

## MA in International Culture and Management (ICM)

Semester 1	Semester 2	Semester 3	Semester 4
MA ICM 1 Theories of International Economics	MA ICM 1 Special Issues in Globalisation	Summer internship between semester 2 and semester 3, minimum 8 weeks (10 CP)	Master Thesis
MA ICM 2 Corporate Governance	MA ICM 3 Intern. Organisational Planning and Development		
MA ICM 2 International Law	MA ICM 3 Special Issues in International HR		
MA ICM 4 Theories of Corporate Social Responsibility	MA ICM 4 Sustainable Supply Chain Management	Master Thesis Tutorial	
MA ICM 5 Language and Communication	MA ICM 6 Cultural and Social Anthropology	MA ICM 8 Business Electives 1	
MA ICM 5 Cross-cultural Marketing and Branding	MA ICM 6 Applied Diversity Management	MA ICM 8 Business Electives 2	
MA ICM 11 Team and Self Management	MA ICM 7 Knowledge Management and Transfer	MA ICM 12 Leadership Management & Responsibilities	
MA ICM 11 Project Management	MA ICM 7 Innovation and Change	MA ICM 12 Creative Thinking and Innovation	
MA ICM 9 Specialisation Seminar 1	MA ICM 9 Specialisation Seminar 2	MA ICM 9 Specialisation Seminar 3	
MA ICM 10 Language Specialisation 1	MA ICM 10 Language Specialisation 2	MA ICM 10 Language Specialisation 3	

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

### Module MA ICM 1: International Trade and Globalisation (6 CP)

Part 1: Theories of International Economics	2 SWS	3 CP	Semester 1
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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
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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 ICM 2: Corporate Governance and Law (6 CP)

Part 1: Corporate Governance	2 SWS	3 CP	Semester 1
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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
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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 ICM 3: International Organization and HRM (6 CP)

Part 1: International Organizational Planning and Development	2 SWS	3 CP	Semester 2
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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:			
<ul style="list-style-type: none"> <li>- Define and illustrate key processes of change management</li> <li>- Understand key theories of organization</li> <li>- Identify and understand key forms of organization</li> <li>- Master organizational alignment as reactions to strategic change on an international scale</li> </ul>			
Part 2: Special Issues in International HR	2 SWS	3 CP	Semester 2
<p>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.</p> <p>At the end of the course students should be able to:</p> <ul style="list-style-type: none"> <li>- Define and illustrate the key components of international human resource management</li> <li>- Discuss the complexities and explain the distinctive nature of managing human resources in international business organizations</li> <li>- Explain and be aware of the role national and cultural differences play in the practice of IHRM in MNEs</li> <li>- Describe and give examples of how effective IHRM policies and practices lead to international business success</li> <li>- Compare and highlight different approaches to IHRM policies and practices</li> </ul>			

<b>Module MA ICM 4: Socially Responsible Management (6 CP)</b>			
Part 1: Theories of Corporate Social Responsibility	2 SWS	3 CP	Semester 1
<p>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.</p> <p>By the end of the lectures, successful students should be able to:</p> <ul style="list-style-type: none"> <li>- Develop a critical awareness of the importance of CSR for business.</li> <li>- Explain complex philosophies and theories in the area of CSR.</li> <li>- Define tools, which are used to implement CSR in an organization, and apply</li> </ul>			

them to business practice.			
Part 2: Sustainable Supply Chain Management	2 SWS	3 CP	Semester 2
<p>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.</p> <p>By the end of the lectures, students should be able to:</p> <ul style="list-style-type: none"> <li>- Discuss the major targets and environmental aspects influencing supply chain management.</li> <li>- Apply the basic theoretical frameworks of supply chain management.</li> <li>- Understand the major challenges for supply chain managers.</li> <li>- Explain the importance of social responsibility for supply chain management.</li> <li>- Implement strategies and tools to create sustainable supply chains in a global context.</li> </ul>			

<b>Module MA ICM 5: Communication and Marketing (6 CP)</b>			
Part 1: Language and Communication	2 SWS	3 CP	Semester 1
<p>Students analyse the development of today's information society and simultaneously study the role of language and communication. Successful students are familiar with concepts that explain how language is used to create and maintain a social institution, the impact it has on individual identities, the formation of communities and on how nations function politically, socially and economically in a world that is connected by digital communication technology.</p>			
Part 2: Cross-cultural Marketing and Branding	2 SWS	3 CP	Semester 1
<p>Based on the theoretical knowledge acquired in the first part of the module, this course tackles the diversity in world markets. It adopts a cultural approach to international marketing. Successful students learn which perspective to take as a marketing decision-maker whose business has established a global presence. Students will be able to solve marketing and branding problems by taking the subtle</p>			

cultural issues facing the global marketer into consideration.

<b>Module MA ICM 6: Diversity Management (6 CP)</b>			
Part 1: Cultural and Social Anthropology	2 SWS	3 CP	Semester 2
By the end of the course, the students should have developed a basic knowledge of microeconomic and macro-economic principles. Model-based findings will be related to current issues in a national and closed system. A broad range of key concepts from supply and demand to elasticity enables students to develop a basic understanding of the economic development. Economic issues concerning product and services markets will be discussed. Additionally, students will be able to describe public choice theory.			
Part 2: Applied Diversity Management	2 SWS	3 CP	Semester 2
By the end of the course, successful students will understand the different areas of regulation of civil law and corporate law. Students will be able to assess the area of application of civil law concerning corporate law and understand the methodology of law and its relationship to business. Additionally, students will have broadened their knowledge and understanding of company law. They will possess an awareness of the advantages, disadvantages, and implications of various legal forms of national business organisations.			

<b>Module MA ICM 7: Knowledge Management (6 CP)</b>			
Part 1: Knowledge Management and Transfer	2 SWS	3 CP	Semester 2
The first part of the module will explore one of the most important resources of a company, namely knowledge. In order to do that the process of knowledge creation, acquisition, exchange, transformation and storage will be analysed and discussed. Students will familiarize themselves with practical knowledge management tools and techniques to understand the implementation of knowledge management in organizations.			
Part 2: Innovation and Change	2 SWS	3 CP	Semester 2
Facilitating change is a competence required for leadership. This module will focus on the principles and practices that lie at the core of skilful facilitation and help individuals to create a dynamic group setting in which people truly collaborate, come up with creative and innovative solutions, and make sound decisions. Using the Creative Problem Solving (CPS) Thinking Skills framework by Miller, Vehar,			

Firestien, participants will deepen their innovative thinking skills and practice facilitation from assessing the task through to the design and delivery of the session right to the subsequently required follow-up steps.  
The aim is to enable students to apply their knowledge of oral communication skills in an international business set up and to participate in and conduct creative team sessions and meetings.

<b>Module MA ICM 8: Business Electives (6 CP)</b>			
Part 1: Business Elective 1	2 SWS	3 CP	Semester 3
Part 2: Business Elective 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>- Advanced Intercultural Competencies</li> <li>- Cultural Industry/Cultural Production</li> <li>- Cultural Institutions and Politics</li> <li>- Entrepreneurship and Culture</li> <li>- Popular Culture</li> <li>- Social Psychology</li> <li>- Strategic Management of Innovative Companies</li> </ul>			
This module description elaborates on randomly chosen courses of this list as examples for the courses offered within the module.			

<b>Module MA ICM 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> </ul>			

- The Japanese Tourism Industry (East Asia Management and Tourism, Hospitality, Event Management)
- Strategic Management in the European Aviation Industry (specialization European and Tourism Management)
- Technology and Innovation Management in Europe (European Management)
- Business Opportunities in an Era of Aging and Demographic Change in Europe: Divergent Trends in Western and Central Europe (specialisation European and East European Management)
- Identification of Starting Points for Performance Improvement in Latin American Energy Companies (specialisation Consulting and Latin America Management)
- Professional Project Management for Realization of Performance Potentials (specialisation Consulting and International Trade)

**Module BA ICM 10: Language Specialisations (6 CP)**

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:

- English for Specific Academic Purposes
- Strategic Business Communication
- English for Legal Purposes
- BEC Higher Preparation

Examples of Spanish courses offered are:

- The Establishment of a Business
- Financial Spanish: Stock exchange and Banking sector
- Corporate Social Responsibility
- DIEN/DSEN Preparation

Examples of Chinese courses offered are:

- Newspaper Chinese
- Chinese for Negotiations
- Writing (business) Letters in Chinese

- Preparation Course for HSK
- Similar courses for French, Japanese, and Russian will be offered on request.

**Module MA ICM 11: Team and Project Skills (6 CP)**

Part 1: Team and Self Management	2 SWS	3 CP	Semester 1
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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 ICM 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	3 CP	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.