

## MA in International Business (IB)

Semester 1	Semester 2	Semester 3	Semester 4
MA IB 1 Theories of International Economics	MA IB 1 Special Issues in Globalisation	Summer internship between semester 2 and semester 3, minimum 8 weeks (10 CP)	Master Thesis
MA IB 2 Corporate Governance	MA IB 3 Intern. Organisational Planning and Development		
MA IB 2 International Law	MA IB 3 Special Issues in International HR		
MA IB 4 Theories of Corporate Social Responsibility	MA IB 4 Sustainable Supply Chain Management	Master Thesis Tutorial	
MA IB 5 Customer Relationship Management (CRM)	MA IB 6 Value-based Business Management	MA IB 8 Business Electives 1	
MA IB 5 International Service Marketing	MA IB 6 International Risk Management	MA IB 8 Business Electives 2	
MA IB 11 Team and Self Management	MA IB 7 Global Finance Management	MA IB 12 Leadership Management & Responsibilities	
MA IB 11 Project Management	MA IB 7 International Investment	MA IB 12 Creative Thinking and Innovation	
MA IB 9 Specialisation Seminar 1	MA IB 9 Specialisation Seminar 2	MA IB 9 Specialisation Seminar 3	
MA IB 10 Language Specialisation 1	MA IB 10 Language Specialisation 2	MA IB 10 Language Specialisation 3	

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SWS = SemesterWochenStunden / semester periods per week; CP = ECTS Credit Points

Module MA IB 1: International Trade and Globalisation (6 CP)			
Part 1: Theories of International Economics	2 SWS	3 CP	Semester 1
Successful students will understand the influence of tariffs on imported goods for international trade and the role of exchange rates and terms of trade. They will recognize the strong link between financial markets and the exchange of goods and services and will develop a critical means of understanding as to how sensitively the international distribution of gains from trade reacts to state interventions in the markets.			
Part 2: Special Issues in Globalisation	2 SWS	3 CP	Semester 2
The main target of the course is to enable students to fully comprehend the ongoing political and economic discussions on globalization. They will learn to define and interpret what makes countries be winners in globalization and how international conflicts on the distribution of gains and losses due to globalization could be solved.			

Module MA IB 2: Corporate Governance and Law (6 CP)			
Part 1: Corporate Governance	2 SWS	3 CP	Semester 1
The aim of the course is to integrate the most common binding contractual and non-contractual aspects of daily business into the framework of the non-binding corporate governance code (by OECD). The focus of the course will be on supranational EU-Law.			
Part 2: International Law	2 SWS	3 CP	Semester 1
The aim of the course is to provide an interconnected and integrated understanding of the important aspects of international, especially EU, Corporate Law, Law of Contract, Economic Law and Trade Law with a focus on cross-border relations with certain Third States.			

Module MA IB 3: International Organizational Planning and Development (6 CP)			
Part 1: International Organizational Planning and Development	2 SWS	3 CP	Semester 2
This course provides profound knowledge on organizational theories and			

instruments in a global context. Students will be familiarized with contemporary issues in planning and developing international business ventures.

At the end of this course students should be able to:

- Define and illustrate key processes of change management
- Understand key theories of organization
- Identify and understand key forms of organization
- Master organizational alignment as reactions to strategic change on an international scale

Part 2: Special Issues in International HR	2 SWS	3 CP	Semester 2
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This course introduces the key concepts of International Human Resources Management (IHRM). It teaches students the policies and practices of IHRM utilized by today's multinational enterprises (MNE), as reflected in current research. The course develops an understanding of IHRM policy and practice by providing extensive descriptions of examples from around the world.

At the end of the course students should be able to:

- Define and illustrate the key components of international human resources management
- Discuss the complexities and explain the distinctive nature of managing human resources in international business organizations
- Explain and be aware of the role national and cultural differences play in the practice of IHRM in MNEs
- Describe and give examples of how effective IHRM policies and practices lead to international business success
- Compare and highlight different approaches to IHRM policies and practices

**Module MA IB 4: Socially Responsible Management (6 CP)**

Part 1: Theories of Corporate Social Responsibility	2 SWS	3 CP	Semester 1
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The internationalization and globalization process and the ensuing privatization and liberalization processes – all operated to achieve efficiency – are at the core of the CSR discussion. The course "Theories of Corporate Social Responsibility" aims at critically analyzing and discussing the shifting of social responsibility as well as the political, societal and economic transformations that affect international business life.

By the end of the lectures, successful students should be able to:

- Develop a critical awareness of the importance of CSR for business.

- Explain complex philosophies and theories in the area of CSR.
- Define tools, which are used to implement CSR in an organization, and apply them to business practice.

Part 2: Sustainable Supply Chain Management	2 SWS	3 CP	Semester 2
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CSR is also essential for the management of the supply chain and the need for sustainability has never been stronger. Therefore, the course 'Sustainable Supply Chain Management' builds on the course 'Corporate Social Responsibility' and shows how CSR can be incorporated into business practice. Prospective supply chain managers have to understand how the various partners in the supply chain may harm the companies' image and reputation due to missing corporate social responsibility orientation. Students will learn how companies and their supply chain can achieve long lasting success in implementing appropriate sustainable supply chain management tools.

By the end of the lectures, students should be able to:

- Discuss the major targets and environmental aspects influencing supply chain management.
- Apply the basic theoretical frameworks of supply chain management.
- Understand the major challenges for supply chain managers.
- Explain the importance of social responsibility for supply chain management.
- Implement strategies and tools to create sustainable supply chains in a global context.

**Module MA IB 5: International Marketing and Sales (6 CP)**

Part 1: Customer Relationship Management (CRM)	2 SWS	3 CP	Semester 1
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Starting off simply as a label for a large number of software tools years ago, today CRM is a broadly recognized strategy. Nowadays it also involves technology for managing a company's interactions with customers and sales prospects. Based on the idea of collecting and using all customer data along the value chain, CRM focuses on increasing efficiency in all steps of a sustainable partnership with clients and prospects.

By the end of this module students should be able to:

- Understand the importance of keeping customers for increasing sales and cost reduction

<ul style="list-style-type: none"> <li>- Discuss the advantages and disadvantages of a sustainable CRM approach</li> <li>- Develop CRM strategies and tools</li> <li>- Integrate new developments like social media (Facebook, Twitter,..) into classical CRM approaches</li> </ul>			
Part 2: International Service Marketing	2 SWS	3 CP	Semester 1
<p>Services have become the most discussed goods category. This presents special challenges that must be identified and addressed by companies. Compared to manufactured goods services are intangible, more heterogeneous and in certain aspects basically ask for the participation of the customer within the service production process. These characteristics of services lead to an adaptation of the well-known marketing management process to achieve competitive advantages across industries.</p> <p>By the end of the lectures, students should be able to:</p> <ul style="list-style-type: none"> <li>- Integrate new developments like social media (Facebook, Twitter,..) into classical CRM approaches</li> <li>- Understand the difference between services and manufactured goods.</li> <li>- Discuss the differences between the services marketing management process and the already known marketing management process.</li> <li>- Work with appropriate services strategies and marketing mix tools.</li> <li>- Understand the necessity for extending the 4 Ps to the so called 8 Ps.</li> </ul>			

#### Module MA IB 6: Value-based and Risk Management (6 CP)

Part 1: Value-based Business Management	2 SWS	3 CP	Semester 2
<p>Performance metrics proxy wealth effects and employee and management incentives must be tied to these wealth effects. This course reinforces the principles of economic valuation and provides opportunities to apply the theory. Additionally, it examines a wide range of fundamental managerial techniques used by companies in their internal financial functions. In particular, it focuses on (a) techniques useful in analyzing and managing value-increasing projects; (b) a framework for value-based decision-making.</p> <p>Successful students will be able to define and interpret the necessary and dependent elements of value-based management. They will develop a critical understanding of the importance of those elements for each business decision and will be aware of their impact on the whole value chain.</p>			

Part 2: International Risk Management	2 SWS	3 CP	Semester 2
<p>The students will understand how insurance companies and capital markets deal with risk. They will learn how an actuarially fair insurance premium is calculated and in how far the fair premium determines the latitude of the stakeholders. Furthermore, students will learn how to deal with moral hazard and adverse selection and what to do with non-insurable risks.</p>			

#### Module MA IB 7: International Finance and Investment (6 CP)

Part 1: Global Finance Management	2 SWS	3 CP	Semester 2
<p>This module considers financial issues associated with the operation of a firm in the international environment. The module will focus on the issues that make corporate financial decision-making more complex for internationally-oriented firms than for purely domestic firms. These issues include exchange rates, international taxation, and political risk.</p> <p>By the end of this module, students are expected to have attained proficiency in the following areas:</p> <ul style="list-style-type: none"> <li>- International Monetary System and its recent developments.</li> <li>- Foreign exchange market and its roles in international finance and trade.</li> <li>- International risk management, including the theoretical arguments for and against hedging foreign exchange and interest rate risk and the use of financial instruments such as options on exchange rates, financial futures and currency swaps; and,</li> <li>- Corporate Finance and Investments in International Setting.</li> <li>- Research methodologies employed in international finance</li> </ul>			
Part 2: International Investment	2 SWS	3 CP	Semester 2
<p>This module considers investments in the international environment. The module will focus on different sources of risks when assessing international investments in consideration of for example political risks. Furthermore, students will learn how to differentiate between Spot and Forward Markets when looking at the market for foreign exchange and which factors and benefits of portfolio investments play a role for decision-making. Additionally, students will learn the determinants of volume composition and direction and direct investment.</p>			

<b>Module MA IB 8: Business Electives (6 CP)</b>			
Part 1: Business Electives 1	2 SWS	3 CP	Semester 3
Part 2: Business Electives 2	2 SWS	3 CP	Semester 3
Due to its nature as an elective, this module contains a variety of courses offered based on the students' demands. Examples of courses offered are:			
<ul style="list-style-type: none"> <li>- Strategic Management of Innovative Companies</li> <li>- Portfolio Management</li> <li>- International Entrepreneurship</li> <li>- Consolidated Financial Statements</li> <li>- Supplier Relationship Management</li> <li>- International Tax Planning</li> <li>- Advanced Research Methods</li> </ul>			
This module description elaborates upon randomly chosen courses of this list as examples for the courses offered within the module.			

<b>Module MA IB 9: Specialisation Seminars (12 CP)</b>			
Part 1: Specialisation Seminar 1	2 SWS	4 CP	Semester 1
Part 2: Specialisation Seminar 2	2 SWS	4 CP	Semester 2
Part 3: Specialisation Seminar 3	2 SWS	4 CP	Semester 3
This module contains seminars that address up-to-date relevant topics for the specialisation a student has chosen. The topics change every semester and are geared towards the specific interests of the participating students. The focus of the seminars is on current research as well as on interdisciplinary discussion.			
The following descriptions are examples for possible seminars to be offered in this module:			
<ul style="list-style-type: none"> <li>- Media and Internet in the PR of China (specialisation East Asia Management and Media Management)</li> <li>- The Japanese Tourism Industry (East Asia Management and Tourism, Hospitality, Event Management)</li> <li>- Strategic Management in the European Aviation Industry (specialisation European and Tourism Management)</li> <li>- Technology and Innovation Management in Europe (European Management)</li> <li>- Business Opportunities in an Era of Aging and Demographic Change in Europe: Divergent Trends in Western and Central Europe (specialisation European and</li> </ul>			

East European Management)
<ul style="list-style-type: none"> <li>- Identification of Starting Points for Performance Improvement in Latin American Energy Companies (specialisation Consulting and Latin America Management)</li> <li>- Professional Project Management for Realization of Performance Potentials (specialisation Consulting and International Trade)</li> </ul>

<b>Module MA IB 10: Language Specialisations (6 CP)</b>			
Part 1: Language Specialisation 1	2 SWS	2 CP	Semester 1
Part 2: Language Specialisation 2	2 SWS	2 CP	Semester 2
Part 3: Language Specialisation 3	2 SWS	2 CP	Semester 3
Due to its nature as an elective, this module contains a variety of courses offered based on the students' demands.			
Examples of English courses offered are:			
<ul style="list-style-type: none"> <li>- English for Specific Academic Purposes</li> <li>- Strategic Business Communication</li> <li>- English for Legal Purposes</li> <li>- BEC Higher Preparation</li> </ul>			
Examples of Spanish courses offered are:			
<ul style="list-style-type: none"> <li>- The Establishment of a Business</li> <li>- Financial Spanish: Stock exchange and Banking sector</li> <li>- Corporate Social Responsibility</li> <li>- DIEN/DSEN Preparation</li> </ul>			
Examples of Chinese courses offered are:			
<ul style="list-style-type: none"> <li>- Newspaper Chinese</li> <li>- Chinese for Negotiations</li> <li>- Writing (business) Letters in Chinese</li> <li>- Preparation Course for HSK</li> </ul>			
Similar courses for French, Japanese, and Russian will be offered on request.			

<b>Module MA IB 11: Team and Project Skills (6 CP)</b>			
Part 1: Team and Self Management	2 SWS	3 CP	Semester 1
Successful students will become familiar with the differences between group work and real teamwork. They will know how to be positive and goal-oriented when working in a team or giving a presentation. Additionally, they will know how to put			

their gained knowledge into practice and how dynamics in group and team work affect cooperation. Students will be able to evaluate how their own behaviour influences teamwork and will be able to react correctly in critical situations.

Part 2: Project Management	2 SWS	3 CP	Semester 1
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This course acquaints students with the four core competencies of project management: Basic, social, methodological and organisational competencies. Students learn the theories and methods of project management allowing them to apply their knowledge to a real life project.

**Module MA IB 12: Leadership Skills (6 CP)**

Part 1: Leadership Management & Responsibilities	2 SWS	3 CP	Semester 3
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The Corporate Leader has a multifaceted role and helps to balance competing demands while maintaining the focus on the bigger-picture that positions your organization for future success.

Based on the concepts and research of Covey, Fullan, Goleman, Maxwell and others, students will get an understanding of today's core leadership principles. They will analyse and define leadership styles including their own, will be able to develop a critical view of today's management in business and organisations and will learn how to present their own perceptions and visions in order to motivate teams and others to generate results in a success oriented environment.

Part 2: Creative Thinking and Innovation	2 SWS	3CP	Semester 3
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"Routine is the enemy of innovation," declares Tom Kelley, general manager of IDEO, which is lauded as "the world's most celebrated design firm". Kelley shows how "hot teams," assembled for specific projects with concrete goals and deadlines, are the foundation of performance-based success.

Based on his concept and the research on "Creative Thinking and Innovation" by experts such as Tom Peters or Alex Osborn students will learn in theory and practice how the creative process of product or service development as well as business and marketing concepts functions and is turned into a final presentation for company decision-makers or prospective clients.