (2015): Strategic International Management: Text and Cases. 3. ed., Wiesbaden: Gabler. **Aritz, Jolanta; Walker, Robyn C.** (2010): Cognitive organization and identity maintenance in multicultural teams. In: Journal of Business Communication, 47(1), 20-41. <u>Supplementary recommended reading:</u> **Chhokar, Jagdeep S.; Brodbeck, Felix C.; House, Robert J.** (eds.) (2008): Culture and Leadership across the world: the GLOBE Book of In-Depth Studies of 25 Societies. Mahwah (u.a.): Erlbaum. **Edwards, A.; Wilson, J.R.** (2004): Implementing Virtual Teams. Aldershot (u.a.): Gower Publ. **Hill, Charles W.**; **Requejo, William H.** (2011): Global business today. 7. ed., New York (u.a.): McGraw Hill. **Hofstede, Geert; Hofstede, Gert Jan** (2010): Cultures and organizations: software of the mind. 3. ed., New York (u.a.): McGraw Hill. **House, Robert J**. (2006): Culture, leadership, and organizations: The GLOBE study of 62 societies, SAGE. (copies of selected parts provided in class: http://business.nmsu.edu/programs-centers/globe/publications/ in particular, Cultural Influences On Leadership And Organizations: Project Globe).

	Mead, Richard; Andrew, Tim G. (2009): International Management: Culture and Beyond. 4. ed., Chichester: Wiley. **Phatak, Arvind V.; Bhagat, Rabi S.; Kashlak, Roger** (2009): International management: managing in a diverse and dynamic global environment. 2. ed., New York (u.a.): McGraw Hill.

Transcultural Marketing

Status: April 2018

Module-Nr./ Code	TRAM
Module title	Transcultural Marketing
Semester or trimester	2nd Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year

Entry requirements	None
Applicability of the module to other programs	This module is part of both the IB and the IMC program.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel Alafont
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Presentation § 14 (9) CER 01.02.2014
Weighting of the grade within the total grade	2.5 %
Qualification objectives of the module	Students who have successfully completed this module are able to: – define the subject of marketing and describe its place in the overall context of the globalized economy. – apply the basics of strategic and operational marketing. – analytically identify similarities and differences between general, international and intercultural / transcultural marketing. – apply approaches from cultural theory and intercultural communication theory to functions of strategic international marketing. – apply concepts of strategic international marketing and a selection and combination of elements from the marketing mix for implementation in transcultural contexts. – discuss selected developments in marketing theory and marketing practice with regard to interculturality and transculturality (e.g. ethno-marketing, diversity marketing). – formulate and discuss ethical questions of transcultural marketing.

Content of the module	– Marketing as a function and institution – Globalization and Marketing – Marketing and culture – Change of perspectives as well as similarities and differences between general, international and intercultural / transcultural marketing – Essentials of main theoretical approaches used in intercultural / transcultural marketing – Core areas of marketing (strategic, operational) and their management in transcultural areas. – Transcultural market research – Basic developments in international marketing theory and practice: – Market-oriented business administration – Application fields of international marketing – Functions and strategy: marketing mix – Ethno-marketing, diversity marketing, marketing for the new majority. – Place branding and public diplomacy Ethics in intercultural marketing
Teaching and learning methods of the module	In addition to classroom instruction, the course includes: – case studies training films – student presentations – cultural exercises – Marketing assessments
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Compulsory:</u> **Hollensen, Svend.** (2016): Global Marketing, Pearson: UK. **Ollins, Wally. (**2014): Brand New: The Shape of Brands to Come, Thames & Hudson: UK. **Usunier, Jean-Claude, Lee and Julie Anne** (2013): Marketing across cultures. 6. ed., Harlow (u.a.): Pearson. <u>Recommended:</u> **Camillo, Angelo. A., Holt, Svetlana, & Marques, Joan.** (2014). Strategic

	transcultural marketing management and global competitiveness. In Transcultural Marketing for Incremental and Radical Innovation (pp. 316-338). IGI Global.
	Cui, Geng & Choudhury, Pravat. (2002). Marketplace diversity and cost-effective marketing strategies. Journal of Consumer Marketing, 19(1), 54-73.
	Meyer, Erin. (2016): The Culture Map, Public Affairs, New York.
	Aronczyx, Melissa. (2013): Branding the Nation: The Global Business of National Identity, Oxford University Press: New York (selected chapters)

English as a Foreign Language 2

Status: April 2018

Module-Nr./ Code	EFL2
Module title	English as a foreign language (Business English) 2
Semester or trimester	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	The successful completion of the module 0.1.4 EFL1 is required.
Applicability of the module	Interconnections with EFL1.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Lee Webb, Alaa Khalil, Larissa Vilhena, Jonathan Clark, Sean McGurrin
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the upper level of C1.2 80% of assessment in a written examination (90') and 20% in a test (15' oral form [presentation in class]: listening comprehension and oral expression) § 14 (2) / § 14 (3) SPO 01.02.2014

Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – communicate with ease in a broad variety of business situations in the English language, – know the advanced terminology used in business as well as the language for specific purposes and apply it confidently in practical business situations, – write complex and coherent texts, – express themselves spontaneously and fluently in different situations, – differentiate shades of meaning in complex contexts. English Level C1.2 (according to the Common European Framework of Reference for Languages)
Content of the module	Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level, advanced communication skills (written and oral), application of knowledge and skills in complex role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.
Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester.

	Trappe, Tonya, Tullis, Graham (2012): Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman. **Trappe, Tonya, Tullis, Graham** (2012): Intelligent business: Coursebook: upper intermediate business English. Harlow (u.a.): Pearson Longman. **Trappe, Tonya, Tullis, Graham** (2011): Intelligent Business: Advanced Coursebook/ CD Pack. Harlow (u.a.): Pearson Longman. **Cotton, David, Falvey, David, Kent, Simon** (2010): Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman. **Flinders, Steven, Sweeney, Simon** (1996): Business English pair work 1. London: Penguin Books. **Crowther-Alwyn, John** (2013): Business roles: 12 simulations for business English. Cambridge: Cambridge University Press. **Allison, John, Powell, Mark** (2009): In company: case studies. 2. ed., Oxford: Macmillan. **Emmerson, Paul** (2010): Business grammar builder. 2. ed., Oxford: Macmillan. Periodicals: • The Economist: London, New York • Newsweek: the international newsmagazine. New York • New York Times • Financial Times • BBC News

German as a Foreign Language 2

Status: April 2018

Module-Nr./ Code	GER2
Module title	German as a Foreign Language 2
Semester or trimester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module with elective possibilities
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	GER1
Applicability of the module	Interconnections with GER1.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Daniela Kleinheinz, Ingrid Loeb
Teaching language	German (English if the students do not meet language requirements)
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2, B1, B2 or C1 according to the CEFR

	4 ECTS: Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A2, with little knowledge of the language), or – use their spoken language to take part in a suitable range of business communication situations, – draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school). or – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in German.
Content of the module	The contents in general: – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening

	comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. Target level A2, specifically: – The basics of the phonetic and written form of the foreign language – Basic grammatical structures – Basic lexis – Learning aids Target level B1-B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids Target level B2 and C1, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Specialist business vocabulary – Different styles and degrees of formality – Advanced writing – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Recommendations to purchase books are made before the beginning of the semester.</u>

	Language textbooks:
	Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008): Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber. **Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas** (2007): Delfin Lehrbuch + Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber. **Koithan, Ute, Lösche, Ralf-Peter** (2010): Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt. **Koithan, Ute, Lösche, Ralf-Peter** (2010): Aspekte: Mittelstufe Deutsch: 3, Lehrbuch + Arbeitsbuch. Niveau C1. München: Klett-Langenscheidt.

Introductory Company Project

Status: April 2018

Module-Nr./ Code	IPRO
Module title	Introductory Company Project
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	"Introduction to scientific research methods" and "Basic Principles in Strategic Management"
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialisation of the students.
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Nicolas Wagner
Teaching language	German/English/other (depends on the subject of the project and the "sponsor")
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	Project work § 14 (11) CER

Weighting of the grade within the total grade	3 %

Qualification objectives of the module	In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it, starting with the generation of an idea and concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.
	
	Students who have successfully participated in this module will be able to:
	
	− to develop a project idea and alternative approaches using selected creative techniques,
	− to plan a project, carry it out and supervise it using appropriate methods, present it in its various steps, including the following:
	  o formulate a project brief
	  o describe and assume the roles in a project team
	  o draw up a project structure plan and a milestones plan
	  o draw up a Gantt chart or a similar tool
	  o plan and allocate resources using objective, time-related and budgetary criteria
	  o draw up and present a project report and other reports (progress report, change request, meeting minutes etc.)
	  o implement specific controlling instruments
	
	The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They are also able to find ways out of a crisis and solve conflicts. The project also gives them experience in collaboration based on the division of labour.

Content of the module	− Introduction to the concept of the module

	– Historical outline and its role in a corporate context – Development, formulation and evaluation of a project idea and alternative approaches using selected creativity techniques – Project management starting with the project brief and concluding with the presentation of the results – Definition of the project objective – Formulation of the project brief – Composition of a project team – Draw up a project structure plan and a milestones plan – Draw up Gantt charts or use a similar tool – Plan and allocate resources using objective, time-related and budgetary criteria and find alternatives – Time buffer and uncertainty, critical path – Reporting and controlling instruments: progress report, change request, meeting minutes etc. – Implement controlling instruments – Overview of the architecture and application of selected project tools – Teambuilding, communication in a project, conflict management and crisis management – Revision and critical analysis
Teaching and learning methods of the module	Introductory workshops on methods and techniques Autonomous teamwork (self-managed teams) Coached teamwork
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	An external project provided by a partner company or organization defined and managed by the students should be completed or carried out up to a specific milestone.
Literature (Required reading/supplementary recommended reading)	Required reading: **Verzuh, Eric** (2015): The fast forward MBA in Project Management. 5. ed., Hoboken N.J.: John Wiley & Sons. Recommended reading:

Becker, L.; Ehrhardt, J., Gora, W. (Hrsg.) (2009). Projektführung und Projektmanagement. Düsseldorf: Symposion.

Boos, E. (2011). Das große Buch der Kreativitätstechniken. München: Compact.

International Institute of Business Analysis (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis.

Knapp, J. (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon & Schuster.

Kumar, V. (2013). 101 Design Methods. A structured approach for driving innovation in your organization. Hoboken N.J.: John Wiley & Sons.

Morris, P. (2013). Reconstructing Project Management. Chichester: John Wiley & Sons.

Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2014). Value Proposition Design. Hoboken N.J.: John Wiley & Sons.

Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.

Project Management Institute (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.

Schelle, H. (2014). Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 7. Aufl., München: dtv.

Sutherland, J. (2014). SCRUM. A revolutionary approach to building teams, beating deadlines and boosting productivity. London: Random House.

Resources: Financial Resources, Human Resources, Organization

Status: April 2018

Module-Nr./ Code	RESO
Module title	Resources: Financial Resources, Human Resources, Organization
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	Seminars, accompanied by tutorials to optimise the link between theory and practice
Frequency of module	Once a year
Entry requirements	As a general rule, the successful completion of the module 0.1.1 IMQM is required.
Applicability of the module	This module is part of the management cycle (do) und has interconnections to the earlier modules IMQM, BENV (analyze), STRA (plan), the later modules MACC (check) and CHIN (act) as well as to the especially distinguishing module EIM and to the IB specific modules IKMK, INMN, MOPS, SUDE, IFAS and IMOF. This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Frank Widmayer
Name(s) of the instructor(s)	Prof. Frank Widmayer, Volker Rojahn, Prof. Dr. Dirk Wagner, Iris Wuttke-Hilke
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	Presentation § 14 (9) CER
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to:
	Students who have successfully participated in this module will be able to:
	− execute strategy based through a management process where they
	    −assess
	    −select
	    −recruit/procure
	    −organize
	    −allocate &
	    −develop
	financial and human resources,
	
	− manage resources in a purposeful way in the context of varying conditions ("constraints"), strategies and conflict situations ("tensions"),
	
	− apply different methods of researching and making decisions regarding the procurement measures required in a company,
	− describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles),
	− understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel management,

	– analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.
Content of the module	– Differentiation between the factors work and capital – The interrelation between productivity-based and financial decisions in a company – Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting) – Decisions on the procurement of capital (systemisation and presentation of various financing types) – Tasks and instruments of financial management – Principles of financial and liquidity planning – Development and implementation of HR strategies – HR planning and procurement – HR selection – Personnel leadership, employee loyalty, personnel development – Views of man, work structuring, motivation, performance and reward – Conditions, objectives and concept of international HRM – Diversity as a challenge for personnel development – Interdependency between the organization and the individual – Organization with the context of starting a company – The organization from an institutional, functional and instrumental perspective – Organizational conditions and tensions – Structures and processes in conflict areas of formal and informal organization – The impact of corporate culture on organization structuring
Teaching and learning methods of the module	Augmented-learning game with interactive lectures, group work and group discussions

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Required reading: **Torrington, D., Hall, L., Taylor, S.** (2009): Fundamentals of Human Resource Management: Managing People at Work. Harlow (u.a.): Financial Times Prentice Hall. **Atrill, P., McLaney, E.** (2017), Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education. **Child, J.** (2015): Organization: Contemporary Principles and Practice. 2. ed., Chichester: John Wiley & Sons. **Frankfurt, H.** (2005). On bullshit. Princeton N.J.: Princeton University Press. Supplementary recommended reading: **Amstrong, M.; Taylor, S.** (2017). Armstrong's Handbook of Human Resource Management Practice: Essentials of Category Management, SRM, Negotiation, Contract Management and Supply Chain Management. 14. ed. London: Kogan Page. **Brealey, R., Myers, S., Allen, F.** (2016): Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education. **Levitt, S., Dubner, S.** (2009): Freakonomics: a Rogue Economist Explores the Hidden Side of Everything: New York (u.a.): Harper. **Jones, G.** (2013): Organizational Theory, Design, and Change: Text and Cases. Global ed., 7. ed., Boston (u.a.): Pearson Education. **Watson, D., Head, A.** (2016). Corporate Finance. Principles and Practice. 7. ed., Harlow (u.a.): Pearson Education.

	Malik, F., Scherer, J. (2015). Managing Performing Living: Effective Management for a New World, Frankfurt: Campus Verlag.

Global Value Supply Chains

Status: April 2018

Module-Nr./ Code	VALS
Module title	Global Value Supply Chains
Semester or trimester	3rd semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	IBV, STRA
Applicability of the module to other programs	This module is part of the IB program.
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Christian Wild
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Examination (120') § 14 (2) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – Explain the concept of global value chains (supply side) from a business transactional cost point of view – Understand the evolution of logistics, transportation centres and new technologies to explain future disruptions – Assess the importance of the operations management function for organizations to remain competitive in today's global business environment – employ appropriate operation management frameworks, concepts, methods, tools and techniques for analysis of transactional costs, risk and gain, to help in decision-making and implementation of operations and logistics in a national and international context – comprehend the complexities involved in global sourcing and logistics, to recognise sustainability issues in operations and to integrate sustainable operations into the key activities of operations strategy – evaluate supply chains from a sustainability point of view and to apply interdisciplinary methodologies designed to reduce the environmental impact during a life-cycle
Content of the module	– terminology and definition of global value systems, supply chains and operation management and the terminology – Identify resources and capabilities and key concepts involved in designing and managing and delivering business value (goods and services) and for Sustainable Operations Strategy – Fundamental tools and techniques for analyzing operations, including demand forecasting, process management, capacity planning, inventory management - Use tools for analysis, planning and monitoring logistics, supply chain management and quality control, like

	logistic network design, JIT, lean management, flow, Six-Sigma design for the Environment and Remanufacturing, Closed-Loop Supply Chains, Eco-Efficiency, Metrics, Indicators - Explain the policy, industry and firm level implications of outsourcing or moving manufacturing to cheaper markets to reduce costs using cases.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit Europapark to review logistics (combined with IPRO) or another company to see logistics and understand GVSC
Literature (Required reading/supplementary recommended reading)	Required reading: **Heizer, J. and Render, B. (2017):** Operations Management. Sustainability and Supply Chain Management. 12. ed.; Global ed., Boston (u.a.) : Pearson. Supplementary recommended readings: **Chopra, Sunil** (2018): Supply Chain Management: Strategy, Planning, and Operation (What's New in Operations Management), 7 ed. Global ed., Boston (u.a.): Pearson. **Connell, Julia; Agarwal, Renu; Sushil; Dhir, Sanjay** (eds.), (2018), Global Value Chains, Flexibility and Sustainability (Flexible Systems Management), Germany: Springer **Grant, David B.** (2016), Logistics, Supply Chain and Operations Management Case Study Collection, London: Kogan Page **Mentzer, John T. et al.** (2001): Defining Supply Chain Management. In: Journal of Business Logistics, 22(2), 1-25

Arabic 1

Status: April 2018

Module-Nr./ Code	ARA1
Module title	Arabic 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Arabic has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with ARA2 and ARA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Radwa Krätzschmar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the basics of the Arabic alphabet and, with guidance, structure simple sentences and classify individual elements, – know the basics of the phonetic system and name the most important differences between the Arabic language and their own language using examples, – produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).
Content of the module	– The alphabet (sounds and written), the article, gender, the nominal sentence, numbers, the adjective, radical, the broken plural, declination and conjugation, prepositions. – The house; the telephone conversation; in town; breakfast with the family; at the market; giving directions; receiving somebody; going out; the Arab League; Europe. – The phonetic and graphic code of the foreign language. – The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles. – Basic vocabulary. – Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Language textbook: **Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard** (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

Chinese 1

Status: April 2018

Module-Nr./ Code	CHI1
Module title	Chinese 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Chinese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with CHI2 and CHI3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Xiaojun Gundermann-Han, Xiaoqin Liu
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the basics of the Chinese alphabet and, with guidance, structure simple sentences and classify individual elements, – know the basics of the phonetic system and name the most important differences between the Chinese language and their own language using examples, – produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone). .
Content of the module	– The phonetic and graphic code of the foreign language. – The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles. – Basic vocabulary. – Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Chen, Fu, Zhu, Zhiping, Cordes, Ruth** (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) **Zhang, Hong, Zhu, Xiaoxing** (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination)

	Gu, Wen, Meinshausen, Frank (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

French 1

Status: April 2018

Module-Nr./ Code	FRA1
Module title	French 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if French has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with FRA2 and FRA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Ariane Fleuranceau, Gerard Massé, Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: − deal with simple everyday situations in the spoken language, − understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. Intermediate: − understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. Advanced: − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents.
Content of the module	The contents in general: − Communication skills in everyday situations − Pronunciation and intonation − General vocabulary − Basic grammar − Business vocabulary − Simple application of the language in professional situations − Production of simple texts − Initial contact with the civilisation and culture of the French-speaking world Target level A1, specifically: − The basics of the phonetic and written form of the foreign language − Basic grammatical structures − Basic lexis

	− Learning aids Target level A2, specifically: − Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference − More complex grammar structures and varieties − Basic lexis − Learning aids Target level B1 and B2, specifically: − Consolidation of knowledge of the language in oral and grammatical exercises − Extension of the general vocabulary and the basics of business vocabulary − Specialised texts − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. <u>Language textbooks:</u> **Girardet, Jacky, Pécheur, Jacques** (2010): Écho A1: méthode de français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques** (2010): Écho A2: méthode de français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques** (2010): Écho B1.1: méthode de français. Paris: CLE International. **Carlo, Catherine, Causa, Mariella** (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.

	Penfornis, Jean-Luc (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International. **Steele, Ross** (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.

Italian 1

Status: April 2018

Module-Nr./ Code	ITA1
Module title	Italian 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Italian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with ITA2 and ITA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Dr. Claudio Fantinuoli
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: − deal with simple everyday situations in the spoken language, − understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. Intermediate: − understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. Advanced: − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents.
Content of the module	The contents in general: − Communication skills in everyday situations − Pronunciation and intonation − General vocabulary − Basic grammar − Business vocabulary − Simple application of the language in professional situations − Production of simple texts − Initial contact with the civilisation and culture of the Italian-speaking world Target level A1, specifically: − The basics of the phonetic and written form of the foreign language − Basic grammatical structures − Basic lexis − Learning aids Target level A2, specifically:

	– Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids Target level B1 and B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids
Teaching and learning methods of the module	Task-based learning Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Zorzan, Lorenza** (2010): Con Piacere A1: Lehr- und Arbeitsbuch. Stuttgart: Klett. **Rovere-Fenati, Beatrice** (2011): Con Piacere A1: Trainingsbuch. Stuttgart: Klett. **Zorzan, Lorenza** (2011): Con Piacere A2 : Lehr- und Arbeitsbuch. Stuttgart: Klett.

Japanese 1

Status: April 2018

Module-Nr./ Code	JAP1
Module title	Japanese 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory (if Japanese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with JAP2 and JAP3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Tanya Wodopia
Teaching language	Japanese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the basics of the Japanese alphabet and, with guidance, structure simple sentences and classify individual elements, – know the basics of the phonetic system and name the most important differences between the Japanese language and their own language using examples, – produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).
Content of the module	– The phonetic and graphic code of the foreign language. – The type of basic grammatical structure and construction principles. – Basic vocabulary. – Learning aids.
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Clarke, H.D.B., Hamamura, Motoko** (2003): Colloquial Japanese: The complete course for beginners. London (u.a.): Routledge.

Portuguese 1

Status: April 2018

Module-Nr./ Code	POR1
Module title	Portuguese 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Portuguese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with POR2 and POR3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Vilza Cristina Muricy-Geiger
Teaching language	Portuguese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1 (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: − deal with simple everyday situations in the spoken language, − understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. Intermediate: − understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. Advanced: − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents.
Content of the module	The contents in general: − Communication skills in everyday situations − Pronunciation and intonation − General vocabulary − Basic grammar − Business vocabulary − Simple application of the language in professional situations − Production of simple texts − Initial contact with the civilisation and culture of the Portuguese-speaking world Target level A1, specifically: − The basics of the phonetic and written form of the foreign language − Basic grammatical structures

	– Basic lexis – Learning aids Target level A2, specifically: – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids Target level B1, B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 2, Sao Paulo: E.P.U. **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 3, Sao Paulo: E.P.U. **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. A1+A2, Stuttgart: Klett. (Lehrbuch mit 2 Audio-CDs) **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. Stuttgart: Klett. (Arbeitsbuch)

	Osborne, Esmenia Simôes (2005): Colloquial Portuguese of Brazil: the complete course for beginners. New York: Routledge.

Russian 1

Status: April 2018

Module-Nr./ Code	RUS1
Module title	Russian 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Russian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with RUS2 and RUS3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Natalia Ezhkova
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – know the Cyrillic alphabet and read simple texts, – deal with simple everyday situations in the spoken language, – understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.
Content of the module	The phonetic and graphic code of the Russian language. Basic grammatical structures Basic lexis Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Loos, Harald, Berditschewski, Anatoli** (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

Spanish 1

Status: April 2018

Module-Nr./ Code	SPA1
Module title	Spanish 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Spanish has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None (placement test)
Applicability of the module	Interconnections with SPA2 and SPA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Maritza Bayona, Gabriela Farah de Günther, Ana Garcia Merinero, Dr. Uta Köhler-Escobar, Aidé Blanca Melz
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: − deal with simple everyday situations in the spoken language, − understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language. Intermediate: − understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans. Advanced: − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents.
Content of the module	The contents in general: − Communication skills in everyday situations − Pronunciation and intonation − General vocabulary − Basic grammar − Business vocabulary − Simple application of the language in professional situations − Production of simple texts − Initial contact with the civilisation and culture of the Spanish-speaking world Target level A1, specifically: − The basics of the phonetic and written form of the foreign language − Basic grammatical structures

	− Basic lexis − Learning aids Target level A2, specifically: − Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference − More complex grammar structures and varieties − Basic lexis − Learning aids Target level B1, B2, specifically: − Consolidation of knowledge of the language in oral and grammatical exercises − Extension of the general vocabulary and the basics of business vocabulary − Specialised texts − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **González Salgado, C.** (2007): ene A1: der Spanischkurs; Medienkombination. Ismaning: Hueber. **González Salgado, C., Sanz Oberberger, C.** (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber. **González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.** (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber.

	Gonzáles Salgado, C. et al. (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gelabert, Maria J.** (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber. **Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López** (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen. Ismaning: Hueber.

Advanced Company Project

Status: April 2018

Module-Nr./ Code	APRO
Module title	Advanced Company Project
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	IPRO
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialisation of the students.
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Name(s) of the instructor(s)	Prof. Dr. Dirk Nicolas Wagner
Teaching language	German/English/other (depends on the subject of the project and the "sponsor")
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Project work § 14 (11) CER
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected social or business project, e.g. from the fields of culture, tourism, marketing, business development, trade fair, convention, event, organisation, personnel etc. with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.
Content of the module	Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3rd semester.
Teaching and learning methods of the module	Project work in a team of 5-6 participants (tutored)

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	– The projects are developed in close collaboration with interested companies or social organisations, in some cases on location
	– Students draw-up a written presentation for the sponsor
	– The following is assessed:
	  • The content and formal quality of the presentation and documentation
	  • The academic performance of the written paper, research and analysis
	– Students are expected to carry out project management as regards content and timing, which is fully documented. They are expected deliver the following:
	  • Put together and organise a project team
	  • Coordinate with the sponsor and the university instructor and other stakeholders (other groups)
	  • Draw up a project brief and target definition in writing
	  • Milestone and project structure planning and schedule in line with

	traditional and/or agile project management techniques
	• Present the individual work packages (Who does what by when?) taking into consideration the personal time budget
	• Weekly status update for the client and the university instructor (project progress report and meeting minutes) including work packages, to-do's of the relevant time period (planned, in progress / degree of completion, completed), plan/actual comparison
	• Quality assurance, risk and problem management
	• Project conclusion, delivery of performance and meeting of deadlines
Literature (Required reading/supplementary recommended reading)	The selection of literature is carried out by the students with the guidance of their tutors. The following is a list of optional general background reading: **Morris, J.; Pinto, J.; Söderlund, J.** (2012). The Oxford Handbook of Project Management. Oxford: Oxford University Press. **Morris, P.** (2013). Reconstructing Project Management. Chichester: John Wiley & Sons. **Montgommery, C.** (2012). The Strategist. Be the leader your business needs. London: Harper Collins. **International Institute of Business Analysis** (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis. **Knapp, J.** (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon & Schuster. **Kumar, V.** (2013). 101 Design Methods. A structured approach for driving innovation in

| | your organization. Hoboken N.J.: John Wiley & Sons.

Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A. (2014). Value Proposition Design. Hoboken N.J.: John Wiley & Sons.

Michalko, M. (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.

Project Management Institute (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.

Sutherland, J. (2014). SCRUM. A revolutionary approach to building teams, beating deadlines and boosting productivity. London: Random House. |

Managerial Accounting

Status: April 2018

Module-Nr./ Code	MACC
Module title	Managerial Accounting
Semester or trimester	4th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	– Introduction to Management and its Quantitative Methods – Strategic Planning – Resources: Finance, Human Resources, Organisation
Applicability of the module to other programmes	This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Patricia Girrbach
Name(s) of the instructor(s)	Prof. Dr. Patricia Girrbach Joachim Scheiderer Thomas Steinert
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (180') § 14 (2)

Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module are able to – present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company's business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting), – define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance, – understand budgeting and accrual accounting from a financial management as well as from a political perspective, – describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc., – present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation), – understand the implications of Economic Value Added (EVA) and related concepts from a shareholder and from a stakeholder perspective.
Content of the module	– Module 1 - Balance Sheet & Cases – Module 2 - Income statement & transaction analysis – Module 3 - Cost Volume Profit Analysis including BEP – Module 4 - Job order costing – Module 5 - Budgeting

	− Module 6 - Accrual accounting and M&A − Module 7 - Cash Flow and M&A − Module 8 - EVA (shared value)
Teaching and learning methods of the module	Interactive lectures, business simulations, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Blended learning supported by an online learning platform including learning videos, quizzes and exercises
Literature (Required reading/supplementary recommended reading)	Required reading: **Jones, J., Mowen, M.; Hansen, D.** (2011): Financial and managerial accounting: the cornerstones of business decisions. 2. ed., Mason: South-Western Cengage. Supplementary recommended reading: **Atrill, P., McLaney, E.** (2017). Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education. **Baker, L.** (2017). Truth, Lies & Statistics: How to Lie with Statistics. Ebook: Independently Published. **Brealey, R., Myers, S., Allen, F.** (2016). Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education. **Levitin, D.** (2018). A Field Guide to Lies and Statistics: A Neuroscientist on How to Make Sense of a Complex World. London: Penguin. **Watson, D., Head, A.** (2016). Corporate Finance. Principles and Practice. 7. ed., Harlow (u.a.): Pearson Education. **Wong, D.** (2013). The Wall Street Journal Guide to Information Graphics. New York: Norton & Company.

International & Sustainable Finance

Status: April 2018

Module-Nr./ Code	IFAS
Module title	International & Sustainable Finance
Semester or trimester	4th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	RESO
Applicability of the module to other programmes	
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Dr. Wolfgang Spiess-Knafl
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar Paper § 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	- discuss financial management and market theories and their applications in practice - illustrate the implications of financial planning, long-term financial decisions, working capital management and currency risk management for international sustainable business - interpret the concept of sustainable finance and investment, explain diverse sources of finance and critically evaluate different approaches to sustainability controlling - recognize the critical role of capital markets and fiscal policy in moving towards sustainability - critically reflect on the ethical "blindness" of capital markets from various disciplinary perspectives - analyse the financial process related to at least one specific and complex international management issue
Content of the module	- Financial planning, capital budgeting and strategic long term financing decisions - Working capital management - Currency markets and currency risk management - Financial Value Drivers and Sustainable Return on Investment - Sustainability accounting, information requirements and integrated information systems - The role of capital markets and sustainable and ethical financial products - Islamic banking and financing - Public finance and fiscal reform - Environment and Natural Resource Taxation - The System of Environmental – Economic accounting (SEEA)
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Class presentations, cases
Literature (Required reading/supplementary recommended reading)	**Required reading** **Krugman, Paul R.; Obstfeld, Maurice; Melitz, Marc** (2017): International Finance Theory and Policy, 11 ed., Global ed., Malaysia: Pearson, **Hayat, Usman; Malik, Adeel** (2014): Islamic Finance: Ethics, Concepts and Practice, CFA Institute Research Foundation. **Jeuken, Marcel H. (**2015); Sustainable Finance & Banking, New York: Taylor & Francis. **Richardson, Benjamin J. (2011):** From fiduciary duties to fiduciary relationships for socially responsible investing: responding to the will of beneficiaries. In: Journal of Sustainable Finance & Investment, 1(1), 5-19. **Waygood, Steve (2011):** How do the capital markets undermine sustainable development? What can be done to correct this? In: Journal of Sustainable Finance & Investment, 1(1), 81-87. **Additional Reading** **Eun, Cheol S.; Resnick, Bruce G.** (2014): International financial management. 7. ed., Boston: McGraw-Hill/Irwin. **Tantram, Joss** (2017): Capitalism: what's the point? A pioneering book about sustainable economics, sustainable business and sustainable finance, Terrafiniti **Messy, Yves G. A.** (2016): Sustainable Finance: Investment strategies for the Ethical and Sustainable Purpose Investor,

Arabic 2

Status: April 2018

Module-Nr./ Code	ARA2
Module title	Arabic 2
Semester or trimester	4th semester
Duration of module	Single semester(if Arabic has been selected as second foreign language)
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 ARA1
Applicability of the module	Interconnections with ARA1 and ARA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Radwa Krätzschmar
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – have an extended knowledge of the fundamentals of the Arabic alphabet, – identify a suitable number of individual elements, – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	– The perfect, the verb sentence, the nisbe ending, the genitive link, the suffixed personal pronouns, determination (summary), the adverb, the imperfect, the demonstrative pronouns, conjunctive and apocopate, the imperative, negation. – A personal letter; at the travel agent's; at the grocer's; in a restaurant; international news; in a bookshop; my university; in a hotel. – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbook: **Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard** (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

Chinese 2

Status: April 2018

Module-Nr./ Code	CHI2
Module title	Chinese 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Chinese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 CHI1
Applicability of the module	Interconnections with CHI1 and CHI3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Xiaojun Gundermann-Han, Xiaoqin Liu
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – have an extended knowledge of the basics of the Chinese alphabet, – identify a suitable number of individual elements, – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	– Further phonetic and graphic characteristics of the foreign language code – Basic grammar – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Chen, Fu, Zhu, Zhiping, Cordes, Ruth** (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination) **Zhang, Hong, Zhu, Xiaoxing** (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination) **Gu, Wen, Meinshausen, Frank** (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

French 2

Status: April 2018

Module-Nr./ Code	FRA2
Module title	French 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if French has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 FRA1
Applicability of the module	Interconnections with FRA1 and FRA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Ariane Fleuranceau, Gerard Massé, Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: – deal with simple to more complex everyday situations and simple business situations in the spoken language, – write standard texts (e.g. lists) autonomously in French Intermediate: – use their spoken language to take part in a suitable range of advanced business communication situations, – draw up accompanying written documents Advanced: – use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, – draw up accompanying simple written documents (handouts, short reports) – follow complex business communication situations and take part in them using the spoken language, – write longer texts with analytical contents in French
Content of the module	The contents in general: – Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. – Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations.

	Target level A2, specifically: – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids Target level B1.2 and B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids Target C1, specifically: – Specialist business vocabulary – Different styles and degrees of formality – Advanced writing – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Girardet, Jacky, Pécheur, Jacques** (2010): Écho A1: méthode de français. Paris: CLE International. **Girardet, Jacky, Pécheur, Jacques** (2010): Écho A2: méthode de français. Paris: CLE International.

	Girardet, Jacky, Pécheur, Jacques (2010): Écho B1.1: méthode de français. Paris: CLE International. **Carlo, Catherine, Causa, Mariella** (2010): Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International. **Penfornis, Jean-Luc** (2004): Vocabulaire Progressif du Français des Affaires. Paris: CLE International. **Steele, Ross** (2004): Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International. **Pécheur, J.** (2010): Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.

Italian 2

Status: April 2018

Module-Nr./ Code	ITA2
Module title	Italian 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Italian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 ITA1
Applicability of the module	Interconnections with ITA1 and ITA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Dr. Claudio Fantinuoli
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

Written examination (90') and test |

	(15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: − deal with simple to more complex everyday situations and simple business situations in the spoken language, − write standard texts (e.g. lists) autonomously in Italian Intermediate: − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents Advanced: − use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, − draw up accompanying simple written documents (handouts, short reports)
Content of the module	The contents in general: − Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. − Information on culture and civilisation is also included regularly in the course. − Extension of business terminology. Use of the terminology and the structures in business situations. Target level A2, specifically: − Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference

	− More complex grammar structures and varieties − Basic lexis − Learning aids Target level B1.2 and B2, specifically: − Consolidation of knowledge of the language in oral and grammatical exercises − Extension of the general vocabulary and the basics of business vocabulary − Specialised texts − Colloquial language − Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. <u>Language textbooks:</u> **Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N.** (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.

Japanese 2

Status: April 2018

Module-Nr./ Code	JAP 2
Module title	Japanese 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory (if Japanese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 JAP1
Applicability of the module	Interconnections with JAP1 and JAP3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Tanya Wodopia
Teaching language	Japanese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – have an extended knowledge of the basics of the Japanese alphabet, – identify a suitable number of individual elements, – deduct meaning from contexts, – carry out simple dialogues in everyday situations.
Content of the module	– Basic grammar – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Clarke, H.D.B., Hamamura, Motoko** (2003): Colloquial Japanese: The complete course for beginners. London (u.a.): Routledge.

Portuguese 2

Status: April 2018

Module-Nr./ Code	POR2
Module title	Portuguese 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Portuguese has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 POR1
Applicability of the module	Interconnections with POR1 and POR3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Vilza Cristina Muricy-Geiger
Teaching language	Portuguese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A2 (Beginners-Intermediate), B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

Written examination (90') and test |

	(15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: Beginners: − deal with simple to more complex everyday situations and simple business situations in the spoken language, − write standard texts (e.g. lists) autonomously in Portuguese Intermediate: − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents Advanced: − use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, − draw up accompanying simple written documents (handouts, short reports)
Content of the module	The contents in general: − Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills. − Information on culture and civilisation is also included regularly in the course. − Extension of business terminology. Use of the terminology and the structures in business situations. Target level A2, specifically: − Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference

	– More complex grammar structures and varieties – Basic lexis – Learning aids Target level B1.2 and B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 2, Sao Paulo: E.P.U. **Eberlein O.F. Lima, Emma** (2009): Novo Avenida Brasil: curso básico de portugues para estrangeiros. 3, Sao Paulo: E.P.U. **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. A1+A2, Stuttgart: Klett. (Lehrbuch mit 2 Audio-CDs) **Prata, Maria** (2010): Beleza! Brasilianisches Portugiesisch für Anfänger. Stuttgart: Klett. (Arbeitsbuch) **Osborne, Esmenia Simôes** (2005): Colloquial Portuguese of Brazil: the complete course for beginners. New York (u.a.): Routledge.

Russian 2

Status: April 2018

Module-Nr./ Code	RUS2
Module title	Russian 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Russian has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 RUS1
Applicability of the module	Interconnections with RUS1 and RUS3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Natalia Ezhkova
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %

Qualification objectives of the module	Students who have successfully participated in this module will be able to: – deal with simple to more complex everyday situations and simple business situations in the spoken language – write standard texts (e.g. lists) autonomously in Russian.
Content of the module	– Specific phonetic characteristics of Russian – More complex grammar structures – Extension of basic vocabulary – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. Language textbooks: **Loos, Harald, Berditschewski, Anatoli** (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination) **Sokolowa, Ludmila, Zeller, Heiner** (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

Spanish 2

Status: April 2018

Module-Nr./ Code	SPA2
Module title	Spanish 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Spanish has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.3.3 SPA1
Applicability of the module	Interconnections with SPA1 and SPA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Maritza Bayona, Gabriela Farah de Günther, Ana Garcia Merinero, Dr. Uta Köhler-Escobar, Aidé Blanca Melz
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR

	Written examination (90') and test (15' oral form listening comprehension and oral expression) § 14 (2) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: **Beginners:** − deal with simple to more complex everyday situations and simple business situations in the spoken language, − write standard texts (e.g. lists) autonomously in Spanish **Intermediate:** − use their spoken language to take part in a suitable range of advanced business communication situations, − draw up accompanying written documents **Advanced:** − use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously, − draw up accompanying simple written documents (handouts, short reports) − follow complex business communication situations and take part in them using the spoken language, − write longer texts with analytical contents in Spanish.
Content of the module	The contents in general: − Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.

	– Information on culture and civilisation is also included regularly in the course. – Extension of business terminology. Use of the terminology and the structures in business situations. Target level A2, specifically: – Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference – More complex grammar structures and varieties – Basic lexis – Learning aids Target level B1.2 and B2, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Extension of the general vocabulary and the basics of business vocabulary – Specialised texts – Colloquial language – Learning aids Target C1, specifically: – Consolidation of knowledge of the language in oral and grammatical exercises – Specialist business vocabulary – Different styles and degrees of formality – Advanced writing – Learning aids
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	Recommendations to purchase books are made before the beginning of the semester. <u>Language textbooks:</u> **González Salgado, C.** (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber.

	González Salgado, C., Sanz Oberberger, C. (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber. **González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.** (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gonzáles Salgado, C. et al.** (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber. **Gelabert, Maria J.** (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber. **Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López** (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber. **Gelabert, Maria J., Isa, David, Menéndez, Mar** (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber. **Castro, Genis, Ianni, José, V.** (2011): Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.

Current Issues in ReThinking Management and Society

Status: April 2018

Module-Nr./ Code	CIRM
Module title	Current Issues in ReThinking Management and Society
Semester or trimester	5th semester
Duration of the module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Successful completion of WISS
Applicability of the module to other programmes	Bachelor International Business, Bachelor International Relations, Bachelor Politics, Philosophy, Economics
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Names of instructors	Professors of the Karlshochschule
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study + contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type/ requirement for the award of credits	Written assignment / depends on partner university
Weighting of the grade within the overall grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	− identify and analyse selected current issues of management and society, taking into account international trends in academia and practice − develop a research question and work on it in an academic manner and, as a result, contribute towards developing theoretical approaches for disciplines and fields in management and social studies − present, explain and discuss their study results with peers (=> academic discourse)
Content of the module	− Exemplary discussion of current issues in fields of management and society, especially trends and movements in theory and practice − Definition of research questions − Evaluation of status of research and reading for the respective research question − Development of appropriate scientific methodologies to operationalize the respective research question − Feedback and group discussion of the selected issues and the respective progress of work − Creation of … … an extended abstract … a draft … the final paper
Teaching and learning methods of the module	- Academic colloquium - Topics to be prepared by the students - Presentation and discussion of scientific methods and status of work in progress - Exercises on academic writing
Special features (e.g. online activities, event/company visits, guest speakers etc.)	If possible, professionals and scholars will be invited to participate and introduce issues (and trends) to be discussed in class
Literature (Required reading/supplementary recommended reading)	Required reading: Depending on the selected issues of each study year, required reading will be indicated in the course.

	Recommended reading: **Davis, Martha; Davis, Kaaron J.; Dunagan, Marion M.** (2012): Scientific Papers and Presentations. 3. ed., Amsterdam [u.a.]: Elsevier, Academic Press. **Flick, Uwe** (2014): An Introduction to Qualitative Research. 5. ed., London: Sage. **Saunders, Mark N.K.; Lewis, Philip; Thornhill, Adrian** (2015): Research Methods for Business Students. 7. ed., Harlow: Pearson. **Soles, Derek** (2009): The Essentials of Academic Writing. 2. ed., Boston: Wadsworth. **Yin, Robert** (2018): Case Study Research and Applications: Design and Methods. 6. ed., London: Sage Publications

Change and Innovation

Status: April 2018

Module-Nr./ Code	CHIN
Module title	Change and Innovation
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	0.4.1 APRO
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Stephan Sonnenburg
Name(s) of the instructor(s)	Christine Riedtmann-Streitz
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Project work / depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	− able to analyze and respond to business and social issues and translate them into conceptual, creative and innovative products. − implement appropriate management tools depending on the situation in order to achieve innovation objectives and to shape organisational change. − to summarize and structure their change and innovation projects and present them in class
Content of the module	Autonomous development of a change and innovation project and development of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 4th semester.
Teaching and learning methods of the module	Project work in a team of 4-5 participants (tutored), Design Thinking, Lego Serious Play
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	"New practices, new solutions". Students are taking up these new practices with the theme "social design by co-creation'. Multidisciplinary teams will work together over an intensely condensed two-week period to focus on thinking about the future and role of a range of organizations. Students use their creativity to expose social and commercial problems of clients in an original and visionary way. If possible, But, the results will be accomplished with students from our international partner universities. Students will delve into questions and topics like sustainability, well-being, technology, creative industries, science, mobility, transportation, education, politics, and art. Students will look for answers and trace possible futures through developing their own vision in response. The way in which students

	visualize is not set by any rules. This vision can be expressed in many forms – performance, film, animation, installation, objects – as long as the team's vision is clearly articulated.
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> The selection of literature is carried out by the students with the guidance of their tutors and dependent on the projects. <u>Recommended reading:</u> **Carlgren, L., Elmquist, M. and Rauth, I.** (2016b). Framing design thinking: The concept in idea and enactment. Creativity and Innovation Management, 25(1), 38-57. **Gray, D., Brown, S. and Mananufo, J.** (2010): Gamestorming. A playbook for innovators, rulebreakers, and changemakers. Sebastopol: O'Reilly. **Kelley, T. and Littman, J.** (2005): The ten faces of innovation. IDEO's strategies for defeating the devil's advocate and driving creativity throughout your organization. New York: Currency/Doubleday. **Kristiansen, P., Rasmussen, R.** (2014). Building Better Business Using The Lego Serious Play Method. Hoboken: Wiley. **Lewrick, M., Link, P., and Leifer L.** (2018). The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems. Hoboken: Wiley.

Area Studies

Status: April 2018

Module-Nr./ Code	ARST
Module title	Area Studies
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	
Applicability of the module to other programs	Bachelor International Business, Bachelor International Relations, Bachelor Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Presentation / Depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – describe the mutual influence of global processes and local developments in different areas.

Area Studies

Status: April 2018

Module-Nr./ Code	ARST
Module title	Area Studies
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	
Applicability of the module to other programs	Bachelor International Business, Bachelor International Relations, Bachelor Politics, Philosophy, Economics.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Presentation / Depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – describe the mutual influence of global processes and local developments in different areas.

	– understand the social and cultural basis of business activities in the relevant cultural area and assess it for their own business activity. – discuss alternatives for business activity (market entry) taking into account the context (economic data on the region) and make suggestions. – formulate business and change development for the target region, relating it specifically to their own Bachelor program (e.g. inbound and outbound tourism, trade fair activities, marketing and media landscape, typical cultural institutions in the country etc.); these perspectives are the subject of the student assignment with instructor guidance.
Content of the module	– Global dynamics (politics, society and population, economics, ethics, etc.) and their crystallization in local processes – The main features of integrated civilisation and culture – Demography and regional stereotypes – Socio-economic society structures – Current economy and politics – Composition and dynamics of the market – Case studies on representative companies – International aspects of business activities as well as market and demand requirements, in particular as regards exchanges between countries – Strategies for business activity in the target area The culture specific part of the module will be offered in blocks for – Latin American studies – Anglo-American studies – Arabic studies – East /South-East Asian studies Further area studies can be provided depending on students' interest abroad.

Teaching and learning methods of the module	Interactive lectures. Business case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Area experts as co-lecturers
Literature (Required reading/supplementary recommended reading)	Required reading: **Schäfer, Wolf** (2010): Reconfiguring Area Studies for the Global Age. In: Globality Studies Journal, 22, 31.12.2010. **Flemes, Daniel** (ed.) (2010): Regional Leadership in the Global System: Ideas, Interests and Strategies of Regional Powers. Farnham (u.a.): Ashgate. **Diverse** (depend on the business and cultural area selected, recommendations will be given at the beginning of the course) Supplementary recommended readings: **Diverse** (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)

Current Issues in International Business

Status: April 2018

Module-Nr./ Code	CIIB
Module title	Current Issues in International Business
Semester or trimester	5th Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Students must have taken Global Economy, International Business Ventures and Introduction to Management
Applicability of the module to other programs	
Person responsible for the module	Prof. Dr. Melodena Balakrishnan
Name(s) of the instructor(s)	Prof. Dr. Patricia Girrbach
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Following the successful completion of this course, students should be able to

	– understand contemporary international business issues from an international and cross-cultural perspective in any one of the following discipline areas: marketing, finance, entrepreneurship, culture, leadership, international relations and politics. – have a better appreciation of international business strategies and business operations in conditions of market diversity. – develop a better awareness and sensitivity to cultural differences in behaviour in order to enhance skill levels for working in multi-cultural organisations and markets. – analyse and discuss current topics and trends in international business.
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programmes in the partner institution.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Cases
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.

Specialization

Responsible Business

Sustainable Development

Status: April 2018

Module-Nr./ Code	SUDE
Module title	Sustainable Development
Semester or trimester	1st Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module to other programs	This module is part of the IB program.
Person responsible for the module	Prof. Dr. Melodena Balakrishnan
Name(s) of the instructor(s)	Max Regenfelder
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Assignment § 14 (4) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	− identify the various constituent dimensions of sustainable development: environmental, economic, social, cultural, and political manifestations of sustainability, explain the evolving global sustainability discourse and identify its main actors and stakeholders − select appropriate responses from business, politics and civil society for dealing with social, political, environmental, technological, and global issues and stakeholders − evaluate potential opportunities for being 'sustainable" and 'going green' − apply different models for managing and transforming non-sustainable conditions and results to more sustainable solutions − critically analyse controversies, solutions and recommendations in the sustainability debate and reflect respectfully on different individual perspectives and cultural concepts deriving from assumptions about humans, nature, development, technology and economy
Content of the module	The course content includes: − history of the topic and its evolution − New institutional economics and its evolution to the age of the Anthropocene (Limits to growth, Brundtland Report, Green Economy; Non-economic theories and concepts of sustainability: Ivan Illich, Ulrich Beck, Niklas Luhmann) − Sustainable development from a post-colonial perspective − the sustainability discourse and the economics of sustainable development (poverty, health, education, inclusion, food security etc) looking at − International institutions, nations, NGOs, corporations, civil society as actors and stakeholders in the sustainability debate

	− The emerging discourse on 'décroissance' and a postgrowth economy − Sustainable development goals and the Post-2015 Agenda The above content will be brought out and discussed with the help of diverse case studies.
Teaching and learning methods of the module	The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit to a neighbourhood retailer to understand sustainability and the threat of substitution.
Literature (Required reading/supplementary recommended reading)	**Required reading:** *Book* **Blewitt, John** (2018): Understanding Sustainable Development, 3rd ed., New York: Routledge. **Sachs, Jeffery, D.** (2017): The Age of Sustainable Development, New York: Columbia University Press. *Journal article* **Olsson, Per.; Moore, Michael-Lee.; Westley, Frances R.; McCarthy Daniel D. P.** (2017): The concept of the Anthropocene as a game-changer a new context for social innovation and transformations to sustainability, Ecology and Society, Vol. 22, No. 2: **Supplementary recommended readings:** *Books* **UN (2018):** Sustainable Development Goals, New York: UN. *Journal article* **Coase, Ronald (1960):** The Problem of Social Cost. In: Journal of Law and Economics, October 1960, 1-44.

Recommended Blogs Sustainability & Postgrowth Research: http://www.andrereichel.de UN SDGs: https://sustainabledevelopment.un.org	

Social Responsible Business and Society

Status: April 2018

Module-Nr./ Code	SRBS
Module title	Social Responsible Business and Society
Semester or trimester	2nd Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	SUDE
Applicability of the module to other programs	This module is part of the IB program, Sustainable Development & Responsible Business pillar
Person responsible for the module	Prof. Dr. Melodena Balakrishnan
Name(s) of the instructor(s)	Dr. Wolfgang Spiess-Knafl
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3

Assessment type / requirement for the award of credits	Presentation § 14 (4) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – Cover relevant theories that impact this field like Max Weber theory of social development, stakeholder theory, agency theory, institutional theory; Corporate Constitutionalism and Corporate Citizenship. – Appreciate the need for the social responsibility of business and society in light of the SDGs, corporate governance and ethics. – Differentiate between CSR greenwashing, legal requirements, policy incentives, socially driven purpose and the role of religion (zakat) in organizations/culture. – Debate the conflicting claims of Global South versus Global North on economic gains versus environmental protection – Analyze the role of impact funds and socially responsible investments in social innovation and grassroot sustainable development – Explain responsible competitiveness, brokerage, value co-creation and the role of PPP. – Apply the theory of change and find impact measurement tools for case scenarios presented.
Content of the module	The course content includes: – A theoretical foundation of social responsible business and society - the debates and controversies – Using examples find the push and pull factors for social responsibility and the short-term and long-term implications of strategies and policies at a local and global level.

	− Key sustainability concepts: weak vs. strong sustainability, intergenerational equity, triple bottom line − Social and cultural dimensions of sustainability − The role of actors in adoption of social responsibility and the need for PPP - for example community organizing − Global imbalances and conflicts in social responsibility - Interdependencies between global trade, inequalities between regions, (non) competitive advantages, regulation and the environment degradation − Methods for Impact measurement needed in sustainable development using for example theory of change etc. The above content will be brought out and discussed with the help of diverse case studies.
Teaching and learning methods of the module	The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Watch the Movie "The White Helmets" or "Last Men in Aleppo" for a debate on collective social responsibility and its failure. Multiple Cases
Literature (Required reading/supplementary recommended reading)	**Required reading:** *Books* **Seitanidi, May. M.; Crane, Andrew A.** (eds) (2014): Social Partnerships and Responsible Business, New York: Routledge. **Geidrojc, Jacek** (2016): Competition, Coordination and Social Order: Responsible Business, Civil Society and Government in an Open Society, Frankfurt: Peter Lang GmBH

	Supplementary recommended readings:
	Books
	Horrigan, Bryan (2010): Corporate Social Responsibility in the 21st Century: Debates, Models and Practices Across Government, Law and Business, UK: Edward Elgar Publishing.
	Okpara, John; Idowu, Samuel O. (eds.) (2016): Corporate Social Responsibility: Challenges, Opportunities and Strategies for 21st Century Leaders (CSR, Sustainability, Ethics & Governance), Germany: Springer.
	Journal Readings
	Campbell, J.L. (2007): Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility. *Academy of management Review, 32*(3), pp.946-967.
	Coase, Ronald (1960): The Problem of Social Cost. In: Journal of Law and Economics, October 1960, 1-44.
	Connell, James P., and Anne C. Kubisch. (1998), "Applying a theory of change approach to the evaluation of comprehensive community initiatives: progress, prospects, and problems." *New approaches to evaluating community initiatives* 2, no. 15-44, 1-16.
	Garriga, E. and Melé, D., (2004): Corporate social responsibility theories: Mapping the territory. *Journal of business ethics*, *53*(1-2), pp.51-71.
	Gray, Rob (2006): Social, environmental and sustainability reporting and organisational value creation?: Whose value? Whose creation? In: Accounting, Auditing & Accountability Journal, 19(6), 793 – 819.

	McWilliams, Abagail, and Donald Siegel (2001): "Corporate social responsibility: A theory of the firm perspective." *Academy of management review* 26, no. 1, 117-127.
	Zadek, Simon. (2006): "Responsible competitiveness: Reshaping global markets through responsible business practices." *Corporate Governance: The international journal of business in society* 6, no. 4: 334-348.

Sustainable Entrepreneurship & Social Innovation

Status: April 2018

Module-Nr./ Code	SENT
Module title	Sustainable Entrepreneurship & Social Innovation
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	-
Applicability of the module to other programs	This module hast interconnections with IB, especially the modules Sustainable Development (SUDE), Strategic Perspectives (STRA), Circular Economy & Lifecylce Management (CELMA), and Current Issues in Sustainability Management (CURRS).
Person responsible for the module	Prof. Dr. Melodena Balakrishnan/ Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Prof. Dr. Stephan Jansen Dr. Wolfgang Spiess-Knafl
Teaching language	*English*
Number of ECTS credits	*6*
Total workload and its breakdown (e.g. self-study and contact hours)	*Total workload = 180 hours (contact hours = 42, self-study = 138 hours)*
Hours per week	*3*
Assessment type / requirement for the award of credits	*Presentation § 14 (5) CER 01.02.2014*
Weighting of the grade within the total grade	*3 %*

Qualification objectives of the module	*Students who have successfully participated in this module will:*
	– *present a critical introduction to the role of entrepreneurship for a sustainable society*
	– *discuss the most basic concepts of entrepreneurship related to sustainable development*
	– *present theories and applications of social innovation in business and civil society*
	– *describe the necessary societal, political, economic, and personal drivers, enablers and barriers of sustainable development entrepreneurship and social innovation*
	– *apply different concepts of entrepreneurship and social innovation to the case of sustainable development*
	– *critically analyse and evaluate theories, models, concepts and applications of entrepreneurship and social innovation as regards their sustainable development impacts*
Content of the module	*The course content includes:*
	– *Introduction to entrepreneurship and its relevance for economic and societal evolution*
	– *Sustainable development-related entrepreneurship models: from ecopreneurship to social entrepreneurship*
	– *Theoretical background of social innovation: practice theory and sustainable development transitions*
	– *Business model innovation as social innovation*
	– *Managing and innovating in the third sector: entrepreneurship in civil society*
	– *Case studies in social entrepreneurship and social innovation*
	– *Entrepreneurial ethics and social responsibility*

Teaching and learning methods of the module	Interactive seminar with case studies and theory session, guest lecturers from sustainable development practice
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Follow Social Innovation BW : http://socentbw.org
Literature (Required reading/supplementary recommended reading)	Required reading: **Seelos, Christian; Mair, Johanna** (2017): Innovation and Scaling for Impact: How Effective Social Enterprises Do It, California: Stanford University Press. **Supplementary recommended reading:** *Books* **Kyrö, P.** (2015): Handbook of Entrepreneurship and Sustainable Development Research. Cheltenham, UK: Edward Elgar Publishing Ltd. **Osburg, Thomas., & Schmidpeter, Rene.** (2013): Social Innovation: Solutions for a Sustainable Future. New York: Springer. **Stephens, Melodena B.; Lindsay, Valerie** (eds) (2016): Social Entrepreneurs, UK: Emerald Group Publishing. (Cases) *Journal articles* **Belz, Frank Martin, and Julia Katharina Binder** (2017): "Sustainable entrepreneurship: a convergent process model." Business Strategy and the Environment 26.1: 1-17. **Defourny, Jacques, and Marthe Nyssens.** (2017): "Fundamentals for an international typology of social enterprise models." VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations 28.6: 2469-2497.

Porter, Michael E., and Mark R. Kramer. (2019): "Creating shared value." Managing Sustainable Business. Springer, Dordrecht, 327-350.

Schaltegger, S., & Wagner, M. (2011). Sustainable entrepreneurship and sustainability innovation: categories and interactions. Business Strategy and the Environment, 20, 222–237.

<u>Circular Economy & Lifecycle Management</u>

Status: April 2018

Modul-Nr./ Code	CELM
Module title	Circular Economy & Lifecycle Management
Semester or trimester	4th Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
Frequency of module	Once a year
Entry requirements	None
Applicability of the module to other programs	This module is part of the IB program, Sustainable Development & Responsible Business pillar
Person responsible for the module	Prof. Dr. Melodena Balakrishnan

Name(s) of the instructor(s)	Max Regenfelder
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Weighting of the grade within the total grade	*3 %*
Assessment type / requirement for the award of credits	Seminar Paper § 14 (5) CER 01.02.2014
Qualification objectives of the module	Students who have successfully participated in this module will: – present an introduction to the history of ecological and entropy thinking in economics – discuss the most basic concepts that define the circular economy, industrial ecology, and the cradle2cradle approach – present theories and models that facilitate the analysis of material flows and lifecycle data of products and services in both production as well as the use phase of products – describe the environmental factors, major institutions and basic regulations that effect circular economy activities on the national, regional and global level – understand and evaluate lifecycle oriented business models and strategies as a core part of a firm's sustainability commitment
Content of the module	The course content includes: – Introduction to ecology and entropy as economic concepts – Industrial ecology between product-, process- and user-orientation – Cradle2cradle thinking and design for environment – Approaches to lifecycle assessment and lifecycle product management (including services) – Legal requirements for the circular economy – Collaborative approaches to the circular economy

	– Re-use, re-design and re-manufacturing as new business models for corporate sustainability – Circular economy, re-distribution and global supply chains – The maker movement, do-it-together, repair cafés and their impact on circular economy initiatives
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Cases, guest speakers, field visits,
Literature (Required reading/supplementary recommended reading)	Required reading: **Lacy, Peter; Jakob Rutqvist** (2015): *Waste to Wealth: The Circular Economy Advantage*. New York: Palgrave Macmillan. **Stark, John** (2011): Product Lifecycle Management. Springer: London. Optional Reading: **Ehrenfeld, John** (2004): Industrial ecology: a new field or only a metaphor? *Journal of Cleaner Production*, 12(8–10): 825–831. **Frankl, Paolo; Rubik, Frider** (2013): Life Cycle Assessment in Industry and Business: Adoption Patterns, Applications and Implications. Springer Science & Business Media. **Preston, Felix** (2012): A global redesign? shaping the circular economy. Energy, Environment and Resource Governance. London: Chatham House. **Tukker, Arnold** (2015): Product services for a resource-efficient and circular economy – a review. Journal of Cleaner Production 97, 76–91.

Current Issues in International Sustainability Management

Status: April 2018

Modul-Nr./ Code	CISM
Module title	Current Issues in International Sustainability Management
Semester or trimester	5th Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module to other programs	This module is part of the IB program, Sustainable Development & Responsible Business pillar
Person responsible for the module	Prof. Dr. Melodena Balakrishnan
Name(s) of the instructor(s)	N.N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)

Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will: – understand contemporary issues in International Sustainability Management from a global and cross-cultural perspective. – have a better appreciation of sustainability strategies and their implementation under conditions of social and market diversity. – develop a better awareness and sensitivity to cultural differences in behaviour in order to enhance skill levels for working in multi- cultural organisations and markets. –
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.

Specialization

Intercultural Management

Cultural Studies

Status: April 2018

Module-Nr./ Code	CUST
Module title	Cultural Studies
Semester or trimester	1st Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a Year
Entry requirements	None
Applicability of the module	The module serves as basis for ICBC, ICM, ICBC, IHRD and DIMA
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel Alafont
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (Contact time = 42 hours, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written examination, 120' § 14 (2) CER 01.02.2014
Weighting of the grade within the total grade	2%
Qualification objectives of the module	Students who have successfully participated in this module will be able to… – …identify the cultural fundament of political, social and economic practice. – …recognize the polysemy of the term culture and classify its various definitions according to their respective viewpoint (narrow, extended closed, open) and their adscription to a

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	discipline (e.g. cultural anthropology, economy, sociology). – …, applying postmodern theory (identity, critical theory), describe culture as a social construct. – …critically reflect on their own culture from the point of view of economic geography and cultural anthropology. – …apply methods of cultural analysis (e.g. symbolic meanings, rituals, myths, vision and style). – …re-construct and illustrate elements of the own culture from a socio-historic perspective.
Content of the module	– Variants of the concept of culture – Cultural theory: models and disciplines – Central concepts related to culture (life-world (Lebenswelt), value system, cohesion, liquidity, fuzziness, collective memory, identity) – Critical reflection on own cultural history – Description and analysis of culture: macro-, micro- and meso-analytical approaches
Teaching and learning methods of the module	Interactive lectures and exercises. Case studies.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Excursion
Literature (Required reading/supplementary recommended reading)	Compulsory (selected readings): **Assmann, Jan** (1995): "Collective Memory and Cultural Identity", *New German Critique*, No. 65, Cultural History/Cultural Studies. (Spring - Summer, 1995), pp.125-133. **Bachmann-Medick, Doris** (2016): *Cultural turns. New orientations in the study of culture*, Berlin: De Gruyter **Barker, Chris** (2011): *Cultural Studies: Theory and Practice*, 4th ed., London: Sage **Cillia, Rudolf de / Reisigl, Martin / Wodak, Ruth** (1999): "The discursive construction of national identities", in: *Discourse & Society*, 10 (2), 149-173.

Du Gay, Paul et al. (2013): *Doing Cultural Studies (Culture, Media and Identities)*, London: Sage

Easthope, Antony / McGowan, Kate (eds.)(2004): *A Critical and Cultural Theory Reader*, 2nd Edition, Toronto: University of Toronto Press.

Milner, Andrew / Browitt, Jeff (2002): *Contemporary cultural theory*, Crows Nest, Allen & Unwin.

Rathje, Stefanie (2009): "The Definition of Culture – An Application-Oriented Overhaul", In: *Interculture Journal* (8) 2009, p. 35-58.

Ritzer, George (2003): "Rethinking Globalization: Glocalization / Grobalization and Something / Nothing", in: *Sociological Theory*, 21 (3), 193-209.

Walton, David (2012): *Doing cultural theory*, London, SAGE.

Witchalls, Peter (2010): *Cultural Styles in Corporate Communication,* Hamburg, Dr. Kovač [Chapter 4]

Recommended:

Bolten, Jürgen (2015): Einführung in die interkulturelle Wirtschaftskommunikation. Göttingen, Vandenhoeck.& Ruprecht. (UTB, Bd. 2922).

Moebius, Stephan, Quadflieg, Dirk (Hrsg.) (2011): Kultur: Theorien der Gegenwart. Wiesbaden: VS.

Intercultural Business Communication

Status: April 2018

Module-Nr./ Code	ICBC
Module title	Intercultural Business Communication
Semester or trimester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	As a general rule CUST
Applicability of the module	The module is connected to CUST and ICM and serves as basis for MOPS
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel Alafont
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (Contact time = 42 hours, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Assignment § 14 (4) CER 01.02.2014
Weighting of the grade within the total grade	2%
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – differentiate between the different levels of coding (e.g. degree of formality) and different sub-systems (e.g. verbal, non-verbal) used in communication and negotiation as

	well as implement them during a business interaction, – identify and assess the ways in which intercultural difficulties as well as synergies arise in communication, – recognize culturally specific management and organizational styles in an intercultural interaction, demonstrate empathy and take these into account in their own communicative actions, – conceptually differentiate interculturality from multiculturality and transculturality, – apply these concepts in the analysis and interpretation of organisational culture. – apply synergy-oriented leadership strategies to intercultural team-building processes and cooperatively manage knowledge and communication in the context of intercultural organizations.
Content of the module	– Fundamentals of intercultural communication (e.g. meaning, language, interaction, culture as communication) – Semiotics and linguistics of intercultural business communication (e.g. identity, otherness, discourse, representation) – Culturally specific business and management styles – Intercultural change and leadership (e.g. organizational change, storytelling, leadership styles) – International organisational culture
Teaching and learning methods of the module	Interactive lecture with case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Company games

| Literature
(Required reading/supplementary recommended reading) | Compulsory (selected chapters)

Breidenbach, Joana / Nyiri, Pal (2009): *Seeing culture everywhere*. Seattle, University of Washington Press.

Chandler, Daniel (2010): *Semiotics*. London, Routledge.

Czarniawska, Barbara (1997): *A Narrative Approach to Organization Studies*. Thousand Oaks, Sage.

Holliday, Adrian / Hyde, Martin / Kullman, John (2010): *Intercultural Communication: an Advanced Resource Book for Students*. London, Routledge.

Mead, Richard R. (2005): *International management: cross-cultural dimensions*. 3. ed., Hoboken, Wiley & Sons. [Chap. 1-8]

Thomas, David C. (2008): *Cross-Cultural management: essential concepts*. London, Sage.

Tietze, Susanne (2008): *International Language and Management*. Routledge, New York.

Recommended:

A**dler, Nancy J. / Gunderson, Allison** (2008): *International dimensions of organizational behavior*. 5. ed., Mason, Thomson South Western.

Holden, Nigel et al. (Ed.) (2015): *The Routledge Companion to Cross-Cultural Management.* New York, Routledge. |

Intercultural Human Resources Development

Status: April 2018

Module-Nr./ Code	IHRD
Module title	Intercultural Human Resources Development
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	As a general rule ICBC
Applicability of the module	This module is in relation with CUST and ICBC and serves as basis for DIMA. It is also connected to RESO.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel Alafont.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3

Assessment type / requirement for the award of credits	Essay and test § 14 (6) / § 14 (3) CER 01.02.2014
Weighting of the grade within the total grade	3%
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – identify and discuss the conceptual interrelation of the understandings of culture, interculturality and competence. – critically define the term intercultural competence in detail, integrate it into their own behaviour and consider derived ethic aspects. – select appropriate contents and settings for intercultural training activities in business and organizational environments and apply a constructivist methodology. – reflect on the cultural specificity of intercultural training methods. – formulate suitable strategies of intercultural HRD in global organisations (e.g. regarding international recruiting, expatriation, global mobility, international talent management, etc.), using non-essentialist approaches (e.g. cosmopolitanism).
Content of the module	– Main research discussions around the concept of intercultural competence – New conceptual approaches (e.g. reflective intercultural competence, cosmopolitanism). – Intercultural competence training: methodology and design – Further activities for enhancing intercultural competence in organizations (coaching, consulting). – Strategic Intercultural HRD
Teaching and learning methods of the module	Interactive lecture, case studies, training units

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Intensive workshop for designing and carrying out intercultural training units with tutoring of professional trainers.
Literature (Required reading/supplementary recommended reading)	Required (Selected readings): **Appiah, Kwame Anthony** (2007): *Cosmopolitanism. Ethics in a World of Strangers*. London, Penguin. **Koester, Jolene /Wiseman, Richard L. / Sanders, Judith** (1997): "Multiple Perspectives of Intercultural Communication Competence". In: Wiseman, Richard, L. / Koester, Jolene (eds.): *Intercultural Communication Competence*. Newbury Park, SAGE, 3-15. **Landis, Dan / Bennet, Janet M. / Bennett, Milton J.** (eds.) (2008): *Handbook of intercultural training*. 3. ed., Newbury Park, SAGE. **Barmeyer, Christoph** (2004): "Learning styles and their impact on cross-cultural training: an international comparison in France, Germany and Quebec". In: *International Journal of Intercultural Relations*, 28, 577–594. **Holliday, Adrian** (2011): *Intercultural communication and ideology*. London, Sage. **Holm, Gunilla / Zilliacus, Harriet** (2009): "Multicultural education and intercultural education: Is there a difference", in: Talib, Mirja-Tytti / Loima, Jyrki / Paavola, Heini / Patrikainen, Sanna (eds.) (2009): *Dialogs on diversity and global education*, Frankfurt/M, Peter Lang, 11-28. **Janssens, Maddy / Steyaert, Chris** (2012): "Towards an Ethical Research Agenda for International HRM: The Possibilities of a Plural Cosmopolitan Framework", in: *Journal of Business Ethics*, 111 (1), 61-72. **Morley, Michael J. / Collings, David G**. (2004),"Contemporary debates and new directions in HRM in MNCs:

	introduction", in: *International Journal of Manpower*, 25 (6), 487-499.
	Spitzberg, Brian H. / Changnon, Gabrielle (2009): "Conceptualizing Intercultural Competence". In: Deardorff, Darla K. (ed.): *The SAGE Handbook of Intercultural Competence*. Thousand Oaks. Sage, 2-52.
	Rathje, Stefanie (2007): "Intercultural Competence: The Status and Future of a Controversial Concept". In: *Language and Intercultural Communication*, 7(4), 254-266.
	Vance, Charles / Paik, Yongsun (2006): *Managing a global workforce. Challenges and opportunities in International Human Resource Management*, Armonk, Sharpe.

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Diversity and Management

Status: April 2018

Module-Nr./ Code	DIMA
Module title	Diversity and Management
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	As a general rule IHRD
Applicability of the module	This module is in relation with ICBC and IHR as well as connected to RESO.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	Prof. Dr. Francisco Javier Montiel Alafont.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper § 14 (5) CER 01.02.2014

Weighting of the grade within the total grade	3%
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – explain and critically analyse processes of social categorization. – describe and critically discuss the origins of DM in the USA und in Europe – recognise factors of inequality and discrimination in the society and in organisations. – formulate integration processes as business case and as a task of social sustainability. – develop and apply managerial strategies of diversity and inclusion in institutional and organisational context.
Content of the module	– Social categorisation: inclusion, exclusion, prejudice, stereotyping, othering. – A historical view on the development of DM. – Inequality and discrimination – Integration research and DM research. – DM and social sustainability. – Managing diversity
Teaching and learning methods of the module	Interactive lectures, case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required (selected readings):</u> **Anthias, Floya** (2014): "Beyond integration: intersectional issues of social solidarity and social Hierarchy", in: Anthias, Floya / Pajnik, Mojca (eds.) (2014): *Contesting integration, engendering migration. Theory and practice*, Houndmills, Palgrave Macmillan, 13-36. **Berry, John W.** (1997): "Immigration, acculturation, and adaptation", in: *Applied Psychology: An International Review*, 46 (1), 5-68.

Eagly, Alice H. / Diekman, Amanda B. (2005): "What is the problem? Prejudice as an attitude-in-context", in: Dovidio, John F. /

Glick, Peter / Rudman, Laurie A. (eds.) (2005): *On the nature of prejudice. Fifty years after Allport*, Malden, Blackwell, 19-35

Holliday, Adrian / Hyde, Martin / Kullman, John (2010): *Intercultural communication. An advanced resource book for students*, London, Routledge.

Kirton, Gill / Greene, Anne-marie (2010): *The Dynamics of Managing Diversity. A Critical Approach*, Oxford, Elsevier.

Kontos, Maria (2014): "Restrictive integration policies and the construction of the migrant as "unwilling to integrate": The case of Germany", in: Anthias, Floya / Pajnik, Mojca (eds.) (2014): *Contesting integration, engendering migration. Theory and practice*, Houndmills, Palgrave Macmillan, 125-142.

Sorrells, Kathryn, (2010): "Re-imagining intercultural communication in the context of globalization" in: Nakayama, Thomas K. / Halualani, Rona Tamiko (eds.) (2010): *The handbook of critical intercultural communication*, Malden, Wiley-Blackwell, 171-189.

Stren, Richard / Polèse, Mario (2000): "Understanding the new sociocultural dynamics of cities: comparative urban policy in a global context", in: Stren, Richard / Polèse, Mario (eds.) (2000): *The social sustainability of cities. Diversity and the management of change*, Toronto, University of Toronto Press, 3-38.

Weisskopf, Thomas E. (2010): "Reflections on globalization, discrimination and affirmative action, in: Centeno, Miguel Ángel, Newman, Katherine S. (eds.) (2010): *Discrimination in an unequal world*, Oxford, Oxford University Press, 23-43.

Contemporary Society

Status: April 2018

Module-Nr./ Code	CSOC
Module title	Contemporary Society
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	As a general rule DIMA
Applicability of the module	This module builds upon the basis of CUST and is in connection with the language modules selected by the students.
Person responsible for the module	Prof. Dr. Francisco Javier Montiel Alafont
Name(s) of the instructor(s)	N.N.
Teaching language	English – however, the module will be taught in one of the languages spoken in the region if the students are sufficiently proficient in the language (level C1)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3

Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3%
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – present the fundamentals of a selected area of social and political sciences (politics, sociology, communication studies etc.) and distinguish functions from management studies – formulate detailed links between aspects of intercultural management – synthesise statements on foreign cultures in an abstract manner
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programmes in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u> Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.

Specialization

Marketing

Marketing: Creating Values, Relations and Markets

Status: April 2018

Module-Nr./ Code	MVRM
Module title	Marketing: Creating Values, Relations and Markets
Semester or trimester	1st semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	None
Applicability of the module	This module is related to EM and BENV and provides a basis for later modules in the marketing specialization.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: − define the subject of marketing and the underlying theoretical concepts (e.g., value-

	based marketing, relationship marketing, market orientation) – discuss major developments in marketing theory and marketing practice (especially historic development of thoughts) and different disciplinary (economic, technological, psychological, sociological) approaches – reflect the embeddedness of values, relations and market dynamics in cultural contexts – know the relevant fields of actions and job profiles in strategic marketing – reflect marketing practice from the perspective of cultural turns
Content of the module	– Marketing theory (generic concept, market orientation) – Customer Value & Value-Based Marketing – Introduction into consumer behavior and market research – Introduction into strategic marketing (segmentation, positioning, targeting) – Marketing Channels: Pricing & Distribution – Integrated communication and relationship marketing – Sustainable Marketing („Environmental Imperative") – Market system dynamics
Teaching and learning methods of the module	Interactive lecturs, group work, case studies, text readings/discussions
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Required literature: **Bohnenkamp B.** (2017). ReThinking Studying Marketing. In: Küpers W., Sonnenburg S., Zierold M. (eds) *ReThinking Management. Management – Culture – Interpretation.* Springer VS, Wiesbaden. **Doyle, P.** (2000). Value-based marketing. *Journal Of Strategic Marketing*, *8*(4), 299-311. **Giesler, M., Fischer, E.** (2016). Market system dynamics. *Marketing Theory 17* (1), 3-8. **Kotler, Philip et al.** (2011). Grundlagen des Marketing. 5.Aufl., München: Pearson Studium (Auszüge).

	Kotler, P. (1972). A generic concept of marketing. *Journal of Marketing 36* (2), 46-54. **Morgan, R., & Hunt, S.** (1994). The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing, 58* (3), 20-38.

Exploring Consumer Culture

Status: April 2018

Module-Nr./ Code	EXCC
Module title	Exploring Consumer Culture
Semester or trimester	2nd Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	In general, the module MVRM is required.
Applicability of the module	This module builds on the introductory module MVRM and on the methodological module WISS. It also refers to EM, MACU and BENV.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Exam 90' §14 (2) SPO 01.02.2014
Weighting of the grade within the total grade	2 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	− identify complex networks of actors in the field of consumption − differentiate types, organizational forms and interests of different national and international actors − interpret individual consumer behavior in cultural, subcultural and international contexts − explain the objectives of basic methods, instruments and fields of market and marketing research and consumer culture research − develop strategies to mediate between conflicting positions in the context of company and consumer perspectives and to integrate them − apply quantitative and especially qualitative research methods to analyze complex patterns of consumer behavior and consumer culture and to investigate the ethical implications −

Content of the module	− Consumer research (information-processing view)
	  o Terminology, approaches, objectives, methods
	  o Concepts like attitude, customer satisfaction, motivation, involvement, choice and buying behavior
	− Consumer Culture (culturalistic view):
	  o Terminology, approaches, objectives, methods
	  o Concepts like identity, community, rituals
	− Market research
	  o Primary and secondary research
	  o Research process from definition to documentation
	  o Collection data
	  o Exemplary methods

Teaching and learning methods of the module	Interactive lecturs, group work, qualitative research case
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Market research case study
Literature (Required reading/supplementary recommended reading)	Required literature: **Arnould, E. J., & Thompson, C. J.** (2005). Consumer culture theory (CCT):

	Twenty years of research. *Journal of consumer research*, *31*(4), 868-882. **Burns, A. C., & Veeck, A.** (2017). *Marketing research*. Pearson. (Auszüge) **Holbrook, M. B. & Hirschman, E. C.** (1982). The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun, *Journal of Consumer Research 9* (2), S. 132–140. **Solomon, M. R., Bamossy, G. J., Askegaard, S.** (2007): Konsumenten-verhalten: der europäische Markt. Nachdr., München: PearsonStudium. (Auszüge)

Marketing Strategy, Implementation and Controlling

Status: April 2018

Module-Nr./ Code	MSIC
Module title	Marketing Strategy, Implementation and Controlling
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	In general, passing the modules STRA, MVRM and EXCC is required.
Applicability of the module	The module is part of the major/minor marketing strategy and builds on the modules MVRM and EXCC. Moreover it applies the general knowledge of the STRA module to the subject of marketing strategy. Deepens also knowledge and methodological skills from WISS. The contents and goals of the module can especially be applied in the company projects (3rd and 4th semester). It is also related to the parallel RESO module.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Kai Holschuh
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)

Hours per week	3
Assessment type / requirement for the award of credits	Seminar paper (Written paper 60%, oral presentation and discussion 40%) § 14 (5) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – develop marketing strategies as an consistent and integrated system of interrelated instruments – reflect marketing operations (strategy, implementation and control) from a holistic perspective – explain the process of strategic marketing in an international business environment and link it to applicable marketing instruments – pinpoint the link between marketing strategy and strategy execution, especially marketing instruments and operations – evaluate the information requirements as relevant to strategic analysis and – trace, analyze, forecast and interpret behavior of customers and other entities relevant to marketing – identify tools and methods to plan, implement and control marketing relations actively – display the requirements of a successful implementation of marketing programs as well as marketing-specific project management methods and tools, especially in the fields of steering, management, implementation and controls – measure and compare outcomes of marketing programs – apply selected strategic methods and procedures explicitly in the context of the international strategic marketing process, – exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases. – apply interdisciplinary research methods to substantiate strategic decision-making processes

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Content of the module	– Setting the learning outcomes of the module STRA into the marketing context (widening/deepening the previous topics), – Exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases – Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation's objectives (competitive advantages, competitive strategies) – Design of marketing operations of product and service companies from a strategic perspective (top-down and bottom-up) – Segmentation and selection of target markets; positioning and sustaining – Managing product and service life-cycles (launching, maintaining and re-launching products and services, end-of-life procedures) and customer life-cycles and the customer value including (lead generation, customer retention, upselling and recovering) – Linking marketing strategy and (instrumental/operational) execution – Marketing-specific project management methods and tools, planning, steering, management, implementation and controls – Selected methods and tools for strategic and operational marketing controls
Teaching and learning methods of the module	Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	Required literature: **Arnould, E. J., & Wallendorf, M.** (1994). Market-Oriented Ethnography: Interpretation Building and Marketing Strategy Formulation. *Journal Of Marketing Research (JMR)*, *31*(4), 484-504.

	Bendle, N. T., Farris, P. W., Pfeifer, P. E., & Reibstein, D. J. (2016). *Marketing metrics: The manager's guide to measuring marketing performance*. Pearson Education, Incorporated. (excerpts) **Kumar, V., Reinartz, W.** (2018). *Customer Relationship Management. Concept, Strategy, and Tools.* Springer: Berlin Heidelberg. (excerpts) **Porter, M.** (1980). *Competitive Strategy. Techniques for Analyzing Industries and Competitors*, Free Press: New York. (excerpts) **Wilson, R. M. S., Gilligan, C.** (2007). *Strategic marketing management: Planning, implementation and control.* Amsterdam, Heidelberg: Elsevier. (excerpts)

Digital Channel Management

Status: April 2018

Module-Nr./ Code	DCMA
Module title	Digital Channel Management
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	In general, the modules RESO and MSCI are required.
Applicability of the module	This module has links to all modules in the Marekting Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Alegra Kaczinski
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 Hours (Contact hours = 42 hours, Self study = 138 Hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER 01.02.2014
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to:

	− describe the concept, structures and flows of marketing channels including indirect, direct, multi-level, distant and especially digital channels − carry our suitable steps to establish digital channels and develop business both strategically and operationally − manage cultural differences affecting the marketing operations and channels − apply tools and methods how to do research on marketing channels and operations manage them actively − set up solutions for digital marketing channels
Content of the module	− Concepts, structures and flows of marketing channels including − Analysing and creating customer touch points − Technology watch: How technologies like augmented reality, local based services affect marketing channels − Intermediation: Supply chain, logistics, value added services, etc.; tensions between dis- and re-intermediation − Current case-studies digital marketing channels and operations, including supporting operations − Tools and methods how to manage marketing channels and operations actively − Measuring and controlling of digital channel and operational performance (Goal Setting, KPIs) − Interrelation between digital marketing channels and business models
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit of DigiTalk (round table discussion about digitalization at Karlshochschule), organization of DigiTalk – student edition
Literature (Required reading/supplementary recommended reading)	Required literature: **Brunner, F.** (2015): Toward cross-channel management: A comprehensive guide for retailing firms. Berlin: de Gruyter. (excerpts) **Coughlan, Anne T. et al.** (2006): Marketing channels, 7. ed., Upper Saddle River: Pearson/Prentice Hall. (excerpts) **Kushwaha, T., & Shankar, V.** (2013). Are multichannel customers really more

| | valuable? The moderating role of product category characteristics. *Journal of Marketing*, *77*(4), 67-85.

Li, H., & Kannan, P. K. (2014). Attributing conversions in a multichannel online marketing environment: An empirical model and a field experiment. *Journal of Marketing Research*, *51*(1), 40-56.

Mathur, M. (2013). Drivers of channel equity: Linking strategic marketing decisions to market performance. *The Marketing Review*, *13*(4), 393-414.

Valentini, S., Montaguti, E., & Neslin, S. A. (2011). Decision process evolution in customer channel choice. *Journal of Marketing*, *75*(6), 72-86. |

Marketing Elective

Status: April 2018

Module-Nr./ Code	MELE
Module title	Marketing Elective
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	None
Applicability of the module	Part of the major/minor marketing strategy.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N. N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 %
Qualification objectives of the module	Students who have successfully participated in this module will be able to: – understand contemporary marketing issues from an international and cross-cultural perspective

	− develop marketing strategies and operations in conditions of market differences − analyse and discuss current topics and trends in marketing strategy − synthesize contents from different research/ scientific areas in the field of marketing depending on their own professional and academic interest
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Experiences abroad
Literature (Required reading/supplementary recommended reading)	Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.