

Human Resources Management, Organization and Project Management

Formal details about the module				
Program		Field of study		
Business Administration (BWL)		International Business		
Module name		Module language		
Human Resources Management, Organization and Project Management		English		

Position of the module in the course of studies			
Semester	Prerequisite	Type of module	Module duration
4 th semester	-	Field of study core module	1 semester

Teaching and examination methods employed			
Teaching and examination methods:	Examinations	Graded Yes/No	Scope of assessment
Lectures, case studies, inverted classroom, role play	<ul style="list-style-type: none"> ▪ Exam 	<ul style="list-style-type: none"> ▪ yes 	<ul style="list-style-type: none"> ▪ 120 minutes

Workload and ECTS			
Workload	Total:	150	ECTS credits
	<i>Of which compulsory attendance required</i>	55	5
	<i>Of which self-study</i>	95	

Qualification objectives and competencies	
Subject matter expertise:	The students are able to understand and evaluate the relevance of decisions concerning personnel policy for the company. They have gained an overview of all relevant human resources management processes, from personnel planning to personnel layoff, and can also classify the relevance of operational codetermination. Moreover, they know the basic theories and concepts of organisational design. They are familiar with the different forms and models of structural and procedural organisation including the framework conditions and special features of project management. On that basis, they are able to evaluate real organisational concepts in a qualified manner.
Methodological expertise:	The students become acquainted with the tools of operational personnel work as well as the theoretical organisational concepts and are able to evaluate their respective importance and transfer them to practical applications, for example within the scope of project management.
Personal and social competence:	The students become acquainted with features displaying participatory, culturally sensitive and tolerant behaviour. Equally, they have developed a deeper understanding for the social/ ethical responsibility of operational personnel work while being able to also classify the importance of works councils. They have also developed an understanding for the behaviour-forming force of organisational arrangements.
Transferable skills:	The students are capable of recognising and evaluating the basic framework conditions for the human resources management and the organisation, based on the overall strategic orientation of the company. They have become familiar with the whole range of human resources management tools and are able to understand their effects. Students also recognise the meaning of the organisational design as an essential element in the management process, they can evaluate the contribution of organisational political decisions to the corporate management and can also transfer this to concrete fields of action of the project management.

Learning units and content		
Teaching and learning units	Compulsory attendance hours	Self-study hours
Human resources management	33	57
<ul style="list-style-type: none"> - objectives and tasks of human resources work - headcount planning - main features of personnel marketing - recruitment - remuneration policy of companies - human resources development - personnel layoff - organizational models for the HR sector 		
Organization and project management	22	38
<ul style="list-style-type: none"> - company and organization - organization theories - structural organization - process organization / process management - planning of organizational change (organizational development) - project management (project conception and planning, project execution and closure, project monitoring) 		
Particularities and prerequisites		
Particularities		
-		
Prerequisites		
-		
Literature		
<ul style="list-style-type: none"> - Bach, N.; Brehm, C.; Buchholz, W.; Petry, T.: Wertschöpfungsorientierte Organisation. Architekturen – Prozesse – Strukturen, Wiesbaden: SpringerGabler - Berthel, J.; Becker, F. G.: Personal-Management. Grundzüge für Konzeptionen betrieblicher Personalarbeit, Stuttgart: Schäffer-Poeschel - Lindner, D.; Lindner-Lohmann, F.; Schirmer, U.: Personalmanagement, Heidelberg: Springer - Oechsler, W.A. / Paul, C: Personal und Arbeit, München, Wien: Oldenbourg - Scholz, C.: Personalmanagement. Informationsorientierte und verhaltenstheoretische Grundlagen, München: Vahlen - Schulte-Zurhausen, M.: Organisation, München: Vahlen - Schreyögg, G. / Geiger, G.: Organisation. Grundlagen moderner Organisationsgestaltung, Heidelberg: Springer - Stock-Homburg, R.: Personalmanagement. Theorien – Konzepte – Instrumente, Wiesbaden: SpringerGabler - Vahs, D.: Organisation: Ein Lehr- und Managementbuch, Stuttgart: Schäffer-Poeschel 		

Macroeconomics

Formal details about the module				
Program	Field of study			
Business Administration (BWL)	International Business			
Module name	Module language			
Macroeconomics	English or German			

Position of the module in the course of studies			
Semester	Prerequisite	Type of module	Module duration
4 th semester	-	Field of study core module	1 semester

Teaching and examination methods employed			
Teaching and examination methods:	Examinations	Graded Yes/No	Scope of assessment
Lectures, tutorial	▪ Exam	▪ yes	▪ 120 minutes

Workload and ECTS			
Workload	Total:	150	ECTS credits
	<i>Of which compulsory attendance required</i>	55	
	<i>Of which self-study</i>	95	

Qualification objectives and competencies	
Subject matter expertise:	The students are able to describe short-term and long-term macroeconomic developments of economy and to analyse these by means of models. The students can outline the creation, the value and the effects of money by means of different concepts and in relation to the financial system and can apply those to current issues. They are familiar with important monetary theory relationship and can explain monetary policy decisions.
Methodological expertise:	The students have gained the competence to apply the learned concepts, models and methods to basic macroeconomic problems. They are able to make the necessary abstractions and simplifications to the essential factors and to argue in causal chains.
Personal and social competence:	The students are able to recognise the complexity of macroeconomic relationships and to compare the partly contradictory explanations. The students understand the dependence of the economic explanations on historical and cultural conditions.
Transferable skills:	In this module, the students become acquainted with a company's dependencies on the overall economic development. They understand how a company is influenced by economic processes or by monetary policy decisions and which reactions to such developments may be taken. The students are able to understand the possibilities, but also the limits and risks of the use of models and their assumptions in macroeconomics.

Learning units and content		
Teaching and learning units	Compulsory attendance hours	Self-study hours
Principles of macroeconomics	28	48
<ul style="list-style-type: none"> - economic cycle and national accounts - basic ideas of macro-economic paradigms: Keynesian versus neoclassical approaches - model-based macro-economic analysis of the closed economy (e.g. IS-LM-model, AS-AD-model, Solow model) - policy implications (e.g. fiscal and monetary policy) 		
Money and currency	27	47
<ul style="list-style-type: none"> - monetary concepts, financial system - demand for money and money supply - principles of monetary policy - institutional design of monetary policy - inflation and deflation - current issues about the monetary policy - foreign exchange market - exchange rate theories - international monetary system 		

Particularities and prerequisites	
Particularities	-
Prerequisites	-

Literature
<ul style="list-style-type: none"> - Arnold, L.: Makroökonomik, Mohr Siebeck, Tübingen - Beck, H.: Globalisierung und Außenwirtschaft, Vahlen, München - Blanchard, O./Illing, G.: Makroökonomie, Pearson, München - Görgens, E./Ruckriegel, K./Seitz, F.: Europäische Geldpolitik, UVK-Verlag, Konstanz - Issing, O.: Einführung in die Geldtheorie, Vahlen, München - Mankiw, N. G.: Makroökonomik, Schäffer Poeschel, Stuttgart - Rose, K., Sauernheimer, K.: Theorie der Außenwirtschaft, Vahlen, München - Spahn, P.: Geldpolitik, Vahlen, München - Stiglitz, J. E./Walsh, C. E.: Makroökonomie, Oldenbourg, München

Applied Intercultural Management

Formal details about the module				
Program	Field of study			
Business Administration (BWL)	International Business			
Module name	Module language			
Applied Intercultural Management	English or German			

Position of the module in the course of studies			
Semester	Prerequisite	Type of module	Module duration
4 th semester	-	Field of study core module	1 semester

Teaching and examination methods employed			
Teaching and examination methods:	Examinations	Graded Yes/No	Scope of assessment
Lectures, case studies	<ul style="list-style-type: none"> ▪ Portfolio 	<ul style="list-style-type: none"> ▪ yes 	<ul style="list-style-type: none"> ▪ Defined in lectures

Workload and ECTS			
Workload	Total:	180	ECTS credits
	<i>Of which compulsory attendance required</i>	66	
	<i>Of which self-study</i>	114	

Subject matter expertise:	<p>The cultural origin of the executives as well as the corporate culture represent a complex, which profoundly affects the prevailing management styles in the company. Building on the basic knowledge already gained, students acquire further knowledge about the complex interaction of cultural levels and their influence on the company's management and strategic orientation.</p> <p>Companies today are not only faced with the question of profit maximisation, but more and more with questions of ethics and sustainability. Students deal with different international aspects of ethics, for example in production, in order to gain a situational understanding of problems. Furthermore, they reflect the impact of culture on the fundamental understanding of sustainability and its social significance. As a result students can develop recommendations for action for their company.</p> <p>With rising heterogeneity of staff and an increasing internationalisation of the companies, a basic understanding of employees' expectations and their motivation is as important as an understanding of employees' ways to make decisions and their willingness to take risks. On the basis of case studies and group work students develop profound insights into the impact of culture and cultural differences on selected departments in the company.</p>
Methodological expertise:	<p>Students are capable of applying given methods to concrete problems independently. They are able to collect data and information from various internal and external sources, assess and process these according to given criteria. They can use the available learning aids and working tools for the acquisition of knowledge increasingly independently.</p>

Personal and social competence:	<p>The students have further improved their ability to reflect and to act in situations of intercultural interaction and have developed a feeling for their own intercultural competence. They are aware of the necessity to show certain attitudes in order to interact effectively and appropriately in intercultural situations. The students increasingly take responsibility for the learning success. They are able to give feedback appropriately and give reasons for their point of view by using a sound theoretical approach. They use all available learning aids and working tools for the acquisition of knowledge.</p> <p>The students have developed a feeling for the multi-layered and complex problems occurring while working together in international teams and corporate co-operations. They are aware of their special responsibility concerning the cooperation with colleagues and business partners with different cultural origins. The students are capable of understanding other ways of thinking and behaviours and they can communicate their own point of view against the background of their own system of values transparently and appreciatively.</p> <p>The students have developed a feeling for the various influences and effects of culture on economic interrelationships. They are able to reflect their own behaviour against the background of other systems of values and to analyse the behaviour of others from different perspectives. The students are able to work constructively in an international team.</p>
Transferable skills:	<p>The students are aware of the importance of increasing diversity in the company environment. They possess comprehensive knowledge with respect to questions and methods of intercultural management. They are able to transfer and apply the acquired knowledge to real situations in intercultural co-operation in terms of the action-oriented dimension of intercultural competence. Against the background of goal orientation of business management, the students are able to show situationally adapted flexibility. They clearly take their own view, where it is necessary.</p>

Learning units and content		
Teaching and learning units	Compulsory attendance hours	Self-study hours
Leadership, Ethics and Sustainability	33	57
Culture-bound management styles: in-depth studies; co-operation in international teams; basic understanding of ethics; international ethical points of view; sustainability; ethics and sustainability: an international comparison		
Intercultural Management in Selected Operational Areas	33	57
It is dealt with the influence of culture with regard to different selected fields, e.g. personnel management, production, development, marketing and controlling: communication, relationships, hierarchies, expectations, remuneration systems, the willingness to take risks and the understanding of roles in an international environment are discussed.		

Particularities and prerequisites
Particularities
-
Prerequisites
Principles of Intercultural Management

Literature
<p>Bowe, H. J./Martin, K./Manns, H.: Communication Across Cultures. Mutual Understanding in a Global World, Port Melbourne: Cambridge University Press.</p> <p>Browaeys, M.-J./Price, R.: Understanding Cross-Cultural Management, Harlow: Pearson Education.</p> <p>Chhokar, J.S./Brodbeck, F.C./House, R.J.: Culture and Leadership Across the World. The GLOBE Book of In-depth Studies of 25 Societies, Mahwah: Lawrence Erlbaum Associates.</p> <p>Deresky, H.: International Management. Managing Across Borders and Cultures, Harlow: Pearson Education.</p> <p>Deardorff, D. K. (Hrsg.): The SAGE Handbook of Intercultural Competence, Thousand Oaks: SAGE Publications.</p> <p>House, R.J./Hanges, P.J./Javidan, M./Dorfman, P. W./Gupta, V. (Hrsg.): Culture, Leadership, and Organizations. The GLOBE Study of 62 Societies, Thousand Oaks: SAGE Publications.</p> <p>House, R.J./Dorfman, P.W./Javidan, M./Hanges, P.J./Sully de Luque, M.F.: Strategic Leadership Across Cultures. The GLOBE Study of CEO Leadership Behavior and Effectiveness in 24 Countries, Thousand Oaks: Sage Publications.</p> <p>Lüsebrink, H.-J.: Interkulturelle Kommunikation. Interaktion, Fremdwahrnehmung, Kulturtransfer, Stuttgart: Metzler.</p> <p>Luthans, F./Doh, J.P.: International management. Culture, Strategy and Behavior, New York: McGraw-Hill.</p> <p>Martin, J.N./Nakayama, T.K.: Intercultural Communication in Contexts, New York: McGraw-Hill.</p> <p>Nakayama, T.K./Halualani, R.T. (Hrsg.): The Handbook of Critical Intercultural Communication, Chichester: Wiley-Blackwell.</p> <p>Samovar, L.A./Porter, R.E./McDaniel, E.R./Roy, C.S.: Communication Between Cultures, Boston: Cengage Learning.</p> <p>Schneider, S.C./Barsoux, J.-L./Stahl, G.K.: Managing Across Cultures, Harlow: Pearson.</p> <p>Schneider, U./Hirt, C.: Multikulturelles Management, München: Oldenbourg.</p> <p>Thomas, D.C./Peterson, M.F.: Cross-Cultural Management: Essential Concepts, Thousand Oaks: SAGE Publications.</p>

Operational Management in International Business

Formal details about the module			
Program	Field of study		
Business Administration (BWL)	International Business		
Module name	Module language		
Operational Management in International Business	English		

Position of the module in the course of studies			
Semester	Prerequisite	Type of module	Module duration
4 th semester	-	Field of study core module	1 semester

Teaching and examination methods employed			
Teaching and examination methods:	Examinations	Graded Yes/No	Scope of assessment
Lecture, tutorial	▪ Exam	▪ yes	▪ 150minutes

Workload and ECTS			
Workload	Total:	240	ECTS credits
	<i>Of which compulsory attendance required</i>	88	
	<i>Of which self-study</i>	152	

Qualification objectives and competencies	
Subject matter expertise:	<p>The students are familiar with the corporate options for action which result from the internationalisation of flows of goods and finance. The understanding of the underlying models enables the students to identify potentials and limits of decisions regarding internationalisation. They are able to compare and evaluate basic internationalisation options, from offshoring, the use of service providers, strategic partnerships, joint ventures, to the different forms of direct investment. They can also evaluate alternative locations concerning their chances and risks.</p> <p>The students understand the financial effects of decisions regarding internationalisation.</p> <p>They can evaluate the financial risks and recommend appropriate hedging instruments and hedging strategies. They know the tools for the conduct and financing of international commercial transactions. They are able to use established techniques for the financial optimisation of the flow of goods in the company.</p> <p>Students are able to evaluate company decisions from different perspectives, such as the customer's, the financial, or the logistics' perspective. They are able to identify and evaluate the associated risks and know measures for risk management. They can evaluate the applicability of theories and models and, as such, understand and assess decisions concerning globalisation of their company.</p>
Methodological expertise:	<p>The students know fundamental models and techniques of capacity management, stock holding, sales forecasts, order processing, and transport management, in order to manage the international flow of goods; they can also apply these instruments to basic examples.</p> <p>Students know financing models, particularly for the consideration of interest rate developments and exchange rate developments in different financing plans, and are able to identify financial risks. They make use of methods for the evaluation of country-specific chances and risks.</p> <p>They are capable of comparatively evaluating alternative decisions concerning locations and financing both in international trade and for direct investments. They are familiar with basic evaluation methods for decisions in case of uncertainty, like the sensitivity analysis or the decision-tree method. They know the basic elements of risk management and are able to apply these.</p>

Personal and social competence:	The students understand the effects of decisions concerning globalisation and the associated flows of goods and finance with respect to economy, society and environment. They take a critical view at economic, social and ethical areas of tension. Students are able to classify the differences between non-monetary financial tools and speculative financings and their consequences in the international environment.
Transferable skills:	The students are able to evaluate decisions concerning company internationalisation from different perspectives. They look at effects on the economy, the society and the environment in their entirety and identify potential conflicts of interest with stakeholders at an early point in time. This enables them to represent decisions of internationalisation, both within the company and to the outside, in a well-founded manner.

Learning units and content		
Teaching and learning units	Compulsory attendance hours	Self-study hours
International Operations Management	44	76
Operations management and supply chain management processes; design options for global supply chains; order processing; capacity management/ inventory management; make-or-buy decisions; sourcing; international transactions; risk exposure in international supply chains		
International Financial Management	44	76
Determination of risk exposures with strategies of internationalization (e.g. transaction risk, translation risk, currency risk); hedging of risk exposures by means of derivatives (hedging strategies, forwards, futures, options); documents in foreign trade (e.g. customs documents, certificates of origin, shipping documents, order papers, insurance documents, movement certificates, SGS- and PSI- certificates); foreign trade financing (e.g. international export guarantee and investment guarantee covering, forms of risk coverage; project financing, forfaiting, buyer credits); international payment transactions (e.g. international bills of exchange, bill of exchange versus promissory notes, discounting of bills of exchange, acceptance letters, drafts and endorsements, documentary collections, documentary letters of credit; use of supply chain finance in order to optimize business processes (e.g. factoring, leasing, cash forwarding); optimization of the working capital (e.g. cash management, receivables management, payables management, capital structure management)		

Particularities and prerequisites
Particularities
-
Prerequisites
none

Literature
Brealey, R./ Myers, S./ Allen, F.: Principles of Corporate Finance, New York: McGraw-Hill. Bretzke, W.-R.: Logistische Netzwerke, Berlin: Springer. Cooper, R.: Corporate Treasury and Cash Management, Basingstoke: Macmillan. Coyle, J.J./ Novack, R.A./ Gibson, B.J./ Bardi E.J.: Transportation. A Supply Chain Perspective, South-Western: Cengage Learning. Eun, C.S./ Resnick, B.G.: International Finance, Maidenhead: McGraw-Hill. Grant, D.B./ Lambert, D.M./ Stock, J.R./ Ellram, L.M.: Fundamentals of Logistics Management, London: McGraw-Hill. Heizer, J./ Render, B.M.: Operations Management, Harlow: Pearson. Ivanov, D./ Tsipoulanidis, A.: Global Supply Chain & Operation Management, Zürich: Springer International Publishing. Kouvelis, P./ Dong L.: Handbook of Integrated Risk Management in Global Supply Chains, Hoboken: Wiley. Krajewski, L.J./ Malhotra, M.K.: Operations Management. Processes and Supply Chains, Harlow: Pearson. Mieke, C./Nagel, M.: Produktion und Logistik. Die wichtigsten Methoden, Konstanz: UVK. Perridon, L./ Steiner, M.: Finanzwirtschaft der Unternehmung, München: Vahlen. Shapiro, A.C.: Multinational Financial Management, Hoboken: Wiley. Wachowitz, J./ Van Home: Fundamentals of Financial Management, New York: Prentice Hall.