



Friedrich-Alexander-Universität
School of Business,
Economics and Society

Master's degree program

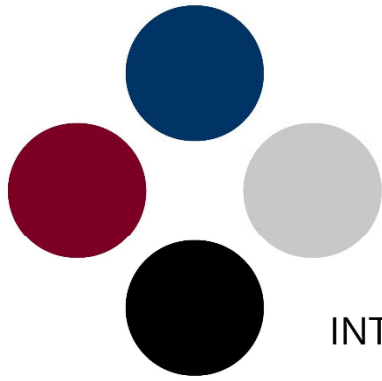
International Business Studies

Module handbook–
summer semester 2024

www.wiso.fau.de/mibs

**Advanced
knowledge**





MIBS

MASTER OF SCIENCE IN
INTERNATIONAL BUSINESS STUDIES

Version: 05.04.2024

All information is provided without warranty and claim for accuracy. In case of doubt, the official examination regulations apply. If you have any questions or concerns, please always contact the respective lecturer directly.

Thank you!

Master in International Business Studies							
		1	2	3	4		
		ECTS	ECTS	ECTS	ECTS	ECTS	
Core Courses (Kernbereich) (60 out of 90 ECTS/60 aus 90 ECTS)		60	20	20	20		
Modulbereich: Environment of international business		10					
Issues in international political economy		5					
International and european trade law		5					
Modulbereich: Foundations of international management		10					
Foundations of international management I		5					
Foundations of international management II		5					
Modulbereich: International strategic management		10					
Business strategy		5					
Advanced methods of management research IV		5					
Modulbereich: International functional management		10					
International marketing		5					
Global operations strategy		5					
Modulbereich: International information management		10					
E-Business projects and innovation		5					
Service innovation		5					
Modulbereich: Soft skills		10					
Managing intercultural relations		5					
International management solutions		5					
Modulbereich: International finance and change management		10					
International finance		5					
Change Management		5					
Modulbereich: International corporate sustainability		10					
Business ethics and corporate social responsibility		5					
Regeneration and sustainable development		5					
Modulbereich: International relations		10					
Power, order and institutions in world politics		5					
Elective Courses (Wahlbereich)							
Modulbereich: Area studies (1 Area out of 4) *		30	10	10	10		
Modulbereich: English speaking countries (English)**		30					
Area specific language courses – English speaking countries*							
Courses exchange semester (Area studies: English speaking countries)****							
Free specialisation module (Area studies: English speaking countries)***							
Modulbereich: Romance countries (Spanish, French)**		30					
Area specific language courses – Romance countries*							
Courses exchange semester (Area studies: Romance countries)****							
Free specialisation module (Area studies: Romance countries)***							
Modulbereich: Asia (English)**		30					
Area specific language courses – Asia*							
Courses exchange semester (Area studies: Asia)****							
Free specialisation module (Area studies: Asia)***							
Modulbereich: Europe (German)**		30					
Area specific language courses - Europe*							
Courses exchange semester (Area studies: Europe)****							
Free specialisation module (Area studies: Europe)***							
Further elective modules can be listed in the module handbook. Each area offers different module handbook courses subject to availability. Please review the modules down below.							
Masterthesis		30					30
Masterthesis		30					
SWS							
ECTS		120	30	30	30	30	

Language courses

MIBS students can take up to 10 ECTS of language courses. This means students are free to integrate either 0 ECTS, 5 ECTS, or 10 ECTS of language courses into their Area Studies.

Requirements for language courses being counted as ECTS are the following:

Minimum language level English: C1, all other languages: 5 ECTS minimum A2, 5 ECTS minimum B1.

Example: In case a language courses at the A2 level is taken in any language other than English, only the first 5 ECTS count towards the Area Studies, e.g. German A2.1 can be integrated, while the course German A2.2 will not count; however, German B1.1 would count again.

** You can choose among all courses mentioned for your area in the Module Handbook (30 ECTS). Out of those 30 ECTS, you can take up to 10 ECTS of language courses.

Students can take up to 10 ECTS in languages. Alternatively, other courses of the respective area can be used as substitutes for the language courses.

*** You can choose among all other courses offered at our university that are accepted by the respective program coordinator. These courses are called Free Specialisation Modules (FSM). A detailed explanation can be found at the end of this document.

**** You can take courses at one of our partner universities or other universities (up to 30 ECTS). Of those 30 ECTS, up to 10 ECTS can be language courses that are accepted by the program coordinator or other departments (through learning agreements).

**Information concerning the selection of courses in the
Area Studies(30 ECTS)**

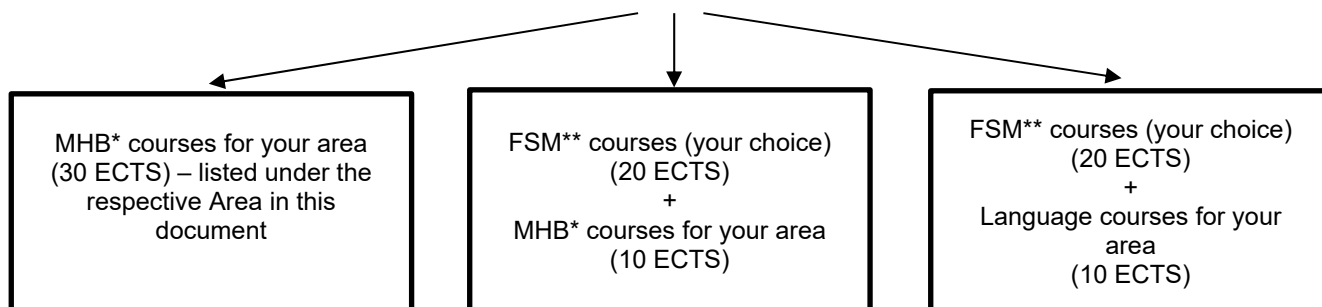
For students with start of studies before winter term 2020/21 (2019, 2018, 2017, etc.)

Generally, a minimum of 10 ECTS from courses listed in the MHB* in the respective Area Studies have to be achieved.

A maximum of 20 ECTS can be achieved in FSM**.

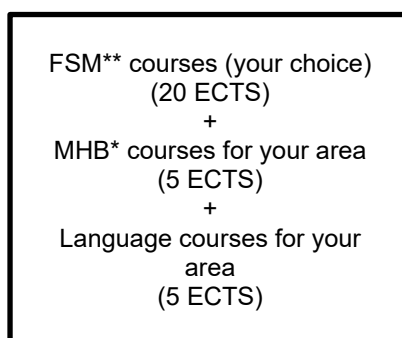
A maximum of 10 ECTS can be achieved in languages.

As long as those prerequisites are fulfilled, various combinations of MHB courses, FSM and language courses are possible:



OR... A blend.

Example for a blend:



*MHB = Module Handbook

**FSM = Free Specialization Module

**Information concerning the selection of courses in the
Area Studies(30 ECTS)**

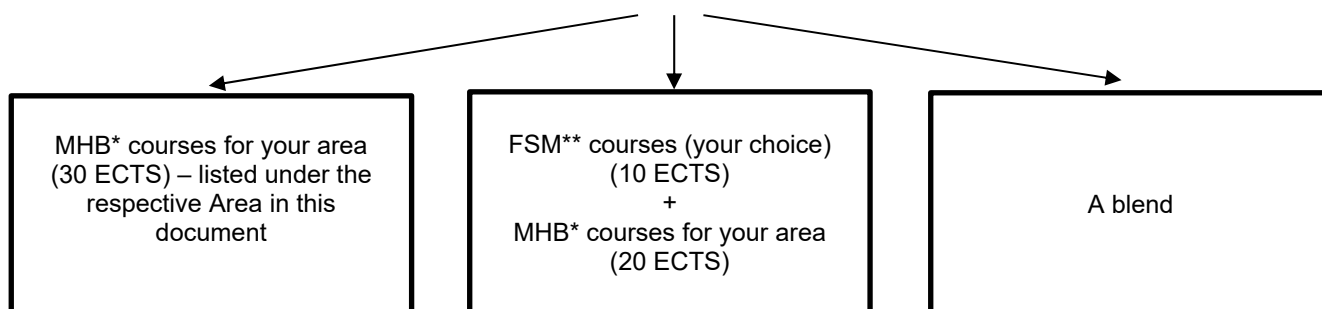
For students with start of studies in winter term 2020/21 or later

Generally, a minimum of 10 ECTS from courses listed in the MHB* in the respective Area Studies have to be achieved. #

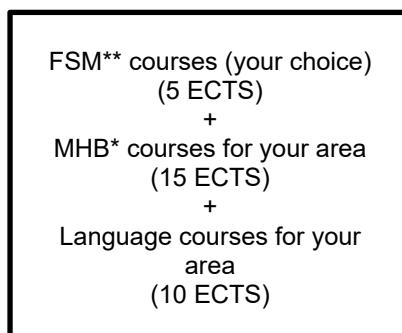
A maximum of 10 ECTS can be achieved in FSM**.

A maximum of 10 ECTS can be achieved in languages.

As long as those prerequisites are fulfilled, various combinations of MHB courses, FSM and language courses are possible:



Example for a blend:



*MHB = Module Handbook

**FSM = Free Specialization Module

Hinweis zu Art und Umfang von Prüfungsleistungen

Die Art der am Fachbereich Wirtschaftswissenschaften gültigen Prüfungsleistungen ist definiert in §16 Prüfungsarten der Master-Rahmenprüfungsordnung (MPO). Darüber hinaus sind Prüfungsumfänge in den §§17, 18 MPO geregelt. Die Prüfungsordnungen sind unter folgendem Link einzusehen: <http://www.zuv.fau.de/universitaet/organisation/recht/studiensatzungen/rw.shtml#Wirtschaft>
Soweit die einzelnen Modulbeschreibungen nichts Genaueres definieren, sind für die Masterstudiengänge am Fachbereich folgende Prüfungsformen mit den entsprechenden Prüfungsumfängen gültig:

English: Those are the valid assessment forms used in this institution:

Prüfungsart (examination form)	Assessment
1. schriftliche Prüfung (written assessment forms)	
a. Written examination	60/ 90/ 120 minutes
b. Written assignment	Approx. 15 pages
c. Seminar paper	Approx. 15 pages
1. mündliche Prüfung (Oral examination)	Approx. 20 minutes
2. Sonderformen (other assessment forms)	
1. Research project/Project report	Approx. 30 pages
2. Placement report	Approx. 4 pages
3. Handout	Approx. 2 pages
4. Report	Approx. 6 pages
5. Short test	Approx. 15 minutes
6. Presentation	Approx. 25 minutes
7. Presentation/Presentation paper	Approx. 20 minutes /approx. 20 pages
8. Discussion paper	Approx. 10 pages
9. Moderation	Approx. 20 minutes
10. Demonstration lesson	Approx. 45 minutes
11. Case Study	Approx. 25 minutes and/or approx. 10 pages
12. Class participation	Approx. 10 minutes
13. Portfolio	Not specified
14. Electronic examination	Approx. 90 minutes
15. Multiple-choice test	Approx. 30 minutes
16. Research participation	Approx. 60 minutes
17. Reflection paper	Approx. 10 minutes or approx. 10 pages
18. Strategic concept	Approx. 6 pages

Rechtsbelehrung

Alle Angaben sind ohne Gewähr.
Im Zweifelsfall gilt die Master-Prüfungsordnung.
Wenden Sie sich bei Fragen bitte direkt
an den zuständigen Modulverantwortlichen.

Stand:
05. April 2024

Legal instructions

No responsibility is taken for the correctness of the details provided.
In case of doubt, the examination regulations of the respective Master's degree are valid.
In case of any further questions, please directly contact
the responsible person or coordinator of the course.

Last updated:
5th April 2024

Programmkoordinator / Program coordinator:

Dr. Laura Kirste & Maxim Grib, M.Sc.
University of Erlangen-Nürnberg
School of Business & Economics
Department of International Management
Lange Gasse 20
90403 Nürnberg
Germany

List of abbreviations

ECTS	European Credit Transfer System
MIBS	Master in International Business Studies
SS	Summer semester/term
WS	Winter semester/term
Lect	Lecture
Ex	Exercise
S	Seminar
SWS	Time a module will be held per week. One SWS is 45 minutes
P	Presentation
H	Hours
Min	Minutes
Tbd	To be determined
Tba	To be announced
FSM	Free Specialization Module

Free Specialization Module (FSM)

Start of studies: earlier than WS 2020/21

The Free Specialization Module (FSM) in the MIBS allows students to take electives of their choice within the Area studies. A maximum of 20 ECTS is allowed as FSM in the Area Studies. All courses from FAU can be considered as FSM, if accepted by the respective Area coordinator.



A few rules for taking a FSM apply:

First, courses that are listed above in your respective Area are regular Area courses and not FSM. Courses that cannot be found above are considered as FSM in case they are accepted by the Area coordinator. FSM are only courses at FAU, courses abroad do not belong to this classification.

Detailed pieces of information about the FSM can be found via the following weblink:

<https://www.im.rw.fau.de/teaching/master/free-specialization-module/>

Please read all information given on the homepage carefully in order to be allowed to take FSM courses.

On the subsequent pages you will find an overview of accepted FSM courses.

Free Specialization Module (FSM)

Start of studies: WS 2020/21 or later

The Free Specialization Module (FSM) in the MIBS allows students to take electives of their choice within the Area studies. A maximum of 10 ECTS is allowed as FSM in the Area Studies. All courses from FAU can be considered as FSM, if accepted by the respective Area coordinator.



A few rules for taking a FSM apply:

First, courses that are listed above in your respective Area are regular Area courses and not FSM. Courses that cannot be found above are considered as FSM in case they are accepted by the Area coordinator. FSM are only courses at FAU, courses abroad do not belong to this classification.

Detailed pieces of information about the FSM can be found via the following weblink:

<https://www.im.rw.fau.de/teaching/master/free-specialization-module/>

Please read all information given on the homepage carefully in order to be allowed to take FSM courses.

On the subsequent pages you will find an overview of accepted FSM courses.

Module description

for the degree programme

Master of Science

International Business Studies

(Version of examination regulation: 20172)

for the summer term 2024

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1	Module name 1999	Master's thesis (M.Sc. International Business Studies 20172) Master's thesis	30 ECTS
2	Courses / lectures	Seminar: MA: Seminar zur Masterarbeit (2.0 SWS)	-
3	Lecturers	Prof. Dr. Matthias Wrede	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Pflichtmodul Master of Science International Business Studies 20172
10	Method of examination	Written (6 Monate)
11	Grading procedure	Written (100%)
12	Module frequency	no Module frequency information available!
13	Resit examinations	The exams of this moduls can only be resit once.
14	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
15	Module duration	?? semester (no information for Module duration available)
16	Teaching and examination language	german
17	Bibliography	

Module group: Environment of International Business

1	Module name 54440	Issues in international political economy	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers. (Vorlesung mit Übung)	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Christoph Moser	
5	Contents	This course deals with international trade policy. The focus will be on the political and economic determinants and consequences of trade liberalization as well as trade policies that increase trade barriers. The course will provide important insights into the global governance of international trade flows, the World Trade Organization and the role of the United States, China and the European Union.	
6	Learning objectives and skills	Students gain an understanding of the importance and evolution of the international trading system and how it affects multinational corporations (MNCs). Students learn about different trade policy tools, their economic consequences and their political constraints, in particular in the United States, China and the European Union. Students learn to critically assess trade-related news in the media.	
7	Prerequisites	Recommended prerequisites: <ul style="list-style-type: none"> Basic knowledge of microeconomics (e.g., Varian, Hal (2014), Intermediate Microeconomics: A Modern Approach, 9th international edition). 	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172 Modulbereich: Environment of international business Master of Science International Business Studies 20172 Module compatibility: <ul style="list-style-type: none"> Master IBS: core course (Pflichtbereich) Master IBS: mandatory elective for the area "English-speaking countries". Students who select English-speaking countries as an area study cannot take this module as a core course module, but must take it as part of their area studies. Master Wirtschaftspädagogik, Studienrichtung II: elective course (Wahlbereich im Zweifach Sozialkunde), core course (Pflichtbereich im Zweifach Englisch) Erweiterungsprüfung Berufliche Schulen/Studienfach Wirtschaftspädagogik Master Sozialökonomik: elective course (Wahlbereich) Master Arbeitsmarkt und Personal: elective course (Wahlbereich) Master Economics: Specialization in Macroeconomics and Finance, and Public economics 	
10	Method of examination	Written examination (60 minutes)	

		Written examination 60 min. (Klausur 60 Min.)
11	Grading procedure	Written examination (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Krugman, P., M. Obstfeld and M. Melitz (2017/18), International Trade: Theory and Policy OR International Economics: Theory and Policy, 11th global edition. Further, course materials will be announced in the course.

1	Module name 55270	International and European trade law	5 ECTS
2	Courses / lectures	Vorlesung: VL International and European Trade Law (2.0 SWS)	5 ECTS
3	Lecturers	Dr. Klaus Meßerschmidt	

4	Module coordinator	Prof. Dr. Roland Ismer	
5	Contents	<p>Basics of International and European Law:</p> <ul style="list-style-type: none"> • EU Trade Law • Concept of Internal Market • Economic Freedoms and Law of Competition • Economic Globalization and the Law of the WTO • The World Trade Organization • WTO Dispute Settlement • Principles of Non-Discrimination • Rules on Market Access • Rules on Unfair Trade • Trade Liberalisation versus other societal values and interests • Supply Chain Law and anti-modern slavery legislation • WTO and EU Law 	
6	Learning objectives and skills	<p>Students will</p> <ul style="list-style-type: none"> • know the European Economic Law and WTO-Law as fundamental basis of the International Trade Law • be able to analyse and discuss specific aspects of European and International Economic Law on an advanced level • will be able to produce case studies • will achieve an advanced skill of analysis 	
7	Prerequisites	Basic knowledge of European Law	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: Environment of international business Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	<p>(Recommended) reading:</p> <ul style="list-style-type: none"> • Nigel Foster, Foster on EU Law, 8th edn. OUP 2021 • Van den Bossche/Prévost, Essentials of WTO Law, 2nd edn. CUP 2021 <p>Previous editions of both books available at WISO library</p>	

- Blackstone EU Legislation, OUP (previous editions sufficient, test: Is TFEU printed?)

Module group: Foundations of International Management

1	Module name 53710	Foundations of international management I	5 ECTS
2	Courses / lectures	Seminar: Foundations of International Management I (1 ECTS, Seminar) (1.0 SWS) Vorlesung: Foundations of International Management I (2.0 SWS)	1 ECTS 4 ECTS
3	Lecturers	Maxim Grib	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	1. Environment of International Management: History and Major Trends 2. Theoretical and Conceptual Foundations of International Management 3. Theories of Internationalization 4. Strategic Management in International Corporations.
6	Learning objectives and skills	The participants understand and analyze typical management problems of international firms. The participants will get to know modern theories and methods of international management and will be able to apply these to practical problems. They get a detailed overview of the current state of international management research and are able to evaluate theoretical and empirical studies in this area critically.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Modulbereich: Foundations of international management Master of Science International Business Studies 20172
10	Method of examination	Report Presentation <i>Details for the examination for the lecture: Report (6 pages)</i> <i>Details for the examination for the seminar: Oral presentation (attendance mandatory)</i>
11	Grading procedure	Report (80%) Presentation (20%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Holtbrügge, D. & Welge, M.K. (2020). International Management. Mimeo, Nürnberg (chapters 1-4). Holtbrügge, D. & Haussmann, H. (eds.) (2024). Internationalization Strategies of Firms. Case Studies from the Nürnberg Metropolitan Region. 3rd edition. Baden-Baden: Nomos.

1	Module name 53720	Foundations of international management II	5 ECTS
2	Courses / lectures	Seminar: Foundations of International Management II (1 ECTS, Seminar) (1.0 SWS) Vorlesung: Foundations of International Management II (2.0 SWS)	1 ECTS 4 ECTS
3	Lecturers	Maxim Grib	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	1. Organization of International Corporations 2. Human Resource Management in International Corporations 3. Public Affairs Management in International Corporations
6	Learning objectives and skills	The participants understand and analyze typical management problems of international firms. The participants will get to know modern theories and methods of international management and will be able to apply these to practical problems. They get a detailed overview of the current state of international management research and are able to evaluate theoretical and empirical studies in this area critically.
7	Prerequisites	Successful attendance of Foundations of International Management I English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Modulbereich: Foundations of international management Master of Science International Business Studies 20172
10	Method of examination	Presentation Report <i>Details for the examination for the lecture: Report (6 pages)</i> <i>Details for the examination for the seminar: Oral presentation (attendance mandatory)</i>
11	Grading procedure	Presentation (20%) Report (80%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Holtbrügge, D. & Welge, M.K. (2020): International Management. Mimeo, Nürnberg (chapters 5, 6 & 8). Holtbrügge, D. & Haussmann, H. (eds.) (2024). Internationalization Strategies of Firms. Case Studies from the Nürnberg Metropolitan Region. 3rd edition. Baden-Baden: Nomos.

Module group: International Strategic Management

1	Module name 53410	Business strategy	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Harald Hungenberg Prof. Dr. Sebastian Junge	
5	Contents	<p>This course focuses on selected theories, concepts, and tools of strategic management. It is concerned with formulation and implementation of strategies, focusing on the business level of strategy. At business level, customer value and competitive advantage are the central issues. In this context, the digital transformation triggers digital business models, such as platform strategies or other related disruptive innovations. Therefore, the digital transformation is a central focus of this course.</p> <p>The course uses a combination of lectures, discussions and case studies in order to provide the analytic and conceptual foundations for making strategic decisions at business level.</p>	
6	Learning objectives and skills	By the end of the course, students can appreciate the need for a comprehensive approach to strategy making and they are aware of top management's role in setting the direction of a company. Students develop knowledge of theories, concepts and tools of business strategy and they develop an understanding of the application of concepts and tools to real life cases.	
7	Prerequisites	None	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: International strategic management Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Hungenberg, H.: Strategisches Management in Unternehmen, 8th Ed., Wiesbaden 2014 Dess, G., McNamara, G., Eisner, A.: Strategic management, 10th Ed., Maidenhead 2020	

1	Module name 55462	Advanced methods of management research IV Advanced management research methods IV	5 ECTS
2	Courses / lectures	Seminar: Advanced Methods of Management Research IM IV (3.0 SWS)	5 ECTS
3	Lecturers	Maxim Grib Prof. Dr. Dirk Holtbrügge	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge	
5	Contents	Current issues in the field of International Management	
6	Learning objectives and skills	The students learn about advanced methods of management research and how to apply them to current questions in the field of International Management. Students carry out a research project in this field that consists of all relevant phases (literature review, theoretical concept, hypothesis development, data collection and analysis, theoretical and practical contribution). They are able to critically reflect their research in terms of relevance and rigor (representativeness, reliability, validity, etc.).	
7	Prerequisites	Foundations of International Management I (required) Foundations of International Management II (required) Knowledge of advanced statistics and SPSS is required. English language proficiency (C1) The number of participants is restricted.	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: International strategic management Master of Science International Business Studies 20172	
10	Method of examination	Written	
11	Grading procedure	Written (100%) Discussion paper (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Will be announced in the course.	

Module group: International Functional Management

1	Module name 53651	Global operations strategy	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	<p>During the past decades, operations have become increasingly international or even global in nature. Drivers of the globalization include increased competitiveness through offshore manufacturing and global sourcing.</p> <p>During this module, the increasing complexity and the challenges of operations on a global scale will be discussed together with the participants. The theory modules at the beginning structure the options of a general operations strategy and illustrate its implementation in the organization.</p> <p>The subject specific modules, elaborated by the participants, enable a profound understanding of single activity areas of global operations and their relation to the global operations strategy. Therewith the students will get insights in the importance of an integrated global operations strategy and will become familiar with the main strategic options in this field.</p> <p><i>All participants have to register in advance on StudOn! The registration for GOS on StudOn starts in early October. The number of participants is limited to 70.</i></p>	
6	Learning objectives and skills	<p>Participation in the first seminar session is mandatory, as the topics for the teamwork are chosen during this session by the participants. In the following weeks, based on own research using scientific sources, key topics are elaborated in teams. Following predefined learning targets, the students need to structure the elaborated content in an academic presentation and present their results in class. Thereby, the teams are responsible for developing a didactic concept in order to support the understanding of the discussed topics. Furthermore, the participants are required to document their research method as well as their results. After the course, the participants are able to discuss the functions and impact of operations management in an international context.</p>	
7	Prerequisites	None	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: International functional management Master of Science International Business Studies 20172	
10	Method of examination	Presentation	
11	Grading procedure	Presentation (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h	

		Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Abele, E. et al. (2008): Global Production. A Handbook for Strategy and Implementation. Berlin: Springer. Reid, R. D. & Sanders N. R. (newest ed.): Operations Management. Hoboken: Wiley & Sons. Slack, N. & Lewis, M. (newest ed.): Operations Strategy. Harlow: PrenticeHall.

1	Module name 54831	International marketing	5 ECTS
2	Courses / lectures	Vorlesung: International Marketing (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Dirk Holtbrügge Theresa Bernhard	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge	
5	Contents	<p>This course offers students a deep and specialized expertise in marketing activities in an international environment. In addition, the focus is on the evaluation, analysis and application of theoretical marketing approaches.</p> <p>The following topics will be discussed in particular:</p> <ul style="list-style-type: none"> • The scope and challenge of international marketing • International market coverage strategy • Design of the international marketing-mix • Standardization vs. differentiation of international product, price, sales, and communication management <p>Particular areas or regions covered in the lecture will be announced prior to the course.</p>	
6	Learning objectives and skills	<p>The students acquire specialized and deep knowledge in the domain of international marketing. They can explain, apply and reflect on theories, concepts and empirical studies in the area of international marketing in a deepened and critical way. Foundations for the use of the marketing-mix in an international setting are taught and the students are able to bring them into question critically. Furthermore, the students are able to independently conceptualize strategic courses of action as well as scopes for design for the marketing-mix in an international context.</p>	
7	Prerequisites	Registration via vhb (www.vhb.org) is necessary in order to gain access to the course and the StudOn e-learning platform.	
8	Integration in curriculum	semester: 1;3	
9	Module compatibility	Modulbereich: International functional management Master of Science International Business Studies 20172	
10	Method of examination	Report <i>Details for the examination: Report (6 pages)</i>	
11	Grading procedure	Report (100%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Alon, I., Jaffe, E., Prange, C. & Vianelli, D. (2017). Global Marketing: Contemporary Theory, Practice, and Cases. 2nd ed., New York, London: Routledge 2017.	

Module group: International Information Management

1	Module name 56331	E-Business projects and innovation	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The lecture focuses on the challenges of leading and communicating innovation and change in IT enabled companies and networked organizations. Based upon that, creating a sustainable innovative environment is a leadership task. In order to succeed at this task, leaders must develop innovative abilities to deal with the challenges inherent in a business environment characterized by fluid, unstructured and changing information. The aim of this course is thereby twofold. First, the course delineates and describes different yet emerging innovation tools, organizing them into a coherent set of classes. Each class of tools is described using a set of up-to-date business cases that depict the current status of the information systems. The second aim of this course is to get an overview of how to structure leadership systems towards innovation, how leaders can motivate to foster innovative thinking and what new forms of innovation (e.g. open innovation) mean for the definition of leadership. In doing so, this lecture represents an Idea Transformation Class as students are encouraged not only to merely develop, but to actively deploy specifically developed concepts.</p>	
6	Learning objectives and skills	<p>The students:</p> <ul style="list-style-type: none"> • will understand and explore the theories and practicalities of leadership in open innovation contexts. • will gain knowledge on leading and communicating innovation and translate it in leadership behavior in real case contexts. • will learn to assess, reflect and feedback the impact of practical leadership for innovation. • can independently define new application-oriented problem solving in e-business in relation to the economic impact for businesses, along with solving problems using the appropriate methods. • discuss possible solutions in groups and present their research results. 	
7	Prerequisites	<ul style="list-style-type: none"> • Basic understanding of innovation management • Basic understanding of management processes • First experience in team projects 	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: International information management Master of Science International Business Studies 20172	
10	Method of examination	<p>Presentation Seminar paper Written</p>	

11	Grading procedure	Presentation (0%) Seminar paper (100%) Written (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	No. 1: Huff, Möslein & Reichwald: Leading Open Innovation; 2013 MIT Press, ISBN-13: 978-0262018494

1	Module name 57241	Service innovation	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Service Innovation (4.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kathrin Möslein Natalie Breutner Prof. Dr. Angela Roth Layla Hajjam	

4	Module coordinator	Prof. Dr. Kathrin Möslein Prof. Dr. Angela Roth	
5	Contents	Services now account for over 80% of all transactions in developed economies, but typically receive much less R&D attention than products. Developing service innovations demands a clear strategy from businesses with four interlocking core elements: search, selection, implementation and evaluation of innovative concepts. If even one of these phases is not been clearly thought through, the entire innovation process is likely to collapse. This course focuses on successful approaches, methods, tools and efforts to develop service innovations.	
6	Learning objectives and skills	<p>The students can:</p> <ul style="list-style-type: none"> • learn about items, notions, characteristics and special features in innovation management for services, service design methods and cases. • learn to judge and discuss innovation management tasks and alternative solutions with respect to the specialties of services. • experience methods of service design by themselves in interactive lectures, gain a feeling for suitable methods and learn to reflect different effects. • apply their knowledge and competences in solving cases and thereby analyze selected issues of managing, developing and innovating services. • work together in international small work groups, present their results in English, give feedback to other students work and discuss different solution approaches. 	
7	Prerequisites	<ul style="list-style-type: none"> • Basic understanding of product and service business processes • General knowledge on management and strategy • Openness to work interactively and in interdisciplinary and international teams 	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: International information management Master of Science International Business Studies 20172	
10	Method of examination	<p>Presentation Seminar paper</p> <p>This module is part of the pilot project "Early Seminar Registration". Examination registration for both examinations of this module will take place at the beginning of the lecture period (not in the regular examination registration period). The examinations of this module start</p>	

		<p>directly after the registration, hence a withdrawal from the registration for the examinations of this module is not possible.</p> <p>Seminar paper approx. 7 pages Presentation approx. 10 minutes</p>
11	Grading procedure	<p>Presentation (30%) Seminar paper (70%)</p>
12	Module frequency	Only in summer semester
13	Workload in clock hours	<p>Contact hours: 30 h Independent study: 120 h</p>
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Specific literature will be listed in the course

Module group: Soft Skills

1	Module name 53471	Managing intercultural relations	5 ECTS
2	Courses / lectures	Vorlesung: Managing Intercultural Relations IM 3 (2.0 SWS) Seminar: Managing Intercultural Relations IM 3 (1 ECTS, Seminar) (1.0 SWS)	4 ECTS 1 ECTS
3	Lecturers	Prof. Dr. Dirk Holtbrügge Laura Kirste	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge	
5	Contents	<ol style="list-style-type: none"> 1. Relevance of Intercultural Management 2. Intercultural Management Research: Scope and Results 3. Manifestations and Functions of Culture 4. Concepts of Culture 5. Intercultural Communication and Negotiations 6. Culture and Management: Organization, Motivation and Leadership in Different Cultures 7. Intercultural Competence 8. Intercultural Training 9. Conclusions 	
6	Learning objectives and skills	<p>The participants understand and analyze modern theories and methods of intercultural management and apply these to practical problems. They get a detailed overview of the current state of comparative, cross-cultural, indigenous and post-colonial management research and evaluate theoretical and empirical studies in these areas. They are able to conceptualize and measure intercultural competence and to conduct and evaluate innovative methods of intercultural training. They learn about methodological challenges of intercultural management research and are able to assess its rigor and relevance.</p>	
7	Prerequisites	English language proficiency (C1)	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: Soft skills Master of Science International Business Studies 20172	
10	Method of examination	Presentation Written <i>Details for the examination for the lecture: Report (6 pages)</i> <i>Details for the examination for the seminar: Oral presentation (attendance mandatory)</i>	
11	Grading procedure	Presentation (20%) Written (80%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	

15	Teaching and examination language	english
16	Bibliography	Holtbrügge, D. (2022). Intercultural Management. Concepts, Practice, Critical Reflection. Thousand Oaks: Sage.

1	Module name 56522	International management solutions	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	The students learn about current challenges in international management and develop strategies and tools for their solution. Topics include market entry strategies, international human resource management and corporate social responsibility. The students develop creative skills and methodological competences, and apply current theoretical knowledge to practical management problems.
7	Prerequisites	Advanced knowledge of international and intercultural management English language proficiency (C1) The number of participants is limited.
8	Integration in curriculum	semester: 1
9	Module compatibility	Modulbereich: Soft skills Master of Science International Business Studies 20172
10	Method of examination	Written <i>Details for the examination: Project report</i>
11	Grading procedure	Written (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

Module group: International Finance and Corporate Governance

1	Module name 52290	International finance	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Christian Merkl	
5	Contents	This course covers a wide range of topics (e.g., exchange rates and exchange rate regimes, national accounts and capital flows, international financial system, international banking and central banking). Basic economic concepts will be provided as a background. Statistics and empirical results will be shown to understand the validity of these concepts. Recent real life examples/case studies will be used to analyze the implications for policy makers, international organisations and business.	
6	Learning objectives and skills	<p>Students</p> <ul style="list-style-type: none"> • understand and apply basic concepts of exchange rate determination and their validity. • learn about driving forces of capital flows. • analyze how international (central) banking and the international financial system work. • apply their knowledge in a presentation (either in case study style or in a small quantitative project). 	
7	Prerequisites	Macroeconomics (Bachelor)	
8	Integration in curriculum	semester: 1	
9	Module compatibility	<p>Modulbereich: International finance and corporate governance Master of Science International Business Studies 2011</p> <p>Modulbereich: International finance and change management Master of Science International Business Studies 20172</p>	
10	Method of examination	Written or oral (60 minutes)	
11	Grading procedure	<p>Written or oral (100%)</p> <p>Examination form: written exam. The grade can be improved up to 0.7 units with a voluntary presentation during the winter term. This requires the written exam to be graded no worse than 4.0.</p>	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 45 h</p> <p>Independent study: 105 h</p>	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Presentation slides and relevant literature will be provided	

1	Module name 53460	Change management	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Change Management (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sebastian Junge	

4	Module coordinator	Prof. Dr. Sebastian Junge	
5	Contents	<p>This module focuses on one of the most important management tasks: to achieve change in organizations. It deals with systematic approaches to influence individuals, teams and the organization as a whole in a desired way in order to develop a company from its current to a future state. The currently ongoing digital transformation makes this particularly worthwhile. Digitalization drives change and thus represents a great challenge, but also offers tremendous opportunities. The module provides participants with a systematic approach in order to (1) successfully initiate and implement organizational changes and (2) successfully guide an organization through a change process. Participants will be provided with theoretical concepts and practical tools for managing organizational change (e.g. research on cognitive biases, trait theory, motivation theory, affective events theory, emotional intelligence, and organizational ambidexterity).</p>	
6	Learning objectives and skills	<p>At the end of this module, students are familiar with the tasks and challenges of managing change in organizations. The participants develop an understanding of the importance of successful leadership during organizational change as well as evaluate situations, which are related to organizational change.</p>	
7	Prerequisites	None	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: International finance and change management Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	<p>Bazerman, M., Moore, D.: Judgement in Managerial Decision Making, 8th ed., Hoboken 2017. Greenberg, J.: Managing Behavior in Organizations, 6th ed., Boston 2013. Kahneman, D.: Thinking, Fast and Slow, 1st ed., New York 2013. Robbins, S., Judge, T.: Organizational Behavior, 17th ed., Boston 2017.</p>	

Module group: International Corporate Sustainability

1	Module name 57455	Regeneration and sustainable development	5 ECTS
2	Courses / lectures	Seminar: Regeneration and sustainable development (2.0 SWS)	5 ECTS
3	Lecturers	Dr. Francisco Layrissa Villamizar	

4	Module coordinator	Prof. Dr. Markus Beckmann
5	Contents	<p>The seminar provides content on the basics of regenerative practices across different industries and context. The course is divided into three general blocks.</p> <p>The first block of sessions will provide context into the importance of regeneration considering the limitations of current frameworks such as corporate philanthropy, corporate social responsibility and corporate sustainability management.</p> <p>The second block of sessions will concentrate in understanding the regenerative principles, the importance of socio-ecological systems and circularity.</p> <p>The third block of sessions will focus on analysing regeneration/circularity in practice by looking at:</p> <ul style="list-style-type: none"> i) Innovative business models that include regenerative practices and/or circularity ii) Transitions towards regeneration in agrofood systems. iii) Industrial ecology and circular practices iv) Risk management practices for climate change <p>Students will have a mid term presentation and final presentation where they will have to identify an innovative business model that integrates regeneration/circularity. In addition, they will have to document in detail the aspects of the model.</p>
6	Learning objectives and skills	<p>At the end of the seminar students will be able to:</p> <ul style="list-style-type: none"> • Criticize and frame the limits of our current system • Articulate the root causes of today's wicked problems • Describe the underlying principles of regeneration and circularity • Define characteristics of regenerative and circular enterprises • Contrast traditional enterprises with innovative business/practices models based on regeneration and/circularity
7	Prerequisites	Previous courses on sustainability management are recommended but not required.
8	Integration in curriculum	semester: 2;4
9	Module compatibility	Modulbereich: International corporate sustainability Master of Science International Business Studies 20172
10	Method of examination	Written assignment Presentation
11	Grading procedure	Written assignment (50%) Presentation (50%)
12	Module frequency	Only in summer semester

13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	All necessary materials will be provided via StudOn

1	Module name 56780	Business ethics and corporate social responsibility Sustainability management, business ethics and corporate social responsibility	5 ECTS
2	Courses / lectures	Vorlesung: Business Ethics and Corporate Social Responsibility (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Markus Beckmann	

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>This course combines several perspectives on normative issues in business. First, we take a moral psychology perspective to understand how morality helps us solve certain problems, but also creates pitfalls in the modern world. Second, we develop an ethical framework for navigating contentious issues and supporting the search for constructive solutions. Third, we apply this framework to analyze how (why) social and environmental goals are (not) achieved at the macro level. We will pay particular attention to the role of markets and their regulation. Fourth, we take the perspective of the individual firm and ask whether and to what extent firms need to integrate moral issues into their value creation processes. In this context, corporate social responsibility can serve as a means to implement these moral issues. We will therefore take a closer look at CSR, its origins, development and instruments. We conclude the course by discussing various applications and cases.</p>	
6	Learning objectives and skills	<p>Students:</p> <ul style="list-style-type: none"> • Are able to provide differentiated arguments on questions relevant to our society • Have skills to critically reflect current issues in business ethics and CSR • Know concepts that help to critically reflect the role of business in society • Understand the changing environment of companies • Are able to use dilemma structure as analytical tool • Understand the CSR discourse and its core concepts 	
7	Prerequisites	None	
8	Integration in curriculum	semester: 2;4	
9	Module compatibility	Modulbereich: International corporate sustainability Master of Science International Business Studies 20172	
10	Method of examination	Electronic examination (60 minutes)	
11	Grading procedure	Electronic examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Provided via StudOn	

Module group: International Relations

1	Module name 52700	Power, order and institutions in world politics	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Almut Schilling-Vacaflor del Carpio	
5	Contents	<p>The seminar will cover the following main topics.</p> <ul style="list-style-type: none"> • International system, international organisation, cooperation and global governance: theoretical perspectives and historical evolution. • The contested notions of power, order and institutions: theoretical perspectives and empirical examples: bridging the gap between academia and the practice of international affairs. • The changing nature of international power and its distribution: rising powers, transnational corporations, state and non-state actors. • International Economic power, order and public institutions (WTO, WB, IMF) • International Economic power, order and private institutions (WEF, WSF, CRAs, MNCs, NGOs) • Topical and new issues in international organisation/global governance: peace and security, economic and social development, human rights, the environment. 	
6	Learning objectives and skills	<p>Students who successfully complete this module will:</p> <ul style="list-style-type: none"> • acquire a good understanding of the nature of power, order, and institutions in the international system; • understand the type of power projected by key actors (US, EU, emerging powers, international organizations) • have a good knowledge of the topical issues and debates in contemporary international relations and their possible evolution; • be able to assess critically the role and functions of key international actors and organisations in specific case studies • acquire a deep and critical understanding of the current shift in international power, its nature and distribution 	
7	Prerequisites	None	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: International Relations Master of Science International Business Studies 20172	
10	Method of examination	Portfolio	
11	Grading procedure	Portfolio (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	

14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Hurrell, On Global Order, Oxford University Press, 2008 Narlikar, New Powers: How to become one and how to manage them, Oxford University Press, 2010. Brown and Ainley, Understanding international relations, Palgrave, 2009

English Speaking Countries

1	Module name 54440	Issues in international political economy	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers. (Vorlesung mit Übung)	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Christoph Moser	
5	Contents	This course deals with international trade policy. The focus will be on the political and economic determinants and consequences of trade liberalization as well as trade policies that increase trade barriers. The course will provide important insights into the global governance of international trade flows, the World Trade Organization and the role of the United States, China and the European Union.	
6	Learning objectives and skills	Students gain an understanding of the importance and evolution of the international trading system and how it affects multinational corporations (MNCs). Students learn about different trade policy tools, their economic consequences and their political constraints, in particular in the United States, China and the European Union. Students learn to critically assess trade-related news in the media.	
7	Prerequisites	Recommended prerequisites: <ul style="list-style-type: none"> • Basic knowledge of microeconomics (e.g., Varian, Hal (2014), Intermediate Microeconomics: A Modern Approach, 9th international edition). 	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172 Modulbereich: Environment of international business Master of Science International Business Studies 20172 Module compatibility: <ul style="list-style-type: none"> • Master IBS: core course (Pflichtbereich) • Master IBS: mandatory elective for the area "English-speaking countries". Students who select English-speaking countries as an area study cannot take this module as a core course module, but must take it as part of their area studies. • Master Wirtschaftspädagogik, Studienrichtung II: elective course (Wahlbereich im Zweifach Sozialkunde), core course (Pflichtbereich im Zweifach Englisch) • Erweiterungsprüfung Berufliche Schulen/Studienfach • Wirtschaftspädagogik • Master Sozialökonomik: elective course (Wahlbereich) • Master Arbeitsmarkt und Personal: elective course (Wahlbereich) • Master Economics: Specialization in Macroeconomics and Finance, and Public economics 	
10	Method of examination	Written examination (60 minutes)	

		Written examination 60 min. (Klausur 60 Min.)
11	Grading procedure	Written examination (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Krugman, P., M. Obstfeld and M. Melitz (2017/18), International Trade: Theory and Policy OR International Economics: Theory and Policy, 11th global edition. Further, course materials will be announced in the course.

1	Module name 54870	Courses exchange semester (Area studies: English speaking countries) Exchange semester courses (Area studies: English-speaking countries)	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Christoph Moser	
5	Contents	Courses students will be attending during the exchange semester in one of the partner universities or others (in English speaking countries) should fit into the module Area Studies: English Speaking Countries thus extending the students knowledge and competencies in this field of study. The suitability of the courses will be assessed by the programme coordinator.	
6	Learning objectives and skills	Students acquire additional knowledge and competencies in their field of study	
7	Prerequisites	Learning agreement	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172	
10	Method of examination	Variable Variable Variable Variable Variable Variable Variable Variable In accordance with exam regulations of the exchange university	
11	Grading procedure	Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) In accordance with grading key and credits of the course	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)	

14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Tbd in the course

1	Module name 53296	Economics of innovation	5 ECTS
2	Courses / lectures	<p>No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.</p> <p>This module will not be offered in the Summer Term 2024 due to parental leave.</p> <p>Students are required to be present on the day when presentations will be held.</p>	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Markus Nagler	
5	Contents	<p>The lecture provides an introduction to economic issues of innovation and new ideas. The course first sets out general problems in the economics of innovation such as the public goods nature of ideas and the importance of innovation for economic prosperity. In the second part, the course discusses labor and personnel issues in innovation policy, for example the design of incentives for innovation. In the third part, the course analyses issues in intellectual property rights and public economics topics such as public funding of research or the role of universities.</p> <p>This module will not be offered in the Summer Term 2024 due to parental leave.</p>	
6	Learning objectives and skills	Students know the key issues in the economics of innovation and the impacts of potential public policies to promote innovation. They are able to assess current research in the economics of innovation and are able to relate its results to fundamental policy questions in the area. Students are acquainted with important empirical approaches in the area.	
7	Prerequisites	Basic microeconomics, basic econometrics	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Modulbereich: English speaking countries Master of Science International Business Studies 20172</p> <p>Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written or oral</p> <p>Students will have to present one paper (potentially in groups) that picks up a topic from the lecture. In addition, students have to produce a referee report on a paper related to the topics of the lecture. I will provide a list of possible papers for both assignments in the first week of lectures.</p>	

		This module will not be offered in the Summer Term 2024 due to parental leave.
11	Grading procedure	Written or oral (100%) Both assignments will be marked independently, with the final grade reflecting a weighted average of both single grades. Discussionpaper (50%) and Presentation (50%).
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	<ul style="list-style-type: none"> • Bryan, Kevin and Heidi Williams (2021): Markets for innovation: Market failures and public policies, Handbook of Industrial Organization 5(1):281-388, Chapter 13 • Bloom, Nicholas, John Van Reenen and Heidi Williams (2019): A Toolkit of Policies to Promote Innovation, Journal of Economic Perspectives 33(3): 163-184 • Scotchmer, Suzanne. Innovation and incentives. MIT press, 2004.

1	Module name 54382	Issues in global governance	5 ECTS
2	Courses / lectures	Seminar: Ma-Sem: Issues in Global Governance (2.0 SWS) Compulsory attendance	5 ECTS
3	Lecturers	Prof. Dr. Christoph Moser	

4	Module coordinator	Prof. Dr. Christoph Moser	
5	Contents	This course deals with the dark side of global governance, i.e., with phenomena that are associated with a failure of global governance. These topics include but are not limited to failed states, drug trafficking, piracy, international terrorism and organized crime.	
6	Learning objectives and skills	Students gain an understanding of the economic and political consequences of a failure of global governance. In general, students learn about the scope and constraints of global governance.	
7	Prerequisites	Recommended prerequisites: Basic knowledge of the concepts of economics and international political economy.	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Modulbereich: English speaking countries Master of Science International Business Studies 20172</p> <p>Master IBS: elective course (Wahlbereich): English-speaking countries,</p> <p>Master Wirtschaftspädagogik, Studienrichtung II: core course (Wahlbereich im Zweifach Englisch)</p> <p>Erweiterungsprüfung Berufliche Schulen/Studienfach</p> <p>Wirtschaftspädagogik</p>	
10	Method of examination	<p>Written or oral</p> <p><i>Es handelt sich um eine einheitliche Prüfung, bei der die einzelnen Teilleistungen untrennbar miteinander verbunden sind. Für das Bestehen des Moduls müssen nach § 19 Abs. 1 Satz 4 MPOWIWI in der jeweils geltenden Fassung alle Teilleistungen in demselben Semester bestanden werden. Wegen des untrennbaren Bezugs der Teilleistungen aufeinander ist abweichend von § 25 Abs.1 Satz 2 MPOWIWI eine Wiederholung nur einer der nicht bestandenen Teilleistungen nicht möglich. Das</i></p>	

		<i>Nichtbestehen einer der Teilleistungen erfordert die Wiederholung der gesamten Prüfung.</i>
11	Grading procedure	Written or oral (100%) 30% presentation, 70% seminar paper (30% Präsentation, 70% Seminararbeit)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 54452	Issues in international trade	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers. Compulsory attendance	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Christoph Moser	
5	Contents	This course will focus on major developments in the international trading system, on the multilateral, regional and bilateral level. Special emphasis will be given to developments in the WTO, the rule-making process and the completion of new multilateral commitments. In addition, the pursuit of regional and bilateral trade agreements will be monitored and its effects on businesses and trade flows will be examined. Finally, a thorough analysis of the trade policies pursued by developed and developing countries will be offered.	
6	Learning objectives and skills	Students gain a deeper understanding of the contemporary developments of trade policies on the multilateral, regional and country level and how it affects business and market opportunities. Special emphasis will be on the United States and the European Union.	
7	Prerequisites	Recommended prerequisites: Basic knowledge of the concepts of international economics and international political economy.	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: Asia Master of Science International Business Studies 2011 Modulbereich: English speaking countries Master of Science International Business Studies 20172 Master IBS: elective course (Wahlbereich): English-speaking countries Master Economics: Specialization in Macroeconomics and Finance	
10	Method of examination	Written or oral <i>Es handelt sich um eine einheitliche Prüfung, bei der die einzelnen Teilleistungen untrennbar miteinander verbunden sind. Für das Bestehen des Moduls müssen nach § 19 Abs. 1 Satz 4 MPOWIWI in der jeweils geltenden Fassung alle Teilleistungen in demselben Semester bestanden werden. Wegen</i>	

		<i>des untrennbaren Bezugs der Teilleistungen aufeinander ist abweichend von § 25 Abs.1 Satz 2 MPOWIWI eine Wiederholung nur einer der nicht bestandenen Teilleistungen nicht möglich. Das Nichtbestehen einer der Teilleistungen erfordert die Wiederholung der gesamten Prüfung.</i>
11	Grading procedure	Written or oral (100%) 30% presentation, 70% seminar paper (30% Präsentation, 70% Seminararbeit)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 54462	Issues in global economic governance	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers. Compulsory attendance	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Christoph Moser	
5	Contents	This course deals with economical and political aspects of important international institutions that govern global finance, global trade and global economic policy coordination. It highlights that many economic challenges require international cooperation. The course will focus on key players of global economic governance like the International Monetary Fund (IMF), the World Bank, the World Trade Organization (WTO) and geopolitically important players like the United States and the European Union.	
6	Learning objectives and skills	Students gain a deeper understanding of the relevance and structure of global economic governance, including important treaties, development aid and economic crisis management. The need for global economic governance led to the creation of important international institutions, which are in turn shaped by influential stake holders.	
7	Prerequisites	Recommended prerequisites: Basic knowledge of the concepts of international economics and international political economy.	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172 Master IBS: elective course (Wahlbereich): English-speaking countries, Master Wirtschaftspädagogik, Studienrichtung II: core course (Wahlbereich im Zweifach Englisch) Erweiterungsprüfung Berufliche Schulen/Studienfach Wirtschaftspädagogik	
10	Method of examination	Written or oral	

		<i>Es handelt sich um eine einheitliche Prüfung, bei der die einzelnen Teilleistungen untrennbar miteinander verbunden sind. Für das Bestehen des Moduls müssen nach § 19 Abs. 1 Satz 4 MPOWIWI in der jeweils geltenden Fassung alle Teilleistungen in demselben Semester bestanden werden. Wegen des untrennbaren Bezugs der Teilleistungen aufeinander ist abweichend von § 25 Abs.1 Satz 2 MPOWIWI eine Wiederholung nur einer der nicht bestandenen Teilleistungen nicht möglich. Das Nichtbestehen einer der Teilleistungen erfordert die Wiederholung der gesamten Prüfung.</i>
11	Grading procedure	Written or oral (100%) 30% presentation, 70% seminar paper (30% Präsentation, 70% Seminararbeit)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 54862	Area specific language courses - English speaking countries Area-specific language courses: English-speaking countries	2,5 ECTS
2	Courses / lectures	Übung: Englisch Master: English for Business Purposes (2.0 SWS)	2,5 ECTS
3	Lecturers	Balbiro Dhuga	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172
10	Method of examination	Written or oral Written examination (90 minutes) Written examination (60 minutes) Written examination (60 minutes) Written or oral (60 minutes) Written or oral (60 minutes) Written examination (60 minutes) Written or oral (60 minutes) Written examination (60 minutes) Written examination (90 minutes) Written examination (60 minutes) Written examination (90 minutes) Written examination (90 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (60 minutes) Written or oral Written examination (60 minutes) Written examination (60 minutes) Written examination (60 minutes) Written or oral (60 minutes) Written or oral
11	Grading procedure	Written or oral (100%) Written examination (200%) Written examination (100%) Written examination (100%) Written or oral (100%) Written or oral (100%) Written examination (100%) Written or oral (100%)

		<p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written or oral (200%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written or oral (100%)</p> <p>Written or oral (100%)</p>
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	<p>Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt)</p> <p>Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)</p>
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	<p>german</p> <p>spanish</p>
16	Bibliography	

1	Module name 56911	Issues in political economy	5 ECTS
2	Courses / lectures	Seminar: Ma-Sem: Issues in Political Economy (2.0 SWS) Compulsory attendance	5 ECTS
3	Lecturers	Prof. Dr. Christoph Moser	

4	Module coordinator	Prof. Dr. Christoph Moser	
5	Contents	This course deals with current topics in political economy and how politics and economics interact in various fields in the United States and the European Union. The course provides an introduction into the political systems and discusses the interactions between profit-maximizing firms and US and European non-market agents like the government, regulatory institutions and the public. The topics covered include but are not limited to the impact of political connections, corruption, lobbying and the revolving door on the United States of America and the European Union.	
6	Learning objectives and skills	Students gain a deeper understanding of how institutions, power and economic outcomes interact with each other. There will be a focus on the different actors such as governments, NGOs and private sector representatives. Students will also learn about empirical methods used in these fields. A special emphasis will be placed on the United States, the European Union and the transatlantic area.	
7	Prerequisites	Recommended prerequisites: Basic knowledge of economics, politics and econometrics.	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172 Master IBS: elective course (Wahlbereich): English-speaking countries; Europe Master Economics: Specialization in Public Economics	
10	Method of examination	Written or oral <i>Es handelt sich um eine einheitliche Prüfung, bei der die einzelnen Teilleistungen untrennbar miteinander verbunden sind. Für das Bestehen des Moduls müssen nach § 19 Abs. 1 Satz 4 MPOWIWI in der jeweils geltenden Fassung alle Teilleistungen in demselben Semester bestanden werden. Wegen des untrennbaren Bezugs der Teilleistungen aufeinander ist abweichend von § 25 Abs.1 Satz 2 MPOWIWI eine Wiederholung</i>	

		<i>nur einer der nicht bestandenen Teilleistungen nicht möglich. Das Nichtbestehen einer der Teilleistungen erfordert die Wiederholung der gesamten Prüfung.</i>
11	Grading procedure	Written or oral (100%) 30% presentation, 70% seminar paper (30% Präsentation, 70% Seminararbeit)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 57130	International trade and labor	5 ECTS
2	Courses / lectures	Übung: Übung zur Ma-Vorl International Trade and Labor (2.0 SWS) Vorlesung: Ma-Vorl: International Trade & Labor (2.0 SWS) (Vorlesung mit Übung)	- 5 ECTS
3	Lecturers	Prof. Dr. Christoph Moser	

4	Module coordinator	Prof. Dr. Christoph Moser
5	Contents	This module deals with the consequences of globalization for the domestic labor market and discusses the winners and losers of trade liberalization. The module focuses on the impact of international economic integration on domestic wages, jobs and inequality, in particular in Germany and the United States.
6	Learning objectives and skills	Students are made familiar with the main relevant concepts of international trade and acquire specialized knowledge of the labor market effects of trade liberalization. Students learn about key theoretical predictions, their empirical evidence and the empirical strategies to assess their relevance. The module focuses on topics at the intersection between international trade and labor.
7	Prerequisites	Recommended prerequisites: Basic knowledge of microeconomics (e.g., Varian, Hal (2014), Intermediate Microeconomics: A Modern Approach, 9th international edition) and econometrics (e.g., Wooldridge, Jeffrey (2013), Introductory Econometrics: A Modern Approach, 5th international edition).
8	Integration in curriculum	semester: 2
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172 Master Economics: Specialization in Macroeconomics and Finance Master IBS: elective course (Wahlbereich): English-speaking countries; Europe Master Arbeitsmarkt und Personal: Wahlbereich Master Sozialökonomik: freier Vertiefungsbereich
10	Method of examination	Written examination (60 minutes)

11	Grading procedure	Written examination (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Krugman, P., M. Obstfeld and M. Melitz (2017/18), International Trade: Theory and Policy OR International Economics: Theory and Policy, 11th global edition. Further course materials will be announced in the course.

1	Module name 57131	Labor markets in the knowledge economy Labor Markets in the Knowledge Economy	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Markus Nagler	
5	Contents	The course analyzes topics in labor economics and their connection to technological change and the knowledge economy. We will mostly discuss topics in labor economics such as labor supply and migration which are seen through a technology and knowledge economy perspective. The course is mainly based on empirical research papers: labor economics is a front-runner in the use of econometrics and data.	
6	Learning objectives and skills	Students know the key issues in the intersection of labor and innovation economics. They are able to assess current research in the area and are able to relate its results to fundamental policy questions. Students are acquainted with important empirical approaches in labor economics.	
7	Prerequisites	Recommended: Basic microeconomics, basic econometrics	
8	Integration in curriculum	semester: 3	
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172	
10	Method of examination	Written examination (90 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Angrist, Joshua and Jörn-Steffen Pischke (2008). Mostly Harmless Econometrics, Princeton University Press. Autor, David H. Why are there still so many jobs? The history and future of workplace automation. The Journal of Economic Perspectives 29.3 (2015): 3-30.	

1	Module name 57172	Patenting for innovation	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>Intellectual Properties (Ips) in general and especially patents play an important role in innovation in any Hightech society. This topic is multi-faceted and can be accessed from different viewpoints: business, politics, legal framework, organization, etc. In this course, we will focus on:</p> <ul style="list-style-type: none"> • the introduction to Ips and patents in general, • the role of Ips and patents in research, development and (open) innovation, • the patent exploitation through licensing contracts and patent pools, the patent policies in the European Union, China and USA. 	
6	Learning objectives and skills	<p>The students:</p> <ul style="list-style-type: none"> • learn to understand the role of patenting in the innovation process, • gain deeper insights into the roles of IP in various types of businesses, study the role of IP and patents in different regions and contexts (Asia, United States, Europe). 	
7	Prerequisites	None	
8	Integration in curriculum	semester: 3	
9	Module compatibility	<p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: English speaking countries Master of Science International Business Studies 20172</p>	
10	Method of examination	Seminar paper	
11	Grading procedure	Seminar paper (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Literature will be announced and distributed in the first sessions.	

Romanic Countries

1	Module name 54900	Courses exchange semester (Area studies: Romanic countries) Exchange semester courses (Area studies: Romance countries)	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Gian Luca Gardini	
5	Contents	Courses students will be attending during the exchange semester in one of the partner universities or others (in Romance countries) should fit into the module Area Studies: Romance Countries thus extending the students knowledge and competencies in this field of study. The suitability of the courses will be assessed by the programme coordinator.	
6	Learning objectives and skills	Students acquire additional knowledge and competencies in their field of study	
7	Prerequisites	Learning agreement	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: Romance countries Master of Science International Business Studies 20172	
10	Method of examination	Variable Variable Variable Variable Variable Variable Variable Variable	
11	Grading procedure	Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)	
14	Module duration	1 semester	
15	Teaching and examination language	german	

1	Module name 52463	International Relations and Latin America International relations and Latin America	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Gian Luca Gardini	
5	Contents	The seminar is offered every semester by the Chair of Prof. Gardini, Ph.D. It deals with the international relations of Latin America in theoretical and empirical perspective. It particularly covers the contemporary relations of Latin America with the United States, the European Union and China as well as Latin American regionalism and attempts at economic and political integration.	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • acquire in-depth knowledge of political processes, economic changes and societal challenges in the context of globalization, international organization and integration processes. • understand basic theoretical approaches and link them with empirical evidence and case studies. 	
7	Prerequisites	None	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: Romance countries Master of Science International Business Studies 20172	
10	Method of examination	Seminar paper Presentation	
11	Grading procedure	Seminar paper (33%) Presentation (67%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography		

1	Module name 54882	Area specific language courses - Romance countries Area-specific language courses: Romance countries	2,5 ECTS
2	Courses / lectures	Übung: Italienisch Elementarkurs 2 ItaliaNet A2 (Blended Learning Kurs) (4.0 SWS) Übung: Französisch: Elementarkurs 3 (4.0 SWS) Übung: Französisch: Elementarkurs 2 (4.0 SWS) Übung: Französisch: Elementarkurs 4 (4.0 SWS) Übung: Französisch: Elementarkurs 1a (4.0 SWS)	5 ECTS 5 ECTS 5 ECTS 5 ECTS 5 ECTS
3	Lecturers	Anna Elisa Bologna Paola Cesaroni-Meinzolt Dr. Corina Petersilka Agnes Hole-Kreuzer Kévin Bouillard Helene Weig Pamina Griesenhofer	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Romance countries Master of Science International Business Studies 20172
10	Method of examination	Written examination (60 minutes) Written examination Written examination (60 minutes) Written examination (90 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (90 minutes) Written examination (90 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (90 minutes) Written examination (90 minutes) Written examination (60 minutes) Written examination (60 minutes) Written examination (90 minutes) Written examination (60 minutes) Written examination (90 minutes) Written examination (60 minutes) Written examination (90 minutes)

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11	Grading procedure	<p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p>

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12	Module frequency	no Module frequency information available!
13	Workload in clock hours	<p>Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt)</p> <p>Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)</p>
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	<p>german</p> <p>spanish</p>
16	Bibliography	<p>Lehrwerk: Nuovo Contatto B2, Loescher Editore (nähere Hinweise dazu am ersten Unterrichtstag)</p> <p>Lehrwerk: Nuovo Contatto B2, Loescher Editore (nähere Hinweise dazu am ersten Unterrichtstag)</p>

1	Module name 54329	Globalized economies, socio-environmental conflicts and environmental justice in Latin America	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Almut Schilling-Vacaflor del Carpio	
5	Contents	<p>Latin America is an important global exporter of products from the extractive industries and the agribusiness such as beef, cocoa, coffee, copper, gold, rare minerals, pineapples and soybeans. While the production of and trade with such commodities have contributed to important revenues, the adverse environmental and human rights impacts associated with globalized economic activities have disproportionately concentrated locally, in the places of production/extraction. At the same time, Latin American states have been on the forefront of recognizing the rights of Indigenous peoples and Afro-descendent communities and many of them guarantee their citizens ample participatory rights in environmental decision-making. In this context, environmental conflicts have flourished.</p> <p>In this seminar we will aim to better understand the social and environmental impacts of different economic sectors in Latin America. We will then study existing transnational and domestic governance arrangements for addressing such impacts and analyze how they unfold on the ground. Third, we will shed light on and discuss environmental conflicts that have emerged in Latin America by focusing on specific cases. In our analysis, we will refer to and apply theories of environmental justice that distinguish between the following three dimensions: recognition, participation and distribution. Furthermore, to discuss contentious decision-making processes about the extraction and use of natural resources, we will draw on John Gaventa's power analysis framework and literature from the field of political ecology.</p>	
6	Learning objectives and skills	<ul style="list-style-type: none"> • Gain a better understanding of the relevance of globalized economic sectors and their social and environmental impacts in different Latin American contexts and regions • Achieve robust knowledge about transnational and domestic governance arrangements and implementation challenges in specific local contexts • Gain important insights about vulnerable actors in Latin America and their struggles for environmental justice 	

		<ul style="list-style-type: none"> • Learn to apply theoretical and analytical approaches to analyze empirical cases of environmental conflicts • Foster reflective thinking and critical discussions among the participants of the seminar
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Romance countries Master of Science International Business Studies 20172
10	Method of examination	Written or oral
11	Grading procedure	<p>Written or oral (100%)</p> <ol style="list-style-type: none"> 1. Participation - reading of the compulsory literature is required and short reflection text (33%) 2. Project work in a working group (33%) 3. Short presentation within the seminar and submission of a report on the selected topic of your group work (ca. 8 pages per person; 33%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 26 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Mentioned in the course syllabus

1	Module name 57463	Business and Human Rights in Latin America	5 ECTS
2	Courses / lectures	Seminar: Business and Human Rights in Latin America (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Almut Schilling-Vacaflor del Carpio	

4	Module coordinator	Prof. Dr. Almut Schilling-Vacaflor del Carpio	
5	Contents	<p>Das Seminar vermittelt Inhalte zu den Grundlagen des Nachhaltigkeitsmanagements in Forschung und Praxis. In enger Zusammenarbeit mit unserem Unternehmenspartner Uvex werden aktuelle Herausforderungen für die Nachhaltigkeit im Unternehmen identifiziert und Lösungsvorschläge erarbeitet.</p> <p>Die ersten Sitzungen dienen dazu, eine interaktive Einführung in das Thema Nachhaltigkeit zu geben und die unterschiedlichen Wissensstände der Studierenden aus verschiedenen Disziplinen zu harmonisieren. Die Studierenden lernen verschiedene Konzepte und Instrumente des Nachhaltigkeitsmanagements kennen. Damit zielt das Seminar auf ein systematisches Verständnis relevanter Managementwerkzeuge und neuartiger Instrumente und Funktionen zur Bewältigung von Nachhaltigkeitsthemen. Nach einer theoretischen Einführung werden die Studierenden mit den aktuellen Nachhaltigkeitsthemen bei Uvex in den Dimensionen der Triple Bottom Line vertraut gemacht. Diese Projekte konzentrieren sich auf Themen wie Kreislaufwirtschaft oder Impact Assessment. Im zweiten Teil des Seminars geht es darum, das theoretische Wissen in die Praxis umzusetzen. Zu diesem Zweck arbeiten die Studierenden in Projektteams an einer praktischen Lösung für ein bei Uvex identifiziertes Nachhaltigkeitsproblem in kooperativer Abstimmung mit den Seminarleitern. In einer Zwischenpräsentation haben die Studierenden die Möglichkeit, Feedback zu erhalten und ihre Ideen zu überarbeiten. Am Ende des Seminars findet eine Abschlusspräsentation statt und die Studierenden erstellen eine Dokumentation ihrer Projektarbeit.</p>	
6	Learning objectives and skills	<p>Am Ende des Seminars sind die Studierenden in der Lage</p> <ul style="list-style-type: none"> • Nachhaltigkeitsthemen aus der Praxis zu identifizieren und deren Managementrelevanz zu beurteilen; • grundlegende betriebswirtschaftliche Ansätze zur Bewältigung sozialer und ökologischer Probleme zu analysieren und anzuwenden; • ihre qualitativen Forschungs- und Projektmanagementkompetenzen anzuwenden; • Methoden des Nachhaltigkeitsmanagements zu reflektieren und selbstbewusst umzusetzen; • Soft Skills wie strukturierte Teamarbeit und professionelle Präsentationen anzuwenden und zu reflektieren 	

7	Prerequisites	<ul style="list-style-type: none"> • Bereits besuchte Kurse zum Nachhaltigkeitsmanagement sind von Vorteil • Interesse an praxisorientiertem Nachhaltigkeitsmanagement; • Motivation zur selbständigen Arbeit in einem Team
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Romance countries Master of Science International Business Studies 20172
10	Method of examination	Seminar paper and presentation Gemeinsame Analyse und Bearbeitung einer Nachhaltigkeitsherausforderung und Konzeptentwicklung in Projektteams mit Zwischen- und Abschlusspräsentation. Zusätzlich wird die Dokumentation des Problemlösungsprozesses benotet.
11	Grading procedure	Seminar paper and presentation (100%) Präsentation (70%) und Dokumentation (30%)
12	Module frequency	Not this semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	
16	Bibliography	All necessary materials will be provided via StudOn

1	Module name 57476	Sustainability challenges in the agricultural sector in the Global South	5 ECTS
2	Courses / lectures	Seminar: Sustainability challenges in the agricultural sector in the Global South (2.0 SWS) The participation in the course is mandatory.	5 ECTS
3	Lecturers	Júlia Sousa e Berruezo Prof. Dr. Almut Schilling-Vacaflor del Carpio	

4	Module coordinator	Prof. Dr. Almut Schilling-Vacaflor del Carpio	
5	Contents	<p>The agricultural sector has historically been of great importance for the geographical, social, political, and economic configuration of the countries of the Global South. This sector accounts for a considerable part of GDP, generates jobs, and is important for exports and food security. Increasingly, many areas of these countries' territories have been converted to meet the growing demand for agricultural products, such as soy, cattle and palm oil in the world market. This trend is linked to the concentration of the land and the production networks in the hands of large land-owners and multinational companies, the displacement of traditional populations, deforestation, the degradation of natural resources, the pollution of soil and water and the loss of biodiversity, among other effects.</p> <p>As various estimates predict that in 2050 the world will reach the mark of 9 billion inhabitants, with much of the growth occurring in developing countries, a further increase in production will be required in order to meet the nutritional needs of the world population. As such, reconciling agricultural production with environmental preservation and socio-economic development is one of the central challenges of the 21st century.</p> <p>This course seeks to present and discuss the structural tensions between agricultural production and the environment and the search for "sustainable development" in rural areas from the Global South, with a particular focus on Latin America and Africa, broadening the students' understanding of the relationship between agriculture, sustainability, and rural development. At the end of the course, students will be able to understand the dynamics of the agricultural sector in the Global South, the changes taking place in rural areas, and their implications for sustainability. Moreover, the students will have the opportunity to analyze and discuss strategies</p>	

		and solutions to promote sustainable agricultural practices that guarantee food security, preserve natural resources, and promote the economic and social development of rural communities.
6	Learning objectives and skills	<ul style="list-style-type: none"> • Identify and understand the contradictions and dilemmas in relation to the agricultural sector in the Global South. • Analyze the interactions between agriculture, the environment and society • Understand the changes taking place in rural areas in the Global South and their implications for sustainability. • Critically analyze and discuss the concept of sustainability in the agricultural sector. • Discuss strategies to promote sustainable agricultural practices that guarantee food security, preserve natural resources, and promote the economic and social development of rural communities in the Global South.
7	Prerequisites	None.
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Romance countries Master of Science International Business Studies 20172
10	Method of examination	Written or oral
11	Grading procedure	<p>Written or oral (100%)</p> <ol style="list-style-type: none"> 1. Participation - reading of the compulsory literature is required and short reflection text (20%) 2. Presentation (40%) 3. Short written assignment (ca. 2,000 words per person; 40%).
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 26 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	<p>-Altieri, M. (1987). Agroecology: the scientific basis of alternative agriculture, Boulder: West- view.</p> <p>-Clapp, J. & Fuchs, D. (eds.) (2009). Corporate Power in Global Agrifood Governance. The MIT Press Cambridge, Massachusetts.</p> <p>-Du Pisani, J. A. (2006). Sustainable development–historical roots of the concept. Environmental sciences, 3(2).</p> <p>-Esteva, G. (2010). Development. In Sachs, W (Ed.), The development dictionary, 1-23. Zed Books.</p>

-Martinez-Alier, J. (2003). *The Environmentalism of the poor: a study of ecological conflicts and valuation*. Edward Elgar Publishing.

-Monni, S, & Pallottino, M. (2015). *Beyond growth and development: Buen Vivir as an alternative to current paradigms*. *International Journal of Environmental Policy and Decision Making*, 1(3).

-Nightingale, A. J., Karlsson, L., Böhler, T., & Campbell, B. (2019). *Environment and Sustainability in a Globalizing World*. Routledge.

-Peet, R., Robbins, P. & Watts, M. (2011). *Global political ecology*. Routledge: New York.

-Pretty, J. N. (2008). *Agricultural sustainability: concepts, principles and evidence*. *Philos. Trans. R. Soc. Lond. B Biol. Sci.* v.363, 447–465.

Additional literature mentioned in the course syllabus.

Asia

1	Module name 54930	Courses exchange semester (Area studies: Asia) Exchange Semester Courses (Area Studies: Asia)	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge	
5	Contents	Courses students will be attending during the exchange semester in one of the partner universities or others (in Asian countries) should fit into the module Area Studies: Asia thus extending the students knowledge and competencies in this field of study. The suitability of the courses will be assessed by the programme coordinator.	
6	Learning objectives and skills	Students acquire additional knowledge and competencies in their field of study	
7	Prerequisites	Learning agreement	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: Asia Master of Science International Business Studies 20172	
10	Method of examination	Variable Variable Variable Variable Variable Variable Variable Variable	
11	Grading procedure	Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography		

1	Module name 57508	Digital transformation project	5 ECTS
2	Courses / lectures	Seminar: Digital Transformation Project (Master) (4.0 SWS)	5 ECTS
3	Lecturers	Joni Riihimäki Julius Kirschbaum Julian Kurtz Prof. Dr. Angela Roth Prof. Dr. Kathrin Möslein	

4	Module coordinator	Prof. Dr. Kathrin Möslein Prof. Dr. Angela Roth
5	Contents	In this module, students will focus on developing and evaluating solutions for organizational challenges in the context of digital transformation. In doing so, they work together with organizations from various industries and gain in-depth experience in solving organizational problems using a systematic design science research process. Moreover, they will get familiar with empirical research methods and improve their presentation as well as writing skills.
6	Learning objectives and skills	The students <ul style="list-style-type: none"> • possess comprehensive, detailed, and specialized problem solving skills in the context of digital transformation • can independently plan and carry out design science research processes • can situationally identify, collect and analyze relevant organizational data • are familiar with the topic of digital transformation and its effects on organizational stakeholders
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172
10	Method of examination	Seminar paper Presentation
11	Grading procedure	Seminar paper (50%) Presentation (50%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	
16	Bibliography	Presented in class

1	Module name 53640	Industrielles Management Industrial management	5 ECTS
2	Courses / lectures	Vorlesung: Industrielles Management (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kai-Ingo Voigt Viktoria Leutheuser	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	Die Veranstaltung bietet einen tiefergehenden Einblick in das Management industrieller Unternehmen. Betrachtet werden nicht nur bisherige theoretische und empirische Erkenntnisse, sondern insbesondere auch aktuelle Managementaufgaben und -methoden in einem Industriebetrieb. Die Erkenntnisse zum industriellen Management werden mit einem praktischen und aktuellen Schwerpunktthema verknüpft, um so einen Anwendungsbezug darzustellen.	
6	Learning objectives and skills	Die Studierenden erwerben ein umfassendes, detailliertes sowie spezialisiertes Wissen auf dem neuesten Erkenntnisstand aus dem Bereich des industriellen Managements und die Fähigkeit, strategisch zu denken. Durch die tiefergehende Analyse eines praxisrelevanten Schwerpunktthemas erhalten die Studierenden zudem einen tiefergehenden Einblick in die aktuellen Problemfelder und Herausforderungen von Industrieunternehmen. Die erworbenen analytischen und konzeptionellen Fertigkeiten befähigen die Studierenden, komplexe betriebswirtschaftliche Fragestellungen eigenständig zu bearbeiten.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Voigt, K.-I.: Industrielles Management, Berlin u. a., 2008.	

1	Module name 54815	Psychological Contracts of Expatriates in Asia and Europe Psychological contracts of expatriates in Asia and Europe	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Matthias Schuster	
5	Contents	This seminar intends to provide students with a deep understanding of an important topic on expatriate management. Based on own empirical analyses, students will be analyzing psychological contracts of expatriates in multinational companies operating the European or Asian region.	
6	Learning objectives and skills	The aim of this seminar is to familiarize students with academic literature on expatriate management as well as to introduce them to state-of-the-art empirical methods in management research. Students will review current literature on psychological contracts of expatriates and will work on and analyze a specific research question. Students are required to present their own findings in two presentation sessions and discuss their findings to ensure an intensive exchange of knowledge within the seminar. Apart from the in-class presentations, students will also be required to hand in a seminar paper by the end of the term (approximately 10 pages). Throughout the seminar students will receive individual support in specifically designed tutorials taking them through the various steps of empirical research.	
7	Prerequisites	Registration via StudOn	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172	
10	Method of examination	Seminar paper Presentation	
11	Grading procedure	Seminar paper (60%) Presentation (40%)	
12	Module frequency	Irregular	
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography		

1	Module name 54912	Area specific language courses - Asia Area-specific language courses: Asia	2,5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Asia Master of Science International Business Studies 20172
10	Method of examination	<p>Written or oral (60 minutes)</p> <p>Written or oral (60 minutes)</p> <p>Written or oral (60 minutes)</p> <p>Written examination (90 minutes)</p> <p>Written or oral (60 minutes)</p> <p>Written or oral (60 minutes)</p> <p>Written examination (90 minutes)</p> <p>Written or oral (60 minutes)</p> <p>Variable</p> <p>Written examination (90 minutes)</p> <p>Variable</p> <p>Written or oral (60 minutes)</p> <p>Written examination (60 minutes)</p> <p>Written examination (90 minutes)</p> <p>Written examination (60 minutes)</p> <p>Written examination (60 minutes)</p> <p>Variable</p> <p>Written or oral (60 minutes)</p> <p>Written examination (60 minutes)</p> <p>Written or oral (60 minutes)</p> <p>Written examination (90 minutes)</p> <p>Written examination (90 minutes)</p> <p>Written or oral (60 minutes)</p> <p>Written examination (60 minutes)</p> <p>Written or oral</p>
11	Grading procedure	<p>Written or oral (200%)</p> <p>Written or oral (100%)</p> <p>Written or oral (100%)</p> <p>Written examination (200%)</p> <p>Written or oral (200%)</p> <p>Written or oral (100%)</p> <p>Written examination (200%)</p> <p>Written or oral (200%)</p>

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12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 56422	Organizing for digital transformation	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Organizing Digital Transformation (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kathrin Möslein Julian Kurtz	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course focusses on dynamics in organizational transformation driven through information technology (IT) and consists of two parts. The first part introduces the topic from an industrial perspective and explores the re-organization of value streams in the course of the digital transformation. Teaching in this part includes contributions from a German automotive company. Students will work in a project-oriented mode for half the lecture and then present their results.</p> <p>The second part takes the perspective of academic research on the organization of the digital transformation. It introduces different theoretical frameworks to gain a deeper understanding of the phenomenon and explores its implications for global business structures. Students write a short essay to show what they have learned.</p> <p>Together, the lecture allows the students to gain theoretical knowledge on the digital transformation and acquire practical problem-solving skills as well to work effectively on innovative projects in the field.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • are familiar with different theories of works systems and service systems and their practical application • know more about the contribution of information technology in managing complex innovation activities • have an improved understanding of the global IT Industry and various strategies that are used • can identify and unravel the business problem in a case study and actively take part in class discussions 	
7	Prerequisites	<ul style="list-style-type: none"> • general knowledge of digital technology and their economic applications • basic understanding of simple software applications • first experience with team projects 	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Asia Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Presentation</p> <p>Seminar paper</p> <p>Seminar paper approx. 5 pages</p>	

		Presentation approx. 30 minutes (partly in group)
11	Grading procedure	Presentation (30%) Seminar paper (70%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	None

1	Module name 56480	Research projects in international management I Research projects in international management	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	Students acquire knowledge and competencies in the field of research. Students are able to identify and to critically reflect critical problems in the area of international management and apply advanced methods of empirical research and data analysis to develop innovative solutions.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper <i>Details for the examination: Seminar paper</i>
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 150 h Independent study: 0 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 56490	Research projects in international management II	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	Students acquire knowledge and competencies in the field of research. Students are able to identify and to critically reflect critical problems in the area of international management and apply advanced methods of empirical research and data analysis to develop innovative solutions.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper <i>Details for the examination: Seminar paper</i>
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 150 h Independent study: 0 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 57030	Managing enterprise-wide IT architectures	5 ECTS
2	Courses / lectures	Masterseminar: Managing Enterprise-Wide IT-Architectures & Case Study Seminar (4.0 SWS)	5 ECTS
3	Lecturers	Nils Kemmerzell	

4	Module coordinator	Prof. Dr. Michael Amberg	
5	Contents	<p>Lecture: Fundamentals of Enterprise-Wide IT Architecture Management The lecture Fundamentals of Enterprise-Wide IT Architecture Management provides the fundamentals of business process management and the underlying IT architecture. The course has a strong focus on concepts of business-IT-alignment e.g., service oriented architectures, cloud computing, and enterprise-wide IT systems as well as important paradigms to (re-) design enterprise IT architectures.</p> <p>Case Study Seminar Managers and business leaders in the field of information technology must make decisions with limited information and a swirl of business activities going on around them. They are required to evaluate options, make choices, and find solutions to the challenges they face every day. In this seminar, students will take on the perspective of a decision-maker by analyzing and discussing complex management challenges illustrated in different case studies from leading business schools.</p>	
6	Learning objectives and skills	<p>Lecture: Fundamentals of Enterprise-Wide IT Architecture Management</p> <p>Students</p> <ul style="list-style-type: none"> • know about the major differences of process and workflow management, • know about the main models of IT Service Management and Business-IT Alignment, • can understand the impact of Big Data Technologies on Value Creation, • can assess and implement different types of Big Data Systems, • can explain the major differences of automated communication concepts like EDI, XML and EDIFCAT, • can assess process standardization in different environments. <p>Case Study Seminar</p> <p>Students should</p> <ul style="list-style-type: none"> • know about real-world challenges in the area of IT management, as well as methods for analyzing case studies, • be able to apply the vocabulary, theory, and methods they have learned in the lecture, 	

		<ul style="list-style-type: none"> • be able to develop solutions to business problems, as well as defend their solutions and discuss them critically in a group setting, • be able to present solutions to case study problems in English.
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Asia Master of Science International Business Studies 20172
10	Method of examination	<p>Case study Written examination</p> <ul style="list-style-type: none"> • Lecture: written examination (60 min. – 100%) • Case Study Seminar: Presentation (2 x 15 min. – 33,33%), class participation (33,33%) and discussion paper (2 x 1 Page– 33,33%)
11	Grading procedure	<p>Case study (50%) Written examination (50%)</p> <ul style="list-style-type: none"> • Lecture: 50% of module score • Case Study Seminar: 50% of module score
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	<ul style="list-style-type: none"> • Lecture: Rood, M. A. Enterprise architecture: Definition, content, and utility, in Proceedings of the Third Workshop on: Enabling Technologies: Infrastructure for Collaborative Enterprises, 1994, pp. 106-111. • Case Study Seminar: Ellet, W. The Case Study Handbook: How to Read, Discuss, and Write Persuasively About Cases. Harvard Business Review Press, 2007.

1	Modulbezeichnung 57464	Brand Management in Asia	5 ECTS
2	Lehrveranstaltungen	Seminar: Asian Brand Management Participation in all sessions is mandatory.	-
3	Lehrende	Prof. Dr. Dirk Holtbrügge Laura Kirste	

4	Modulverantwortliche/r	Prof. Dr. Dirk Holtbrügge	
5	Inhalt	<p>CO1 Introduction to Brand Management Branding History -Product vs. Brand overview, Brand Architecture need objectives and evolution of Strategic Brand Management.</p> <p>CO2 Value Creation In Asian Brands Brand identity -The eroding low-cost advantage – Analysing 10 global brands originating from Asia - A new paradigm for Asian Brands</p> <p>CO2 Asian Brand Personality Brand Personality - Asian Culture & Consumers - From Western (American) images to prominence of Asian images and music - Opportunities in subcultures - Generic country branding</p> <p>CO3 Celebrity Branding In Asia Endorsements - Celebrity endorsers in Asia - Celebrity endorsement models - Challenges in celebrity branding - Brand Positioning & Repositioning - Brand Elements- name category –Mascots, Logos, Slogans & Packaging - benefits & challenges.</p> <p>CO3 Asian Brand Strategy Brand management models - Brand strategy– Online Branding strategy – Aspiring ASIAN BRAND CASES - Brand philosophy & communication - Future challenges for Asian Brand Managers</p>	
6	Lernziele und Kompetenzen	<p>1. To understand how to develop a brand & position for Asian Consumers.</p> <p>2. Familiarity with the value creation that is used to evaluate brand equity.</p> <p>3. To critically analyze how to achieve growth through Strategic Asian Brand Management.</p> <p>Participants will be able to</p> <p>CO1 Understanding of Asian Brand management and its history.</p> <p>CO2 Demonstrate brand identity, personality, positioning, & brand communication</p> <p>CO3 Analyze different Strategic Brand Management and Asian Brand Architecture.</p>	
7	Voraussetzungen für die Teilnahme	Keine	
8	Einpassung in Studienverlaufsplan	keine Einpassung in Studienverlaufsplan hinterlegt!	

9	Verwendbarkeit des Moduls	Modulbereich: Asia Master of Science International Business Studies 20172 Nebenfach Wirtschaftswissenschaften Master of Science Wirtschaftsmathematik 20192
10	Studien- und Prüfungsleistungen	Seminararbeit Mode of Evaluation: Continuous Internal Assessment (Weightage of Marks- 40): Two Class Tests, Two Written Assignments, and any of the following components: Attendance/ Mini Projects / Seminars / Quizzes (announced /or unannounced case analysis and case discussion/Term Paper Class Participation / Assessment of Class Notes etc. End-Semester Examination (Weightage of Marks – 60): At the end of the classes a TWO Hour written examination will be conducted covering the entire syllabus.
11	Berechnung der Modulnote	Seminararbeit (100%)
12	Turnus des Angebots	nur im Sommersemester
13	Arbeitsaufwand in Zeitstunden	Präsenzzeit: 30 h Eigenstudium: 120 h
14	Dauer des Moduls	1 Semester
15	Unterrichts- und Prüfungssprache	
16	Literaturhinweise	Reference Books: Strategic Brand Management: Building, Measuring, and Managing Brand Equity, Global Edition by Kevin Keller, Vanitha Swaminathan (2019) Asian Brand Strategy- How Asia Builds Strong Brands - Martin Roll – Palgrave Publishing Strategic Brand Management: Building Measuring and Managing Brand Equity by Kevin Keller Elliott, R. H., Rosenbaum-Elliott, R., Percy, L., & Pervan, S. (2015). Strategic brand management. Oxford University Press, USA.

Europe

1	Module name 57127	Nachhaltigkeitskommunikation Sustainability communication	5 ECTS
2	Courses / lectures	Masterseminar: MA-Seminar (2.0 SWS) Seminar: Nachhaltigkeitskommunikation (2.0 SWS)	5 ECTS 5 ECTS
3	Lecturers	Prof. Dr. Reimar Zeh Prof. Dr. Adrian Meier	

4	Module coordinator	Prof. Dr. Adrian Meier	
5	Contents	<p>Nachhaltigkeit bezieht sich auf die zukunftssichere und generationengerechte Verwendung ökologischer, sozialer und ökonomischer Ressourcen. Zum einen meint Nachhaltigkeitskommunikation das Handeln professioneller Kommunikatoren, etwa wenn Unternehmen ihr (mehr oder weniger) nachhaltiges Handeln nach Außen kommunizieren (z. B. CSR-Kommunikation, Greenwashing). Zum anderen umfasst es die Kommunikation gesellschaftlicher Akteure und Interessengruppen (z. B. Protestbewegungen, NGOs), die nachhaltiges Handeln einfordern. Schließlich sind der gesamtgesellschaftliche Diskurs um Nachhaltigkeit (bspw. zum Klimawandel) sowie die Wirkungen von Nachhaltigkeitskommunikation auf Individuen, kollektive Akteure und die Gesellschaft als Ganzes gemeint.</p> <p>In diesem Seminar nehmen wir nacheinander alle vier Perspektiven ein (Unternehmenskommunikation, Aktivismus, gesamtgesellschaftliche Kommunikation und Kommunikationswirkungen). Das Seminar verbindet dabei eine forschungsbasierte, diskursive Auseinandersetzung mit kleineren praktischen Kommunikationsprojekten.</p>	
6	Learning objectives and skills	<p>Die Studierenden</p> <ul style="list-style-type: none"> erwerben umfassendes, detailliertes und spezialisiertes Wissen im Feld der Nachhaltigkeitskommunikation, z.B. Kommunikationsstrategien über Nachhaltigkeit, Nachhaltigkeit im gesellschaftlich-politischen Diskurs und Folgen dieser Kommunikationsprozesse. erwerben durch die Auseinandersetzung mit dem Thema und die regelmäßige Diskussion mit Mitstudierenden und Fachvertretern Problemlösungs-, Kommunikations- und Medienkompetenzen. entwickeln die Fähigkeit, Prozesse und Herausforderungen der Nachhaltigkeitskommunikation zu analysieren, kritisch einzuordnen und Lösungen diskursiv zu erarbeiten. 	
7	Prerequisites	Keine. Die Anmeldung erfolgt über StudOn.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172	
10	Method of examination	Case study	

11	Grading procedure	Case study (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	<ul style="list-style-type: none"> • Heinrich, P. (Hrsg.). (2018). CSR und Kommunikation: Unternehmerische Verantwortung überzeugend vermitteln. Springer Berlin Heidelberg. • Hoppe, I., & Wolling, J. (2017). Nachhaltigkeitskommunikation. In H. Bonfadelli, B. Fähnrich, C. Lüthje, J. Milde, M. Rhomberg, & M. S. Schäfer (Hrsg.), Forschungsfeld Wissenschaftskommunikation (S. 339–354). Springer Fachmedien Wiesbaden • Neverla, I., & Schäfer, M. S. (Hrsg.). (2012). Das Medien-Klima. VS Verlag für Sozialwissenschaften • Neverla, I., Taddicken, M., Lörcher, I., & Hoppe, I. (Hrsg.). (2019). Klimawandel im Kopf: Studien zur Wirkung, Aneignung und Online-Kommunikation. Springer Fachmedien Wiesbaden. Kümpel, A. S., • Peter, C., Schnauber-Stockmann, A., & Mangold, F. (Hrsg.). (2022). Nachhaltigkeit als Gegenstand und Zielgröße der Rezeptions- und Wirkungsforschung: Aktuelle Studien und Befunde. Nomos.

1	Module name 57128	Kommunikation in der digitalen Arbeitswelt Communication in the digital work environment	5 ECTS
2	Courses / lectures	Masterseminar: Kommunikation in der digitalen Arbeitswelt (2.0 SWS)	5 ECTS
		Masterseminar: Kommunikation in der digitalen Arbeitswelt (2.0 SWS)	5 ECTS
		Seminar: Kommunikation in der digitalen Arbeitswelt (2.0 SWS)	5 ECTS
3	Lecturers	Julius Klingelhöfer	

4	Module coordinator	Prof. Dr. Adrian Meier	
5	Contents	<p>Digitale Medien und Kommunikation durchdringen nahezu alle Aspekte unseres täglichen Lebens, insbesondere in einer zunehmend digitalisierten Arbeitswelt. Diese Entwicklung bietet Unternehmen und Mitarbeiter:innen vielfältige Möglichkeiten der organisationsinternen Kommunikation, stellt sie jedoch auch vor große Herausforderungen. Digitale Technologien (z. B. AI, Social Media, Videochat, Big Data) versprechen effizientes Management und Kollaboration in (virtuellen) Teams. Allerdings konfrontieren sie Organisationsmitglieder auch mit digitalem Stress, Erreichbarkeitsdruck, Entgrenzung und Überwachung. Im Seminar beleuchten wir die Kommunikation von Organisationen im Zeitalter der Digitalisierung. Im Vordergrund steht die Frage, wie digitale Technologien die Kommunikation in der Arbeitswelt verändern. Wir betrachten hierbei sowohl die strategische organisationsinterne Kommunikation (bspw. Change- oder Führungs-Kommunikation) als auch die interpersonale Kommunikation aus Perspektive der Mitarbeiter:innen (bspw. Flurgespräche, Selbstpräsentation, Sozialkapital).</p> <p>Das Seminar verbindet wissenschaftliche Erkenntnisse der (digitalen) Organisationskommunikation und interpersonalen Kommunikation mit praktischen Anwendungsfällen. Teilnehmer:innen erlangen ein tiefes Verständnis dafür, wie digitale Technologien und Kommunikationsprozesse in Organisationen zusammenwirken, gesteuert und optimiert werden können.</p>	
6	Learning objectives and skills	<p>Die Studierenden</p> <ul style="list-style-type: none"> • erwerben grundlegendes und spezialisiertes Wissen der Organisations- und interpersonalen Kommunikation • können organisationale Chancen und Herausforderungen der Digitalisierung analysieren, einordnen und hinterfragen • üben durch Diskussionen mit Mitstudierenden und Fachvertreter:innen sowie durch praktische Fallanalysen die Fähigkeit, dieses Wissen in Organisationen strategisch anzuwenden • entwickeln die Fähigkeit, Prozesse und Herausforderungen der internen Organisationskommunikation zu analysieren, kritisch einzuordnen und Lösungen diskursiv zu erarbeiten 	
7	Prerequisites	Keine. Die Anmeldung erfolgt über StudOn.	

8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Presentation Written assignment
11	Grading procedure	Presentation (50%) Written assignment (50%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	<ul style="list-style-type: none"> • Duschlbauer, T., Martin, S., & Saffarnia, P. (Eds.). (2018). Organisationskommunikation Organisational Communication: Vol. 1. Organisationskommunikation im Zeichen der Digitalisierung. Nomos. • Einwiller, S., Sackmann, S. A., & Zerfaß, A. (2020). Handbuch Mitarbeiterkommunikation: Interne Kommunikation in Unternehmen. Springer Gabler. • Lewis, L. (2019). Organizational change: Creating change through strategic communication (2nd ed.). Wiley. • Miller, K. (2015). Organizational communication: Approaches and processes (7th ed.). Cengage Learning.

1	Module name 55610	Courses exchange semester (Area studies: Europe) Exchange semester courses (Area studies: Europe)	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge	
5	Contents	Courses students will be attending during the exchange semester in one of the partner universities or others (in European countries) should fit into the module Area Studies: Europe thus extending the students knowledge and competencies in this field of study. The suitability of the courses will be assessed by the programme coordinator.	
6	Learning objectives and skills	Students acquire additional knowledge and competencies in their field of study.	
7	Prerequisites	Learning Agreement	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172	
10	Method of examination	Variable Variable Variable Variable Variable Variable Variable Variable	
11	Grading procedure	Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%) Variable (0%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography		

1	Module name 53296	Economics of innovation	5 ECTS
2	Courses / lectures	<p>No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.</p> <p>This module will not be offered in the Summer Term 2024 due to parental leave.</p> <p>Students are required to be present on the day when presentations will be held.</p>	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Markus Nagler	
5	Contents	<p>The lecture provides an introduction to economic issues of innovation and new ideas. The course first sets out general problems in the economics of innovation such as the public goods nature of ideas and the importance of innovation for economic prosperity. In the second part, the course discusses labor and personnel issues in innovation policy, for example the design of incentives for innovation. In the third part, the course analyses issues in intellectual property rights and public economics topics such as public funding of research or the role of universities.</p> <p>This module will not be offered in the Summer Term 2024 due to parental leave.</p>	
6	Learning objectives and skills	Students know the key issues in the economics of innovation and the impacts of potential public policies to promote innovation. They are able to assess current research in the economics of innovation and are able to relate its results to fundamental policy questions in the area. Students are acquainted with important empirical approaches in the area.	
7	Prerequisites	Basic microeconomics, basic econometrics	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Modulbereich: English speaking countries Master of Science International Business Studies 20172</p> <p>Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written or oral</p> <p>Students will have to present one paper (potentially in groups) that picks up a topic from the lecture. In addition, students have to produce a referee report on a paper related to the topics of the lecture. I will provide a list of possible papers for both assignments in the first week of lectures.</p>	

		This module will not be offered in the Summer Term 2024 due to parental leave.
11	Grading procedure	Written or oral (100%) Both assignments will be marked independently, with the final grade reflecting a weighted average of both single grades. Discussionpaper (50%) and Presentation (50%).
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	<ul style="list-style-type: none"> • Bryan, Kevin and Heidi Williams (2021): Markets for innovation: Market failures and public policies, Handbook of Industrial Organization 5(1):281-388, Chapter 13 • Bloom, Nicholas, John Van Reenen and Heidi Williams (2019): A Toolkit of Policies to Promote Innovation, Journal of Economic Perspectives 33(3): 163-184 • Scotchmer, Suzanne. Innovation and incentives. MIT press, 2004.

1	Module name 53492	Fallstudien und Projekte im Management I Case studies and projects in management I	5 ECTS
2	Courses / lectures	Seminar: Industry 5.0 – Germany's Future of Sustainable Industrial Value Creation with Prof. Oliver Zipse and Dr. Thomas Becker (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Markus Beckmann Hannah Altenburg Prof. Dr. Kai-Ingo Voigt	

4	Module coordinator	Prof. Dr. Markus Beckmann Prof. Dr. Kai-Ingo Voigt
5	Contents	During the seminar, which is supported by Prof. Oliver Zipse (CEO of the BMW Group) and Dr. Thomas Becker (VP Sustainability, Mobility of the BMW Group), the students work on current issues of sustainability in technology-oriented industrial companies in groups. The results of the student groups are presented, defended and discussed in a project report and a presentation at a final event.
6	Learning objectives and skills	The student groups develop analyses on complex sustainability management issues, especially in relation to technology-oriented industrial companies, in a largely self-directed manner. For this purpose, the students conduct empirical data collection and literature research. They decide largely independently on the methods of analysis to answer the respective question. The module aims to develop the students ability to structure and present detailed and specialised knowledge based on the current state of understanding of the respective research question. Each student group shares the results developed jointly in the seminar and defends them before Prof. Zipse, Dr. Becker, Prof. Dr. Voigt, and Prof. Dr. Beckmann.
7	Prerequisites	None
8	Integration in curriculum	semester: 3
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar achievement Presentation (20 minutes presentation + 10 minutes discussion) 70% and Project report (partially in group work) 30% (3.000 words)
11	Grading procedure	Seminar achievement (100%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Course specific literature (will be announced during the course).

1	Module name 53030	Personalmanagement Human resources management	5 ECTS
2	Courses / lectures	Seminar: Personalmanagement - Seminar; MIM-3030 (1.0 SWS)	1 ECTS
		Vorlesung: Personalmanagement Vorlesung (2.0 SWS)	4 ECTS
3	Lecturers	Theresa Bernhard	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge	
5	Contents	1. Personalmanagement als strategischer Erfolgsfaktor der Unternehmungsführung 2. Theorien des Personalmanagements 3. Akteure des Personalmanagements 4. Bedingungen des Personalmanagement 5. Instrumente des Personalmanagement 5.1. Personalbedarfsplanung und deckung 5.2. Personaleinsatz 5.3. Personalentlohnung 5.4. Personalführung 6. Effizienz des Personalmanagement	
6	Learning objectives and skills	Die Studierenden können Probleme des Personalmanagements aus rechtlicher, ökonomischer, betriebswirtschaftlicher, organisatorischer, psychologischer und ethischer Sicht analysieren sowie Lösungsvorschläge bewerten und eigenständig entwickeln. Sie können die Auswirkungen des Personalmanagement mit Hilfe anspruchsvoller Methoden der Personalforschung prognostizieren und Gestaltungsempfehlungen ableiten Sie lernen den aktuellen internationalen Forschungsstand zum Personalmanagement kennen und sind in der Lage, theoretische und empirische Studien in diesem Bereich kritisch zu reflektieren.	
7	Prerequisites	Sehr gute Deutschkenntnisse (C1)	
8	Integration in curriculum	semester: 1;3	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172	
10	Method of examination	Presentation Report Diskussionspapier (6 Seiten, 80% der Modulnote) und Präsentation (20% der Modulnote)	
11	Grading procedure	Presentation (20%) Report (80%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	

14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Holtbrügge, D.: Personalmanagement, 8. Aufl., Berlin et al., 2022.

1	Module name 53674	Strategic problem solving in the digital age	5 ECTS
2	Courses / lectures	Seminar: Strategic Problem Solving in the digital Age (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sebastian Junge	

4	Module coordinator	Prof. Dr. Harald Hungenberg Prof. Dr. Sebastian Junge
5	Contents	Durch die Einflüsse der fortschreitenden Digitalisierung stehen ganze Branchen vor dem Umbruch und deren Unternehmen vor neuen Herausforderungen. Data security, eServices, Connected mobility und eHealth sind nur einige der Schlagwörter, mit denen sich die Unternehmen beschäftigen müssen, um wettbewerbsfähig zu bleiben. Die Veranstaltung befasst sich mit den Lösungskonzepten dieser strategischen Herausforderungen und deren managementorientierter Kommunikation. Der Fokus liegt neben der Problemstrukturierung auf einer, durch Theorie gestützten, praxisnahen Problembearbeitung sowie der adäquaten Kommunikation der Problemlösung. Den Studierenden werden hierfür moderne, zielgruppenspezifische Vorgehensweisen und (Methoden-)Techniken vermittelt. Die interaktive Veranstaltung schließt die Bearbeitung einer realen Fallstudie mit abschließender Ergebnispräsentation durch Studierendenteams ein.
6	Learning objectives and skills	Die Studierenden lernen fortgeschrittene Methoden und Instrumente kennen, die im Rahmen des (strategischen) Managements von Unternehmen eine große Rolle spielen und diese auf praktische Fragestellungen anwenden können. Besonderes Augenmerk liegt dabei auf fortgeschrittenen Methoden der Problemstrukturierung (z.B. System Dynamics) und Kommunikation (z.B. Stickyness). Darauf aufbauend entwickeln die Studierenden im Rahmen einer realen Fallstudie aus der Unternehmenspraxis eine Präsentation, um die von ihnen erarbeitete Problemlösung zu kommunizieren. Innerhalb dieser Kooperation lernen die Studierenden, eine aktuelle strategische Herausforderung zu einem eingegrenzten Themenbereich zu bearbeiten, einen Lösungsvorschlag zu entwickeln und diesen in einer wissenschaftlichen Diskussion zu verteidigen. Hierdurch werden fachliche und persönliche Kompetenzen entwickelt. Die Studierenden geben und erhalten im Rahmen interaktiver Präsentationen der Arbeitsergebnisse ein wertschätzendes Feedback über die erbrachte Leistung.
7	Prerequisites	Die Teilnehmerzahl ist auf maximal 20 Studierende begrenzt. Der Bewerbungszeitraum wird über Homepage oder StudOn bekannt gegeben. https://www.unternehmensfuehrung.rw.fau.de/studium-lehre/aktuelle-lehre/strategic-problem-solving-in-the-digital-age/
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172

		Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Presentation (20 minutes)
11	Grading procedure	Presentation (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Hungenberg, H.: Problemlösung und Kommunikation im Management: Vorgehensweise und Techniken, 3. Aufl., München, 2010. Hungenberg, H.: Strategisches Management in Unternehmen, 8. Aufl., Wiesbaden 2014. Minto, B.: The Pyramid Principle, London, 4. Aufl., Harlow 2009. Cialdini, R.: The Psychology of Persuasion, 2007. Heath, C. and Heath, D.: Made to Stick, 2007.

1	Module name 54815	Psychological Contracts of Expatriates in Asia and Europe Psychological contracts of expatriates in Asia and Europe	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Matthias Schuster	
5	Contents	This seminar intends to provide students with a deep understanding of an important topic on expatriate management. Based on own empirical analyses, students will be analyzing psychological contracts of expatriates in multinational companies operating the European or Asian region.	
6	Learning objectives and skills	The aim of this seminar is to familiarize students with academic literature on expatriate management as well as to introduce them to state-of-the-art empirical methods in management research. Students will review current literature on psychological contracts of expatriates and will work on and analyze a specific research question. Students are required to present their own findings in two presentation sessions and discuss their findings to ensure an intensive exchange of knowledge within the seminar. Apart from the in-class presentations, students will also be required to hand in a seminar paper by the end of the term (approximately 10 pages). Throughout the seminar students will receive individual support in specifically designed tutorials taking them through the various steps of empirical research.	
7	Prerequisites	Registration via StudOn	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172	
10	Method of examination	Seminar paper Presentation	
11	Grading procedure	Seminar paper (60%) Presentation (40%)	
12	Module frequency	Irregular	
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography		

1	Module name 54942	Area specific language courses - Europe Area-specific language courses: Europe	2,5 ECTS
2	Courses / lectures	Übung: Italienisch Elementarkurs 2 ItaliaNet A2 (Blended Learning Kurs) (4.0 SWS) Übung: Französisch: Elementarkurs 3 (4.0 SWS) Übung: Französisch: Elementarkurs 2 (4.0 SWS) Übung: Französisch: Elementarkurs 4 (4.0 SWS) Übung: Französisch: Elementarkurs 1b (4.0 SWS) Übung: Deutsch als Fremdsprache C1/C1+: Fachsprache Wirtschaft - Online-Kurs (2.0 SWS)	5 ECTS 5 ECTS 5 ECTS 5 ECTS 5 ECTS 2,5 ECTS
3	Lecturers	Anna Elisa Bologna Paola Cesaroni-Meinzolt Dr. Corina Petersilka Agnes Hole-Kreuzer Kévin Bouillard Pamina Griesenhofer Helene Weig Dr. Julia Lazarus	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Variable Variable Written examination (60 minutes) Written examination (90 minutes) Written examination (90 minutes) Variable Written examination (90 minutes) Variable Written examination (60 minutes) Written examination (90 minutes) Written examination (90 minutes) Written examination Written examination (90 minutes) Variable Written or oral (60 minutes) Written examination Written or oral (60 minutes) Written examination (60 minutes)

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11	Grading procedure	<p>Variable (200%)</p> <p>Variable (200%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (200%)</p> <p>Variable (200%)</p> <p>Written examination (200%)</p> <p>Variable (200%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Variable (200%)</p> <p>Written or oral (100%)</p> <p>Written examination (100%)</p> <p>Written or oral (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Variable (100%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Variable (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Variable (200%)</p> <p>Written examination (100%)</p> <p>Variable (100%)</p> <p>Variable (100%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Variable (200%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (100%)</p> <p>Written examination (200%)</p> <p>Written examination (100%)</p> <p>Variable (200%)</p> <p>Written examination (200%)</p>

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12	Module frequency	no Module frequency information available!
13	Workload in clock hours	<p>Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt)</p> <p>Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)</p>
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	<p>german</p> <p>spanish</p>
16	Bibliography	<p>Lehrwerk: Nuovo Contatto B2, Loescher Editore (nähere Hinweise dazu am ersten Unterrichtstag)</p> <p>Lehrwerk: Nuovo Contatto B2, Loescher Editore (nähere Hinweise dazu am ersten Unterrichtstag)</p>

1	Module name 56480	Research projects in international management I Research projects in international management	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	Students acquire knowledge and competencies in the field of research. Students are able to identify and to critically reflect critical problems in the area of international management and apply advanced methods of empirical research and data analysis to develop innovative solutions.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper <i>Details for the examination: Seminar paper</i>
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 150 h Independent study: 0 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 56490	Research projects in international management II	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	Students acquire knowledge and competencies in the field of research. Students are able to identify and to critically reflect critical problems in the area of international management and apply advanced methods of empirical research and data analysis to develop innovative solutions.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper <i>Details for the examination: Seminar paper</i>
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 150 h Independent study: 0 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 56911	Issues in political economy	5 ECTS
2	Courses / lectures	Seminar: Ma-Sem: Issues in Political Economy (2.0 SWS) Compulsory attendance	5 ECTS
3	Lecturers	Prof. Dr. Christoph Moser	

4	Module coordinator	Prof. Dr. Christoph Moser	
5	Contents	This course deals with current topics in political economy and how politics and economics interact in various fields in the United States and the European Union. The course provides an introduction into the political systems and discusses the interactions between profit-maximizing firms and US and European non-market agents like the government, regulatory institutions and the public. The topics covered include but are not limited to the impact of political connections, corruption, lobbying and the revolving door on the United States of America and the European Union.	
6	Learning objectives and skills	Students gain a deeper understanding of how institutions, power and economic outcomes interact with each other. There will be a focus on the different actors such as governments, NGOs and private sector representatives. Students will also learn about empirical methods used in these fields. A special emphasis will be placed on the United States, the European Union and the transatlantic area.	
7	Prerequisites	Recommended prerequisites: Basic knowledge of economics, politics and econometrics.	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172 Master IBS: elective course (Wahlbereich): English-speaking countries; Europe Master Economics: Specialization in Public Economics	
10	Method of examination	Written or oral <i>Es handelt sich um eine einheitliche Prüfung, bei der die einzelnen Teilleistungen untrennbar miteinander verbunden sind. Für das Bestehen des Moduls müssen nach § 19 Abs. 1 Satz 4 MPOWIWI in der jeweils geltenden Fassung alle Teilleistungen in demselben Semester bestanden werden. Wegen des untrennbaren Bezugs der Teilleistungen aufeinander ist abweichend von § 25 Abs.1 Satz 2 MPOWIWI eine Wiederholung</i>	

		<i>nur einer der nicht bestandenen Teilleistungen nicht möglich. Das Nichtbestehen einer der Teilleistungen erfordert die Wiederholung der gesamten Prüfung.</i>
11	Grading procedure	Written or oral (100%) 30% presentation, 70% seminar paper (30% Präsentation, 70% Seminararbeit)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 57043	Business intelligence	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Business Intelligence (SS24) (4.0 SWS)	5 ECTS
3	Lecturers	Dr. Pavlina Kröckel	

4	Module coordinator	Dr. Pavlina Kröckel	
5	Contents	<p>We introduce a variety of topics which will give you a kick start in the field of data science and will help you to continue the learning path in other, more advanced courses. We teach the whole data science process (based on the industry-wide accepted CRISP model) from the business and data understanding to the deployment and management steps. Students get familiar with terms like data science, machine learning, and artificial intelligence, as well as available tools and technologies. You will learn what is behind the technology that powers everything from your shopping suggestions on Amazon to automatic systems like chatbots and self-driving cars. We teach you the most used machine learning algorithms right now: decision trees, neural networks, association rules (Apriori and FP Growth), clustering algorithms (k-Means, DBSCAN).</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • Can describe important business intelligence and data science concepts, tools, and algorithms • Learn how to structure a data science project • Work on a practical exercise and apply the learned algorithms on a real-world dataset • Are able to evaluate a machine learning model and decide on its goodness of fit. 	
7	Prerequisites	The lecture is intended for students with no prior knowledge in data analytics. Course is limited to 200 participants .	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Modulbereich: Romance countries Master of Science International Business Studies 2011 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written examination (90 minutes) A pre-requisite to attend the exam is course registration on StudOn. Course participation is limited. Thus, we cannot offer an exam for students not part of the StudOn course.</p>	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 60 h	

		Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	All relevant material will be provided during the lecture.

1	Module name 57110	Platform strategies	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course builds on the platform and network aspects in core strategy and aims to highlight the specific strategies for firms operating in multi-sided-markets. The course will cover most relevant concepts around platforms such as network effects, and how network effects impact/ create new business models. Core issues around platform-mediated network firms, such as standards, pricing, envelopment, and competition dynamics will be discussed.</p> <p>The course will be taught through a set of cases that ensures that participants appreciate the multi-dimensional nature of managing in network businesses.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • can identify and unravel the business problem in a case study and actively take part in class discussions • can describe platform intermediation in two sided markets, platform dominance and Winner-takes-all dynamics • can develop strategies for creating platform mediated networks and understand pricing in these businesses 	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	Written Project/practical report	
11	Grading procedure	Written (50%) Project/practical report (50%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	

16	Bibliography	<p>Klemperer, P. 2005. Network effects and switching costs. In Durlauf, S.N. & Blume, L.E. (Eds.), <i>The new palgrave dictionary of Economics</i>, Palgrave Macmillan.</p> <p>Eisenmann T., Parker, G., & Van Alstyne, M. 2006. Strategies for two-sided markets. <i>Harvard Business Review</i> Oct. 2006.</p> <p>Hidding, G.J., Williams, J. & Sviokla, J.J. 2011. How platform leaders win, <i>Journal of Business Strategy</i>, 32, 2, 29-37.</p> <p>Suarez, F.F. & Kirtley, J. 2012. Dethroning an established platform, <i>MIT Sloan Management Review</i>, Summer 2012.</p> <p>The following books are suggested for the advanced reader on the basics on network economics.</p> <p>Shy O. 2001. <i>The Economics of Network Industries</i>, Cambridge University Press: Cambridge, England.</p> <p>Gawer A, Cusumano M. 2002. <i>Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation</i>. Harvard Business School Press: Boston, MA.</p> <p>Evans D, Hagiu, A, Schmalensee, R. 2006. <i>Invisible Engines: How Software Platforms Drive Innovation and Transform Industries</i>, MIT Press, Boston, MA.</p> <p>* The cases for each lecture are to be decided.</p>
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1	Module name 57130	International trade and labor	5 ECTS
2	Courses / lectures	Übung: Übung zur Ma-Vorl International Trade and Labor (2.0 SWS) Vorlesung: Ma-Vorl: International Trade & Labor (2.0 SWS) (Vorlesung mit Übung)	- 5 ECTS
3	Lecturers	Prof. Dr. Christoph Moser	

4	Module coordinator	Prof. Dr. Christoph Moser
5	Contents	This module deals with the consequences of globalization for the domestic labor market and discusses the winners and losers of trade liberalization. The module focuses on the impact of international economic integration on domestic wages, jobs and inequality, in particular in Germany and the United States.
6	Learning objectives and skills	Students are made familiar with the main relevant concepts of international trade and acquire specialized knowledge of the labor market effects of trade liberalization. Students learn about key theoretical predictions, their empirical evidence and the empirical strategies to assess their relevance. The module focuses on topics at the intersection between international trade and labor.
7	Prerequisites	Recommended prerequisites: Basic knowledge of microeconomics (e.g., Varian, Hal (2014), Intermediate Microeconomics: A Modern Approach, 9th international edition) and econometrics (e.g., Wooldridge, Jeffrey (2013), Introductory Econometrics: A Modern Approach, 5th international edition).
8	Integration in curriculum	semester: 2
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172 Master Economics: Specialization in Macroeconomics and Finance Master IBS: elective course (Wahlbereich): English-speaking countries; Europe Master Arbeitsmarkt und Personal: Wahlbereich Master Sozialökonomik: freier Vertiefungsbereich
10	Method of examination	Written examination (60 minutes)

11	Grading procedure	Written examination (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Krugman, P., M. Obstfeld and M. Melitz (2017/18), International Trade: Theory and Policy OR International Economics: Theory and Policy, 11th global edition. Further course materials will be announced in the course.

1	Module name 57181	Strategic transformation of European firms - Organisational and leadership approaches Strategic transformation of European firms - Organizational and leadership approaches	5 ECTS
2	Courses / lectures	Seminar: Strategic Transformation of European Firms Es besteht Anwesenheitspflicht.	5 ECTS
3	Lecturers	Prof. Dr. Dirk Holtbrügge Laura Kirste	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge	
5	Contents	<p>The course focuses on strategic transformation of European firms and offers students detailed insights in organisational and leadership approaches. It consists of four parts.</p> <p>The following topics will be discussed in particular:</p> <ol style="list-style-type: none"> 1) Status Quo: Megatrends calling European firms for transformation 2) Respond: Options of European firms for transformation 3) Get ready: Preparing organisations for transformation 4) Enable: Preparing people in the European context for transformation 	
6	Learning objectives and skills	<p>In this course, students acquire specialized knowledge and professional skills in the context of strategic transformation. Participants can explain and reflect on megatrends as well as on the current environments of European firms. On the basis of popular strategy approaches, students are able to derive and discuss strategic options for firms in order to respond to these challenges.</p> <p>Moreover, foundations of organisational and leadership approaches are taught in this course. Thereby, the students acquire knowledge and experience, how organisations prepare their organisations for transformation and find out, how people in the European context get prepared for transformation.</p> <p>Overall, this course is designed to enable students to deal with and identify strategic solutions for the current challenges of European firms.</p>	
7	Prerequisites	English language proficiency (C1)	
8	Integration in curriculum	semester: 1	
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172	
10	Method of examination	<p>Written examination (60 minutes) Presentation</p> <p><i>Details for the examination: Exam & seminar paper. Es handelt sich um eine einheitliche Prüfung, bei der die einzelnen Teilleistungen untrennbar miteinander verbunden sind. Für das Bestehen des Moduls müssen nach § 21 Abs. 1 Sätze 2 und 4 der BPOWiWi in der jeweils geltenden Fassung alle Teilleistungen in demselben</i></p>	

		<i>Semester bestanden werden. Wegen des untrennbaren Bezugs der Teilleistungen aufeinander ist abweichend von § 31 Abs. 1 Satz 2 BPOWIWI eine Wiederholung nur einer der nicht bestandenen Teilleistungen nicht möglich. Das Nichtbestehen einer der Teilleistungen erfordert die Wiederholung der gesamten Prüfung.</i>
11	Grading procedure	Written examination (50%) Presentation (50%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 57453	Branchen- und themenspezifisches Nachhaltigkeitsmanagement Industry and issue specific sustainability management	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>Das Seminar vermittelt Inhalte zu den Grundlagen des Nachhaltigkeitsmanagements in Forschung und Praxis. In enger Zusammenarbeit mit unserem Unternehmenspartner Uvex werden aktuelle Herausforderungen für die Nachhaltigkeit im Unternehmen identifiziert und Lösungsvorschläge erarbeitet.</p> <p>Die ersten Sitzungen dienen dazu, eine interaktive Einführung in das Thema Nachhaltigkeit zu geben und die unterschiedlichen Wissensstände der Studierenden aus verschiedenen Disziplinen zu harmonisieren. Die Studierenden lernen verschiedene Konzepte und Instrumente des Nachhaltigkeitsmanagements kennen. Damit zielt das Seminar auf ein systematisches Verständnis relevanter Managementwerkzeuge und neuartiger Instrumente und Funktionen zur Bewältigung von Nachhaltigkeitsthemen. Nach einer theoretischen Einführung werden die Studierenden mit den aktuellen Nachhaltigkeitsthemen bei Uvex in den Dimensionen der Triple Bottom Line vertraut gemacht. Diese Projekte konzentrieren sich auf Themen wie Kreislaufwirtschaft oder Impact Assessment. Im zweiten Teil des Seminars geht es darum, das theoretische Wissen in die Praxis umzusetzen. Zu diesem Zweck arbeiten die Studierenden in Projektteams an einer praktischen Lösung für ein bei Uvex identifiziertes Nachhaltigkeitsproblem in kooperativer Abstimmung mit den Seminarleitern. In einer Zwischenpräsentation haben die Studierenden die Möglichkeit, Feedback zu erhalten und ihre Ideen zu überarbeiten. Am Ende des Seminars findet eine Abschlusspräsentation statt und die Studierenden erstellen eine Dokumentation ihrer Projektarbeit.</p>	
6	Learning objectives and skills	<p>Am Ende des Seminars sind die Studierenden in der Lage</p> <ul style="list-style-type: none"> • Nachhaltigkeitsthemen aus der Praxis zu identifizieren und deren Managementrelevanz zu beurteilen; • grundlegende betriebswirtschaftliche Ansätze zur Bewältigung sozialer und ökologischer Probleme zu analysieren und anzuwenden; • ihre qualitativen Forschungs- und Projektmanagementkompetenzen anzuwenden; • Methoden des Nachhaltigkeitsmanagements zu reflektieren und selbstbewusst umzusetzen; • Soft Skills wie strukturierte Teamarbeit und professionelle Präsentationen anzuwenden und zu reflektieren 	

7	Prerequisites	<ul style="list-style-type: none"> • Bereits besuchte Kurse zum Nachhaltigkeitsmanagement sind von Vorteil • Interesse an praxisorientiertem Nachhaltigkeitsmanagement; • Motivation zur selbständigen Arbeit in einem Team
8	Integration in curriculum	semester: 3;1;5
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	<p>Presentation Written</p> <p>Gemeinsame Analyse und Bearbeitung einer Nachhaltigkeitsherausforderung und Konzeptentwicklung in Projektteams mit Zwischen- und Abschlusspräsentation. Zusätzlich wird die Dokumentation des Problemlösungsprozesses benotet.</p>
11	Grading procedure	<p>Presentation (70%) Written (30%) Präsentation (70%) und Dokumentation (30%)</p>
12	Module frequency	Only in winter semester
13	Workload in clock hours	<p>Contact hours: 30 h Independent study: 120 h</p>
14	Module duration	1 semester
15	Teaching and examination language	<p>german english</p>
16	Bibliography	All necessary materials will be provided via StudOn

1	Module name 54324	Climate Policy	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Johan Lilliestam
5	Contents	<p>Climate change is one of the big challenges of our time, touching all aspects of the environment and of society. There is broad recognition that governments must do something about it: the implication of the Paris Agreement and its 1.5 and 2 degrees targets is the complete elimination of greenhouse gas emissions from the energy system within the next 30 to 40 years.</p> <p>This is a very complicated problem. Fundamentally this is because it means doing something that humanity has never really tried before at a planetary scale: deliberately altering the ways we produce, convert, and consume energy. Modern society grew up on fossil fuels, and the huge benefits they offered in terms of energy that was inexpensive, easy and safe to transport, store and consume. How to manage a non-fossil world with 8 or 10 billion people, all aspiring to the Western living standards, is a question for which there is no easy answer.</p> <p>From a technical perspective, there are many answers, typically relying on a bouquet of solutions, from wind power to nuclear power, from solar heat to passive housing without any heat demand at all. The technical side of decarbonisation is difficult, but possible.</p> <p>The real nut to crack, however, is about the strategies and governance for how to achieve such a complete transformation: the policy side of climate and energy. This is very complicated, even if we – as we do in this course – exclude the non-energy aspects of the climate transition. Arguably a government could pass a law that forbids people from using fossil fuels. But politically this is unrealistic, at least while so many people depend on fossil fuels in their daily lives. And even worse, it is not certain that it would work, because the technological alternatives may not be available and implementable overnight. What is to be done? For this, one needs to turn to various ideas about what a government can and should do, whether and how it should influence and steer society. On the one hand are ideas suggesting that government should play a very limited role relative to private actors and should step in only to correct “market failures”, with “market-based” interventions designed specifically around that failure. On the other hand are ideas suggesting that government needs to guide the transition more</p>

		<p>directly, including through public investments or radical reforms, designed to support the solutions determined to be the ones we want. And on the third hand, if such a hand exists, are ideas posing that the problem is our own consumption patterns and that these, and economic growth in general, are entirely incompatible with climate protection: only consuming radically less will help. Such fundamental issues come to the fore in climate and energy policy discussions and debates. This course is about all that.</p> <p>The course will meet once per week, with a reading before each class. Typically, this will be 1-3 articles, book chapters or reports on a topic related to the topic of the class, making the reading essential for the class. We will read two entire books, which will form the foundation for the seminar series, and each of the books will be the basis for essays to be written and handed in during the semester. The entire course will be the basis for the final essay, written in presence.</p>
6	Learning objectives and skills	<p>The goal is to give students the ability to evaluate energy and climate policy arguments made by politicians, experts, and academics with a critical eye, informed by knowledge of history, an understanding of the theoretical underpinnings and the empirically observed effects of different strategies. Students successfully finishing the course are able to understand and deconstruct the energy and climate policy debate that is currently raging in Germany, Europe and internationally, and create their own solutions. Thereby, she or he will be able to step into for example a research institute, an NGO or government agency involved in energy policy, policy analysis or political advocacy, and immediately be able to make an informed and creative contribution.</p>
7	Prerequisites	None
8	Integration in curriculum	semester: 1;3
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper
11	Grading procedure	<p>Seminar paper (100%)</p> <p>The grade is based on the grades of three essays:</p> <ul style="list-style-type: none"> • Essays 1 (10%) and 2 (25%), each max 1000 words, written at home as open-book exams • Essay 3 (65% of the final grade), max 1500 words, will be written in presence as closed-book exam, on a given topic. The topic will be known to students in advance.

12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	<p>All required readings except the books will be supplied online. The books of Dryzek (Print), Nordhaus and Patt (e-books) are available from the library.</p> <p>Books</p> <p>Mandatory (as input for the essays):</p> <ul style="list-style-type: none"> • William Nordhaus (2015): The Climate Casino. Risk, uncertainty, and economics of a warming world, Yale University Press, New Haven. • Anthony Patt (2015): Transforming Energy. Solving climate change with technology policy, Cambridge University Press, New York. <p>Recommended (selected chapters are mandatory for classes):</p> <ul style="list-style-type: none"> • John Dryzek (2021): The politics of the Earth, OUP Oxford, Oxford. <p>Mandatory reading for each class</p> <p>Will be provided in online well in advance of each class.</p>

1	Module name 54323	Energy policy instruments for deep decarbonisation	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Johan Lilliestam	
5	Contents	<p>Climate change is one of the big political challenges of our time. It has been on the political agenda for some 30 years, in an increasing number of countries. With the Paris Agreement, almost all countries have committed themselves to contributing their share to limiting the global temperature to well below 2 degrees, implying a commitment to a carbon-neutral global economy by mid-century.</p> <p>In terms of emission reductions, one cannot say that it has gone well: globally, GHG emissions are still increasing. To a large extent, this ongoing increase is presently caused by economic growth and industrial development in emerging countries, causing a hunger for energy that is often fed with fossil energy, including oil for the growing transport systems and coal or gas power for the power grids.</p> <p>In the industrialised world itself, however, emissions often decrease. In Europe, for example, GHG emissions have decreased by some 20% compared to 1990, and the European Union met its 2020 climate target. Evidently, it is possible to bend the emissions curve. Particularly the energy sector – responsible for some 2/3 of global greenhouse gas emissions – starts seeing radical changes, both through the rise of renewable energy technologies and efficiency measures. In Europe, at least some policy efforts appear to have worked: emissions and energy demand are decreasing, and European (together with a handful of other countries’) policies have contributed to making renewables technologically and economically viable, putting Europe and all other countries in a position where complete energy system decarbonisation may be feasible.</p> <p>In this course, we will explore the instrumentation of climate policy in the energy sector, especially on the European and national levels. The course will centre on historical and prospective policy analysis of energy policy instruments, drawing on concepts, theories and evaluation frameworks from various disciplines, including political science and environmental, behavioural and evolutionary economics. We will go far beyond the conventional description of “climate policy” as global treaties and carbon pricing, and look at the broad set of policy instruments that affect</p>	

		<p>the chances to decarbonise energy, with a focus on the European context. In this course, we will</p> <ul style="list-style-type: none"> • create policy solutions to take us from today's fossil-based system to a carbon-neutral energy future in Europe, by • investigating different types of energy policy instruments, their theoretical roots and expected effects; • analysing the actual performance of these instruments through case studies of both successful and failed historical cases, in order to understand how instrument design affects success chances, but also how instruments differ in both scope and aim; • learning how instruments interact in a policy mix, each performing a specific task and contributing to a successful energy transition. <p>The course is designed in a flipped classroom approach, with extensive preparations needed – both reading and watching the input presentations for each class (see below) – and entirely interaction-based meetings in class. In the class meetings, we will be working together to draw lessons from the input presentations and to solve case problems taken from real-world situations in European energy policy, from heat decarbonisation in Finland to wind power deployment in France, from electric car chargers in Berlin to building bikelanes in Amsterdam.</p> <p>The main input format for each seminar day will be presentations by students, for each block 3-5 presentations (depending on the number of students) of 15-20 minutes each, focusing either on the theoretical embedding of the class or on describing and evaluating real-world cases in which the instrument has been implemented. The presentations will be graded, making up a part of your final grade. All will receive written feedback from me, as I believe this is essential for learning and improving presentation skills.</p> <p>These presentations will be recorded by the students and the videos made available at least 3 days before each class day. Instead of sitting through 1-1.5 hours of presentations on each seminar day, which would be tiring for all, we “shift” this time to before the actual meeting, so that the 4.5 hours of each (double) seminar each physical meeting will instead be around 3 hours minutes, so from 13.15 to approximately 16.45 (including coffee). It does not reduce the workload or teaching time, but it does increase the flexibility in preparing for class.</p>
6	<p>Learning objectives and skills</p>	<p>Students understand the breadth of the climate and energy policy field, the diversity of instruments, and know how the main instrument types work and interact. They are able to identify a policy and allocate it to the appropriate theoretical roots. Students are able to evaluate whether a policy is likely to achieve its</p>

		aims, informed by knowledge of the functioning, efficiency and effectiveness of similar policies elsewhere or in the past, and can suggest alternative or complementing policies for achieving a particular energy policy goal. Students are able to generalise and combine knowledge about the barriers to decarbonisation in various energy sectors and the barriers addressed by specific policy instruments as applied in cases discussed in class, in order to create own suggestions for decarbonisation of any energy sector or geographic context.
7	Prerequisites	None
8	Integration in curriculum	semester: 1;3
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Oral
11	Grading procedure	Oral (100%) The grading will be based to 1/3 on your presentation grade and 2/3 of an oral exam grade. Each student will receive an individual presentation grade and feedback, but the presentation grade will also consist (25%) of the coordination of the group of presentations of each session as a whole. The course will end with an oral exam of 15-20 minutes, counting 2/3 towards the final grade. At this exam, each student will be given case to solve (in advance), prepare a solution, briefly summarise it and defend it. Each case will be of the format "given the policies COUNTRY has in place to decarbonise SECTOR, what should it do – to complement or replace the existing policy mix – in order to reach the 2030 target and enter a path to carbon neutrality by mid-century?"
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	There will be substantial reading required in preparation of each class, consisting both of academic literature and of primary policy texts. A book (M. Grubb: <i>Planetary Economics</i>) will accompany us throughout the semester. This book is available as an open

access ebook. The full list of mandatory readings will be available on the course page.

- - Michael Grubb (2014): Planetary Economics, Routledge.
- - Reading list and texts will be provided when the semester starts.
- - An initial set of suggested readings will be recommended, but students will need to do their own research of both the theory and empirics of the case studies.

1	Module name 65985	Advanced Business Analytics Seminar Advanced business analytics seminar	5 ECTS
2	Courses / lectures	Seminar: Advanced Business Analytics Seminar (2.0 SWS)	5 ECTS
3	Lecturers	Dr. Pavlina Kröckel	

4	Module coordinator	Dr. Pavlina Kröckel	
5	Contents	<p>The problems faced by decision makers in today's competitive business environment are complex and multi-faceted, and often require skills that go beyond theoretical data science knowledge. Solving such problems effectively requires the employment of a structured approach to business problem-solving.</p> <p>Advanced Analytics is defined by Gartner as <i>"the autonomous or semi-autonomous examination of data or content using sophisticated techniques and tools, typically beyond those of traditional business intelligence (BI), to discover deeper insights, make predictions, or generate recommendations."</i></p> <p>Advanced Analytics refers to the fields of Machine Learning, Predictive Analytics, Process Mining, Text Mining, and Social Network Analysis, to name a few. It is presumed that participants are familiar with the theoretical concepts from one or more of the mentioned data science areas. The focus of the seminar is on the application of those concepts on given use cases from industry.</p> <p>This course is mostly organized as a self-study. Work will be done in groups of three to five students.</p> <p>All topics are presented and explained in the kick-off session, as well as organizational issues and other relevant information.</p> <p>Teams will have to present their progress on the chosen topic.</p>	
6	Learning objectives and skills	<p>Students gain practical skills in extracting and manipulating structured and unstructured data, executing methods for descriptive, predictive, or prescriptive analysis, and effectively interpreting and presenting analytic results. Thus, students do not only get hands-on technical experience but also gain domain knowledge and learn soft-skills relevant for data scientist (e.g., teamwork, critical thinking, storytelling).</p> <p>For students without technical knowledge, we will also offer topics requiring literature review, case study analysis or conceptual design.</p> <p>Whenever possible, we assign topics that are currently important for our cooperation partners.</p>	
7	Prerequisites	<p>For the technical topics:</p> <ul style="list-style-type: none"> • Students should have at least introductory level data mining and machine learning knowledge. • Preference is given to students who have taken the Business Intelligence lecture offered in the summer semester. <p>For non-technical topics: no pre-requisites.</p> <p>Registration via StudOn is required. The registration period is announced for each semester and all students who register in this</p>	

		timeframe have equal chances to be admitted. Thus, an early registration does not guarantee a place in the seminar.
8	Integration in curriculum	semester: 2
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	<p>Seminar achievement</p> <ul style="list-style-type: none"> • The seminar is mostly organized online. Presence (online) is expected during the kick-off lecture in the beginning of the semester, the mid-term presentations and other appointments individually arranged with the topic supervisor. • Participation in the mid-term presentation is mandatory. If this condition is not fulfilled, further participation in the seminar will not be allowed.
11	Grading procedure	<p>Seminar achievement (100%)</p> <p>The grade is based on the final presentation and participation and engagement during the semester.</p>
12	Module frequency	Every semester
13	Workload in clock hours	<p>Contact hours: 30 h</p> <p>Independent study: 120 h</p>
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Relevant literature will be given during the seminar.

1	Module name 52144	Branchen- und themenspezifisches Nachhaltigkeitsmanagement Industry and issue specific sustainability management	5 ECTS
2	Courses / lectures	Seminar: Innovation für Nachhaltigkeit bei Uvex – ein gemeinsames Projektseminar (2.0 SWS)	5 ECTS
3	Lecturers	Katrin Schwarzfischer Klemens Hering	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Written Presentation
11	Grading procedure	Written (30%) Presentation (70%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 53287	Economics of climate change (ECC)	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Dr. Jonas Egerer Prof. Dr. Veronika Grimm	
5	Contents	<p>This course focuses on the interactions between society, the economy and climate change: one of the greatest challenges of our time. The course will discuss the origin of environmental challenges, technological options for their solution and policies to promote the transformation to a climate neutral economy and society. The following issues will be covered:</p> <ul style="list-style-type: none"> • Welfare economics and the environment • Externalities and origins of the sustainability problem • Climate change and the greenhouse gas effect • Global climate scenarios • Economics of low-carbon technologies • Global and regional low carbon scenarios • Measures of climate resilience • Pollution control: Targets and policy instruments • International Cooperation: Kyoto Protocol and Paris Agreement • Applications of Climate Policy: EU-ETS and national CO2-tax • Case studies for the energy, heat and mobility sector 	
6	Learning objectives and skills	<p>Students who participate in this course will become familiar with the physical science basis of climate change, economic concepts for the allocation of public goods, scenarios for low-carbon energy systems from a technological and an economic perspective, and policy instruments to reduce greenhouse gas emissions.</p> <p>Students who successfully participate in this module can:</p> <ul style="list-style-type: none"> • Explain the physical basics of climate change • Understand economic concepts for public goods • Compare different low-carbon technologies • Describe pathways towards sustainable energy systems • Develop an understanding of climate resilience • Discuss different policy instruments • Understand the EU-ETS and national carbon taxes • Develop sector specific scenarios in case studies 	
7	Prerequisites	To succeed in this course, students will need to apply acquired knowledge from e.g. economics and mathematics.	
8	Integration in curriculum	semester: 3	
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 20172	
10	Method of examination	Written Written examination (60 minutes)	

		Discussion paper
11	Grading procedure	Written (50%) Written examination (50%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Natural Resource and Environmental Economics. Roger Perman et al. Addison Wesley.

Elective complementary module (Area studies: English-speaking countries)

1	Module name 54760	Process Analytics (PA) Process analytics (PA)	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Annina Ließmann Prof. Dr. Martin Matzner	
5	Contents	<p>The course deals with data-driven analysis of business processes. Therefore, different technical, organizational and business aspects of process improvement are discussed with Process Mining being at the center of attention.</p> <p>The module has a strong practical focus and encourages students to apply methods and concepts learned during the lecture.</p> <p>In the group project the students will apply their knowledge using state-of-the-art process mining tools (e.g., Celonis).</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • capture the concepts around process improvement and recognize the potentials for organizations • understand technical aspects of data-driven process analysis • know about state-of-the art technologies for process mining • apply technologies for data extraction and analysis in a practical setting • analyze a business process and develop a business case for process improvements <p>work in groups and present their results together</p>	
7	Prerequisites	<p>Beneficial:</p> <ul style="list-style-type: none"> • Basic understanding of business processes and process notations / modelling 	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Presentation</p> <p>Written examination (60 minutes)</p>	
11	Grading procedure	<p>Presentation (70%)</p> <p>Written examination (30%)</p>	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 60 h</p> <p>Independent study: 90 h</p>	
14	Module duration	1 semester	
15	Teaching and examination language	english	

16	Bibliography	None
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1	Module name 57175	Blockchain applications for business	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>Der Kurs Blockchain applications for business ist ein Online-Kurs, der im Curriculum der virtuellen Hochschule Bayern (vhb) angeboten werden. Daher wird dieser Kurs ausschließlich online betreut. Lediglich für die Absolvierung der Prüfungen ist Anwesenheit notwendig. Zusätzliche Informationen und alles Weitere zur Anmeldung finden sich auf der Homepage der vhb: https://www.vhb.org/startseite/</p> <p>Das Hauptaugenmerk des Kurses liegt darauf, Blockchain-Technologie und deren Anwendung aus einer weniger technischen und mehr an der betriebswirtschaftlichen/ökonomischen Praxis ausgerichteten Perspektive zu beleuchten. Dabei werden die folgenden Themenblöcke inhaltlich behandelt:</p> <p>A. Foundations of blockchain technology and applications B. The value proposition of blockchain technology C. Blockchain applications in different areas of business D. Blockchain from a legal, ethical, societal and ecological perspective</p>	
6	Learning objectives and skills	<ul style="list-style-type: none"> • Studierende werden ein grundsätzliches Verständnis der theoretischen Funktionsweise von Blockchain-Technologie und deren Anwendung in unterschiedlichen betriebswirtschaftlichen Szenarien entwickeln • Studierende werden analysieren und identifizieren 	
7	Prerequisites	Englischkenntnisse	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Wird angekündigt. Sonstige Informationen: http://www.uni-bamberg.de/bwl-marketing/	

1	Module name 85761	FAU-MUN	5 ECTS
2	Courses / lectures	Kurs: FAU-MUN	5 ECTS
3	Lecturers		

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>Die FAU bereitet jedes Jahr eine Delegation von ca. 20 Studierenden auf die größte simulierte Sitzungswoche der UN vor. Das intensive (Vorbereitungs-) Programm umfasst dabei:</p> <ul style="list-style-type: none"> • Wöchentliches Vorbereitungsseminar (abwechselnd an Wochenenden, unter der Woche und in der vorlesungsfreien Zeit) während des Wintersemesters • Intensive Vorbereitung auf das zu repräsentierende Land, inklusive Redetraining, Verhandlungstraining und Rules of Procedure der Vereinten Nationen • Teilnahme an drei Vorbereitungskonferenzen im November, Dezember und Februar (inkl. Übernachtungen und Verpflegung) in Erlangen, München und Nürnberg • Teilnahme an NMUN in New York City (Mitte/Ende März) • Vorbereitende Studienfahrt im Auswärtigen Amt in Berlin (Anfang/Mitte März) <p>Weitere Infos unter www.faumun.fau.de</p>	
6	Learning objectives and skills	FAUMUN bietet die Möglichkeit, soziale und interkulturelle Kompetenzen, Strategien erfolgreichen Verhandeln, Techniken öffentlichen Redens, Präsentationsfähigkeiten, selbstsicheres Auftreten sowie effektives Selbstmanagement zu erlernen. Des Weiteren werden Kenntnisse über die Vereinten Nationen und politische Vorgänge vermittelt.	
7	Prerequisites	<p>Gute Englischkenntnisse, Interesse an internationaler Politik und den Vereinten Nationen, Zeit und Motivation, hohes Engagement. Keine Vorkenntnisse zur UNO notwendig.</p> <p>Bewerbung notwendig (Lebenslauf und Motivationsschreiben auf Englisch).</p> <p>Informationen zur Bewerbung und zur Teilnahmegebühr unter http://www.faumun.fau.de/.</p>	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>	
10	Method of examination	Project/practical report	
11	Grading procedure	Project/practical report (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	<p>Contact hours: 90 h</p> <p>Independent study: 60 h</p>	

14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Wird zu Beginn der Veranstaltung bekannt gegeben

1	Module name 54120	Interdisziplinäres Seminar Interdisciplinary seminar	5 ECTS
2	Courses / lectures	Seminar: Social Media Marketing (2.0 SWS) Seminar: Interdisziplinäres Seminar (2.0 SWS) Seminar: Interdisziplinäres Seminar	5 ECTS 5 ECTS 5 ECTS
3	Lecturers	Prof. Dr. Nicole Koschate-Fischer	

4	Module coordinator	Prof. Dr. Nicole Koschate-Fischer	
5	Contents	Die Veranstaltung behandelt interdisziplinäre Fragestellungen des Marketings. Die genaue Themenstellung wird vor Semesterbeginn bekannt gegeben.	
6	Learning objectives and skills	Die Studierenden erlernen im Rahmen der Veranstaltung spezialisierte Fähigkeiten zur eigenständigen Strukturierung und Erarbeitung von Lösungsansätzen für interdisziplinäre Fragestellungen und erwerben darüber hinaus Soft Skills wie Team- und Diskussionsfähigkeit sowie Präsentationsfertigkeiten. Weiterhin können die Studierenden weitgehend selbstgesteuert forschungs- oder anwendungsorientierte Projekte auf Basis des im Rahmen der Veranstaltung vermittelten Fachwissens anwenden. Im Rahmen des Seminars wird eine wissenschaftliche Fragestellung eigenständig bearbeitet, ein Lösungsvorschlag nach kritischer Würdigung aller wesentlichen Aspekte entwickelt und auf wissenschaftlichem Niveau verteidigt. Die Studierenden sind dazu in der Lage, in vertiefter und kritischer Weise ihre Ergebnisse und deren Bedeutung zu reflektieren und Implikation daraus abzuleiten.	
7	Prerequisites	Keine	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172	
10	Method of examination	Seminar paper	
11	Grading procedure	Seminar paper (100%)	
12	Module frequency	Irregular	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Wird in der Veranstaltung bekannt gegeben	

1	Module name 52130	Sustainability management and corporate functions	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>This lecture provides an advanced perspective on Corporate Sustainability Management. The lecture starts with a short recap of sustainability management basics (What is sustainability? Why is sustainability increasingly important for business? What are key concepts of sustainability management?)</p> <p>Following this brief recap of the concepts of sustainability and sustainability management, we take a closer look at selected corporate functions such as strategy, marketing, or supply chain management. For each function, we look at the key drivers for corporate sustainability, relevant management tools, best-practice cases, and will discuss risks and opportunities involved in corporate management.</p> <p>Throughout the lecture, we will follow the concept of integrated sustainability management, thus integrating the three pillars of sustainability: economy, natural environment, and society, into the core of a business.</p>	
6	Learning objectives and skills	<p>Students will acquire:</p> <ul style="list-style-type: none"> • advanced knowledge in sustainability management, especially in the selected functional areas • discursive and reflective competencies in regards to societally relevant questions • practical insights for implementing sustainability in real-life applications • insights on potential challenges during the implementation of sustainability management 	
7	Prerequisites	None	
8	Integration in curriculum	semester: 3;1;5	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>	
10	Method of examination	Electronic examination (60 minutes)	
11	Grading procedure	Electronic examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 45 h</p> <p>Independent study: 105 h</p>	
14	Module duration	1 semester	

15	Teaching and examination language	english
16	Bibliography	Readings will be provided via StudOn.

1	Module name 52560	Banking supervision: Bank rating, stress testing, financial stability	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Christian Merkl	
5	Contents	This course covers a wide range of topics in banking supervision (e.g., bank rating models and risk assessment in banking supervision; different concepts of stress testing credit, market, and liquidity risk; development and analysis of bank stability indicators; bank resolution; financial stability and macroprudential oversight in the EU). Basic analytical concepts will be provided as a background; the last EBA/SSM Stress Test will be used to analyze the implications of such an exercise for banks, policy makers, and international organizations. A case study based on the econometrics software Stata will be used to develop empirical bank rating and stress testing tools.	
6	Learning objectives and skills	<p>Students</p> <ul style="list-style-type: none"> • learn about banking structure, regulation, bank bailouts, and corporate governance in banking. • understand and apply different concepts of bank rating and stress testing; develop tools using the econometrics software Stata. • analyze competition and efficiency in banking markets and understand the concept of financial stability. 	
7	Prerequisites	Macroeconomics (Bachelor)	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%) The grade can be improved up to 0.7 units with a voluntary project work.	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Presentation slides and relevant literature will be provided.	

1	Module name 53343	Labor markets: A macroeconomic perspective	5 ECTS
2	Courses / lectures	Seminar: Labor Markets: A Macroeconomic Perspective (2.0 SWS)	5 ECTS
3	Lecturers	PD Dr. Heiko Stüber	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172
10	Method of examination	Presentation Seminar paper
11	Grading procedure	Presentation (15%) Seminar paper (85%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 55291	Global retail logistics	5 ECTS
2	Courses / lectures	Vorlesung: Global Retail Logistics (vhb-Kurs) (4.0 SWS)	5 ECTS
3	Lecturers	Christopher Münch Prof. Dr.-Ing. Eva Maria Hartmann	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>This e-learning course offers specific insights on the logistic processes in the global retail industry. Upon completion of the course, the students should understand the peculiarities of logistics for fast moving consumer goods. Every module consists of an interactive lecture and script. Additional material and exercises enhance the presented topics further. As the entire lecture, the readings, the additional material and the exam is in English, proficiency in German is not necessary. The course is supposed to provide the students with the following content concerning the global retail industry:</p> <ul style="list-style-type: none"> • Module 1: Overview • Module 2: Characteristics & basics • Module 3: Trends & challenges • Module 4: Point of sale & E-Commerce • Module 5: Interfaces • Module 6: Load units & transport logistics • Module 7: Cross docking • Module 8: Warehousing & distribution • Module 9: Food supply chain • Module 10: Sustainability in retail logistics 	
6	Learning objectives and skills	<p>The following learning objectives are anticipated:</p> <ul style="list-style-type: none"> • You will be able to define the topic of retail logistics and describe its specific requirements. • You will be able to report the retail industry specific peculiarities relating to the usage of logistics processes. • You will be able to use the relevant methods of planning, controlling and monitoring of logistics processes in the retail industry. • You will be able to analyse various retail-specific characteristics in the use of logistics processes and assess their application in a practical context. • You will be able to apply the most important principles of global retail logistics, to manage logistic processes while solving the questions of supply, distribution, transport and storage of goods. • You will be able to work creatively, generate new ideas, and solve problems regarding retail logistics in an international context, international interaction and cooperation, while accepting social and ethical responsibility. • You will be able to manage, organise and discipline yourself, and plan your time independently. 	

		<ul style="list-style-type: none"> You will be able to demonstrate the ability to engage in critical thinking by analysing complex situations thus concluding and selecting viable solutions to solve problems.
7	Prerequisites	<p>Registration via vhb (www.vhb.org) is necessary in order to gain access to the StudOn e-learning platform.</p> <p>English language proficiency (C1)</p> <p>Prior completion of the course "Produktions- und Supply Chain Management" is recommended.</p>
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>
10	Method of examination	Written examination with multiple choice (60 minutes)
11	Grading procedure	Written examination with multiple choice (100%)
12	Module frequency	Every semester
13	Workload in clock hours	<p>Contact hours: 1 h</p> <p>Independent study: 149 h</p>
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Will be announced during the course

1	Module name 56422	Organizing for digital transformation	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Organizing Digital Transformation (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kathrin Möslein Julian Kurtz	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course focusses on dynamics in organizational transformation driven through information technology (IT) and consists of two parts. The first part introduces the topic from an industrial perspective and explores the re-organization of value streams in the course of the digital transformation. Teaching in this part includes contributions from a German automotive company. Students will work in a project-oriented mode for half the lecture and then present their results.</p> <p>The second part takes the perspective of academic research on the organization of the digital transformation. It introduces different theoretical frameworks to gain a deeper understanding of the phenomenon and explores its implications for global business structures. Students write a short essay to show what they have learned.</p> <p>Together, the lecture allows the students to gain theoretical knowledge on the digital transformation and acquire practical problem-solving skills as well to work effectively on innovative projects in the field.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • are familiar with different theories of works systems and service systems and their practical application • know more about the contribution of information technology in managing complex innovation activities • have an improved understanding of the global IT Industry and various strategies that are used • can identify and unravel the business problem in a case study and actively take part in class discussions 	
7	Prerequisites	<ul style="list-style-type: none"> • general knowledge of digital technology and their economic applications • basic understanding of simple software applications • first experience with team projects 	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Asia Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Presentation</p> <p>Seminar paper</p> <p>Seminar paper approx. 5 pages</p>	

		Presentation approx. 30 minutes (partly in group)
11	Grading procedure	Presentation (30%) Seminar paper (70%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	None

1	Module name 56480	Research projects in international management I Research projects in international management	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	Students acquire knowledge and competencies in the field of research. Students are able to identify and to critically reflect critical problems in the area of international management and apply advanced methods of empirical research and data analysis to develop innovative solutions.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper <i>Details for the examination: Seminar paper</i>
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 150 h Independent study: 0 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 57043	Business intelligence	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Business Intelligence (SS24) (4.0 SWS)	5 ECTS
3	Lecturers	Dr. Pavlina Kröckel	

4	Module coordinator	Dr. Pavlina Kröckel
5	Contents	We introduce a variety of topics which will give you a kick start in the field of data science and will help you to continue the learning path in other, more advanced courses. We teach the whole data science process (based on the industry-wide accepted CRISP model) from the business and data understanding to the deployment and management steps. Students get familiar with terms like data science, machine learning, and artificial intelligence, as well as available tools and technologies. You will learn what is behind the technology that powers everything from your shopping suggestions on Amazon to automatic systems like chatbots and self-driving cars. We teach you the most used machine learning algorithms right now: decision trees, neural networks, association rules (Apriori and FP Growth), clustering algorithms (k-Means, DBSCAN).
6	Learning objectives and skills	The students <ul style="list-style-type: none"> • Can describe important business intelligence and data science concepts, tools, and algorithms • Learn how to structure a data science project • Work on a practical exercise and apply the learned algorithms on a real-world dataset • Are able to evaluate a machine learning model and decide on its goodness of fit.
7	Prerequisites	The lecture is intended for students with no prior knowledge in data analytics. Course is limited to 200 participants .
8	Integration in curriculum	semester: 2
9	Module compatibility	Modulbereich: Romance countries Master of Science International Business Studies 2011 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Written examination (90 minutes) A pre-requisite to attend the exam is course registration on StudOn . Course participation is limited. Thus, we cannot offer an exam for students not part of the StudOn course.
11	Grading procedure	Written examination (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h

		Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	All relevant material will be provided during the lecture.

1	Module name 57060	Managing global projects and information technology	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Michael Amberg	
5	Contents	<p>Lect1/Ex1: The traditional role of the Chief Information Officer (CIO) as gatekeeper of technology and protector of corporate information asset activities is changing. Next to the daily duties to keep the IT operations and projects running often facing shrinking budget constraints an enterprise IT manager becomes an important business partner in supporting the transformation of the traditional business to the digital age. The course has a strong focus on the role of IT within different types of enterprises and highlights IT from two different angles: IT as organizational function and IT as driver of organizational transformation. The lecture is divided into two parts (1) IT Management in enterprises (2) IT-driven business models</p> <p>Lect2/Ex2: Increasing globalization of business operations and the high importance of project structures for global operations force companies worldwide to develop and strengthen their capabilities for managing global projects. Therefore, future professionals capable of successfully coordinating projects across multiple countries and cultures will have excellent career prospects. To prepare students for the task of managing global projects, the course will focus on the following topics:</p> <ul style="list-style-type: none"> • Characteristics and organization of global projects • Cultural influences (effects and remedies) • Controlling of globally distributed projects • Challenges of IS outsourcing/offshoring projects <p>For each of these topics, students will be given an introduction to the topic (knowledge transfer) and then work on real-world examples to gain deeper insights into the topic (knowledge application).</p> <p>In addition, students will work in teams on a project during the semester.</p>	
6	Learning objectives and skills	<p>Lect1/Ex1:</p> <p>The students</p> <ul style="list-style-type: none"> • describe and explain key IT Management models, • explain and evaluate design options of an IT organization and challenges of the CIO, • explain main organizational IT cost categories and tasks of managing IT costs, • describe components of a (digital) business model, 	

		<ul style="list-style-type: none"> • evaluate (digital) business models, • understand the impact of new technologies, such as Big Data Technologies, on value creation. <p>Lect2/Ex2: The main goal of the course is to familiarize students with the foundations of successful management in global IT-projects.</p> <p>The students will:</p> <ul style="list-style-type: none"> • describe the project life cycle, • evaluate challenges caused by distance in globally distributed projects and learn about the approaches of dealing with them, • evaluate IT archetypes and decision domains, • evaluate PMOs in (IT) organization analyze different collaboration tools.
7	Prerequisites	<ul style="list-style-type: none"> • Lect1/Ex1: None • Lect2/Ex2: Basic knowledge on project management principles and techniques
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 2011 Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written or oral Written assignment <ul style="list-style-type: none"> • IIS exam-no. 70603 Lect1/Ex1: Managing information technology (2 SWS) 2,5 ECTS - Written assignment (100%) • IIS exam-no. 70604 Lect2/Ex2: Managing global projects (2 SWS) 2,5 ECTS - Presentation (2 x 15 min. – 33,33%), class participation (33,33%) and discussion paper (2 x 1 Page)
11	Grading procedure	Written or oral (50%) Written assignment (50%) <ul style="list-style-type: none"> • Lect1/Ex1: 50% of module score • Lect2/Ex2: 50% of module score
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Lect1/Ex1

- Carr, N. G. (2003): IT doesnt matter. Harvard Business Review, 81(5), 419, 128.
- Christensen, C. M., & Overdorf, M. (2000). Meeting the Challenge of Disruptive Change. Harvard Business Review, 78(2), 6676.

Lect2/Ex2

- Binder J.: Global Project Management: Communication, Collaboration and Management Across Borders. Gower Publishing Ltd, ISBN: 0566087065.

1	Module name 57110	Platform strategies	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course builds on the platform and network aspects in core strategy and aims to highlight the specific strategies for firms operating in multi-sided-markets. The course will cover most relevant concepts around platforms such as network effects, and how network effects impact/ create new business models. Core issues around platform-mediated network firms, such as standards, pricing, envelopment, and competition dynamics will be discussed.</p> <p>The course will be taught through a set of cases that ensures that participants appreciate the multi-dimensional nature of managing in network businesses.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • can identify and unravel the business problem in a case study and actively take part in class discussions • can describe platform intermediation in two sided markets, platform dominance and Winner-takes-all dynamics • can develop strategies for creating platform mediated networks and understand pricing in these businesses 	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written</p> <p>Project/practical report</p>	
11	Grading procedure	<p>Written (50%)</p> <p>Project/practical report (50%)</p>	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 30 h</p> <p>Independent study: 120 h</p>	
14	Module duration	1 semester	
15	Teaching and examination language	english	

16	Bibliography	<p>Klemperer, P. 2005. Network effects and switching costs. In Durlauf, S.N. & Blume, L.E. (Eds.), <i>The new palgrave dictionary of Economics</i>, Palgrave Macmillan.</p> <p>Eisenmann T., Parker, G., & Van Alstyne, M. 2006. Strategies for two-sided markets. <i>Harvard Business Review</i> Oct. 2006.</p> <p>Hidding, G.J., Williams, J. & Sviokla, J.J. 2011. How platform leaders win, <i>Journal of Business Strategy</i>, 32, 2, 29-37.</p> <p>Suarez, F.F. & Kirtley, J. 2012. Dethroning an established platform, <i>MIT Sloan Management Review</i>, Summer 2012.</p> <p>The following books are suggested for the advanced reader on the basics on network economics.</p> <p>Shy O. 2001. <i>The Economics of Network Industries</i>, Cambridge University Press: Cambridge, England.</p> <p>Gawer A, Cusumano M. 2002. <i>Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation</i>. Harvard Business School Press: Boston, MA.</p> <p>Evans D, Hagiu, A, Schmalensee, R. 2006. <i>Invisible Engines: How Software Platforms Drive Innovation and Transform Industries</i>, MIT Press, Boston, MA.</p> <p>* The cases for each lecture are to be decided.</p>
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1	Module name 57410	Product innovation management in emerging markets	5 ECTS
2	Courses / lectures	Seminar: Product Innovation Management in Emerging Markets (vhb) (2.0 SWS)	5 ECTS
3	Lecturers	Rabab Saleh Prof. Dr. Markus Beckmann	

4	Module coordinator	Prof. Dr. Markus Beckmann Rabab Saleh	
5	Contents	<p>This course is an online course, which is included in the curriculum of the Virtuelle Hochschule Bayern (vhb). Hence, this course will be conducted online only. Attendance is only required for examination (see section method of examination).</p> <p>The course Product Innovation Management in Emerging Markets is intended for future managers and entrepreneurs who want to understand the trends in the management of innovation in an emerging markets context.</p> <p>The course includes a combination of online lectures, videos, keynotes and case studies in which participants study the management of innovation in emerging economies. Course contents include:</p> <ul style="list-style-type: none"> • An introduction to product innovation management in emerging markets • Basic definitions and concepts of emerging markets as well as innovation • Classification and case studies of innovations originating from emerging markets: e.g. frugal innovation, jugaad and reverse innovation • A discourse about the transformation of research and development (R&D) strategies and innovation strategies of Multinationals <p>Currents trends and future outlook on the innovation management in emerging markets</p>	
6	Learning objectives and skills	<p>Students will:</p> <ul style="list-style-type: none"> • become familiar with the scientific literature about innovation management in emerging markets. • understand basic concepts of innovation and emerging markets. • learn different types of innovations originating from emerging markets. • apply their knowledge about innovation in emerging markets in case studies. <p>learn to apply the case study method as part of an interdisciplinary team (group presentation).</p>	
7	Prerequisites	Basic understanding of general management and innovation management topics (Bachelor level).	
8	Integration in curriculum	no Integration in curriculum available!	

9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Case study Presentation
11	Grading procedure	Case study (60%) Presentation (40%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Radjou, N., & Prabhu, J. (2015), Frugal Innovation: How to Do More with Less. London: Profile Books. Govindarajan V. and Trimble C. (2012), Reverse Innovation, Harvard Business Review Press Radjou, N. and J. Prabhu (2015) Frugal innovation: how to do more with less. London: Profile Books Radjou, N. and J. Prabhu (2015) Frugal innovation: how to do more with less. London: Profile Books Brem A. and Viardot E. (2013), Evolution of Innovation Management, Palgrave Macmillan Agarwal, N., Grottke, M., Mishra, S., & Brem, A. (2017). A systematic literature review of constraint-based innovations: state of the art and future perspectives. IEEE Transactions on Engineering Management, 64(1), 3-15. Agarwal, N., & Brem, A. (2017). Frugal innovation-past, present, and future. IEEE Engineering Management Review, 45(3), 37-41. Agarwal, N., Chakrabarti, R., Brem, A., & Bocken, N. (2018). Market driving at Bottom of the Pyramid (BoP): An analysis of social enterprises from the healthcare sector. Journal of Business Research, 86, 234-244

1	Module name 54650	Performance management in teams	5 ECTS
2	Courses / lectures	Seminar: VHB-Kurs "Performance Management in Teams" (2.0 SWS) Tutorium: Tutorium zum VHB-Kurs "Performance Management in Teams" (0.0 SWS)	5 ECTS -
3	Lecturers	Prof. Dr. Klaus Moser Dr. Colin Roth	

4	Module coordinator	Prof. Dr. Klaus Moser	
5	Contents	<p>Performance management is a comprehensive systematic approach aimed at aligning the performance of groups and individuals with organizational goals and strategy and at achieving continuous improvement. Strategically derived performance indicators and motivational interventions such as goal setting, feedback, and participation are core elements of performance management. This course covers several topics that are relevant for the design of effective performance management systems. Furthermore, by focusing on an evidence-based approach, students will learn how to derive and assess indicators of success and how these contribute to organizational success.</p> <p>In a case study, students will learn how to use the Productivity Measurement and Enhancement System (ProMES) which is already used by practitioners.</p> <p>This course will focus on:</p> <ul style="list-style-type: none"> • motivational theories and their role for productivity management in organizations • basic knowledge on performance measurement and discussion of critical aspects • practical use and development of an own ProMES system (in groups of students) 	
6	Learning objectives and skills	Students will learn about theories and approaches of performance assessment in organizations. They will also acquire knowledge concerning the prerequisites of successful productivity management. Furthermore, they will develop a productivity management system on their own and practice how to implement and evaluate organizational interventions that focus on productivity.	
7	Prerequisites	Recommended: Basic knowledge of assessment and analytical procedures of the social sciences, basic knowledge of scientific work, willingness to read extensive texts in English, English skills (minimum level: UNICERT II).	
8	Integration in curriculum	semester: 3	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	

		Short test Case study
11	Grading procedure	Written examination (100%) Short test (0%) Case study (0%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 0 h Independent study: 150 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Pritchard, R. D. Weaver, S. J., & Ashwood, E. L. (2012). Applied Psychology Series: Evidence-based productivity improvement: A practical guide to the Productivity Measurement and Enhancement System (ProMES). London: Routledge.

1	Module name 54323	Energy policy instruments for deep decarbonisation	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Johan Lilliestam	
5	Contents	<p>Climate change is one of the big political challenges of our time. It has been on the political agenda for some 30 years, in an increasing number of countries. With the Paris Agreement, almost all countries have committed themselves to contributing their share to limiting the global temperature to well below 2 degrees, implying a commitment to a carbon-neutral global economy by mid-century.</p> <p>In terms of emission reductions, one cannot say that it has gone well: globally, GHG emissions are still increasing. To a large extent, this ongoing increase is presently caused by economic growth and industrial development in emerging countries, causing a hunger for energy that is often fed with fossil energy, including oil for the growing transport systems and coal or gas power for the power grids.</p> <p>In the industrialised world itself, however, emissions often decrease. In Europe, for example, GHG emissions have decreased by some 20% compared to 1990, and the European Union met its 2020 climate target. Evidently, it is possible to bend the emissions curve. Particularly the energy sector – responsible for some 2/3 of global greenhouse gas emissions – starts seeing radical changes, both through the rise of renewable energy technologies and efficiency measures. In Europe, at least some policy efforts appear to have worked: emissions and energy demand are decreasing, and European (together with a handful of other countries’) policies have contributed to making renewables technologically and economically viable, putting Europe and all other countries in a position where complete energy system decarbonisation may be feasible.</p> <p>In this course, we will explore the instrumentation of climate policy in the energy sector, especially on the European and national levels. The course will centre on historical and prospective policy analysis of energy policy instruments, drawing on concepts, theories and evaluation frameworks from various disciplines, including political science and environmental, behavioural and evolutionary economics. We will go far beyond the conventional description of “climate policy” as global treaties and carbon pricing, and look at the broad set of policy instruments that affect</p>	

		<p>the chances to decarbonise energy, with a focus on the European context. In this course, we will</p> <ul style="list-style-type: none"> • create policy solutions to take us from today's fossil-based system to a carbon-neutral energy future in Europe, by • investigating different types of energy policy instruments, their theoretical roots and expected effects; • analysing the actual performance of these instruments through case studies of both successful and failed historical cases, in order to understand how instrument design affects success chances, but also how instruments differ in both scope and aim; • learning how instruments interact in a policy mix, each performing a specific task and contributing to a successful energy transition. <p>The course is designed in a flipped classroom approach, with extensive preparations needed – both reading and watching the input presentations for each class (see below) – and entirely interaction-based meetings in class. In the class meetings, we will be working together to draw lessons from the input presentations and to solve case problems taken from real-world situations in European energy policy, from heat decarbonisation in Finland to wind power deployment in France, from electric car chargers in Berlin to building bikelanes in Amsterdam.</p> <p>The main input format for each seminar day will be presentations by students, for each block 3-5 presentations (depending on the number of students) of 15-20 minutes each, focusing either on the theoretical embedding of the class or on describing and evaluating real-world cases in which the instrument has been implemented. The presentations will be graded, making up a part of your final grade. All will receive written feedback from me, as I believe this is essential for learning and improving presentation skills.</p> <p>These presentations will be recorded by the students and the videos made available at least 3 days before each class day. Instead of sitting through 1-1.5 hours of presentations on each seminar day, which would be tiring for all, we “shift” this time to before the actual meeting, so that the 4.5 hours of each (double) seminar each physical meeting will instead be around 3 hours minutes, so from 13.15 to approximately 16.45 (including coffee). It does not reduce the workload or teaching time, but it does increase the flexibility in preparing for class.</p>
6	Learning objectives and skills	<p>Students understand the breadth of the climate and energy policy field, the diversity of instruments, and know how the main instrument types work and interact. They are able to identify a policy and allocate it to the appropriate theoretical roots. Students are able to evaluate whether a policy is likely to achieve its</p>

		aims, informed by knowledge of the functioning, efficiency and effectiveness of similar policies elsewhere or in the past, and can suggest alternative or complementing policies for achieving a particular energy policy goal. Students are able to generalise and combine knowledge about the barriers to decarbonisation in various energy sectors and the barriers addressed by specific policy instruments as applied in cases discussed in class, in order to create own suggestions for decarbonisation of any energy sector or geographic context.
7	Prerequisites	None
8	Integration in curriculum	semester: 1;3
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Oral
11	Grading procedure	Oral (100%) The grading will be based to 1/3 on your presentation grade and 2/3 of an oral exam grade. Each student will receive an individual presentation grade and feedback, but the presentation grade will also consist (25%) of the coordination of the group of presentations of each session as a whole. The course will end with an oral exam of 15-20 minutes, counting 2/3 towards the final grade. At this exam, each student will be given case to solve (in advance), prepare a solution, briefly summarise it and defend it. Each case will be of the format "given the policies COUNTRY has in place to decarbonise SECTOR, what should it do – to complement or replace the existing policy mix – in order to reach the 2030 target and enter a path to carbon neutrality by mid-century?"
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	There will be substantial reading required in preparation of each class, consisting both of academic literature and of primary policy texts. A book (M. Grubb: <i>Planetary Economics</i>) will accompany us throughout the semester. This book is available as an open

access ebook. The full list of mandatory readings will be available on the course page.

- - Michael Grubb (2014): Planetary Economics, Routledge.
- - Reading list and texts will be provided when the semester starts.
- - An initial set of suggested readings will be recommended, but students will need to do their own research of both the theory and empirics of the case studies.

Elective complementary module (Area studies: English-speaking countries)

1	Module name 54760	Process Analytics (PA) Process analytics (PA)	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Annina Ließmann Prof. Dr. Martin Matzner	
5	Contents	<p>The course deals with data-driven analysis of business processes. Therefore, different technical, organizational and business aspects of process improvement are discussed with Process Mining being at the center of attention.</p> <p>The module has a strong practical focus and encourages students to apply methods and concepts learned during the lecture.</p> <p>In the group project the students will apply their knowledge using state-of-the-art process mining tools (e.g., Celonis).</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> capture the concepts around process improvement and recognize the potentials for organizations understand technical aspects of data-driven process analysis know about state-of-the art technologies for process mining apply technologies for data extraction and analysis in a practical setting analyze a business process and develop a business case for process improvements <p>work in groups and present their results together</p>	
7	Prerequisites	<p>Beneficial:</p> <ul style="list-style-type: none"> Basic understanding of business processes and process notations / modelling 	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Presentation</p> <p>Written examination (60 minutes)</p>	
11	Grading procedure	<p>Presentation (70%)</p> <p>Written examination (30%)</p>	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 60 h</p> <p>Independent study: 90 h</p>	
14	Module duration	1 semester	
15	Teaching and examination language	english	

16	Bibliography	None
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1	Module name 57175	Blockchain applications for business	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>Der Kurs Blockchain applications for business ist ein Online-Kurs, der im Curriculum der virtuellen Hochschule Bayern (vhb) angeboten werden. Daher wird dieser Kurs ausschließlich online betreut. Lediglich für die Absolvierung der Prüfungen ist Anwesenheit notwendig. Zusätzliche Informationen und alles Weitere zur Anmeldung finden sich auf der Homepage der vhb: https://www.vhb.org/startseite/</p> <p>Das Hauptaugenmerk des Kurses liegt darauf, Blockchain-Technologie und deren Anwendung aus einer weniger technischen und mehr an der betriebswirtschaftlichen/ökonomischen Praxis ausgerichteten Perspektive zu beleuchten. Dabei werden die folgenden Themenblöcke inhaltlich behandelt:</p> <p>A. Foundations of blockchain technology and applications B. The value proposition of blockchain technology C. Blockchain applications in different areas of business D. Blockchain from a legal, ethical, societal and ecological perspective</p>	
6	Learning objectives and skills	<ul style="list-style-type: none"> • Studierende werden ein grundsätzliches Verständnis der theoretischen Funktionsweise von Blockchain-Technologie und deren Anwendung in unterschiedlichen betriebswirtschaftlichen Szenarien entwickeln • Studierende werden analysieren und identifizieren 	
7	Prerequisites	Englischkenntnisse	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Wird angekündigt. Sonstige Informationen: http://www.uni-bamberg.de/bwl-marketing/	

1	Module name 85761	FAU-MUN	5 ECTS
2	Courses / lectures	Kurs: FAU-MUN	5 ECTS
3	Lecturers		

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>Die FAU bereitet jedes Jahr eine Delegation von ca. 20 Studierenden auf die größte simulierte Sitzungswoche der UN vor. Das intensive (Vorbereitungs-) Programm umfasst dabei:</p> <ul style="list-style-type: none"> • Wöchentliches Vorbereitungsseminar (abwechselnd an Wochenenden, unter der Woche und in der vorlesungsfreien Zeit) während des Wintersemesters • Intensive Vorbereitung auf das zu repräsentierende Land, inklusive Redetraining, Verhandlungstraining und Rules of Procedure der Vereinten Nationen • Teilnahme an drei Vorbereitungskonferenzen im November, Dezember und Februar (inkl. Übernachtungen und Verpflegung) in Erlangen, München und Nürnberg • Teilnahme an NMUN in New York City (Mitte/Ende März) • Vorbereitende Studienfahrt im Auswärtigen Amt in Berlin (Anfang/Mitte März) <p>Weitere Infos unter www.faumun.fau.de</p>	
6	Learning objectives and skills	FAUMUN bietet die Möglichkeit, soziale und interkulturelle Kompetenzen, Strategien erfolgreichen Verhandeln, Techniken öffentlichen Redens, Präsentationsfähigkeiten, selbstsicheres Auftreten sowie effektives Selbstmanagement zu erlernen. Des Weiteren werden Kenntnisse über die Vereinten Nationen und politische Vorgänge vermittelt.	
7	Prerequisites	<p>Gute Englischkenntnisse, Interesse an internationaler Politik und den Vereinten Nationen, Zeit und Motivation, hohes Engagement. Keine Vorkenntnisse zur UNO notwendig.</p> <p>Bewerbung notwendig (Lebenslauf und Motivationsschreiben auf Englisch).</p> <p>Informationen zur Bewerbung und zur Teilnahmegebühr unter http://www.faumun.fau.de/.</p>	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>	
10	Method of examination	Project/practical report	
11	Grading procedure	Project/practical report (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	<p>Contact hours: 90 h</p> <p>Independent study: 60 h</p>	

14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Wird zu Beginn der Veranstaltung bekannt gegeben

1	Module name 54120	Interdisziplinäres Seminar Interdisciplinary seminar	5 ECTS
2	Courses / lectures	Seminar: Social Media Marketing (2.0 SWS) Seminar: Interdisziplinäres Seminar (2.0 SWS) Seminar: Interdisziplinäres Seminar	5 ECTS 5 ECTS 5 ECTS
3	Lecturers	Prof. Dr. Nicole Koschate-Fischer	

4	Module coordinator	Prof. Dr. Nicole Koschate-Fischer	
5	Contents	Die Veranstaltung behandelt interdisziplinäre Fragestellungen des Marketings. Die genaue Themenstellung wird vor Semesterbeginn bekannt gegeben.	
6	Learning objectives and skills	Die Studierenden erlernen im Rahmen der Veranstaltung spezialisierte Fähigkeiten zur eigenständigen Strukturierung und Erarbeitung von Lösungsansätzen für interdisziplinäre Fragestellungen und erwerben darüber hinaus Soft Skills wie Team- und Diskussionsfähigkeit sowie Präsentationsfertigkeiten. Weiterhin können die Studierenden weitgehend selbstgesteuert forschungs- oder anwendungsorientierte Projekte auf Basis des im Rahmen der Veranstaltung vermittelten Fachwissens anwenden. Im Rahmen des Seminars wird eine wissenschaftliche Fragestellung eigenständig bearbeitet, ein Lösungsvorschlag nach kritischer Würdigung aller wesentlichen Aspekte entwickelt und auf wissenschaftlichem Niveau verteidigt. Die Studierenden sind dazu in der Lage, in vertiefter und kritischer Weise ihre Ergebnisse und deren Bedeutung zu reflektieren und Implikation daraus abzuleiten.	
7	Prerequisites	Keine	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172	
10	Method of examination	Seminar paper	
11	Grading procedure	Seminar paper (100%)	
12	Module frequency	Irregular	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Wird in der Veranstaltung bekannt gegeben	

1	Module name 52130	Sustainability management and corporate functions	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>This lecture provides an advanced perspective on Corporate Sustainability Management. The lecture starts with a short recap of sustainability management basics (What is sustainability? Why is sustainability increasingly important for business? What are key concepts of sustainability management?)</p> <p>Following this brief recap of the concepts of sustainability and sustainability management, we take a closer look at selected corporate functions such as strategy, marketing, or supply chain management. For each function, we look at the key drivers for corporate sustainability, relevant management tools, best-practice cases, and will discuss risks and opportunities involved in corporate management.</p> <p>Throughout the lecture, we will follow the concept of integrated sustainability management, thus integrating the three pillars of sustainability: economy, natural environment, and society, into the core of a business.</p>	
6	Learning objectives and skills	<p>Students will acquire:</p> <ul style="list-style-type: none"> • advanced knowledge in sustainability management, especially in the selected functional areas • discursive and reflective competencies in regards to societally relevant questions • practical insights for implementing sustainability in real-life applications • insights on potential challenges during the implementation of sustainability management 	
7	Prerequisites	None	
8	Integration in curriculum	semester: 3;1;5	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>	
10	Method of examination	Electronic examination (60 minutes)	
11	Grading procedure	Electronic examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 45 h</p> <p>Independent study: 105 h</p>	
14	Module duration	1 semester	

15	Teaching and examination language	english
16	Bibliography	Readings will be provided via StudOn.

1	Module name 52560	Banking supervision: Bank rating, stress testing, financial stability	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Christian Merkl	
5	Contents	This course covers a wide range of topics in banking supervision (e.g., bank rating models and risk assessment in banking supervision; different concepts of stress testing credit, market, and liquidity risk; development and analysis of bank stability indicators; bank resolution; financial stability and macroprudential oversight in the EU). Basic analytical concepts will be provided as a background; the last EBA/SSM Stress Test will be used to analyze the implications of such an exercise for banks, policy makers, and international organizations. A case study based on the econometrics software Stata will be used to develop empirical bank rating and stress testing tools.	
6	Learning objectives and skills	<p>Students</p> <ul style="list-style-type: none"> • learn about banking structure, regulation, bank bailouts, and corporate governance in banking. • understand and apply different concepts of bank rating and stress testing; develop tools using the econometrics software Stata. • analyze competition and efficiency in banking markets and understand the concept of financial stability. 	
7	Prerequisites	Macroeconomics (Bachelor)	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%) The grade can be improved up to 0.7 units with a voluntary project work.	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Presentation slides and relevant literature will be provided.	

1	Module name 53343	Labor markets: A macroeconomic perspective	5 ECTS
2	Courses / lectures	Seminar: Labor Markets: A Macroeconomic Perspective (2.0 SWS)	5 ECTS
3	Lecturers	PD Dr. Heiko Stüber	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172
10	Method of examination	Presentation Seminar paper
11	Grading procedure	Presentation (15%) Seminar paper (85%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 55291	Global retail logistics	5 ECTS
2	Courses / lectures	Vorlesung: Global Retail Logistics (vhb-Kurs) (4.0 SWS)	5 ECTS
3	Lecturers	Christopher Münch Prof. Dr.-Ing. Eva Maria Hartmann	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>This e-learning course offers specific insights on the logistic processes in the global retail industry. Upon completion of the course, the students should understand the peculiarities of logistics for fast moving consumer goods. Every module consists of an interactive lecture and script. Additional material and exercises enhance the presented topics further. As the entire lecture, the readings, the additional material and the exam is in English, proficiency in German is not necessary. The course is supposed to provide the students with the following content concerning the global retail industry:</p> <ul style="list-style-type: none"> • Module 1: Overview • Module 2: Characteristics & basics • Module 3: Trends & challenges • Module 4: Point of sale & E-Commerce • Module 5: Interfaces • Module 6: Load units & transport logistics • Module 7: Cross docking • Module 8: Warehousing & distribution • Module 9: Food supply chain • Module 10: Sustainability in retail logistics 	
6	Learning objectives and skills	<p>The following learning objectives are anticipated:</p> <ul style="list-style-type: none"> • You will be able to define the topic of retail logistics and describe its specific requirements. • You will be able to report the retail industry specific peculiarities relating to the usage of logistics processes. • You will be able to use the relevant methods of planning, controlling and monitoring of logistics processes in the retail industry. • You will be able to analyse various retail-specific characteristics in the use of logistics processes and assess their application in a practical context. • You will be able to apply the most important principles of global retail logistics, to manage logistic processes while solving the questions of supply, distribution, transport and storage of goods. • You will be able to work creatively, generate new ideas, and solve problems regarding retail logistics in an international context, international interaction and cooperation, while accepting social and ethical responsibility. • You will be able to manage, organise and discipline yourself, and plan your time independently. 	

		<ul style="list-style-type: none"> You will be able to demonstrate the ability to engage in critical thinking by analysing complex situations thus concluding and selecting viable solutions to solve problems.
7	Prerequisites	<p>Registration via vhb (www.vhb.org) is necessary in order to gain access to the StudOn e-learning platform.</p> <p>English language proficiency (C1)</p> <p>Prior completion of the course "Produktions- und Supply Chain Management" is recommended.</p>
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>
10	Method of examination	Written examination with multiple choice (60 minutes)
11	Grading procedure	Written examination with multiple choice (100%)
12	Module frequency	Every semester
13	Workload in clock hours	<p>Contact hours: 1 h</p> <p>Independent study: 149 h</p>
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Will be announced during the course

1	Module name 56422	Organizing for digital transformation	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Organizing Digital Transformation (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kathrin Möslein Julian Kurtz	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course focusses on dynamics in organizational transformation driven through information technology (IT) and consists of two parts. The first part introduces the topic from an industrial perspective and explores the re-organization of value streams in the course of the digital transformation. Teaching in this part includes contributions from a German automotive company. Students will work in a project-oriented mode for half the lecture and then present their results.</p> <p>The second part takes the perspective of academic research on the organization of the digital transformation. It introduces different theoretical frameworks to gain a deeper understanding of the phenomenon and explores its implications for global business structures. Students write a short essay to show what they have learned.</p> <p>Together, the lecture allows the students to gain theoretical knowledge on the digital transformation and acquire practical problem-solving skills as well to work effectively on innovative projects in the field.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • are familiar with different theories of works systems and service systems and their practical application • know more about the contribution of information technology in managing complex innovation activities • have an improved understanding of the global IT Industry and various strategies that are used • can identify and unravel the business problem in a case study and actively take part in class discussions 	
7	Prerequisites	<ul style="list-style-type: none"> • general knowledge of digital technology and their economic applications • basic understanding of simple software applications • first experience with team projects 	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Asia Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Presentation</p> <p>Seminar paper</p> <p>Seminar paper approx. 5 pages</p>	

		Presentation approx. 30 minutes (partly in group)
11	Grading procedure	Presentation (30%) Seminar paper (70%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	None

1	Module name 56480	Research projects in international management I Research projects in international management	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	Students acquire knowledge and competencies in the field of research. Students are able to identify and to critically reflect critical problems in the area of international management and apply advanced methods of empirical research and data analysis to develop innovative solutions.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper <i>Details for the examination: Seminar paper</i>
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 150 h Independent study: 0 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 57043	Business intelligence	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Business Intelligence (SS24) (4.0 SWS)	5 ECTS
3	Lecturers	Dr. Pavlina Kröckel	

4	Module coordinator	Dr. Pavlina Kröckel	
5	Contents	<p>We introduce a variety of topics which will give you a kick start in the field of data science and will help you to continue the learning path in other, more advanced courses. We teach the whole data science process (based on the industry-wide accepted CRISP model) from the business and data understanding to the deployment and management steps. Students get familiar with terms like data science, machine learning, and artificial intelligence, as well as available tools and technologies. You will learn what is behind the technology that powers everything from your shopping suggestions on Amazon to automatic systems like chatbots and self-driving cars. We teach you the most used machine learning algorithms right now: decision trees, neural networks, association rules (Apriori and FP Growth), clustering algorithms (k-Means, DBSCAN).</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • Can describe important business intelligence and data science concepts, tools, and algorithms • Learn how to structure a data science project • Work on a practical exercise and apply the learned algorithms on a real-world dataset • Are able to evaluate a machine learning model and decide on its goodness of fit. 	
7	Prerequisites	The lecture is intended for students with no prior knowledge in data analytics. Course is limited to 200 participants .	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Modulbereich: Romance countries Master of Science International Business Studies 2011 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written examination (90 minutes) A pre-requisite to attend the exam is course registration on StudOn. Course participation is limited. Thus, we cannot offer an exam for students not part of the StudOn course.</p>	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 60 h	

		Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	All relevant material will be provided during the lecture.

1	Module name 57060	Managing global projects and information technology	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Michael Amberg	
5	Contents	<p>Lect1/Ex1: The traditional role of the Chief Information Officer (CIO) as gatekeeper of technology and protector of corporate information asset activities is changing. Next to the daily duties to keep the IT operations and projects running often facing shrinking budget constraints an enterprise IT manager becomes an important business partner in supporting the transformation of the traditional business to the digital age. The course has a strong focus on the role of IT within different types of enterprises and highlights IT from two different angles: IT as organizational function and IT as driver of organizational transformation. The lecture is divided into two parts (1) IT Management in enterprises (2) IT-driven business models</p> <p>Lect2/Ex2: Increasing globalization of business operations and the high importance of project structures for global operations force companies worldwide to develop and strengthen their capabilities for managing global projects. Therefore, future professionals capable of successfully coordinating projects across multiple countries and cultures will have excellent career prospects. To prepare students for the task of managing global projects, the course will focus on the following topics:</p> <ul style="list-style-type: none"> • Characteristics and organization of global projects • Cultural influences (effects and remedies) • Controlling of globally distributed projects • Challenges of IS outsourcing/offshoring projects <p>For each of these topics, students will be given an introduction to the topic (knowledge transfer) and then work on real-world examples to gain deeper insights into the topic (knowledge application).</p> <p>In addition, students will work in teams on a project during the semester.</p>	
6	Learning objectives and skills	<p>Lect1/Ex1:</p> <p>The students</p> <ul style="list-style-type: none"> • describe and explain key IT Management models, • explain and evaluate design options of an IT organization and challenges of the CIO, • explain main organizational IT cost categories and tasks of managing IT costs, • describe components of a (digital) business model, 	

		<ul style="list-style-type: none"> • evaluate (digital) business models, • understand the impact of new technologies, such as Big Data Technologies, on value creation. <p>Lect2/Ex2: The main goal of the course is to familiarize students with the foundations of successful management in global IT-projects.</p> <p>The students will:</p> <ul style="list-style-type: none"> • describe the project life cycle, • evaluate challenges caused by distance in globally distributed projects and learn about the approaches of dealing with them, • evaluate IT archetypes and decision domains, • evaluate PMOs in (IT) organization analyze different collaboration tools.
7	Prerequisites	<ul style="list-style-type: none"> • Lect1/Ex1: None • Lect2/Ex2: Basic knowledge on project management principles and techniques
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	<p>Modulbereich: Europe Master of Science International Business Studies 2011</p> <p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>
10	Method of examination	<p>Written or oral</p> <p>Written assignment</p> <ul style="list-style-type: none"> • IIS exam-no. 70603 Lect1/Ex1: Managing information technology (2 SWS) 2,5 ECTS - Written assignment (100%) • IIS exam-no. 70604 Lect2/Ex2: Managing global projects (2 SWS) 2,5 ECTS - Presentation (2 x 15 min. – 33,33%), class participation (33,33%) and discussion paper (2 x 1 Page)
11	Grading procedure	<p>Written or oral (50%)</p> <p>Written assignment (50%)</p> <ul style="list-style-type: none"> • Lect1/Ex1: 50% of module score • Lect2/Ex2: 50% of module score
12	Module frequency	Only in winter semester
13	Workload in clock hours	<p>Contact hours: 60 h</p> <p>Independent study: 90 h</p>
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Lect1/Ex1

- Carr, N. G. (2003): IT doesnt matter. Harvard Business Review, 81(5), 419, 128.
- Christensen, C. M., & Overdorf, M. (2000). Meeting the Challenge of Disruptive Change. Harvard Business Review, 78(2), 6676.

Lect2/Ex2

- Binder J.: Global Project Management: Communication, Collaboration and Management Across Borders. Gower Publishing Ltd, ISBN: 0566087065.

1	Module name 57110	Platform strategies	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course builds on the platform and network aspects in core strategy and aims to highlight the specific strategies for firms operating in multi-sided-markets. The course will cover most relevant concepts around platforms such as network effects, and how network effects impact/ create new business models. Core issues around platform-mediated network firms, such as standards, pricing, envelopment, and competition dynamics will be discussed.</p> <p>The course will be taught through a set of cases that ensures that participants appreciate the multi-dimensional nature of managing in network businesses.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • can identify and unravel the business problem in a case study and actively take part in class discussions • can describe platform intermediation in two sided markets, platform dominance and Winner-takes-all dynamics • can develop strategies for creating platform mediated networks and understand pricing in these businesses 	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written</p> <p>Project/practical report</p>	
11	Grading procedure	<p>Written (50%)</p> <p>Project/practical report (50%)</p>	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 30 h</p> <p>Independent study: 120 h</p>	
14	Module duration	1 semester	
15	Teaching and examination language	english	

16	Bibliography	<p>Klemperer, P. 2005. Network effects and switching costs. In Durlauf, S.N. & Blume, L.E. (Eds.), <i>The new palgrave dictionary of Economics</i>, Palgrave Macmillan.</p> <p>Eisenmann T., Parker, G., & Van Alstyne, M. 2006. Strategies for two-sided markets. <i>Harvard Business Review</i> Oct. 2006.</p> <p>Hidding, G.J., Williams, J. & Sviokla, J.J. 2011. How platform leaders win, <i>Journal of Business Strategy</i>, 32, 2, 29-37.</p> <p>Suarez, F.F. & Kirtley, J. 2012. Dethroning an established platform, <i>MIT Sloan Management Review</i>, Summer 2012.</p> <p>The following books are suggested for the advanced reader on the basics on network economics.</p> <p>Shy O. 2001. <i>The Economics of Network Industries</i>, Cambridge University Press: Cambridge, England.</p> <p>Gawer A, Cusumano M. 2002. <i>Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation</i>. Harvard Business School Press: Boston, MA.</p> <p>Evans D, Hagiu, A, Schmalensee, R. 2006. <i>Invisible Engines: How Software Platforms Drive Innovation and Transform Industries</i>, MIT Press, Boston, MA.</p> <p>* The cases for each lecture are to be decided.</p>
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1	Module name 57410	Product innovation management in emerging markets	5 ECTS
2	Courses / lectures	Seminar: Product Innovation Management in Emerging Markets (vhb) (2.0 SWS)	5 ECTS
3	Lecturers	Rabab Saleh Prof. Dr. Markus Beckmann	

4	Module coordinator	Prof. Dr. Markus Beckmann Rabab Saleh	
5	Contents	<p>This course is an online course, which is included in the curriculum of the Virtuelle Hochschule Bayern (vhb). Hence, this course will be conducted online only. Attendance is only required for examination (see section method of examination).</p> <p>The course Product Innovation Management in Emerging Markets is intended for future managers and entrepreneurs who want to understand the trends in the management of innovation in an emerging markets context.</p> <p>The course includes a combination of online lectures, videos, keynotes and case studies in which participants study the management of innovation in emerging economies. Course contents include:</p> <ul style="list-style-type: none"> • An introduction to product innovation management in emerging markets • Basic definitions and concepts of emerging markets as well as innovation • Classification and case studies of innovations originating from emerging markets: e.g. frugal innovation, jugaad and reverse innovation • A discourse about the transformation of research and development (R&D) strategies and innovation strategies of Multinationals <p>Currents trends and future outlook on the innovation management in emerging markets</p>	
6	Learning objectives and skills	<p>Students will:</p> <ul style="list-style-type: none"> • become familiar with the scientific literature about innovation management in emerging markets. • understand basic concepts of innovation and emerging markets. • learn different types of innovations originating from emerging markets. • apply their knowledge about innovation in emerging markets in case studies. <p>learn to apply the case study method as part of an interdisciplinary team (group presentation).</p>	
7	Prerequisites	Basic understanding of general management and innovation management topics (Bachelor level).	
8	Integration in curriculum	no Integration in curriculum available!	

9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Case study Presentation
11	Grading procedure	Case study (60%) Presentation (40%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Radjou, N., & Prabhu, J. (2015), Frugal Innovation: How to Do More with Less. London: Profile Books. Govindarajan V. and Trimble C. (2012), Reverse Innovation, Harvard Business Review Press Radjou, N. and J. Prabhu (2015) Frugal innovation: how to do more with less. London: Profile Books Radjou, N. and J. Prabhu (2015) Frugal innovation: how to do more with less. London: Profile Books Brem A. and Viardot E. (2013), Evolution of Innovation Management, Palgrave Macmillan Agarwal, N., Grottke, M., Mishra, S., & Brem, A. (2017). A systematic literature review of constraint-based innovations: state of the art and future perspectives. IEEE Transactions on Engineering Management, 64(1), 3-15. Agarwal, N., & Brem, A. (2017). Frugal innovation-past, present, and future. IEEE Engineering Management Review, 45(3), 37-41. Agarwal, N., Chakrabarti, R., Brem, A., & Bocken, N. (2018). Market driving at Bottom of the Pyramid (BoP): An analysis of social enterprises from the healthcare sector. Journal of Business Research, 86, 234-244

1	Module name 54650	Performance management in teams	5 ECTS
2	Courses / lectures	Seminar: VHB-Kurs "Performance Management in Teams" (2.0 SWS) Tutorium: Tutorium zum VHB-Kurs "Performance Management in Teams" (0.0 SWS)	5 ECTS -
3	Lecturers	Prof. Dr. Klaus Moser Dr. Colin Roth	

4	Module coordinator	Prof. Dr. Klaus Moser
5	Contents	<p>Performance management is a comprehensive systematic approach aimed at aligning the performance of groups and individuals with organizational goals and strategy and at achieving continuous improvement. Strategically derived performance indicators and motivational interventions such as goal setting, feedback, and participation are core elements of performance management. This course covers several topics that are relevant for the design of effective performance management systems. Furthermore, by focusing on an evidence-based approach, students will learn how to derive and assess indicators of success and how these contribute to organizational success.</p> <p>In a case study, students will learn how to use the Productivity Measurement and Enhancement System (ProMES) which is already used by practitioners.</p> <p>This course will focus on:</p> <ul style="list-style-type: none"> • motivational theories and their role for productivity management in organizations • basic knowledge on performance measurement and discussion of critical aspects • practical use and development of an own ProMES system (in groups of students)
6	Learning objectives and skills	Students will learn about theories and approaches of performance assessment in organizations. They will also acquire knowledge concerning the prerequisites of successful productivity management. Furthermore, they will develop a productivity management system on their own and practice how to implement and evaluate organizational interventions that focus on productivity.
7	Prerequisites	Recommended: Basic knowledge of assessment and analytical procedures of the social sciences, basic knowledge of scientific work, willingness to read extensive texts in English, English skills (minimum level: UNICERT II).
8	Integration in curriculum	semester: 3
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (60 minutes)

		Short test Case study
11	Grading procedure	Written examination (100%) Short test (0%) Case study (0%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 0 h Independent study: 150 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Pritchard, R. D. Weaver, S. J., & Ashwood, E. L. (2012). Applied Psychology Series: Evidence-based productivity improvement: A practical guide to the Productivity Measurement and Enhancement System (ProMES). London: Routledge.

1	Module name 54323	Energy policy instruments for deep decarbonisation	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Johan Lilliestam	
5	Contents	<p>Climate change is one of the big political challenges of our time. It has been on the political agenda for some 30 years, in an increasing number of countries. With the Paris Agreement, almost all countries have committed themselves to contributing their share to limiting the global temperature to well below 2 degrees, implying a commitment to a carbon-neutral global economy by mid-century.</p> <p>In terms of emission reductions, one cannot say that it has gone well: globally, GHG emissions are still increasing. To a large extent, this ongoing increase is presently caused by economic growth and industrial development in emerging countries, causing a hunger for energy that is often fed with fossil energy, including oil for the growing transport systems and coal or gas power for the power grids.</p> <p>In the industrialised world itself, however, emissions often decrease. In Europe, for example, GHG emissions have decreased by some 20% compared to 1990, and the European Union met its 2020 climate target. Evidently, it is possible to bend the emissions curve. Particularly the energy sector – responsible for some 2/3 of global greenhouse gas emissions – starts seeing radical changes, both through the rise of renewable energy technologies and efficiency measures. In Europe, at least some policy efforts appear to have worked: emissions and energy demand are decreasing, and European (together with a handful of other countries’) policies have contributed to making renewables technologically and economically viable, putting Europe and all other countries in a position where complete energy system decarbonisation may be feasible.</p> <p>In this course, we will explore the instrumentation of climate policy in the energy sector, especially on the European and national levels. The course will centre on historical and prospective policy analysis of energy policy instruments, drawing on concepts, theories and evaluation frameworks from various disciplines, including political science and environmental, behavioural and evolutionary economics. We will go far beyond the conventional description of “climate policy” as global treaties and carbon pricing, and look at the broad set of policy instruments that affect</p>	

		<p>the chances to decarbonise energy, with a focus on the European context. In this course, we will</p> <ul style="list-style-type: none"> • create policy solutions to take us from today's fossil-based system to a carbon-neutral energy future in Europe, by • investigating different types of energy policy instruments, their theoretical roots and expected effects; • analysing the actual performance of these instruments through case studies of both successful and failed historical cases, in order to understand how instrument design affects success chances, but also how instruments differ in both scope and aim; • learning how instruments interact in a policy mix, each performing a specific task and contributing to a successful energy transition. <p>The course is designed in a flipped classroom approach, with extensive preparations needed – both reading and watching the input presentations for each class (see below) – and entirely interaction-based meetings in class. In the class meetings, we will be working together to draw lessons from the input presentations and to solve case problems taken from real-world situations in European energy policy, from heat decarbonisation in Finland to wind power deployment in France, from electric car chargers in Berlin to building bikelanes in Amsterdam.</p> <p>The main input format for each seminar day will be presentations by students, for each block 3-5 presentations (depending on the number of students) of 15-20 minutes each, focusing either on the theoretical embedding of the class or on describing and evaluating real-world cases in which the instrument has been implemented. The presentations will be graded, making up a part of your final grade. All will receive written feedback from me, as I believe this is essential for learning and improving presentation skills.</p> <p>These presentations will be recorded by the students and the videos made available at least 3 days before each class day. Instead of sitting through 1-1.5 hours of presentations on each seminar day, which would be tiring for all, we “shift” this time to before the actual meeting, so that the 4.5 hours of each (double) seminar each physical meeting will instead be around 3 hours minutes, so from 13.15 to approximately 16.45 (including coffee). It does not reduce the workload or teaching time, but it does increase the flexibility in preparing for class.</p>
6	<p>Learning objectives and skills</p>	<p>Students understand the breadth of the climate and energy policy field, the diversity of instruments, and know how the main instrument types work and interact. They are able to identify a policy and allocate it to the appropriate theoretical roots. Students are able to evaluate whether a policy is likely to achieve its</p>

		aims, informed by knowledge of the functioning, efficiency and effectiveness of similar policies elsewhere or in the past, and can suggest alternative or complementing policies for achieving a particular energy policy goal. Students are able to generalise and combine knowledge about the barriers to decarbonisation in various energy sectors and the barriers addressed by specific policy instruments as applied in cases discussed in class, in order to create own suggestions for decarbonisation of any energy sector or geographic context.
7	Prerequisites	None
8	Integration in curriculum	semester: 1;3
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Oral
11	Grading procedure	Oral (100%) The grading will be based to 1/3 on your presentation grade and 2/3 of an oral exam grade. Each student will receive an individual presentation grade and feedback, but the presentation grade will also consist (25%) of the coordination of the group of presentations of each session as a whole. The course will end with an oral exam of 15-20 minutes, counting 2/3 towards the final grade. At this exam, each student will be given case to solve (in advance), prepare a solution, briefly summarise it and defend it. Each case will be of the format "given the policies COUNTRY has in place to decarbonise SECTOR, what should it do – to complement or replace the existing policy mix – in order to reach the 2030 target and enter a path to carbon neutrality by mid-century?"
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	There will be substantial reading required in preparation of each class, consisting both of academic literature and of primary policy texts. A book (M. Grubb: <i>Planetary Economics</i>) will accompany us throughout the semester. This book is available as an open

access ebook. The full list of mandatory readings will be available on the course page.

- - Michael Grubb (2014): Planetary Economics, Routledge.
- - Reading list and texts will be provided when the semester starts.
- - An initial set of suggested readings will be recommended, but students will need to do their own research of both the theory and empirics of the case studies.

Elective focus module (Area studies: Asia)

1	Module name 53640	Industrielles Management Industrial management	5 ECTS
2	Courses / lectures	Vorlesung: Industrielles Management (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kai-Ingo Voigt Viktoria Leutheuser	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	Die Veranstaltung bietet einen tiefergehenden Einblick in das Management industrieller Unternehmen. Betrachtet werden nicht nur bisherige theoretische und empirische Erkenntnisse, sondern insbesondere auch aktuelle Managementaufgaben und -methoden in einem Industriebetrieb. Die Erkenntnisse zum industriellen Management werden mit einem praktischen und aktuellen Schwerpunktthema verknüpft, um so einen Anwendungsbezug darzustellen.	
6	Learning objectives and skills	Die Studierenden erwerben ein umfassendes, detailliertes sowie spezialisiertes Wissen auf dem neuesten Erkenntnisstand aus dem Bereich des industriellen Managements und die Fähigkeit, strategisch zu denken. Durch die tiefergehende Analyse eines praxisrelevanten Schwerpunktthemas erhalten die Studierenden zudem einen tiefergehenden Einblick in die aktuellen Problemfelder und Herausforderungen von Industrieunternehmen. Die erworbenen analytischen und konzeptionellen Fertigkeiten befähigen die Studierenden, komplexe betriebswirtschaftliche Fragestellungen eigenständig zu bearbeiten.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Voigt, K.-I.: Industrielles Management, Berlin u. a., 2008.	

1	Module name 55291	Global retail logistics	5 ECTS
2	Courses / lectures	Vorlesung: Global Retail Logistics (vhb-Kurs) (4.0 SWS)	5 ECTS
3	Lecturers	Christopher Münch Prof. Dr.-Ing. Eva Maria Hartmann	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>This e-learning course offers specific insights on the logistic processes in the global retail industry. Upon completion of the course, the students should understand the peculiarities of logistics for fast moving consumer goods. Every module consists of an interactive lecture and script. Additional material and exercises enhance the presented topics further. As the entire lecture, the readings, the additional material and the exam is in English, proficiency in German is not necessary. The course is supposed to provide the students with the following content concerning the global retail industry:</p> <ul style="list-style-type: none"> • Module 1: Overview • Module 2: Characteristics & basics • Module 3: Trends & challenges • Module 4: Point of sale & E-Commerce • Module 5: Interfaces • Module 6: Load units & transport logistics • Module 7: Cross docking • Module 8: Warehousing & distribution • Module 9: Food supply chain • Module 10: Sustainability in retail logistics 	
6	Learning objectives and skills	<p>The following learning objectives are anticipated:</p> <ul style="list-style-type: none"> • You will be able to define the topic of retail logistics and describe its specific requirements. • You will be able to report the retail industry specific peculiarities relating to the usage of logistics processes. • You will be able to use the relevant methods of planning, controlling and monitoring of logistics processes in the retail industry. • You will be able to analyse various retail-specific characteristics in the use of logistics processes and assess their application in a practical context. • You will be able to apply the most important principles of global retail logistics, to manage logistic processes while solving the questions of supply, distribution, transport and storage of goods. • You will be able to work creatively, generate new ideas, and solve problems regarding retail logistics in an international context, international interaction and cooperation, while accepting social and ethical responsibility. • You will be able to manage, organise and discipline yourself, and plan your time independently. 	

		<ul style="list-style-type: none"> You will be able to demonstrate the ability to engage in critical thinking by analysing complex situations thus concluding and selecting viable solutions to solve problems.
7	Prerequisites	<p>Registration via vhb (www.vhb.org) is necessary in order to gain access to the StudOn e-learning platform.</p> <p>English language proficiency (C1)</p> <p>Prior completion of the course "Produktions- und Supply Chain Management" is recommended.</p>
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>
10	Method of examination	Written examination with multiple choice (60 minutes)
11	Grading procedure	Written examination with multiple choice (100%)
12	Module frequency	Every semester
13	Workload in clock hours	<p>Contact hours: 1 h</p> <p>Independent study: 149 h</p>
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Will be announced during the course

1	Module name 56210	Digital change management	5 ECTS
2	Courses / lectures	Vorlesung: Digital Change Management (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sven Laumer David Horneber	

4	Module coordinator	Prof. Dr. Sven Laumer
5	Contents	Lecture: This module provides an organizational and social perspective of the digital transformation. It introduces theories and methods to analyze, visualize, and discuss challenges of the acceptance of the digital transformation. Case study: Using research methods (interviews, surveys) students should investigate a digital transformation project and analyze its design and acceptance. The results should be presented as an own case study (case study paper, presentation). The case study is conducted as group work.
6	Learning objectives and skills	Students can analyze, visualize and discuss consequences of the digital transformation for individuals and organizations as well as its implementation challenges. Students are able to design an implementation project to focus especially on end-users.
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written Written examination (60 minutes) (schriftlich = Case Study)
11	Grading procedure	Written (50%) Written examination (50%) (schriftlich = Case Study - evaluated as a group)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 80 h Independent study: 70 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Alter, S. (2013). Work System Theory: Overview of Core Concepts, Extensions, and Challenges for the Future. Journal of the Association for Information Systems, 14 (2), 72-121 Kotter, J.P. (2005). Out Iceberg is Melting. St.Martins Press, Kotter, J.P. (2010). Leading Change, Harvard Business Press Venkatesh, V., Morris, M., Davis, G., and Davis, F. D. 2003. User acceptance of information technology: toward a unified view, MIS Q (27:3), pp. 425-478.

1	Module name 56220	Strategic supply management	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	Die Kernkompetenzen die dieser Kurs vermittelt, fokussieren sich um die grundlegenden Elemente des strategischen Beschaffungsmanagements. Hierzu gehören Themen wie die Berücksichtigung von Risiken und Unsicherheiten in Supply Chains, das organisationsübergreifende Beziehungsmanagement, die Entwicklung von Supply Chains in Wachstumsmärkten und die Schaffung nachhaltiger grüner Supply Chains.	
6	Learning objectives and skills	Die Teilnehmer werden in alle wesentlichen Aspekte der (strategischen) Beschaffung, inkl. der Leistungsmessung und Steuerung eingeführt. Hierbei wird ein Schwerpunkt auf den Transfer der theoretischen Grundlagen auf praktische Anwendung gelegt. Dies wird anhand von Praxisbeispielen und praxisnahen Fallstudien sichergestellt.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Case study Written examination (60 minutes)	
11	Grading procedure	Case study (30%) Written examination (70%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Van Weele, A (2010) Purchasing and Supply Chain Management, 5. Auflage, Cengage, London. Weitere Literatur wird spezifische in der jeweiligen Veranstaltung bekannt gegeben.	

1	Module name 57060	Managing global projects and information technology	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Michael Amberg	
5	Contents	<p>Lect1/Ex1: The traditional role of the Chief Information Officer (CIO) as gatekeeper of technology and protector of corporate information asset activities is changing. Next to the daily duties to keep the IT operations and projects running often facing shrinking budget constraints an enterprise IT manager becomes an important business partner in supporting the transformation of the traditional business to the digital age. The course has a strong focus on the role of IT within different types of enterprises and highlights IT from two different angles: IT as organizational function and IT as driver of organizational transformation. The lecture is divided into two parts (1) IT Management in enterprises (2) IT-driven business models</p> <p>Lect2/Ex2: Increasing globalization of business operations and the high importance of project structures for global operations force companies worldwide to develop and strengthen their capabilities for managing global projects. Therefore, future professionals capable of successfully coordinating projects across multiple countries and cultures will have excellent career prospects. To prepare students for the task of managing global projects, the course will focus on the following topics:</p> <ul style="list-style-type: none"> • Characteristics and organization of global projects • Cultural influences (effects and remedies) • Controlling of globally distributed projects • Challenges of IS outsourcing/offshoring projects <p>For each of these topics, students will be given an introduction to the topic (knowledge transfer) and then work on real-world examples to gain deeper insights into the topic (knowledge application).</p> <p>In addition, students will work in teams on a project during the semester.</p>	
6	Learning objectives and skills	<p>Lect1/Ex1:</p> <p>The students</p> <ul style="list-style-type: none"> • describe and explain key IT Management models, • explain and evaluate design options of an IT organization and challenges of the CIO, • explain main organizational IT cost categories and tasks of managing IT costs, • describe components of a (digital) business model, 	

		<ul style="list-style-type: none"> • evaluate (digital) business models, • understand the impact of new technologies, such as Big Data Technologies, on value creation. <p>Lect2/Ex2: The main goal of the course is to familiarize students with the foundations of successful management in global IT-projects.</p> <p>The students will:</p> <ul style="list-style-type: none"> • describe the project life cycle, • evaluate challenges caused by distance in globally distributed projects and learn about the approaches of dealing with them, • evaluate IT archetypes and decision domains, • evaluate PMOs in (IT) organization analyze different collaboration tools.
7	Prerequisites	<ul style="list-style-type: none"> • Lect1/Ex1: None • Lect2/Ex2: Basic knowledge on project management principles and techniques
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	<p>Modulbereich: Europe Master of Science International Business Studies 2011</p> <p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>
10	Method of examination	<p>Written or oral</p> <p>Written assignment</p> <ul style="list-style-type: none"> • IIS exam-no. 70603 Lect1/Ex1: Managing information technology (2 SWS) 2,5 ECTS - Written assignment (100%) • IIS exam-no. 70604 Lect2/Ex2: Managing global projects (2 SWS) 2,5 ECTS - Presentation (2 x 15 min. – 33,33%), class participation (33,33%) and discussion paper (2 x 1 Page)
11	Grading procedure	<p>Written or oral (50%)</p> <p>Written assignment (50%)</p> <ul style="list-style-type: none"> • Lect1/Ex1: 50% of module score • Lect2/Ex2: 50% of module score
12	Module frequency	Only in winter semester
13	Workload in clock hours	<p>Contact hours: 60 h</p> <p>Independent study: 90 h</p>
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Lect1/Ex1

- Carr, N. G. (2003): IT doesnt matter. Harvard Business Review, 81(5), 419, 128.
- Christensen, C. M., & Overdorf, M. (2000). Meeting the Challenge of Disruptive Change. Harvard Business Review, 78(2), 6676.

Lect2/Ex2

- Binder J.: Global Project Management: Communication, Collaboration and Management Across Borders. Gower Publishing Ltd, ISBN: 0566087065.

1	Module name 57086	Electronic human resources management	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Electronic Human Resources Management (E-HRM) (4.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sven Laumer Tina Wöflfl	

4	Module coordinator	Prof. Dr. Sven Laumer	
5	Contents	<p>Die Unterlagen zur <u>Vorlesung und Übung</u> sind auf <i>Englisch und Deutsch</i> verfügbar.</p> <p>Agenda:</p> <ul style="list-style-type: none"> • Part A: Fundamentals of strategic and electronic HRM • Part B: Social Media • Part C: Data-driven approaches and their use in HRM • Part D: Challenges and opportunities of E-HRM <p>Der Kurs beschäftigt sich mit dem Management einer der wichtigsten Ressourcen im Unternehmen: dessen MitarbeiterInnen. Neben der Vermittlung von Grundlagen zum Human Resources Management (HRM) wird insbesondere auf den Einsatz und die Entwicklung von digitalen Technologien eingegangen und betrachtet, wie digitale Arbeitssysteme das Personalmanagement verändern. Dabei wird auf Grundlagen des strategischen und elektronischen Human Resources eingegangen und es wird der Einsatz von Social Media im HR-Bereich betrachtet. Zudem werden datengetriebene Ansätze und deren Nutzung im HR sowie Herausforderungen und Chancen von elektronischem Human Resources Management (E-HRM) diskutiert.</p>	
6	Learning objectives and skills	Das generelle Lern- und Qualifikationsziel des Moduls ist es, Studierende Wissen über den Einsatz und die Entwicklung von digitalen Technologien im Personalwesen erlangen, Auswirkungen digitaler Technologien auf Human Resources Management (HRM) erklären und digitale Innovationen für HRM gestalten können.	
7	Prerequisites	Die Anmeldung über die vhb (www.vhb.org) ist notwendig, um Zugang zum StudOn Kurs zu erhalten.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (90 minutes) Die Prüfungsleistungen sind auf <i>Englisch und Deutsch</i> verfügbar (Wahlfreiheit) - AUSNAHME: Rein englischsprachige Studiengänge müssen die Sprache Englisch wählen - genaueres regelt die PO des jeweiligen Studiengangs.	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Every semester	

13	Workload in clock hours	Contact hours: 1 h Independent study: 149 h
14	Module duration	1 semester
15	Teaching and examination language	german or english
16	Bibliography	References are provided during the lectures

1	Module name 57110	Platform strategies	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course builds on the platform and network aspects in core strategy and aims to highlight the specific strategies for firms operating in multi-sided-markets. The course will cover most relevant concepts around platforms such as network effects, and how network effects impact/ create new business models. Core issues around platform-mediated network firms, such as standards, pricing, envelopment, and competition dynamics will be discussed.</p> <p>The course will be taught through a set of cases that ensures that participants appreciate the multi-dimensional nature of managing in network businesses.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • can identify and unravel the business problem in a case study and actively take part in class discussions • can describe platform intermediation in two sided markets, platform dominance and Winner-takes-all dynamics • can develop strategies for creating platform mediated networks and understand pricing in these businesses 	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written</p> <p>Project/practical report</p>	
11	Grading procedure	<p>Written (50%)</p> <p>Project/practical report (50%)</p>	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 30 h</p> <p>Independent study: 120 h</p>	
14	Module duration	1 semester	
15	Teaching and examination language	english	

16	Bibliography	<p>Klemperer, P. 2005. Network effects and switching costs. In Durlauf, S.N. & Blume, L.E. (Eds.), <i>The new palgrave dictionary of Economics</i>, Palgrave Macmillan.</p> <p>Eisenmann T., Parker, G., & Van Alstyne, M. 2006. Strategies for two-sided markets. <i>Harvard Business Review</i> Oct. 2006.</p> <p>Hidding, G.J., Williams, J. & Sviokla, J.J. 2011. How platform leaders win, <i>Journal of Business Strategy</i>, 32, 2, 29-37.</p> <p>Suarez, F.F. & Kirtley, J. 2012. Dethroning an established platform, <i>MIT Sloan Management Review</i>, Summer 2012.</p> <p>The following books are suggested for the advanced reader on the basics on network economics.</p> <p>Shy O. 2001. <i>The Economics of Network Industries</i>, Cambridge University Press: Cambridge, England.</p> <p>Gawer A, Cusumano M. 2002. <i>Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation</i>. Harvard Business School Press: Boston, MA.</p> <p>Evans D, Hagiu, A, Schmalensee, R. 2006. <i>Invisible Engines: How Software Platforms Drive Innovation and Transform Industries</i>, MIT Press, Boston, MA.</p> <p>* The cases for each lecture are to be decided.</p>
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1	Module name 57173	Management von Logistik- und SCM-Projekten Management of logistics and SCM projects	5 ECTS
2	Courses / lectures	Vorlesung: Management von Logistik- und SCM-Projekten (vhb-Kurs) (4.0 SWS)	5 ECTS
3	Lecturers	Christopher Münch Prof. Dr.-Ing. Eva Maria Hartmann	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>Dieser Kurs vermittelt unter stetigem Logistikbezug die Grundlagen des Projektmanagements. Darüber hinaus werden die vier Logistik-Projekttypen aufgezeigt und zu jedem der Projekttypen typische Logistik- und SCM-Fragestellungen erläutert. Im Rahmen von Gastvorträgen werden reale Logistik- und SCM-Projekte von erfahrenen Projektmanagern präsentiert. Hierdurch werden vor allem logistikspezifische Besonderheiten demonstriert, vorhandene Barrieren thematisiert und geeignete Tools und Vorgehensweisen zur Umsetzung von Logistikprojekten vorgestellt.</p> <p>Im Rahmen der Übung wird das erlangte Wissen vertieft und gefestigt. Die Bearbeitung von Fallstudien erlaubt es den Studierenden außerdem, ihr erlangtes Wissen direkt selbstständig anzuwenden. Hierfür werden Aufgaben zu verschiedensten Themen, wie z.B. Zieldefinition, Grobplanung und Festlegung von Hauptmeilensteinen, Machbarkeits- und Risikoanalyse, Strukturplanung und Aufwandsschätzung, Termin- und Ablaufplanung, Einsatzmittelplanung/ Kostenplanung und Projektauswertung gestellt. Entsprechend ist das Lehrangebot thematisch wie folgt gegliedert:</p> <p>Modul 1: Projektmanagement in der Logistik und im SCM Grundlagen Modul 2: Projektdefinition Modul 3: Projektplanung Modul 4: Projektdurchführung und -steuerung Modul 5: Projektabschluss Modul 6: Risikomanagement im Projektgeschäft Modul 7: Soft Skills und Teamwork im Projektmanagement Modul 8: Logistik-Optimierungsprojekt Modul 9: Supply Chain-Optimierungsprojekt Modul 10: Logistik-Gestaltungsprojekt Modul 11: Supply Chain-Gestaltungsprojekt</p>	
6	Learning objectives and skills	<p>Nach Abschluss des Kurses sind die Teilnehmenden in der Lage:</p> <ul style="list-style-type: none"> • Die wichtigsten Begriffe und Konzepte des Projektmanagements zu erläutern • Logistik- und SCM-Projekte zielführend zu planen • Risiken, die während der Projektlaufzeit auftreten können, zu identifizieren, zu bewerten und zu managen • Logistik- und SCM-Projekte durchzuführen und zu steuern • Projektteams zu führen und auftretende Konflikte zu managen 	

		<ul style="list-style-type: none"> Logistik- und SCM-Projekte fristgerecht abzuschließen und die gewonnenen Projekterfahrungen für zukünftige Projekte zu sichern <p>Die Konzeption als Selbststudium fördert zudem die Selbstorganisation und -disziplin sowie das eigenverantwortliche Zeitmanagement der Studierenden.</p>
7	Prerequisites	Keine Eine Registrierung über die vhb (www.vhb.org) ist zwingend notwendig, um den Kurs belegen zu können und um Zugang zum StudOn Kurs zu erhalten.
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172
10	Method of examination	Case study Written examination
11	Grading procedure	Case study (30%) Written examination (70%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 1 h Independent study: 149 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Wird im Kurs bekannt gegeben

1	Module name 57290	Enterprise knowledge management	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Sven Laumer	
5	Contents	<p>Lecture on demand: This module uses the Flipped Classroom method and provides an advanced perspective on enterprise knowledge management. It focuses on knowledge management strategy and processes, knowledge management governance, knowledge modelling and visualization as well as concepts like crowdsourcing, open innovation and crowdfunding in a knowledge management context. From a theoretical perspective, the module introduces social networks and social network analysis as base for enterprise knowledge management.</p> <p>Tutorial: The contents of the lecture on demand are further discussed by means of exercises and case studies. Practical exercises are conducted using common social network analysis or knowledge management software.</p>	
6	Learning objectives and skills	Students can analyze, visualize, design and discuss enterprise knowledge management approaches.	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (90 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 80 h Independent study: 70 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	TBA	

1	Module name 57410	Product innovation management in emerging markets	5 ECTS
2	Courses / lectures	Seminar: Product Innovation Management in Emerging Markets (vhb) (2.0 SWS)	5 ECTS
3	Lecturers	Rabab Saleh Prof. Dr. Markus Beckmann	

4	Module coordinator	Prof. Dr. Markus Beckmann Rabab Saleh	
5	Contents	<p>This course is an online course, which is included in the curriculum of the Virtuelle Hochschule Bayern (vhb). Hence, this course will be conducted online only. Attendance is only required for examination (see section method of examination).</p> <p>The course Product Innovation Management in Emerging Markets is intended for future managers and entrepreneurs who want to understand the trends in the management of innovation in an emerging markets context.</p> <p>The course includes a combination of online lectures, videos, keynotes and case studies in which participants study the management of innovation in emerging economies. Course contents include:</p> <ul style="list-style-type: none"> • An introduction to product innovation management in emerging markets • Basic definitions and concepts of emerging markets as well as innovation • Classification and case studies of innovations originating from emerging markets: e.g. frugal innovation, jugaad and reverse innovation • A discourse about the transformation of research and development (R&D) strategies and innovation strategies of Multinationals <p>Currents trends and future outlook on the innovation management in emerging markets</p>	
6	Learning objectives and skills	<p>Students will:</p> <ul style="list-style-type: none"> • become familiar with the scientific literature about innovation management in emerging markets. • understand basic concepts of innovation and emerging markets. • learn different types of innovations originating from emerging markets. • apply their knowledge about innovation in emerging markets in case studies. <p>learn to apply the case study method as part of an interdisciplinary team (group presentation).</p>	
7	Prerequisites	Basic understanding of general management and innovation management topics (Bachelor level).	
8	Integration in curriculum	no Integration in curriculum available!	

9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Case study Presentation
11	Grading procedure	Case study (60%) Presentation (40%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Radjou, N., & Prabhu, J. (2015), Frugal Innovation: How to Do More with Less. London: Profile Books. Govindarajan V. and Trimble C. (2012), Reverse Innovation, Harvard Business Review Press Radjou, N. and J. Prabhu (2015) Frugal innovation: how to do more with less. London: Profile Books Radjou, N. and J. Prabhu (2015) Frugal innovation: how to do more with less. London: Profile Books Brem A. and Viardot E. (2013), Evolution of Innovation Management, Palgrave Macmillan Agarwal, N., Grottke, M., Mishra, S., & Brem, A. (2017). A systematic literature review of constraint-based innovations: state of the art and future perspectives. IEEE Transactions on Engineering Management, 64(1), 3-15. Agarwal, N., & Brem, A. (2017). Frugal innovation-past, present, and future. IEEE Engineering Management Review, 45(3), 37-41. Agarwal, N., Chakrabarti, R., Brem, A., & Bocken, N. (2018). Market driving at Bottom of the Pyramid (BoP): An analysis of social enterprises from the healthcare sector. Journal of Business Research, 86, 234-244

Elective focus module (Area studies: Europe)

1	Module name 54101	Strategic communication	5 ECTS
2	Courses / lectures	Masterseminar: MA-Seminar (2.0 SWS)	5 ECTS
		Seminar: Strategic Communication (2.0 SWS)	5 ECTS
		Seminar: Strategic Communication (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Adrian Meier Prof. Dr. Adrian Meier	

4	Module coordinator	Prof. Dr. Adrian Meier Prof. Dr. Reimar Zeh	
5	Contents	<ul style="list-style-type: none"> • Kommunikationsstrategien • Kommunikatorforschung • Rezeption und Wirkung von strategischer Kommunikation • Persuasive Kommunikation • Psychologische Grundlagen der strategischen Kommunikation 	
6	Learning objectives and skills	<p>Die Studierenden</p> <ul style="list-style-type: none"> • erwerben fundierte Kenntnisse aus verschiedenen Bereichen der strategischen Kommunikation, z.B. Kommunikationsstrategien, Nutzung, Rezeption und Wirkung von strategischer Kommunikation • erwerben durch die Auseinandersetzung mit dem Thema und die regelmäßige Diskussion mit Mitstudierenden und Fachvertretern Problemlösungs-, Kommunikations- und Medienkompetenzen, die Bedeutung für unterschiedliche Berufsfelder im Bereich Kommunikation und Medien besitzen • entwickeln die Fähigkeit, strategische Kommunikationsprozesse und -probleme zu analysieren und Lösungen diskursiv zu behandeln • können strategische Kommunikation zum Einsatz bringen. 	
7	Prerequisites	Keine. Die Anmeldung erfolgt über StudOn.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Case study	
11	Grading procedure	Case study (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german or english	
16	Bibliography		

1	Module name 57505	Praxisseminar: Designing new work and learning environments Practical seminar: Designing new work and learning environments	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Karl Wilbers	
5	Contents	In Zusammenarbeit mit der Universitätsbibliothek des Fachbereichs Wirtschafts- und Sozialwissenschaften sollen neue Arbeits- und Lehr-Lern-Szenarien einer Universitätsbibliothek unter Berücksichtigung der Anforderungen moderner Kooperations- und Kollaborationsformate sowie den Bedürfnissen der Studierenden als auch Dozierenden entworfen werden. Die Studierenden entwickeln dabei in Gruppen jene Nutzungsszenarien und erarbeiten ein Umsetzungskonzept für einen konkreten Gruppenarbeitsraum der Bibliothek. Die Ergebnisse des Seminars dienen als Grundlage für die anstehende Neugestaltung im Wintersemester 23/24.	
6	Learning objectives and skills	Die Studierenden... <ul style="list-style-type: none"> • ...können kollaborative Arbeitsszenarien entwerfen und gestalten. • ...kennen Anforderungen an New Work Arrangements. • ...können in der Planung und Umsetzung fachliche, gesundheitliche und motivierende Aspekte aufeinander abstimmen. ...können ihre Konzepte vor Stakeholdern	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment	
11	Grading procedure	Written assignment (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language		
16	Bibliography		

1	Module name 57508	Digital transformation project	5 ECTS
2	Courses / lectures	Seminar: Digital Transformation Project (Master) (4.0 SWS)	5 ECTS
3	Lecturers	Joni Riihimäki Julius Kirschbaum Julian Kurtz Prof. Dr. Angela Roth Prof. Dr. Kathrin Möslein	

4	Module coordinator	Prof. Dr. Kathrin Möslein Prof. Dr. Angela Roth
5	Contents	In this module, students will focus on developing and evaluating solutions for organizational challenges in the context of digital transformation. In doing so, they work together with organizations from various industries and gain in-depth experience in solving organizational problems using a systematic design science research process. Moreover, they will get familiar with empirical research methods and improve their presentation as well as writing skills.
6	Learning objectives and skills	The students <ul style="list-style-type: none"> • possess comprehensive, detailed, and specialized problem solving skills in the context of digital transformation • can independently plan and carry out design science research processes • can situationally identify, collect and analyze relevant organizational data • are familiar with the topic of digital transformation and its effects on organizational stakeholders
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172
10	Method of examination	Seminar paper Presentation
11	Grading procedure	Seminar paper (50%) Presentation (50%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	
16	Bibliography	Presented in class

1	Module name 32250	Specific approaches of selected academic disciplines - Europe	10 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Oleg Vasilchenko
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (90 minutes)
11	Grading procedure	Written examination (100%)
12	Module frequency	no Module frequency information available!
13	Resit examinations	The exams of this moduls can only be resit once.
14	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
15	Module duration	?? semester (no information for Module duration available)
16	Teaching and examination language	german
17	Bibliography	

1	Module name 52130	Sustainability management and corporate functions	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>This lecture provides an advanced perspective on Corporate Sustainability Management. The lecture starts with a short recap of sustainability management basics (What is sustainability? Why is sustainability increasingly important for business? What are key concepts of sustainability management?)</p> <p>Following this brief recap of the concepts of sustainability and sustainability management, we take a closer look at selected corporate functions such as strategy, marketing, or supply chain management. For each function, we look at the key drivers for corporate sustainability, relevant management tools, best-practice cases, and will discuss risks and opportunities involved in corporate management.</p> <p>Throughout the lecture, we will follow the concept of integrated sustainability management, thus integrating the three pillars of sustainability: economy, natural environment, and society, into the core of a business.</p>	
6	Learning objectives and skills	<p>Students will acquire:</p> <ul style="list-style-type: none"> • advanced knowledge in sustainability management, especially in the selected functional areas • discursive and reflective competencies in regards to societally relevant questions • practical insights for implementing sustainability in real-life applications • insights on potential challenges during the implementation of sustainability management 	
7	Prerequisites	None	
8	Integration in curriculum	semester: 3;1;5	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>	
10	Method of examination	Electronic examination (60 minutes)	
11	Grading procedure	Electronic examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 45 h</p> <p>Independent study: 105 h</p>	
14	Module duration	1 semester	

15	Teaching and examination language	english
16	Bibliography	Readings will be provided via StudOn.

1	Module name 52260	Quantitative Risk Assessment with Excel Quantitative risk assessment with Excel	5 ECTS
2	Courses / lectures	Seminar: Seminar Quantitative Risk Assessment with Excel (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Nadine Gatzert	

4	Module coordinator	Prof. Dr. Nadine Gatzert	
5	Contents	<p>Das Seminar vermittelt fundierte und vertiefende Kenntnisse für den Einsatz des Tabellenkalkulationsprogramms Excel als Standardsoftware durch Anwendung auf die computergestützte Risikoeinschätzung und Bewertung von Unternehmen sowie verschiedenen komplexen Finanzinstrumenten.</p> <p>Hierzu werden ausgewählte Fragestellungen und Themenblöcke aus dem Bereich Insurance & Finance behandelt.</p> <p>Inhalte der Fallstudien umfassen zunächst Grundlagen zu Excel und der Monte-Carlo-Simulation. Vertiefend wird dann u.a. auf Risikomaße, die Modellierung des Aktienmarktes, die Erstellung von Risiko-Rendite-Profilen von Fonds, Derivaten, Financial Engineering, Optionsbewertung (Binomialbaum, Black-Scholes-Formel, Greeks, Volatility Smile) sowie die Maximum-Likelihood-Methode eingegangen.</p>	
6	Learning objectives and skills	Studierende erwerben fundierte Kenntnisse in Excel, lernen Methoden und typische Herangehensweisen in Insurance und Finance kennen, können diese anwenden und kritisch hinterfragen.	
7	Prerequisites	Grundlegende Kenntnisse in Finanzierung sind hilfreich. Die Anmeldung erfolgt über StudOn (Termine werden auf der Lehrstuhlhomepage bekanntgegeben).	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	<p>Electronic examination (60 minutes)</p> <p><i>Im Sommersemester besteht vorlesungsbegleitend die Möglichkeit einer freiwilligen Notenverbesserung, wobei eine Verbesserung um bis zu 0,3 Notenstufen erfolgen kann. Dazu können Studierende auf StudOn vier je ca. 10-minütige Online-Kurztests (Quizze) zur Aufbereitung des Vorlesungsstoffs bearbeiten. Die Notenverbesserung erfolgt, wenn die Quizze erfolgreich bearbeitet wurden sowie die Klausur mit der Note 4,0 oder besser bestanden wurde. Etwaige Quizergebnisse aus dem Sommersemester werden für eine Prüfung im Wintersemester übernommen.</i></p> <p>Ohne Ableistung der Prüfungsleistung kann das mit 2 SWS bewertete Seminar als Schlüsselqualifikation im Rahmen des SQ-Moduls belegt werden. In diesem Fall besteht Anwesenheitspflicht.</p>	
11	Grading procedure	Electronic examination (100%)	

12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Wird in der Veranstaltung bekannt gegeben.

1	Module name 52270	Seminar zur Organisationspsychologie Seminar in organizational psychology	5 ECTS
2	Courses / lectures	Seminar: Seminar zur Organisationspsychologie: Von Bytes zu Balance: Digitaler Stress am Arbeitsplatz (2.0 SWS)	5 ECTS
3	Lecturers	PD Dr. Katharina Ebner	

4	Module coordinator	Prof. Dr. Klaus Moser	
5	Contents	<ul style="list-style-type: none"> • wechselnde Themen und Schwerpunkte. • Auseinandersetzung mit theoretischen Grundlagen und konkreten Instrumenten der Personalarbeit, der Arbeitspsychologie und der Organisationsentwicklung aus psychologischer (verhaltenswissenschaftlicher) Sicht 	
6	Learning objectives and skills	Die Studierenden demonstrieren ihren souveränen Umgang mit der einschlägigen Fachliteratur und organisationspsychologischen Theorien und Methoden. Die Studierenden erwerben fundierte Kenntnisse über Theorien und Methoden der Personalarbeit, der Arbeitspsychologie und der Organisationsentwicklung. Sie können die operativen Fragen und Methoden in das strategische Management eines Unternehmens einordnen. Sie können die bearbeiteten Theorien, Methoden und Verfahren kritisch reflektieren, beurteilen und anwenden. Sie lernen, wie Methoden und Instrumente entwickelt und rigoros evaluiert werden können.	
7	Prerequisites	Grundkenntnisse sozialwissenschaftlicher Erhebungsmethoden und von Korrelations- und Regressionsrechnung bzw. Methoden der Wirtschafts- und Organisationspsychologie, Präsentationstechniken, Grundlagen des wissenschaftlichen Arbeitens, Bereitschaft zur Lektüre umfangreicher (meistens englischsprachiger) Materialien, Englischkenntnisse mindestens auf Niveau UNICERT II.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment Presentation	
11	Grading procedure	Written assignment (100%) Presentation (0%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	

16	Bibliography	Schuler, H. & Moser, K. (Hrsg.) (2014). Lehrbuch Organisationspsychologie (5. Auflage). Bern: Huber. Schuler, H: & Kanning, U. P. (Hrsg.) (2014), Lehrbuch der Personalpsychologie (3. Auflage). Göttingen: Hogrefe. Ulich, E. (2011). Arbeitspsychologie. Stuttgart: Poeschel. Hacker, W. (1998). Allgemeine Arbeitspsychologie. Bern: Huber. Aktuelle Jahrgänge der Zeitschriften Journal of Applied Psychology, Journal of Occupational and Organizational Psychology und Zeitschrift für Arbeits- und Organisationspsychologie
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1	Module name 52500	Das Industriegeseminar Seminar: Industrial management	5 ECTS
2	Courses / lectures	Seminar: Das Industriegeseminar (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kai-Ingo Voigt Prof. Dr. Stefan Asenkerschbaumer Viktoria Leutheuser	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	In dem Seminar, welches von Herrn Prof. Dr. Asenkerschbaumer, Vorsitzender des Aufsichtsrats der Robert Bosch GmbH und geschäftsführender Gesellschafter der Robert Bosch Industrietreuhand KG, begleitet wird, erarbeiten die Studierenden zu wechselnden Rahmenfragestellungen in Gruppen Seminararbeiten. Die Ergebnisse dieser werden dann vorgetragen, verteidigt und diskutiert.	
6	Learning objectives and skills	Die Studierenden erarbeiten in Gruppen weitgehend selbstgesteuert und autonom Analysen zu komplexen betriebswirtschaftlichen Fragestellungen im Kontext von Industrieunternehmen. Hierzu führen die Studierenden Dokumentanalysen, Literaturrecherchen und Experteninterviews durch und entscheiden weitgehend eigenständig über die zu verwendenden Analysemethoden. Das Ziel ist die Erarbeitung, Strukturierung und Darstellung von detailliertem und spezialisiertem Wissen auf dem aktuellen Erkenntnisstand zu der jeweils ausgeschriebenen Fragestellung. Die erarbeiteten Ergebnisse werden anschließend gemeinsam von der Gruppe in dem Seminar vertreten und vor Herrn Prof. Dr. Asenkerschbaumer und Herrn Prof. Dr. Voigt verteidigt.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment Presentation Umfang der Hausarbeit: 7.000 Wörter Präsentationsleistung: 20 Minuten Präsentation + 10 Minuten Diskussion	
11	Grading procedure	Written assignment (70%) Presentation (30%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Kurspezifische Literatur wird im Kurs bekannt gegeben.	

1	Module name 52560	Banking supervision: Bank rating, stress testing, financial stability	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Christian Merkl	
5	Contents	This course covers a wide range of topics in banking supervision (e.g., bank rating models and risk assessment in banking supervision; different concepts of stress testing credit, market, and liquidity risk; development and analysis of bank stability indicators; bank resolution; financial stability and macroprudential oversight in the EU). Basic analytical concepts will be provided as a background; the last EBA/SSM Stress Test will be used to analyze the implications of such an exercise for banks, policy makers, and international organizations. A case study based on the econometrics software Stata will be used to develop empirical bank rating and stress testing tools.	
6	Learning objectives and skills	<p>Students</p> <ul style="list-style-type: none"> • learn about banking structure, regulation, bank bailouts, and corporate governance in banking. • understand and apply different concepts of bank rating and stress testing; develop tools using the econometrics software Stata. • analyze competition and efficiency in banking markets and understand the concept of financial stability. 	
7	Prerequisites	Macroeconomics (Bachelor)	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%) The grade can be improved up to 0.7 units with a voluntary project work.	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Presentation slides and relevant literature will be provided.	

1	Module name 52610	Strategisches Innovationsmanagement Strategic innovation management	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	In dem Seminar, welches vom Vorsitzenden des Vorstandes der DATEV eG, Herrn Dr. Robert Mayr, begleitet wird, erarbeiten die Studierenden zu wechselnden Rahmenfragestellungen in Gruppen Seminararbeiten. Die Ergebnisse dieser werden dann im Rahmen von zwei Blockterminen vorgetragen, verteidigt und diskutiert.	
6	Learning objectives and skills	Die Studierenden erarbeiten in Gruppen weitgehend selbstgesteuert und autonom Analysen zu komplexen betriebswirtschaftlichen Fragestellungen im Kontext des strategischen Innovationsmanagements. Hierzu führen die Studierenden Dokumentanalysen und Literaturrecherchen durch und entscheiden weitgehend eigenständig über die zu verwendenden Analysemethoden. Das Ziel ist die Erarbeitung, Strukturierung und Darstellung von detailliertem und spezialisiertem Wissen auf dem aktuellen Erkenntnisstand zu der jeweils ausgeschriebenen Fragestellung. Die erarbeiteten Ergebnisse werden anschließend gemeinsam von der Gruppe in dem Seminar vertreten und vor Herrn Dr. Robert Mayer und Herrn Prof. Dr. Voigt verteidigt. Durch die Bearbeitung der Fallstudien in Kleingruppen wird das Übernehmen herausgehobener Verantwortung sowie die fachliche Weiterentwicklung der Studierenden gefördert.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment Presentation	
11	Grading procedure	Written assignment (70%) Presentation (30%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Kursspezifische Literatur	

1	Module name 53021	Personalpsychologie Personnel psychology	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers. Bei der Übung besteht Anwesenheitspflicht.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Klaus Moser
5	Contents	<ul style="list-style-type: none"> • Vertiefende Wissensvermittlung zu Grundfragen, theoretischen Grundlagen und konkreten Instrumenten der Personalarbeit in Organisationen aus psychologischer (verhaltenswissenschaftlicher) Sicht • Kennenlernen und Bewerten aktueller Instrumente und Verfahren der Personalarbeit • Kritische Betrachtung der wissenschaftlichen Grundlagen und praktischen Anwendbarkeit von Konzepten, Methoden und Instrumenten • Schwerpunkte: Personalmarketing, -auswahl und -beurteilung, Sozialisation und Personalentwicklung, Entlohnung, Motivation, Führung • Übung: Vertiefung ausgewählter Literatur anhand von ausgewählten Fallstudien • Kennenlernen von Instrumenten und Maßnahmen der Personalpsychologie. Einüben von praxisrelevanten Techniken im Rahmen von Rollenspielen und praktischen Übungen in Gruppenarbeit.
6	Learning objectives and skills	Die Studierenden besitzen detaillierte Kenntnisse über Theorien und Methoden der Personalarbeit (Schwerpunkt: Individuum). Sie können die operativen Fragen und Methoden in das strategische Management eines Unternehmens einordnen. Sie können die vorgestellten Theorien, Methoden und Verfahren kritisch reflektieren und beurteilen. Sie können Wissen und Fertigkeiten in der Praxis anwenden um Probleme aufzuzeigen und Lösungen zu entwickeln. Sie wissen, wie Methoden und Instrumente entwickelt und rigoros evaluiert werden können.
7	Prerequisites	Empfohlen: Grundkenntnisse sozialwissenschaftlicher Erhebungsmethoden und von Korrelations- und Regressionsrechnung, Präsentationstechniken, Bereitschaft zur Lektüre von Materialien für die Übung im Vorfeld.
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Discussion contribution Achievement credit Written examination (90 minutes)
11	Grading procedure	Discussion contribution (0%)

		Achievement credit (0%) Written examination (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Schuler, H. & Kanning, U. P. (Hrsg.) (2014). Lehrbuch der Personalpsychologie (3. Auflage). Göttingen: Hogrefe.

1	Module name 53030	Personalmanagement Human resources management	5 ECTS
2	Courses / lectures	Seminar: Personalmanagement - Seminar; MIM-3030 (1.0 SWS)	1 ECTS
		Vorlesung: Personalmanagement Vorlesung (2.0 SWS)	4 ECTS
3	Lecturers	Theresa Bernhard	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge	
5	Contents	1. Personalmanagement als strategischer Erfolgsfaktor der Unternehmungsführung 2. Theorien des Personalmanagements 3. Akteure des Personalmanagements 4. Bedingungen des Personalmanagement 5. Instrumente des Personalmanagement 5.1. Personalbedarfsplanung und deckung 5.2. Personaleinsatz 5.3. Personalentlohnung 5.4. Personalführung 6. Effizienz des Personalmanagement	
6	Learning objectives and skills	Die Studierenden können Probleme des Personalmanagements aus rechtlicher, ökonomischer, betriebswirtschaftlicher, organisatorischer, psychologischer und ethischer Sicht analysieren sowie Lösungsvorschläge bewerten und eigenständig entwickeln. Sie können die Auswirkungen des Personalmanagement mit Hilfe anspruchsvoller Methoden der Personalforschung prognostizieren und Gestaltungsempfehlungen ableiten Sie lernen den aktuellen internationalen Forschungsstand zum Personalmanagement kennen und sind in der Lage, theoretische und empirische Studien in diesem Bereich kritisch zu reflektieren.	
7	Prerequisites	Sehr gute Deutschkenntnisse (C1)	
8	Integration in curriculum	semester: 1;3	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172	
10	Method of examination	Presentation Report Diskussionspapier (6 Seiten, 80% der Modulnote) und Präsentation (20% der Modulnote)	
11	Grading procedure	Presentation (20%) Report (80%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	

14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Holtbrügge, D.: Personalmanagement, 8. Aufl., Berlin et al., 2022.

1	Module name 53160	Social media marketing	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Presentation Oral
11	Grading procedure	Presentation (50%) Oral (50%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 53422	Produktions- und Supply Chain Management Production and supply chain management	5 ECTS
2	Courses / lectures	Übung: Übung Produktions- & Supply Chain Management (2.0 SWS) Tutorium: Stud. Tutorium: Produktions- und Supply Chain Management (1.0 SWS) Vorlesung: Produktions- & Supply Chain Management (2.0 SWS)	- - 5 ECTS
3	Lecturers	Prof. Dr.-Ing. Eva Maria Hartmann	

4	Module coordinator	Christopher Münch
5	Contents	Unternehmerisches Handeln mit dem Ziel der Wertschöpfung vollzieht sich in Prozessen. Dieser Kurs macht mit den Grundlagen, Konzepten und Methoden des Produktions- und Supply Chain Managements vertraut. Der Kurs ist eine Kombination aus Vorlesungen und Diskussion von aktuellen Forschungsarbeiten im Rahmen von Übungen. Zusätzlich werden in den Übungen Berechnungen unterschiedlicher Vorlesungsschwerpunkte durchgeführt.
6	Learning objectives and skills	Die Studierenden beurteilen die Bedeutung von Prozessen im Unternehmen. Sie haben die Fähigkeit, Prozesse im Sinne der Wertschöpfung zielgerichtet zu gestalten. Die Studierenden verfügen über die Kernkompetenzen des Prozessmanagements entlang der kompletten Wertschöpfungskette und wenden diese Kompetenzen in praxisrelevanten Übungen an.
7	Prerequisites	Keine
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination with multiple choice (90 minutes)
11	Grading procedure	Written examination with multiple choice (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Wird im Kurs bekanntgegeben

1	Module name 53430	Controlling of business systems	5 ECTS
2	Courses / lectures	Klausurenkurs: Controlling of Business Systems Klausurenkurs (0.0 SWS) Vorlesung mit Übung: Controlling of Business Systems (4.0 SWS) Übung: Controlling of Business Systems Klausurenkurs (2.0 SWS)	- 5 ECTS -
3	Lecturers	Sebastian Gaschler Jonas Albers Prof. Dr. Thomas Fischer	

4	Module coordinator	Prof. Dr. Thomas Fischer
5	Contents	<ul style="list-style-type: none"> • Einführung in das Controlling von Wertschöpfungssystemen • Wertorientierte Kennzahlen • Kunden-Controlling • Anreizsysteme als Instrument zur Steuerung von Geschäftsbereichen • Unternehmerische Nachhaltigkeit • Digitalisierung und Controlling
6	Learning objectives and skills	Die Studierenden kennen relevante Controlling-Instrumente, um die Geschäftsbeziehungen eines Unternehmens zu wesentlichen Stakeholdergruppen (Kapitalgeber, Kunden, Mitarbeiter) nachhaltig erfolgreich steuern, d. h. planen und kontrollieren, zu können.
7	Prerequisites	Empfehlung: <ul style="list-style-type: none"> • Bachelor-Modul Kostenrechnung und Controlling • Bachelor-Modul Controlling of Business Development • Coenenberg, A. G./Fischer, T. M./Günther, T.: Kostenrechnung und Kostenanalyse, 9. Aufl., Stuttgart 2016, Kapitel 1-6, 14 und 15.
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (60 minutes) Da die Dienstzeit von Herrn Prof. Dr. Thomas M. Fischer planmäßig am 30.09.2025 enden wird, ist eine letztmalige Erstanmeldung zur Prüfung Controlling of Business Systems (CBS) im Wintersemester 2024/25 möglich. Nach diesem Termin können lediglich Wiederholungsprüfungen absolviert werden, aber keine neuen Erstanmeldungen mehr vorgenommen werden.
11	Grading procedure	Written examination (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester

15	Teaching and examination language	german
16	Bibliography	<ul style="list-style-type: none">• Fischer, T. M./Möller, K./Schultze, W.: Controlling, 2. Aufl., Stuttgart 2015• Coenenberg, A. G./Fischer, T. M./Günther, T.: Kostenrechnung und Kostenanalyse, 9. Aufl., Stuttgart 2016

1	Module name 53450	Technology and innovation management	5 ECTS
2	Courses / lectures	Vorlesung: Technology and Innovation Management (V) (2.0 SWS) Kolloquium: Technology and Innovation Management - KO (1.0 SWS)	5 ECTS -
3	Lecturers	Lauren Mackintosh Prof. Dr. Kai-Ingo Voigt	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	Technologien und Innovationen sind die Basis des Erfolgs und Wachstums eines jeden Unternehmens. Dieser Kurs behandelt Theorien, Konzepte und Werkzeuge des Technologie- und Innovationsmanagements. Spezielle Themen sind z.B. ökonomische Entscheidungstatbestände im Technologiemanagement bzw. im disruptiven technologischen Wandel, Erfolgsfaktoren von Innovationen, die Gestaltung von Innovationsprozessen, Timing-Strategien, die Öffnung des Innovationsmanagements nach außen sowie die Innovation ganzer Geschäftsmodelle. Die Themen werden außerdem mit praktischen und aktuellen Schwerpunktthemen verknüpft um so einen Anwendungsbezug darzustellen.	
6	Learning objectives and skills	In diesem Modul lernen die Studierenden ein umfassendes, detailliertes und spezialisiertes Wissen sowie den aktuellen Erkenntnisstand im Bereich des Technologie- und Innovationsmanagements kennen. Nach Abschluss des Moduls können sie die bedeutende Rolle von Technologien und Innovationen als Wettbewerbsvorteil für Industrie- und Dienstleistungsunternehmen einschätzen und bewerten. Dieses Wissen wird durch zahlreiche praktische Beispiele vertieft. Des Weiteren sind die Studierenden dann in der Lage, das Wissen über die Methoden und Konzepte des Technologie- und Innovationsmanagements erfolgreich auf neuartige, konkrete praktische Probleme zu transferieren und diese dort zur Problemstrukturierung und -lösung einzusetzen. Sie können somit Sachverhalte in diesem Bereich einschätzen und hinterfragen. Die erworbenen analytischen und konzeptionellen Fertigkeiten befähigen die Studierende komplexe betriebswirtschaftliche Fragestellungen eigenständig zu bearbeiten und die richtigen Methoden und Strukturierungsansätze zur Bewältigung von Aufgaben im Technologie- und Innovationsmanagement zu finden und erfolgreich anzuwenden.	
7	Prerequisites	Keine	
8	Integration in curriculum	semester: 2	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (90 minutes)	
11	Grading procedure	Written examination (100%)	

12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	german english
16	Bibliography	Ahmed, P.; Shepherd, C.: Innovation Management Context, Strategies, systems and processes, Pearson, Essex, 2010. Voigt, K.-I.: Industrielles Management, 1. Aufl., Berlin u. a., 2008.

1	Module name 53541	Krankenhausmanagement I Hospital management I	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Oliver Schöffski	
5	Contents	Gegenstand dieser Veranstaltung ist der stationäre Sektor im Gesundheitswesen. Krankenhäuser zu managen, ist angesichts ihrer hohen Komplexität eine besondere Herausforderung. Es werden Verfahren vermittelt, mit denen dies erfolgreich gelingen kann. Neben geeigneten Managementtechniken werden maßgeschneiderte Verfahren des mathematisch gestützten Operations Research behandelt.	
6	Learning objectives and skills	<p>Die Studierenden</p> <ul style="list-style-type: none"> • stellen den Krankensektor als zentrales Element des Gesundheitswesens dar, • ordnen die beteiligten Interessens- und Betroffenengruppen, welche häufig gegenläufige Ziele haben, ein, • würdigen die Komplexität des Systems Krankenhaus auf der Grundlage von Fallstudien und Beispielen aus der realen Krankenhauswelt, • arbeiten eigene Lösungsvorschläge aus, stellen diese im Plenum vor und erhalten ein konstruktives Feedback dazu. 	
7	Prerequisites	keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination with multiple choice (60 minutes)	
11	Grading procedure	Written examination with multiple choice (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Werden zu Beginn der Veranstaltung bekannt gegeben.	

1	Module name 53640	Industrielles Management Industrial management	5 ECTS
2	Courses / lectures	Vorlesung: Industrielles Management (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kai-Ingo Voigt Viktoria Leutheuser	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	Die Veranstaltung bietet einen tiefergehenden Einblick in das Management industrieller Unternehmen. Betrachtet werden nicht nur bisherige theoretische und empirische Erkenntnisse, sondern insbesondere auch aktuelle Managementaufgaben und -methoden in einem Industriebetrieb. Die Erkenntnisse zum industriellen Management werden mit einem praktischen und aktuellen Schwerpunktthema verknüpft, um so einen Anwendungsbezug darzustellen.	
6	Learning objectives and skills	Die Studierenden erwerben ein umfassendes, detailliertes sowie spezialisiertes Wissen auf dem neuesten Erkenntnisstand aus dem Bereich des industriellen Managements und die Fähigkeit, strategisch zu denken. Durch die tiefergehende Analyse eines praxisrelevanten Schwerpunktthemas erhalten die Studierenden zudem einen tiefergehenden Einblick in die aktuellen Problemfelder und Herausforderungen von Industrieunternehmen. Die erworbenen analytischen und konzeptionellen Fertigkeiten befähigen die Studierenden, komplexe betriebswirtschaftliche Fragestellungen eigenständig zu bearbeiten.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Voigt, K.-I.: Industrielles Management, Berlin u. a., 2008.	

1	Module name 53672	Problem solving and communication	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Soft skills Master of Science International Business Studies 2011 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Presentation
11	Grading procedure	Presentation (100%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 53674	Strategic problem solving in the digital age	5 ECTS
2	Courses / lectures	Seminar: Strategic Problem Solving in the digital Age (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sebastian Junge	

4	Module coordinator	Prof. Dr. Harald Hungenberg Prof. Dr. Sebastian Junge
5	Contents	Durch die Einflüsse der fortschreitenden Digitalisierung stehen ganze Branchen vor dem Umbruch und deren Unternehmen vor neuen Herausforderungen. Data security, eServices, Connected mobility und eHealth sind nur einige der Schlagwörter, mit denen sich die Unternehmen beschäftigen müssen, um wettbewerbsfähig zu bleiben. Die Veranstaltung befasst sich mit den Lösungskonzepten dieser strategischen Herausforderungen und deren managementorientierter Kommunikation. Der Fokus liegt neben der Problemstrukturierung auf einer, durch Theorie gestützten, praxisnahen Problembearbeitung sowie der adäquaten Kommunikation der Problemlösung. Den Studierenden werden hierfür moderne, zielgruppenspezifische Vorgehensweisen und (Methoden-)Techniken vermittelt. Die interaktive Veranstaltung schließt die Bearbeitung einer realen Fallstudie mit abschließender Ergebnispräsentation durch Studierendenteams ein.
6	Learning objectives and skills	Die Studierenden lernen fortgeschrittene Methoden und Instrumente kennen, die im Rahmen des (strategischen) Managements von Unternehmen eine große Rolle spielen und diese auf praktische Fragestellungen anwenden können. Besonderes Augenmerk liegt dabei auf fortgeschrittenen Methoden der Problemstrukturierung (z.B. System Dynamics) und Kommunikation (z.B. Stickyness). Darauf aufbauend entwickeln die Studierenden im Rahmen einer realen Fallstudie aus der Unternehmenspraxis eine Präsentation, um die von ihnen erarbeitete Problemlösung zu kommunizieren. Innerhalb dieser Kooperation lernen die Studierenden, eine aktuelle strategische Herausforderung zu einem eingegrenzten Themenbereich zu bearbeiten, einen Lösungsvorschlag zu entwickeln und diesen in einer wissenschaftlichen Diskussion zu verteidigen. Hierdurch werden fachliche und persönliche Kompetenzen entwickelt. Die Studierenden geben und erhalten im Rahmen interaktiver Präsentationen der Arbeitsergebnisse ein wertschätzendes Feedback über die erbrachte Leistung.
7	Prerequisites	Die Teilnehmerzahl ist auf maximal 20 Studierende begrenzt. Der Bewerbungszeitraum wird über Homepage oder StudOn bekannt gegeben. https://www.unternehmensfuehrung.rw.fau.de/studium-lehre/aktuelle-lehre/strategic-problem-solving-in-the-digital-age/
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172

		Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Presentation (20 minutes)
11	Grading procedure	Presentation (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Hungenberg, H.: Problemlösung und Kommunikation im Management: Vorgehensweise und Techniken, 3. Aufl., München, 2010. Hungenberg, H.: Strategisches Management in Unternehmen, 8. Aufl., Wiesbaden 2014. Minto, B.: The Pyramid Principle, London, 4. Aufl., Harlow 2009. Cialdini, R.: The Psychology of Persuasion, 2007. Heath, C. and Heath, D.: Made to Stick, 2007.

1	Module name 53700	Corporate Investment Controlling Corporate investment controlling	5 ECTS
2	Courses / lectures	Klausurenkurs: Klausurenkurs Corporate Investment Controlling (0.0 SWS) Übung: Corporate Investment Controlling (Übung) (2.0 SWS) Vorlesung: Corporate Investment Controlling (Vorlesung) (2.0 SWS)	- - 5 ECTS
3	Lecturers	Lena Pager Nils Kneußel	

4	Module coordinator	Prof. Dr. Thomas Fischer
5	Contents	<ul style="list-style-type: none"> • Grundlagen des Beteiligungscontrollings • M&A-Strategien • Beteiligungen und Reporting • Anreizsysteme im Beteiligungscontrolling
6	Learning objectives and skills	Die Studierenden können Instrumente einschätzen, die Unternehmen für die strategische und operative Planung, Steuerung und Kontrolle von Beteiligungen einsetzen. Im Einzelnen kennen die Studierenden M&A-Strategien, Reporting von Beteiligungen und Anreizsysteme im Beteiligungscontrolling.
7	Prerequisites	Empfehlung: <ul style="list-style-type: none"> • Grundlagen der Bilanzierung, • Grundlagen Investition und Finanzierung
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 2011 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (60 minutes) Da die Dienstzeit von Herrn Prof. Dr. Thomas M. Fischer planmäßig am 30.09.2025 enden wird, ist eine letztmalige Erstanmeldung zur Prüfung Corporate Investment Controlling (CIC) im Sommersemester 2024 möglich. Nach diesem Termin können lediglich Wiederholungsprüfungen absolviert werden, aber keine neuen Erstanmeldungen mehr vorgenommen werden.
11	Grading procedure	Written examination (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	german

16	Bibliography	<ul style="list-style-type: none">• Burger, A./Ulbrich, P./Ahlemeyer, N.: Beteiligungscontrolling, 2. Aufl., München 2010.• Schultze, W./Hirsch, C.: Unternehmenswertsteigerung durch wertorientiertes Controlling, München 2005.• Fischer, T. M./Möller, K./Schultze, W.: Controlling, 2. Aufl., Stuttgart 2015.• Coenenberg, A. G./Fischer, T. M./Günther, T.: Kostenrechnung und Kostenanalyse, 9. Aufl., Stuttgart 2016.
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1	Module name 53730	Corporate strategy	5 ECTS
2	Courses / lectures	Seminar: Corporate Strategy (3.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sebastian Junge	

4	Module coordinator	Prof. Dr. Sebastian Junge	
5	Contents	<p>This interactive course teaches the basic principles of strategic management at the corporate level (economic theories and multibusiness firms, value management, parenting advantage). In addition, elementary corporate management topics such as diversification and portfolio planning are addressed. In times of digital change, it is even more essential to identify suitable strategic initiatives in order to successfully strengthen and sustainably defend one's own position. In this context, measures such as mergers, acquisitions and divestments at group level will be discussed. Increased relevance is given to challenges that arise for corporations on the basis of the digital transformation. For this purpose, platform operators are analyzed as examples, but also dynamic industries such as financial services or the automotive sector are examined. The students work in teams on a current issue related to the above-mentioned content and develop a presentation and a case study.</p>	
6	Learning objectives and skills	<p>At the end of the course, students will be able to</p> <ul style="list-style-type: none"> • assess various concepts and instruments of strategic management at corporate level against the background of digital trends and current research findings and apply them to specific issues; • present complex issues in a structured way in front of third parties as well as find convincing solution proposals and defend them argumentatively; • develop a case study on a current issue from the field of corporate strategies and to prepare it in an application-oriented manner; • deepen their skills in teamwork; • deal rationally and responsibly with conflicts of interest and communication in the context of group work and to recognize differences in patterns of thought and action and use them to find solutions in a goal-oriented manner. 	
7	Prerequisites	<p>Business Strategy (recommended) The number of participants is limited. The application process will be announced via the homepage. https://www.unternehmensfuehrung.rw.fau.de/studium-lehre-2/aktuelle-lehre/corporate-strategy/</p>	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Presentation/written assignment	
11	Grading procedure	Presentation/written assignment (100%)	

		The module grade is weighted according to 50% presentation (approx. 25 minutes) and 50% written assignment (approx. 15 pages).
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Hungenberg, H.: Strategisches Management in Unternehmen, 8. Aufl., Wiesbaden, 2014. Additional literature will be announced at the beginning of the course.

1	Module name 53763	Supply chain management research seminar	5 ECTS
2	Courses / lectures	Seminar: Supply chain management research seminar (2.0 SWS)	5 ECTS
3	Lecturers	Christoph Küffner	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	Gegenstand dieser Veranstaltung stellen wechselnde Themen aus Forschung und Praxis im Supply Chain Management dar. Dieses Seminar soll dazu dienen, aktuelle Forschungsfragen und Konzepte im Supply Chain Management anwendungsorientiert zu bearbeiten. Anhand wissenschaftlicher Methoden sollen diese Forschungsansätze aufbereitet und abschließend deren mögliche Übertragung in die Praxis diskutiert werden.	
6	Learning objectives and skills	Die Studierenden erlangen vertiefte Kenntnisse im Bereich der Forschung im Supply Chain Management und deren Auswirkungen auf die Praxis und die Fähigkeit, vorgestellte Theorien zu verstehen. Sie erlernen durch die eigenständige Bearbeitung wechselnder, forschungsorientierter Themen eine analytische Vorgehensweise und spezifische Fachkenntnisse zur Argumentation und Erstellung einer wissenschaftlichen Arbeit.	
7	Prerequisites	Produktions- und Supply Chain Management;	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Presentation Seminar paper	
11	Grading procedure	Presentation (30%) Seminar paper (70%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german english	
16	Bibliography	Wird im Kurs bekanntgegeben.	

1	Module name 53770	Finanz- und Bankmanagement Financial and bank management	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Hendrik Scholz	
5	Contents	<ul style="list-style-type: none"> • Klassische Ansätze zum Management von Marktzinsrisiken • Darstellung und Bewertung moderner Finanzinstrumente und Finanzprodukte (z.B. Optionen, Futures, Forwards und Swaps) • "Value at Risk" zur Messung finanzieller Risiken • Aufbau und Funktion von Finanzsystemen • Steuerungssysteme für Finanzunternehmen 	
6	Learning objectives and skills	<p>Die Studierenden</p> <ul style="list-style-type: none"> • ermitteln Zinsrisiken von Anleiheportfolios und beurteilen Instrumente zur Reduktion von Zinsrisiken und deren Einsatz aus Kundensicht. • können diverse Fixed-Income Produkte wie Kupon-Anleihen, Floating Rates Notes und Zinsswaps bewerten und deren Chancen-Risiko-Profile beurteilen. • bestimmen die Kennzahl "Value at Risk" für Portfolios und unter Anwendung verschiedene Konzepte der Volatilitätsschätzung. • können den generellen Aufbau und die Funktion des Banken- und Finanzsystems erläutern • beurteilen auf Basis der Marktzinsmethode die Geschäftspolitik einer Bank. 	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	<p>Hartmann-Wendels, T. / Pfingsten, A. / Weber, M.: Bankbetriebslehre, Berlin u.a.</p> <p>Weitergehende, forschungsbezogene Literatur wird im Rahmen der Veranstaltung bekannt gegeben.</p>	

1	Module name 53780	Dienstleistungsmarketing Services marketing	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Seminar paper
11	Grading procedure	Seminar paper (100%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 53940	Cases in business controlling	5 ECTS
2	Courses / lectures	Praxisseminar: Praxisseminar Challenges in Business Management (3.0 SWS) Compulsory attendance	5 ECTS
3	Lecturers	Prof. Dr. Thomas Fischer	

4	Module coordinator	Prof. Dr. Thomas Fischer	
5	Contents	The course deals with controlling instruments on the enterprise, segment, and project level. The students will intensively discuss and analyze real-world case material from current issues of a global technology enterprise with senior managers as advisors.	
6	Learning objectives and skills	As main objective, students will have the opportunity to get in touch with real business issues. They will be supported in creating a seminar paper and presentation. The course provides extended professional studies in the field of accounting and controlling and brings students in touch with real business cases of a leading, global acting technology enterprise. Hereby, the qualified profile as well as personal skills of the student participants are further developed - as the participants give and receive appreciative feedback as part of the interactive presentation of the work results.	
7	Prerequisites	The number of participants is limited. Participants will be selected according to their FACT related skills (i.e., BA elective courses in Finance, Auditing, Controlling, and/or Taxation) Full attendance in the seminar meetings is compulsory.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written or oral Seminar paper (ca. 12-15 pages) and presentation (ca. 15 minutes) and class participation (ca. 10 minutes) <i>Es handelt sich um eine einheitliche Prufung, bei der die einzelnen Teilleistungen untrennbar miteinander verbunden sind. Für das Bestehen des Moduls müssen nach § 19 Abs. 1 Satz 4 MPOWISO in der jeweils geltenden Fassung alle Teilleistungen in demselben Semester bestanden werden. Wegen des untrennbaren Bezugs der Teilleistungen aufeinander ist abweichend von § 25 Abs. 1 Satz 2 MPOWISO eine Wiederholung nur einer der nicht bestandenen Teilleistungen nicht möglich. Das Nichtbestehen einer der Teilleistungen erfordert die Wiederholung der gesamten Prufung.</i> Da die Dienstzeit von Herrn Prof. Dr. Thomas M. Fischer planmäßig am 30.09.2025 enden wird, ist eine letztmalige Anmeldung zur Prüfung Challenges in Business Management (CBM) im Wintersemester 2024/25 möglich.	
11	Grading procedure	Written or oral (100%)	

		Seminar paper (60%) and presentation (30%) and class participation (10%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german english
16	Bibliography	Fischer, T. M./Möller, K./Schultze, W.: Controlling, 2. Aufl., Stuttgart 2015. Further literature recommendations will be given in class.

1	Module name 54050	Principles of marketing IV: Marketingseminar Principles of marketing IV: Marketing seminar	5 ECTS
2	Courses / lectures	Seminar: Marketing Seminar (4.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Nicole Koschate-Fischer	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 2011 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Seminar paper
11	Grading procedure	Seminar paper (100%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 54062	Principles of marketing V	5 ECTS
2	Courses / lectures	Seminar: Marketingseminar (4.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Andreas Fürst	

4	Module coordinator	Prof. Dr. Andreas Fürst
5	Contents	Die Studierenden arbeiten sich in eine aktuelle Fragestellung in der Marketingforschung ein (z.B. auf den Gebieten Kundenmanagement, Industriegütermarketing und Vertriebspolitik).
6	Learning objectives and skills	Die Studierenden können weitgehend eigenständig Forschungsfragen mit Hilfe qualitativer oder quantitativer Methoden beantworten. Die Studierenden können sich eigenständig Wissen über wissenschaftliche Fachthemen erschließen und dieses anwenden. Sie können wissenschaftliche Studien aus international referierten Marketingjournals kritisch reflektieren und Studienergebnisse in den Gesamtkontext einordnen sowie deren Beitrag zur wissenschaftlichen Forschung gewichten. Die Studierenden können eigenständige Ideen zur Lösung wissenschaftlicher Probleme entwickeln und verteidigen. Die Studierenden können die Ergebnisse ihrer Ausarbeitungen auf einem wissenschaftlichen Niveau präsentieren und bereichsspezifische wie auch übergreifende Diskussionen führen. Die Studierenden können im Hinblick auf die Anfertigung der Masterarbeit Ziele für die eigene Entwicklung definieren sowie eigene Stärken und Schwächen reflektieren.
7	Prerequisites	Studien- und Prüfungsleistungen aller Pflichtmodule des 1. Semesters erfolgreich erbracht. Die Teilnehmerzahl ist begrenzt. Bei mehr Anmeldungen als verfügbaren Plätzen werden Studierende, bei denen die Veranstaltung zum Pflichtbereich gehört, vorrangig behandelt. Bitte informieren Sie sich über die Anmeldeformalitäten auf der Homepage des Lehrstuhls. Das Marketingseminar wird regelmäßig im Wintersemester angeboten, vereinzelt auch im Sommersemester.
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Seminar paper
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	german english
16	Bibliography	Literaturangaben erfolgen durch den Lehrstuhl vor Beginn des Semesters.

1	Module name 54072	Principles of marketing VI	5 ECTS
2	Courses / lectures	Hauptseminar: Marketingseminar (Master) (4.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Martina Steul-Fischer	

4	Module coordinator	Prof. Dr. Martina Steul-Fischer
5	Contents	Die Studierenden arbeiten sich in eine aktuelle Fragestellung der Marketingforschung ein (z.B. auf den Gebieten Dienstleistungsmarketing, Finanzdienstleistungsmarketing, Kunden- und Vertriebsmanagement).
6	Learning objectives and skills	Die Studierenden können weitgehend eigenständig Forschungsfragen mit Hilfe qualitativer oder quantitativer Methoden beantworten. Die Studierenden können sich eigenständig Wissen über wissenschaftliche Fachthemen erschließen und dieses anwenden. Sie können wissenschaftliche Studien aus international referierten Marketingjournals kritisch reflektieren und Studienergebnisse in den Gesamtkontext einordnen sowie deren Beitrag zur wissenschaftlichen Forschung gewichten. Die Studierenden können eigenständige Ideen zur Lösung wissenschaftlicher Probleme entwickeln und verteidigen. Die Studierenden können die Ergebnisse ihrer Ausarbeitungen auf einem wissenschaftlichen Niveau präsentieren und bereichsspezifische wie auch übergreifende Diskussionen führen. Die Studierenden können im Hinblick auf die Anfertigung der Masterarbeit Ziele für die eigene Entwicklung definieren sowie eigene Stärken und Schwächen reflektieren.
7	Prerequisites	Studien- und Prüfungsleistungen aller Pflichtmodule des 1. Semesters erfolgreich erbracht. Die Teilnehmerzahl ist begrenzt. Bei mehr Anmeldungen als verfügbaren Plätzen werden Studierende, bei denen die Veranstaltung zum Pflichtbereich gehört, vorrangig behandelt. Bitte informieren Sie sich über die Anmeldeformalitäten auf der Homepage des Lehrstuhls. Das Marketingseminar wird regelmäßig im Wintersemester angeboten, vereinzelt auch im Sommersemester.
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Seminar paper
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	german english

1	Module name 54082	Business intelligence and digital marketing	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Business Intelligence (SS24) (4.0 SWS)	5 ECTS
3	Lecturers	Dr. Pavlina Kröckel	

4	Module coordinator	Prof. Dr. Freimut Bodendorf	
5	Contents	<p>Lect/Ex: The interest in data analytics has increased tremendously in the last few years, and it is part of almost every business or organization we can think of. There has been a tremendous development in the field since we all heard the term Big Data for the first time close to a decade ago. The demand for skilled practitioners has also increased significantly and is projected to keep increasing in the next years. At the same time, a qualified data scientist or data analyst is expected to have knowledge in different areas like statistics, data mining, data visualization or programming, to name a few. It is often challenging to decide where to start if one has interest in this career path.</p> <p>In this lecture, we introduce a variety of topics which will give you a kick start in the field of data science and will help you to continue the learning path in other, more advanced courses. We teach the whole data science process (based on the industry-wide accepted CRISP model) from the business and data understanding to the deployment and management steps. Students get familiar with terms like data science, machine learning and artificial intelligence, as well as available tools and technologies. You will learn what is behind the technology that powers everything from your shopping suggestions on Amazon to automatic systems like chatbots and self-driving cars. We teach you the most used machine learning algorithms right now: decision trees, neural networks, support vector machines, association rules (Apriori and FP Growth), clustering algorithms (k-Means, DBSCAN).</p> <p>In the end of the lecture, you will know the difference between machine learning and artificial intelligence, understand how the most popular algorithms work, and how they can be applied in practice.</p> <p>The lecture is intended for students with no prior knowledge in data analytics. After familiarizing with the relevant theory, students also have the chance to apply their knowledge on a given data set. This will be done with a data science tool that does not require any programming skills.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • Can describe important business intelligence and data science concepts, tools, and algorithms • Learn how to structure a data science project • Work on a practical exercise and apply the learned algorithms on a real-world dataset • Are able to evaluate a machine learning model and decide on its goodness of fit 	
7	Prerequisites	None	

8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (90 minutes)
11	Grading procedure	Written examination (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	All relevant material will be provided during the lecture.

1	Module name 54141	Advanced marketing management II: Advanced topics in marketing	5 ECTS
2	Courses / lectures	Seminar: Advanced Topics in Marketing (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Nicole Koschate-Fischer	

4	Module coordinator	Prof. Dr. Nicole Koschate-Fischer	
5	Contents	The module discusses recent insights from research on consumer behavior. Building upon theoretical and conceptual fundamentals, students acquire an advanced understanding of how marketing measures impact consumer experience and behavior. Implications for the industry are illustrated by various practical examples.	
6	Learning objectives and skills	Students can explain and apply fundamental as well as more advanced scientific evidence on the impact of marketing measures on consumer experience and behavior. They can interpret scientific studies, put them in context, and discuss them critically. Based on the acquired knowledge, students can independently derive practical implications and recommendations.	
7	Prerequisites	none; Please note that only a limited number of students can take the course. For further information on course registration, please see our homepage.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes) Please note that the exam can only be taken during the summer term.	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Hoyer, W. D., MacInnis, D. J., Pieters, R. (2023), Consumer Behavior, 8. Auflage, Cengage Learning.	

1	Module name 54162	Advanced marketing management IV	5 ECTS
2	Courses / lectures	Seminar: Strategisches Marketing (Master) (4.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Martina Steul-Fischer	

4	Module coordinator	Prof. Dr. Martina Steul-Fischer	
5	Contents	Das strategische Marketing beinhaltet die langfristige Planung der Marketingmaßnahmen. In dieser Veranstaltung werden die Grundlagen des strategischen Marketings vorgestellt. Im Mittelpunkt stehen dabei die Instrumente des strategischen Marketings, wie z.B. Marktanalysen und Wettbewerbsstrategien. Praktische Erfahrungen im Bereich des strategischen Marketings werden den Studierenden durch die Teilnahme an einem Marketingplanspiel im Rahmen dieser Veranstaltung vermittelt.	
6	Learning objectives and skills	Die Studierenden können wissenschaftliche Grundlagen sowie spezialisiertes und vertieftes Fachwissen des strategischen Marketings erläutern und anwenden. Im Besonderen können sie in vertiefter und kritischer Weise Theorien, Terminologien, Besonderheiten, Grenzen und Lehrmeinungen des Faches erläutern, anwenden und reflektieren. Studierende können eigenständige Ideen und Konzepte zur Lösung wissenschaftlicher und praktischer Probleme im strategischen Marketing entwickeln und anhand eines Marketingplanspiels anwenden. Sie können komplexe fachbezogene Inhalte klar und zielgruppengerecht präsentieren, in Diskussionen argumentativ vertreten, sowie das eigene Argumentationsverhalten in kritischreflexiver Weise erweitern.	
7	Prerequisites	Die Teilnehmerzahl ist begrenzt. Bei mehr Anmeldungen als verfügbaren Plätzen werden Studierende, bei denen die Veranstaltung zum Kernbereich gehört, vorrangig behandelt. Bitte informieren Sie sich über die Anmeldeformalitäten auf der Homepage des Lehrstuhls.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	<p>Seminar paper and presentation Written or oral</p> <p>Seminararbeit und Präsentation im Rahmen der Fallstudienbearbeitung (Gruppenleistungen):</p> <ul style="list-style-type: none"> - Seminararbeit: 7 Folien inklusive Titelfolie und Literaturangaben (5 Inhaltsfolien) - Präsentation + anschließende Diskussion: 20 Min <p>Strategiekonzept und Reflexion im Rahmen des Planspiels (Gruppenleistungen):</p> <ul style="list-style-type: none"> - Strategiekonzept: ca. 6 Seiten - Reflexion + anschließende Diskussion: 25 - 30 Min 	
11	Grading procedure	Seminar paper and presentation (50%)	

		Written or oral (50%) 50%: Seminararbeit (30%) + Präsentation (20%) 50%: Strategiekonzept (30%) + Reflexion (20%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Backhaus, K., Schneider, H. (2020): Strategisches Marketing, 3., überarb. Aufl., Stuttgart. Benkenstein, M., Uhlich, S. (2021): Strategisches Marketing: Ein wettbewerbsorientierter Ansatz, 4., erw. und aktual. Aufl., Stuttgart.

1	Module name 54262	Principles of marketing II	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Nicole Koschate-Fischer	
5	Contents	<p>Das Modul vermittelt sowohl wissenschaftliche Grundlagen als auch spezialisiertes und vertieftes Fachwissen aus den Bereichen Produkt- und Preismanagement. Der Inhalt orientiert sich an der aktuellen Marketingforschung und bezieht empirische Forschungserkenntnisse ein. Studierende erhalten ein vertieftes Verständnis für die Aspekte des Produkt- und Preismanagements und deren Besonderheiten. Außerdem werden Kenntnisse über die praktische Anwendung des Produkt- und Preismanagements sowie Implikationen für Unternehmen vermittelt. Produktmanagement beschäftigt sich insbesondere mit:</p> <ul style="list-style-type: none"> • Grundlegenden Aspekten des (digitalen) Produktmanagements • Innovationsmanagement • Projektmanagement • Management etablierter Produkte • Markenmanagement <p>Preismanagement behandelt:</p> <ul style="list-style-type: none"> • Allgemeine Grundlagen des Preismanagements • Grundlagen der klassischen Preistheorie • Verhaltenswissenschaftliche Grundlagen • Preisbestimmung • Preisdurchsetzung 	
6	Learning objectives and skills	<p>Die Studierenden können in vertiefter und kritischer Weise Konzepte, Theorien, Besonderheiten und Methoden aus den Bereichen Produkt- und Preismanagement erläutern, anwenden und bewerten. Auf Grundlage ihres Wissens sind die Studierenden dazu befähigt, mögliche Problemfelder in den beiden Bereichen selbständig zu identifizieren und eigenständige Ideen und Konzepte zur Lösung wissenschaftlicher und beruflicher Probleme zu entwickeln und diese mit Blick auf deren Bedeutung und Auswirkung zu hinterfragen. Zudem sind die Studierenden in der Lage, eigenständig zu entscheiden, welche quantitativen Methoden aus den Bereichen Produkt- und Preismanagement für welche Fragestellungen geeignet sind und diese Methoden anwenden. Dafür müssen sie die Eignung und Voraussetzungen zur Anwendung der Methode unter Berücksichtigung alternativer Methoden beurteilen sowie die Methode adäquat anwenden.</p>	
7	Prerequisites	keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	

10	Method of examination	Achievement credit Written examination (60 minutes) Leistungsschein: Eine Versuchspersonenstunde im Umfang von 60 Min.
11	Grading procedure	Achievement credit (0%) Written examination (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 50 h Independent study: 100 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Diller, H. (2021), Pricing: Prinzipien und Prozesse der betrieblichen Preispolitik, 5. Aufl., Stuttgart. Homburg, Ch. (2020), Marketingmanagement: Strategie - Instrumente - Umsetzung - Unternehmensführung, 7. Aufl., Wiesbaden. Monroe, K. B. (2003), Pricing - Making Profitable Decisions, 3rd ed., Boston. Simon, H., Fassnacht, M. (2016), Preismanagement - Strategie, Analyse, Entscheidung, Umsetzung, 4. Aufl., Wiesbaden.

1	Module name 54270	Vertriebs- und Kommunikationsmanagement Communications and sales management	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Andreas Fürst	
5	Contents	<p>Das Modul vermittelt den Studierenden vertiefende Kenntnisse idealtypischer organisationaler, strategischer und operativer Prozesse des Vertriebs- und Kommunikationsmanagements. Neben dieser theoretischen Fundierung der beiden Themenkomplexe wird zusätzlich Bezug auf die Relevanz der einzelnen Komponenten in der Praxis genommen.</p> <p>Vertriebsmanagement beschäftigt sich insbesondere mit:</p> <ul style="list-style-type: none"> • Organisationalen Fragestellungen des Vertriebsmanagements (z.B. Gestaltung und Optimierung von Vertriebsorganisationen) • Strategischen Fragestellungen des Vertriebsmanagements (z.B. Definition von Vertriebszielen, Gestaltung der Beziehung zu Vertriebspartnern) • Operativen Fragestellungen des Vertriebsmanagements (z.B. Mitarbeiterführung im Vertrieb, Umsetzung der Vertriebsstrategie) <p>Kommunikationsmanagement beschäftigt sich insbesondere mit:</p> <ul style="list-style-type: none"> • Organisationalen Fragestellungen des Kommunikationsmanagements (z.B. Auswahl des Dienstleisters) • Strategischen Fragestellungen des Kommunikationsmanagements (z.B. Ziele und Zielgruppen der Kommunikation, Budgetierung) • Operativen Fragestellungen des Kommunikationsmanagements (z.B. Gestaltung der Kommunikationsmaßnahmen, Kontrolle der Kommunikationswirkung) 	
6	Learning objectives and skills	<p>Die Studierenden erwerben ein umfassendes Fachwissen auf dem aktuellsten Stand der Marketingforschung unter Einbezug empirischer Forschungserkenntnisse. Studierende können in vertiefter und kritischer Weise Theorien, Terminologien, Besonderheiten und Grenzen des Vertriebs- und Kommunikationsmanagements erläutern, anwenden und reflektieren. Studierende können Konzepte, Theorien und Methoden aus den Bereichen des Vertriebs- und Kommunikationsmanagements kritisch beurteilen und auf Praxisfragestellungen anwenden. Sie können mögliche Problemfelder in diesen Bereichen selbstständig identifizieren und evidenzbasierte, qualitative Lösungsansätze auf Basis verschiedener Handlungsoptionen ausarbeiten.</p>	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	

9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (60 minutes)
11	Grading procedure	Written examination (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Bruhn, M. (2019), Kommunikationspolitik: Systematischer Einsatz der Kommunikation für Unternehmen, 9. Auflage, München. Diller, H., Fürst, A., Ivens, B. (2011), Grundprinzipien des Marketing, 3. Auflage, Nürnberg. Homburg, Ch. (2020), Marketingmanagement: Strategie Instrumente Umsetzung Unternehmensführung, 7. Auflage, Wiesbaden. Meffert, H., Burmann, C., Kirchgeorg, M., Eisenbeiß, M. (2019), Marketing: Grundlagen marktorientierter Unternehmensführung, 13. Auflage, Wiesbaden. Schweiger, G., Schrattenecker, G. (2021), Werbung, 10. erw. Auflage, Konstanz.

1	Module name 54290	Kapitalmarktorientierte Unternehmenssteuerung Corporate management and capital markets	5 ECTS
2	Courses / lectures	Vorlesung: Kapitalmarktorientierte Unternehmenssteuerung (MA) (2.0 SWS) Übung: Kapitalmarktorientierte Unternehmenssteuerung Übung (1.0 SWS)	5 ECTS -
3	Lecturers	Prof. Dr. Hendrik Scholz	

4	Module coordinator	Prof. Dr. Hendrik Scholz
5	Contents	<ul style="list-style-type: none"> • Bewertung von Unternehmen (vorrangig DCF-Verfahren) • risikoorientierte Kennzahlen zur Aktienanalyse • risikoorientierte Steuerungskonzepte • Risikopolitik von Unternehmen und Banken • Instrumente zur Sicherung der Währungsrisiken von Unternehmen
6	Learning objectives and skills	<p>Die Studierenden</p> <ul style="list-style-type: none"> • bestimmen über DCF-Verfahren den Wert von Unternehmen bei Berücksichtigung unterschiedlicher Finanzierungspolitiken. • können die Performance von Aktienportfolios sowie Unternehmenssegmenten auf Basis fortgeschrittener Performance- und Risikokennzahlen beurteilen, miteinander vergleichen und kritisch hinterfragen. • beurteilen auf Basis von Kennzahlen wie RORAC und RAROC die Kapitalallokation von Unternehmen. • sind in der Lage, diverse Instrumente zum Hedgen von Währungsrisiken wie Futures, Optionen und Swaps zu bewerten und diese im Rahmen des Risikomanagement von Unternehmen selbstständig anzuwenden.
7	Prerequisites	keine
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (60 minutes)
11	Grading procedure	Written examination (100%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Berk, Jonathan / DeMarzo, Peter: Corporate Finance, Boston u. a. Drukarczyk, Jochen / Schüler, Andreas: Unternehmensbewertung, München.

Fama, Eugene F. / French Kenneth R. (1993): Common Risk Factors in the Returns of Stocks and Bonds, in: Journal of Financial Economics, Vol. 33 (1), S. 3-56.

Hull, John C.: Optionen, Futures und andere Derivate, Hallbergmoos.

1	Module name 54320	Angewandte Managementmethoden I Applied management techniques I	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Thomas Fischer	
5	Contents	<ul style="list-style-type: none"> • Grundlagen der Jahresabschlussanalyse • Segmentberichterstattung • Finanzwirtschaftliche Analyse • Erfolgswirtschaftliche Analyse • Strategische Analyse • Analyse des Lageberichts • Value Reporting 	
6	Learning objectives and skills	Die Studierenden können wesentliche Instrumente und Kennzahlen für die finanzwirtschaftliche, erfolgswirtschaftliche und strategische Analyse von Publizitätsinformationen einschätzen. Sie können den Zusammenhang von Bewertung und Ergebnisprognose einschätzen.	
7	Prerequisites	Empfehlung: Grundlagen der Bilanzierung, Grundlagen Investition und Finanzierung	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes) Aufgrund des Endes der Dienstzeit von Herrn Prof. Dr. Thomas M. Fischer zum 30.09.2025 ist es möglich, dass die Veranstaltung im Wintersemester 2025/26 nicht mehr angeboten wird.	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Coenenberg, A. G./Haller, A./Schultze, W.: Jahresabschluss und Jahresabschlussanalyse, 25. Aufl., Stuttgart 2018.	

1	Module name 54350	Internet of things and industrial services seminar	5 ECTS
2	Courses / lectures	Masterseminar: S: Internet of Things and Industrial Services (2.0 SWS) Seminar: S: Internet of Things and Industrial Services (2.0 SWS)	- -
3	Lecturers	Sandra Zilker Weixin Wang	

4	Module coordinator	Prof. Dr. Martin Matzner
5	Contents	Cyber-physical Systems (CPS) are physical products that are equipped with embedded hardware and software, that may interact with their environment through sensors and actuators, and that may be networked with remote computers. Examples are modern networked cars and production machines in the smart factory. CPS pave the way for new digital business models based on CPS-enabled service offerings. This seminar addresses the phenomenon of digital industrial services based on cyber-physical systems and the Internet-of-Things.
6	Learning objectives and skills	The students <ul style="list-style-type: none"> • will learn about different uses of CPS in digital industrial service systems. • can adopt one of different research methods (literature-study, empirical or design research) in order to address a specific research question or research problem. • will gain theoretical knowledge about digital industrial service systems based on cyber-physical systems and the Internet-of-Things as well as relevant technologies in this domain • will train their research, writing, and presentation skills. • will learn how to set up and conduct an IoT service project.
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Seminar paper Presentation
11	Grading procedure	Seminar paper (70%) Presentation (30%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	All relevant material will be provided during the seminar.

1	Module name 54360	Internationale Transportlogistik- und Distributionssysteme International logistics and distribution systems	5 ECTS
2	Courses / lectures	Vorlesung: Internationale Transportlogistik- und Distributionssysteme (vhb) (4.0 SWS)	5 ECTS
3	Lecturers	Christopher Münch Prof. Dr.-Ing. Eva Maria Hartmann	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>Das Ziel des Kurses besteht darin, den Studierenden einen umfassenden Überblick zu operativen Transporten in der Logistik zu vermitteln.</p> <p>Entsprechend ist das Lehrangebot thematisch wie folgt gegliedert:</p> <p>Modul 1: Grundlagen Modul 2: Besonderheiten internationaler Transporte Modul 3: Straßengüterverkehr Modul 4: Schienengüterverkehr Modul 5: Seegüterverkehr Modul 6: Luftfrachtverkehr Modul 7: Vergleich der Verkehrsträger Modul 8: Internationale infrastrukturelle Unterschiede in der Transportlogistik Modul 9: Einfluss von Distributionssystemen auf den Kunden-nutzen Modul 10: Risiken internationaler Transporte Modul 11: Trends in der Transportlogistik Modul 12: Nachhaltigkeit in der Transportlogistik</p>	
6	Learning objectives and skills	<p>Die Studierenden können durch den Kurs die besondere Rolle der operativen Logistik und des internationalen Transports besser verstehen und durchdringen. Hierbei sind folgende Lernziele vorgesehen:</p> <ul style="list-style-type: none"> • Die Studierenden kennen die Rolle der operativen Logistik und des Transports im internationalen Kontext und verstehen länder- und industriespezifische Besonderheiten. Durch die verschiedenen Referenten aus der Praxis erwerben die Studierenden ferner ein Wissen über firmenspezifische Besonderheiten in der Umsetzung. • Die Lernenden kennen und verstehen Herausforderungen und Potenziale der relevanten Verkehrsträger internationaler Güterströme. • Die Studierenden erwerben die darauf aufbauende Befähigung zur Planung und Steuerung globaler Lieferketten unter Berücksichtigung verschiedenster Nebenbedingungen (bspw. Sicherheitsanforderungen bei Gefahrgut oder dem jeweiligen Wert-/Volumen-Verhältnis des Produktes). • Die Studierenden sind in der Lage, die relevanten Methoden für die Auswahl und Auslegung von Transport- und Ladungsträgern anzuwenden und verstehen den Zusammenhang zwischen der Auswahlentscheidung und dem Kundennutzen. 	

		Die Konzeption als Selbststudium fördert zudem die Selbstorganisation und -disziplin sowie das eigenverantwortliche Zeit-management der Studierenden.
7	Prerequisites	Produktions- und Supply Chain Management Eine Registrierung über die vhb (www.vhb.org) ist zwingend notwendig, um den Kurs belegen zu können und um Zugang zum StudOn Kurs zu erhalten.
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 2011 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination with multiple choice (60 minutes)
11	Grading procedure	Written examination with multiple choice (100%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 1 h Independent study: 149 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Wird im Kurs bekannt gegeben

1	Module name 54650	Performance management in teams	5 ECTS
2	Courses / lectures	Seminar: VHB-Kurs "Performance Management in Teams" (2.0 SWS) Tutorium: Tutorium zum VHB-Kurs "Performance Management in Teams" (0.0 SWS)	5 ECTS -
3	Lecturers	Prof. Dr. Klaus Moser Dr. Colin Roth	

4	Module coordinator	Prof. Dr. Klaus Moser
5	Contents	<p>Performance management is a comprehensive systematic approach aimed at aligning the performance of groups and individuals with organizational goals and strategy and at achieving continuous improvement. Strategically derived performance indicators and motivational interventions such as goal setting, feedback, and participation are core elements of performance management. This course covers several topics that are relevant for the design of effective performance management systems. Furthermore, by focusing on an evidence-based approach, students will learn how to derive and assess indicators of success and how these contribute to organizational success.</p> <p>In a case study, students will learn how to use the Productivity Measurement and Enhancement System (ProMES) which is already used by practitioners.</p> <p>This course will focus on:</p> <ul style="list-style-type: none"> • motivational theories and their role for productivity management in organizations • basic knowledge on performance measurement and discussion of critical aspects • practical use and development of an own ProMES system (in groups of students)
6	Learning objectives and skills	Students will learn about theories and approaches of performance assessment in organizations. They will also acquire knowledge concerning the prerequisites of successful productivity management. Furthermore, they will develop a productivity management system on their own and practice how to implement and evaluate organizational interventions that focus on productivity.
7	Prerequisites	Recommended: Basic knowledge of assessment and analytical procedures of the social sciences, basic knowledge of scientific work, willingness to read extensive texts in English, English skills (minimum level: UNICERT II).
8	Integration in curriculum	semester: 3
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (60 minutes)

		Short test Case study
11	Grading procedure	Written examination (100%) Short test (0%) Case study (0%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 0 h Independent study: 150 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Pritchard, R. D. Weaver, S. J., & Ashwood, E. L. (2012). Applied Psychology Series: Evidence-based productivity improvement: A practical guide to the Productivity Measurement and Enhancement System (ProMES). London: Routledge.

1	Module name 54740	Teamfähigkeit, Präsentations- und Verhandlungstechniken I Teamwork, presentation and negotiation skills I	5 ECTS
2	Courses / lectures	Seminar: Leadership and Leadership Communication (2.0 SWS)	5 ECTS
3	Lecturers	Dr. Gerhard Helm	

4	Module coordinator	Prof. Dr. Sebastian Junge	
5	Contents	The module deals with skills that are important for leading employees (leadership). Since leadership has an influence on people, the focus is on issues of communication (leadership communication). After establishing a fundamental overview, the course goes into detail on various areas of communication in leadership relationships (e.g., goal setting, feedback, assessment discussions). In addition, key content areas such as coaching as a leadership style as well as leadership and emotional intelligence will be addressed.	
6	Learning objectives and skills	Students develop an understanding of the challenges and key skills of leadership (leading employees). This is deepened in a practical way through exercises in small groups, partner reflections and practical applications.	
7	Prerequisites	None. The number of participants is limited to a maximum of 25 students. The application period will be announced via the homepage or StudOn. https://www.unternehmensfuehrung.rw.fau.de/studium-lehre/aktuelle-lehre/leadership-and-leadership-communication/	
8	Integration in curriculum	semester: 3	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written The examination form is a seminar paper (100%).	
11	Grading procedure	Written (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Kotter, J. P.: What Leaders Really Do, Harvard Business Review, Dec. 2001. Goleman, D.: Leadership That Gets Results, Harvard Business Review, March-April 2000.	

1	Module name 54760	Process Analytics (PA) Process analytics (PA)	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Annina Ließmann Prof. Dr. Martin Matzner
5	Contents	The course deals with data-driven analysis of business processes. Therefore, different technical, organizational and business aspects of process improvement are discussed with Process Mining being at the center of attention. The module has a strong practical focus and encourages students to apply methods and concepts learned during the lecture. In the group project the students will apply their knowledge using state-of-the-art process mining tools (e.g., Celonis).
6	Learning objectives and skills	The students <ul style="list-style-type: none"> capture the concepts around process improvement and recognize the potentials for organizations understand technical aspects of data-driven process analysis know about state-of-the art technologies for process mining apply technologies for data extraction and analysis in a practical setting analyze a business process and develop a business case for process improvements work in groups and present their results together
7	Prerequisites	Beneficial: <ul style="list-style-type: none"> Basic understanding of business processes and process notations / modelling
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Presentation Written examination (60 minutes)
11	Grading procedure	Presentation (70%) Written examination (30%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english

16	Bibliography	None
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1	Module name 55250	Aktuelle Fragen aus FACT I Current issues in FACT I	5 ECTS
2	Courses / lectures	Seminar: Aktuelle Fragen aus FACT "Textmining in Sustainability Reports" (2.0 SWS) Vorlesung: VL Deutsches, europäisches und internationales Wettbewerbsrecht (2.0 SWS) Seminar: AVS (2.0 SWS) Vorlesung: Strategisches Kostenmanagement (2.0 SWS) Vorlesung: Aktuelle Fragen aus FACT I, III: Internationale Steuerplanung (1.0 SWS) Vorlesung: Aktuelle Fragen aus FACT I, III: Umwandlungssteuerrecht (2.0 SWS) Vorlesung: Juristische Methodenlehre im Steuerrecht (1.0 SWS) Seminar: Aktuelle Rechtsprechung im Mehrwertsteuerrecht (2.0 SWS) Seminar: Principles of European Tax Law (2.0 SWS) Seminar: Digital Innovation & Business Planning (2.0 SWS)	5 ECTS 5 ECTS 5 ECTS 5 ECTS 2,5 ECTS 5 ECTS 2,5 ECTS 5 ECTS 5 ECTS 5 ECTS
3	Lecturers	Andreas Seebeck PD Dr. Stephanie Jungheim-Hertwig Andreas Kress Janina Wagner Prof. Dr. Thomas Fischer Prof. Dr. Christian Rödl Prof. Dr. Frank Hechtner Dr. Klaus Meßerschmidt Dr. Helga Marhofer-Ferlan Prof. Dr. Roland Ismer	

4	Module coordinator	Prof. Dr. Thomas Fischer Prof. Dr. Nadine Gatzert Prof. Dr. Frank Hechtner Prof. Dr. Klaus Henselmann Prof. Dr. Jochen Hoffmann Prof. Dr. Roland Ismer Prof. Dr. Devrimi Kaya Prof. Dr. Marvin Nipper Prof. Dr. Hendrik Scholz	
5	Contents	Inhalte der Veranstaltung sind ausgewählte Themen aus dem Bereich Finance, Auditing, Controlling und Taxation. Hierzu gehören insbesondere aktuelle, nicht regelmäßig angebotene Veranstaltungen durch Honorarprofessoren, Lehrbeauftragte oder sonstige Gastreferentinnen bzw. -referenten.	

		<p>Die aktuellen Lehrveranstaltungen sind online hier zu entnehmen: Master FACT - Master FACT (fau.de)</p> <p>Alternativ können Vorlesungen und Seminare zu Themen aus dem Bereich FACT belegt werden, die nicht in vergleichbarer Form im Master-Studiengang FACT angeboten werden. Diese Module können an FAU-Fachbereichen und -Fakultäten oder an ausländischen Universitäten belegt werden.</p> <p>Die Lehrveranstaltungen müssen einen Bezug zu Inhalten mit folgenden Schwerpunkten aufweisen:</p> <ul style="list-style-type: none"> • Finanzierung und Banken, Versicherungswirtschaft und Risikomanagement, • Rechnungswesen und Prüfungswesen, Wirtschaftsprivatrecht • Controlling • Steuerlehre, Steuerrecht
6	Learning objectives and skills	<p>Die Studierenden verfügen in diesen Bereichen über umfassendes, detailliertes und spezialisiertes Wissen auf dem neuesten Erkenntnisstand einschließlich der praktischen Anwendung sowie eines kritischen Verständnisses der Theorien und Methoden.</p> <p>Die Studierenden können dieses Wissen kombinieren und zur umfassenden Beurteilung von konkreten Situationen aus der Praxis anwenden. Dazu gehört es auch, die erforderlichen Informationen zu beschaffen, Analysemodelle zu entwickeln, erforderliche Auswertungen auszuwählen, Vergleiche vorzunehmen, das Gesamtergebnis zu begründen und verteidigen sowie die Belastbarkeit der Ergebnisse zu hinterfragen.</p> <p>Bei Auslandsaufenthalt: Die Studierenden</p> <ul style="list-style-type: none"> • untersuchen Fragestellungen aus den Bereichen Finance, Auditing, Controlling, Taxation, • erwerben dabei die in den Lernzielen des jeweiligen ausländischen Moduls angestrebten Fach-, Methoden-, Selbst- und Sozialkompetenzen, • entwickeln interkulturelle Kompetenzen durch die Zusammenarbeit mit Menschen aus anderen Kulturen, • können ihr Wissen aus dem Bereich FACT in klarer und eindeutiger Weise in einer Fremdsprache vermitteln
7	Prerequisites	<p>keine; bitte beachten Sie aber ggf. die individuellen Vorgaben der einzelnen Lehrstühle zu ihren Veranstaltungen.</p> <p>Bei Auslandsaufenthalt: Learning Agreement mit einem Lehrstuhl des FACT-Instituts</p>
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written or oral (60 minutes)

		<p>Written or oral (60 minutes)</p> <p>Belegung von zwei Veranstaltungen zu je 2,5 ECTS oder einer Veranstaltung zu 5 ECTS: Studien-/Prüfungsleistung abhängig von der Wahl der Lehrveranstaltung durch die Studierenden, ggf. auch Kombination möglich.</p> <p>Es handelt sich um eine einheitliche Prüfung, bei der die einzelnen Teilleistungen untrennbar miteinander verbunden sind. Für das Bestehen des Moduls müssen nach § 19 Abs. 1 Satz 4 MPOWIWI (in der jeweils geltenden Fassung) alle Teilleistungen in demselben Semester bestanden werden. Wegen des untrennbaren Bezugs der Teilleistungen aufeinander ist abweichend von § 25 Abs. 1 Satz 2 MPOWIWI eine Wiederholung nur einer der nicht bestandenen Teilleistungen nicht möglich. Das Nichtbestehen einer der Teilleistungen erfordert die Wiederholung der gesamten Prüfung.</p> <p>Bei Auslandsaufenthalt: Studien-/Prüfungsleistung abhängig von den Vorgaben der ausländischen Hochschule</p>
11	Grading procedure	<p>Written or oral (50%) Written or oral (50%)</p> <p>Belegung von zwei Veranstaltungen zu je 2,5 ECTS oder einer Veranstaltung zu 5 ECTS: Berechnung der Modulnote in Abhängigkeit der durch die Studierenden gewählten Lehrveranstaltung</p> <p>Bei Auslandsaufenthalt: Variabel (100%) Berechnung der Modulnote nach einem Äquivalenzschlüssel unter der Gewichtung der im Ausland erbrachten ECTS-Volumina je absolvierter Lehrveranstaltung</p>
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	german or english
16	Bibliography	Wird im Rahmen der Veranstaltung bekannt gegeben

1	Module name 55291	Global retail logistics	5 ECTS
2	Courses / lectures	Vorlesung: Global Retail Logistics (vhb-Kurs) (4.0 SWS)	5 ECTS
3	Lecturers	Christopher Münch Prof. Dr.-Ing. Eva Maria Hartmann	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>This e-learning course offers specific insights on the logistic processes in the global retail industry. Upon completion of the course, the students should understand the peculiarities of logistics for fast moving consumer goods. Every module consists of an interactive lecture and script. Additional material and exercises enhance the presented topics further. As the entire lecture, the readings, the additional material and the exam is in English, proficiency in German is not necessary. The course is supposed to provide the students with the following content concerning the global retail industry:</p> <ul style="list-style-type: none"> • Module 1: Overview • Module 2: Characteristics & basics • Module 3: Trends & challenges • Module 4: Point of sale & E-Commerce • Module 5: Interfaces • Module 6: Load units & transport logistics • Module 7: Cross docking • Module 8: Warehousing & distribution • Module 9: Food supply chain • Module 10: Sustainability in retail logistics 	
6	Learning objectives and skills	<p>The following learning objectives are anticipated:</p> <ul style="list-style-type: none"> • You will be able to define the topic of retail logistics and describe its specific requirements. • You will be able to report the retail industry specific peculiarities relating to the usage of logistics processes. • You will be able to use the relevant methods of planning, controlling and monitoring of logistics processes in the retail industry. • You will be able to analyse various retail-specific characteristics in the use of logistics processes and assess their application in a practical context. • You will be able to apply the most important principles of global retail logistics, to manage logistic processes while solving the questions of supply, distribution, transport and storage of goods. • You will be able to work creatively, generate new ideas, and solve problems regarding retail logistics in an international context, international interaction and cooperation, while accepting social and ethical responsibility. • You will be able to manage, organise and discipline yourself, and plan your time independently. 	

		<ul style="list-style-type: none"> You will be able to demonstrate the ability to engage in critical thinking by analysing complex situations thus concluding and selecting viable solutions to solve problems.
7	Prerequisites	<p>Registration via vhb (www.vhb.org) is necessary in order to gain access to the StudOn e-learning platform.</p> <p>English language proficiency (C1)</p> <p>Prior completion of the course "Produktions- und Supply Chain Management" is recommended.</p>
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>
10	Method of examination	Written examination with multiple choice (60 minutes)
11	Grading procedure	Written examination with multiple choice (100%)
12	Module frequency	Every semester
13	Workload in clock hours	<p>Contact hours: 1 h</p> <p>Independent study: 149 h</p>
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Will be announced during the course

1	Module name 55300	Global logistics and supply chain management	5 ECTS
2	Courses / lectures	Übung: Global Logistics and Supply Chain Management - Übung (2.0 SWS) Vorlesung: Global Logistics and Supply Chain Management - Vorlesung (2.0 SWS)	- 5 ECTS
3	Lecturers	Christopher Münch	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	Im ersten Teil der Veranstaltung wird über die Bedeutung, Trends und Zielsetzung der Logistik und des Supply Chain Management referiert. Der zweite Abschnitt der Vorlesung wendet sich dem Management logistischer Systeme zu, dabei wird der Fokus auf Lagerbestände, Servicelevels und deren Konsequenzen für die unternehmensinterne und unternehmensübergreifende Logistik gelegt. Vertieft werden Ansätze, um Lieferketten effizient und erfolgreich zu gestalten und zu managen. Hierbei wird der Fokus auf auftretende Probleme sowohl von der unternehmensinternen, wie auch der unternehmensexternen Perspektive gesetzt. Ergänzende Gastvorträge von Referentinnen bzw. Referenten aus der Praxis geben einen Überblick über die Vielfalt der Problemstellungen.	
6	Learning objectives and skills	Die Studierenden beherrschen die Grundlagen des Supply Chain Managements. Sie identifizieren die Zusammenhänge und Schwierigkeiten im Supply Chain Management. Die Studierenden beherrschen Hilfsmittel und Ansätze, um eine globale Lieferkette effizient und erfolgreich zu steuern.	
7	Prerequisites	Produktions- und Supply Chain Management	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination with multiple choice (60 minutes) Case study	
11	Grading procedure	Written examination with multiple choice (70%) Case study (30%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Wird im Kurs bekanntgegeben	

1	Module name 55310	Logistik-Consulting Logistics consulting	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann
5	Contents	Im ersten Teil der Veranstaltung werden theoretische und empirische Grundlagen der Organisationsentwicklung, des geplanten Wandels und der Berater-Klienten-Beziehung besprochen und auf den Bereich des Logistik Consulting übertragen. Im zweiten Teil werden typische Problemstellungen für Logistikberater erläutert und ein Überblick über Standardwerkzeuge und Techniken zu deren Lösung gegeben. Ergänzende Gastvorträge von Referentinnen bzw. Referenten aus der Praxis des Logistik Consultings sollen einen Überblick über die Vielfalt der Branche geben.
6	Learning objectives and skills	Die Studierenden verfügen über Kompetenzen, die für die Bewältigung von Situationen im Beratungsalltag notwendig sind. Sie entdecken u.a. typische Problemstellungen von Consulting-Projekten sowie deren erfolgreiche Bearbeitung.
7	Prerequisites	Produktions- und Supply Chain Management
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: Europe Master of Science International Business Studies 2011 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Case study Written examination (60 minutes)
11	Grading procedure	Case study (40%) Written examination (60%)
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Wird im Kurs bekanntgegeben.

1	Module name 55321	International logistics	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (60 minutes)
11	Grading procedure	Written examination (100%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 55403	Fallstudien und Projekte im Management IX Case studies and projects in management IX	5 ECTS
2	Courses / lectures	Seminar: Start-up Consulting (3.0 SWS)	5 ECTS
3	Lecturers	Patrick-Peter Herold	

4	Module coordinator	Patrick-Peter Herold Prof. Dr. Sebastian Junge
5	Contents	<p>Das Seminar Start-up Consulting soll Studierende dazu befähigen, Fragestellungen junger Wachstumsunternehmen (Start-ups) durch theoretisches Wissen und Methodenkompetenz zu lösen. In Gruppen lösen die Studierenden die Problemstellung eines realen Start-ups. Aufgrund der gegenwärtigen Dynamik in Gesellschaft und Technologie sowie den damit verbundenen Megatrends, wie beispielsweise Digitalisierung, stehen Start-ups vor zentralen Herausforderungen. Diese jungen, innovativen Unternehmen operieren in hochdynamischen Branchen und stellen sich und ihre Fragestellungen zu Beginn des Moduls vor.</p> <p>Während der Veranstaltung arbeiten die Studierenden eng mit den Start-ups zusammen und werden zusätzlich von Mentoren aus der Praxis sowie dem Team des Lehrstuhls betreut.</p> <p>Die Ergebnisse werden im Rahmen einer Abschlusspräsentation vorgestellt.</p>
6	Learning objectives and skills	Die Studierenden erlernen, ein aktuelles Fachproblem zu einem eingegrenzten Themenbereich zu bearbeiten, einen Lösungsvorschlag zu entwickeln und diesen in einer wissenschaftlichen Diskussion zu verteidigen. Hierdurch werden fachliche und persönliche Kompetenzen entwickelt. Die Studierenden geben und erhalten im Rahmen interaktiver Präsentationen der Arbeitsergebnisse ein wertschätzendes Feedback über die erbrachte Leistung.
7	Prerequisites	Keine. Die Teilnehmerzahl ist auf maximal 25 Studierende begrenzt. Der Bewerbungszeitraum wird über die Homepage des Lehrstuhls oder StudOn bekannt gegeben. https://www.unternehmensfuehrung.rw.fau.de/studium-lehre/aktuelle-lehre/start-up-consulting/
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Modulbereich: English speaking countries Master of Science International Business Studies 2011 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Presentation Die Dauer der Präsentation beträgt ca. 25 Minuten.
11	Grading procedure	Presentation (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h

14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Relevante Literatur wird in der Veranstaltung bekannt gegeben.

1	Module name 55420	Teamfähigkeit, Präsentations- und Verhandlungstechniken II Teamwork, presentation and negotiation skills II	5 ECTS
2	Courses / lectures	Seminar: Teamfähigkeit, Präsentations- und Verhandlungstechniken (Advanced Soft Skills) (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr.-Ing. Eva Maria Hartmann	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<ul style="list-style-type: none"> • Bedeutung von Soft Skills für Führungsaufgaben • Teamkommunikation und -moderation • Präsentationstechniken • Verhandlungstechnik und -strategie 	
6	Learning objectives and skills	Die Studierenden beherrschen ausgewählte Techniken der Teamkommunikation, Präsentation und Verhandlung.	
7	Prerequisites	Keine. Die Anzahl der Teilnehmenden ist beschränkt auf maximal 16 Studierende. Informationen zur Bewerbung werden auf der Homepage des Lehrstuhls veröffentlicht.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Discussion contribution Presentation	
11	Grading procedure	Discussion contribution (50%) Presentation (50%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Keine	

1	Module name 55450	Fortgeschrittene Methoden der Managementforschung III Advanced methods of management research III	5 ECTS
2	Courses / lectures	Seminar: Hauptseminar / Fortgeschrittene Methoden der Managementforschung (2.0 SWS)	5 ECTS
3	Lecturers	Christopher Münch	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	Im Rahmen dieser Veranstaltungen werden wechselnde Themenbereiche aus dem Gesamtfeld logistischer Forschung vertieft. Zu diesen Bereichen gehören: Logistik als Wissenschaft, praktische Anwendungsfelder des Supply Chain Management, Technologieeinsatz in der Logistik sowie Personen- und Güterverkehr als logistische Aufgabenstellungen.	
6	Learning objectives and skills	Die Teilnehmer leisten einen aktiven Beitrag zur Aufarbeitung des jeweils gewählten Themenbereichs in Form von Projekt- bzw. Seminararbeiten und Kurzpräsentationen. Sie erwerben dabei Grundfertigkeiten eigenständigen wissenschaftlichen Arbeitens, wie die selbständige Literatursuche und die kritische Auseinandersetzung mit dem aktuellen Forschungsstand. Die Studierenden erlernen fortgeschrittene wissenschaftliche Methoden der Managementforschung im begleitenden Seminar.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment Presentation	
11	Grading procedure	Written assignment (50%) Presentation (50%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Theisen, M.R.: Wissenschaftliches Arbeiten: Technik Methodik Form, 14. Auflage, München, 2008.	

1	Module name 55470	Fortgeschrittene Methoden der Managementforschung V Advanced methods of management research V	5 ECTS
2	Courses / lectures	Hauptseminar: Advanced Theories and Methods in Strategy (Seminar zur Managementforschung) (4.0 SWS)	5 ECTS
3	Lecturers	Dr. Verena Hoßnofsky	

4	Module coordinator	Prof. Dr. Harald Hungenberg Prof. Dr. Sebastian Junge	
5	Contents	<p>Students get to learn the basics of empirical economic and social research and develop a critical attitude and their own approaches to theories of strategic management and testing methods.</p> <p>On the one hand, theoretical insights into the preparation of a scientific paper are given. For this purpose, both the content-related building blocks and their structural design are analyzed and evaluated on the basis of current studies in the field of strategic management (e.g. innovation, executive cognition and personality, organizational behavior, entrepreneurship, and corporate social responsibility). In addition, the statistical basics, especially for quantitative, but also for qualitative economic and social research and working with statistical software are taught.</p>	
6	Learning objectives and skills	<p>Students get familiar with different types of conducting research. They learn how an academic article is structured and what to consider in each section. Students read and discuss various studies for this purpose. Participants also work on their writing style. In addition, students learn statistical methods and apply them using appropriate statistical software.</p>	
7	Prerequisites	<p>The module is a prerequisite for students who wish to write their master's thesis at the chair in the following semester. The number of participants is limited to a maximum of 16 students. The application period will be announced via the homepage or StudOn. https://www.unternehmensfuehrung.rw.fau.de/studium-lehre/aktuelle-lehre/advanced-theory-and-methods-in-strategy/</p>	
8	Integration in curriculum	semester: 3	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment	
11	Grading procedure	Written assignment (100%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	

Woolridge, J.M. (2020), *Introductory Econometrics: A Modern Approach*, 4. A., Cengage. Further literature will be announced in the course.

1	Module name 55490	Fortgeschrittene Methoden der Managementforschung VII Advanced methods of management research VII	5 ECTS
2	Courses / lectures	Seminar: Forschungsseminar (2.0 SWS)	5 ECTS
3	Lecturers	Lauren Mackintosh Prof. Dr. Kai-Ingo Voigt Hannah Altenburg	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	Gegenstand der Veranstaltung stellen die Themenfelder Technologiemanagement und Business Model Innovation dar. Ziel der Veranstaltung ist es, einen Überblick über ein gewähltes Forschungsgebiet aus den genannten Forschungsfeldern zu gewinnen. Von Interesse sind dabei auch die verwendete Methodik und die erzielten Ergebnisse.	
6	Learning objectives and skills	Studierende entwickeln und führen im Rahmen des Seminars weitestgehend selbstständig ein wissenschaftliches Forschungsprojekt durch. Hierfür bewerten, hinterfragen und vergleichen die Studierenden wissenschaftliche Artikel und Veröffentlichungen, die in englischer und deutscher Sprache verfasst wurden und die von den Studierenden selbst erschlossen wurden. Auf Basis dieser Recherche bilden Studierende begründete Hypothesen oder Forschungsfragen, die anhand einer eigenständigen qualitativen oder quantitativen Befragung überprüft, beurteilt, diskutiert und interpretiert werden. Studierende schätzen im Seminar ihre eigenen Stärken und Schwächen im Hinblick auf ihr wissenschaftliches Arbeiten ein und gestalten einen weiterführenden Lernprozess, der es ihnen erlaubt, neue forschungsorientierte Aufgaben in den behandelten Forschungsdisziplinen oder anderen Forschungsdisziplinen zu bearbeiten. Gleichzeitig geben Studierende Kommilitonen wertschätzendes Feedback auf erbrachte Zwischenleistungen. Die Studierenden lernen und arbeiten mit anderen Studierenden gemeinsam an einzelnen Aufgaben des Seminars und übernehmen dabei im Team eine herausgehobene Verantwortung.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Presentation Written assignment Umfang der Hausarbeit: 5.000 Wörter Präsentationsleistung: 20 Minuten Präsentation + 10 Minuten Diskussion	
11	Grading procedure	Presentation (50%) Written assignment (50%)	

12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german english
16	Bibliography	Jeweils aktuelle kursspezifische Literatur (wird im Kurs bekannt gegeben).

1	Module name 55511	Seminar zum Genossenschaftswesen Seminar on cooperatives	5 ECTS
2	Courses / lectures	Seminar: Seminar zum Genossenschaftswesen (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Richard Reichel	

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>Im Rahmen des Moduls wird in Kooperation mit dem Genossenschaftsverband Bayern die Genossenschaft als besondere Form der Unternehmung näher betrachtet. Ziel der Veranstaltung ist es sowohl die Bedeutung und Entwicklung der Genossenschaften aufzuzeigen, als auch auf aktuelle Forschungs- und Praxisprobleme tiefergehend einzugehen. Neben einem einführenden Teil (in Vorlesungsform), der insbesondere das Genossenschaftswesen und seine Besonderheiten aus der theoretischen Perspektive näher erläutert, ist die eigenständige Bearbeitung und Präsentation einer zuvor definierten praxisrelevanten Fragestellung weiterer Bestandteil des Seminars.</p>	
6	Learning objectives and skills	<p>Im Rahmen des Moduls erhalten die Studierenden einen tiefergehenden Einblick in die aktuellen Problemfelder und Herausforderungen von genossenschaftlichen Unternehmen und verfügen somit über ein spezialisiertes und detailliertes Wissen über das Genossenschaftswesen. Durch erworbene analytische und konzeptionelle Fertigkeiten sind sie ferner in der Lage komplexe betriebswirtschaftliche Fragestellungen eigenständig zu bearbeiten und die richtigen Methoden und Strukturierungsansätze zur Bewältigung dieser Aufgaben zu finden und erfolgreich anzuwenden.</p> <p>Konkret entwickeln die Studierenden insbesondere die Fähigkeit:</p> <ul style="list-style-type: none"> • die besonderen Planungs- und Gestaltungsprobleme von Genossenschaften zu verstehen • nach relevantem Wissen und Informationen zu recherchieren, diese zu bewerten, zu verdichten und zu strukturieren sowie - die geeigneten strategischen Analyseinstrumente und -methoden zur Bewältigung des konkreten Praxisproblems zu finden, diese zielführend anzuwenden sowie • Handlungsalternativen aufzuzeigen. <p>Durch die Zusammenarbeit im Team sind die Studierenden ferner in der Lage:</p> <ul style="list-style-type: none"> • zielorientiert mit anderen zusammenzuarbeiten und vernetzt zu denken, • sich rational und verantwortungsbewusst mit Interessens- und Kommunikationskonflikten im Rahmen der Gruppenarbeit auseinanderzusetzen, aber auch mit Unterschieden in Denk- und Handlungsmustern umzugehen • in klarer und eindeutiger Weise die gewonnenen Erkenntnisse sprachlich und visuell zu vermitteln sowie überzeugend zu präsentieren 	

		<ul style="list-style-type: none"> • sowie komplexe fachbezogene Probleme und Lösungen gegenüber Dritten argumentativ zu vertreten
7	Prerequisites	Keine
8	Integration in curriculum	semester: 2;4
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Presentation Written assignment
11	Grading procedure	Presentation (50%) Written assignment (50%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german
16	Bibliography	Kursspezifische Literatur (wird im Kurs bekannt gegeben).

1	Module name 55521	Praxisseminar mit Prof. Dr. Heinrich v. Pierer Practical seminar with Prof. Dr. Heinrich v. Pierer	5 ECTS
2	Courses / lectures	Seminar: Praxisseminar mit Prof. Dr. Heinrich v. Pierer (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kai-Ingo Voigt Michael Mertel Prof. Dr. Heinrich Pierer	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	In dem Seminar erarbeiten die Studierenden zu wechselnden Rahmenfragestellungen in Gruppen eigenständig Seminararbeiten deren Ergebnisse im Rahmen von zwei Blockterminen vorgetragen, verteidigt und diskutiert werden.	
6	Learning objectives and skills	Die Studierenden erarbeiten in Gruppen weitgehend selbstgesteuert und autonom Analysen zu komplexen betriebswirtschaftlichen Fragestellungen. Hierzu führen die Studierenden Dokumentanalysen und Literaturrecherchen durch und entscheiden weitgehend eigenständig über die zu verwendenden Analysemethoden. Das Ziel ist die Erarbeitung, Strukturierung und Darstellung von detailliertem und spezialisiertem Wissen auf dem aktuellen Erkenntnisstand zu der jeweils ausgeschriebenen Fragestellung. Die erarbeiteten Ergebnisse werden anschließend gemeinsam von der Gruppe in dem Seminar vertreten und vor Fachvertretern verteidigt. Durch die Bearbeitung der Fallstudien in Kleingruppen wird das Übernehmen herausgehobener Verantwortung sowie die fachliche Weiterentwicklung der Studierenden gefördert.	
7	Prerequisites	Keine	
8	Integration in curriculum	semester: 3	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment Presentation Umfang der Hausarbeit: 7.000 Wörter Dauer der Präsentation: 30 Minuten	
11	Grading procedure	Written assignment (70%) Presentation (30%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Kurspezifische Literatur (wird im Kurs bekannt gegeben).	

1	Module name 55890	Einführung in das Arbeitsrecht für Masterstudierende Introduction to labor law for Master´s students	5 ECTS
2	Courses / lectures	Vorlesung: Arbeitsrecht II (2.0 SWS) Vorlesung: Einführung in das Arbeitsrecht für Masterstudierende - Vorlesung (3.0 SWS)	- 5 ECTS
3	Lecturers	Alfred Holzer-Thieser Andreas Beulmann	

4	Module coordinator	Prof. Dr. Jochen Hoffmann	
5	Contents	<ul style="list-style-type: none"> • Begründung von Arbeitsverhältnissen • Rechte und Pflichten von Arbeitnehmern und Arbeitgebern • Beendigung von Arbeitsverhältnissen / Kündigungsrecht • Grundzüge des kollektiven Arbeitsrechts • Einführung in das Sozialversicherungs 	
6	Learning objectives and skills	Die Studierenden werden auf eine vertiefte wissenschaftliche Beschäftigung mit arbeitsrechtlichen Fragestellungen vorbereitet sowie auf eine spätere berufliche Tätigkeit, die arbeitsrechtliche Kenntnisse erfordert. (z.B. in den Bereichen Personalwesen, Wirtschaftspädagogik, Sozialökonomik)	
7	Prerequisites	Grundkenntnisse im allgemeinen Zivilrecht	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Oral (20 minutes)	
11	Grading procedure	Oral (100%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Brox/Rüthers/Henssler Arbeitsrecht Pallasch Arbeitsrecht	

1	Module name 56080	Praxisseminar Practical seminar	5 ECTS
2	Courses / lectures	Praxisseminar: Data Visualization in Tableau (2.0 SWS) Seminar: Praxisseminar Seminar: Praxisseminar	5 ECTS 5 ECTS -
3	Lecturers	Prof. Dr. Nicole Koschate-Fischer	

4	Module coordinator	Prof. Dr. Nicole Koschate-Fischer	
5	Contents	Das Praxisseminar beinhaltet die eigenständige Bearbeitung einer praxisbezogenen Aufgabenstellung (in der Regel in Kooperation mit einem Praxispartner).	
6	Learning objectives and skills	Im Praxisseminar zeigen die Studierenden, dass sie in der Lage sind, ihre zuvor erworbenen theoretischen und methodischen Kompetenzen eigenständig auf eine praxisrelevante Aufgabenstellung anzuwenden. Hierbei müssen die Studierenden eigenständig die Strukturierung, Analyse, Bewertung und Entwicklung einer wissenschaftlich und methodisch fundierten Lösung zur Aufgabenstellung erarbeiten. Die Studierenden sind in der Lage, mithilfe ihres spezialisierten und vertieften Fachwissens Ideen und Konzepte zur Lösung dieses wissenschaftlichen Problems zu entwickeln. Dabei müssen sich die Studierenden neben aktuellen und sehr spezifischen Marketingkenntnissen auch Fachkenntnisse angrenzender Disziplinen (z.B. Wirtschaftsinformatik u.v.w.) eigenständig erschließen. Die Studierenden führen das Projekt auf der Basis breiter und spezialisierter Forschungsmethodik durch. Die Lernprozesse können sie dabei selbstständig gestalten, reflektieren und methodisch erweitern.	
7	Prerequisites	Nach Maßgabe der anbietenden Lehrstühle. Die Teilnehmerzahl ist begrenzt. Bei mehr Anmeldungen als verfügbaren Plätzen werden Studierende, bei denen die Veranstaltung zum Kernbereich gehört, vorrangig behandelt. Bitte informieren Sie sich über die Anmeldeformalität auf der Homepage des Lehrstuhls.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Presentation (30 minutes)	
11	Grading procedure	Presentation (100%)	
12	Module frequency	Irregular	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Wird in der Veranstaltung bekannt gegeben	

1	Module name 56210	Digital change management	5 ECTS
2	Courses / lectures	Vorlesung: Digital Change Management (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sven Laumer David Horneber	

4	Module coordinator	Prof. Dr. Sven Laumer
5	Contents	Lecture: This module provides an organizational and social perspective of the digital transformation. It introduces theories and methods to analyze, visualize, and discuss challenges of the acceptance of the digital transformation. Case study: Using research methods (interviews, surveys) students should investigate a digital transformation project and analyze its design and acceptance. The results should be presented as an own case study (case study paper, presentation). The case study is conducted as group work.
6	Learning objectives and skills	Students can analyze, visualize and discuss consequences of the digital transformation for individuals and organizations as well as its implementation challenges. Students are able to design an implementation project to focus especially on end-users.
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written Written examination (60 minutes) (schriftlich = Case Study)
11	Grading procedure	Written (50%) Written examination (50%) (schriftlich = Case Study - evaluated as a group)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 80 h Independent study: 70 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Alter, S. (2013). Work System Theory: Overview of Core Concepts, Extensions, and Challenges for the Future. Journal of the Association for Information Systems, 14 (2), 72-121 Kotter, J.P. (2005). Out Iceberg is Melting. St.Martins Press, Kotter, J.P. (2010). Leading Change, Harvard Business Press Venkatesh, V., Morris, M., Davis, G., and Davis, F. D. 2003. User acceptance of information technology: toward a unified view, MIS Q (27:3), pp. 425-478.

1	Module name 56220	Strategic supply management	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	Die Kernkompetenzen die dieser Kurs vermittelt, fokussieren sich um die grundlegenden Elemente des strategischen Beschaffungsmanagements. Hierzu gehören Themen wie die Berücksichtigung von Risiken und Unsicherheiten in Supply Chains, das organisationsübergreifende Beziehungsmanagement, die Entwicklung von Supply Chains in Wachstumsmärkten und die Schaffung nachhaltiger grüner Supply Chains.	
6	Learning objectives and skills	Die Teilnehmer werden in alle wesentlichen Aspekte der (strategischen) Beschaffung, inkl. der Leistungsmessung und Steuerung eingeführt. Hierbei wird ein Schwerpunkt auf den Transfer der theoretischen Grundlagen auf praktische Anwendung gelegt. Dies wird anhand von Praxisbeispielen und praxisnahen Fallstudien sichergestellt.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Case study Written examination (60 minutes)	
11	Grading procedure	Case study (30%) Written examination (70%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Van Weele, A (2010) Purchasing and Supply Chain Management, 5. Auflage, Cengage, London. Weitere Literatur wird spezifische in der jeweiligen Veranstaltung bekannt gegeben.	

1	Module name 56399	Ludwig Erhard Symposium	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Portfolio
11	Grading procedure	Portfolio (100%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 56422	Organizing for digital transformation	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Organizing Digital Transformation (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Kathrin Möslein Julian Kurtz	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course focusses on dynamics in organizational transformation driven through information technology (IT) and consists of two parts. The first part introduces the topic from an industrial perspective and explores the re-organization of value streams in the course of the digital transformation. Teaching in this part includes contributions from a German automotive company. Students will work in a project-oriented mode for half the lecture and then present their results.</p> <p>The second part takes the perspective of academic research on the organization of the digital transformation. It introduces different theoretical frameworks to gain a deeper understanding of the phenomenon and explores its implications for global business structures. Students write a short essay to show what they have learned.</p> <p>Together, the lecture allows the students to gain theoretical knowledge on the digital transformation and acquire practical problem-solving skills as well to work effectively on innovative projects in the field.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • are familiar with different theories of works systems and service systems and their practical application • know more about the contribution of information technology in managing complex innovation activities • have an improved understanding of the global IT Industry and various strategies that are used • can identify and unravel the business problem in a case study and actively take part in class discussions 	
7	Prerequisites	<ul style="list-style-type: none"> • general knowledge of digital technology and their economic applications • basic understanding of simple software applications • first experience with team projects 	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Asia Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Presentation</p> <p>Seminar paper</p> <p>Seminar paper approx. 5 pages</p>	

		Presentation approx. 30 minutes (partly in group)
11	Grading procedure	Presentation (30%) Seminar paper (70%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	None

1	Module name 56430	Digitalization of work and life	5 ECTS
2	Courses / lectures	Seminar: IIS Research Seminar „Digitalisierung in Wirtschaft und Gesellschaft“ (4.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sven Laumer	

4	Module coordinator	Prof. Dr. Sven Laumer
5	Contents	<p>Digitalization provides opportunities for a better quality of life, new business models and efficient management. However, it also has a "dark" side, as people may be stressed or become addicted to digital technologies. As part of this research seminar, various research questions of digitalization in business and society are discussed and students carry out their own research project.</p> <p>To support their own research projects theories and methods of information systems research will be introduced.</p> <p>The seminar is offered as a block seminar. An introduction is provided at the beginning of semester. Students work on their seminar thesis during the semester. The results are presented and discussed at the end of the semester during a block seminar.</p>
6	Learning objectives and skills	The research seminar prepares students for a master's thesis, so that they are able to answer a concrete research question in the field of digital transformation by applying an information systems research method.
7	Prerequisites	12, number of participants is limited, please see website for details for the application process (no first come, first serve approach)
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Presentation Seminar paper
11	Grading procedure	Presentation (30%) Seminar paper (70%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german english
16	Bibliography	<p>Grover, Varun. "Are we losing out with digitization?." Journal of Information Technology Case and Application Research 17.1 (2015): 3-7.</p> <p>Hess, Thomas, et al. "Digital Life as a Topic of Business and Information Systems Engineering?." Business & Information Systems Engineering 6.4 (2014): 247-253.</p> <p>Legner, Christine, et al. "Digitalization: opportunity and challenge for the business and information systems engineering community." Business & information systems engineering</p>

	59.4 (2017): 301-308. Riedl, René, et al. "On the relationship between information management and digitalization." <i>Business & Information Systems Engineering</i> (2017): 1-8.
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1	Module name 56480	Research projects in international management I Research projects in international management	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	Students acquire knowledge and competencies in the field of research. Students are able to identify and to critically reflect critical problems in the area of international management and apply advanced methods of empirical research and data analysis to develop innovative solutions.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper <i>Details for the examination: Seminar paper</i>
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 150 h Independent study: 0 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 56490	Research projects in international management II	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Dirk Holtbrügge
5	Contents	Current issues in the field of International Management
6	Learning objectives and skills	Students acquire knowledge and competencies in the field of research. Students are able to identify and to critically reflect critical problems in the area of international management and apply advanced methods of empirical research and data analysis to develop innovative solutions.
7	Prerequisites	English language proficiency (C1)
8	Integration in curriculum	semester: 1
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Asia Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172
10	Method of examination	Seminar paper <i>Details for the examination: Seminar paper</i>
11	Grading procedure	Seminar paper (100%)
12	Module frequency	Irregular
13	Workload in clock hours	Contact hours: 150 h Independent study: 0 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 57041	Managing IT-enabled business	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (90 minutes)
11	Grading procedure	Written examination (100%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 57043	Business intelligence	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Business Intelligence (SS24) (4.0 SWS)	5 ECTS
3	Lecturers	Dr. Pavlina Kröckel	

4	Module coordinator	Dr. Pavlina Kröckel	
5	Contents	<p>We introduce a variety of topics which will give you a kick start in the field of data science and will help you to continue the learning path in other, more advanced courses. We teach the whole data science process (based on the industry-wide accepted CRISP model) from the business and data understanding to the deployment and management steps. Students get familiar with terms like data science, machine learning, and artificial intelligence, as well as available tools and technologies. You will learn what is behind the technology that powers everything from your shopping suggestions on Amazon to automatic systems like chatbots and self-driving cars. We teach you the most used machine learning algorithms right now: decision trees, neural networks, association rules (Apriori and FP Growth), clustering algorithms (k-Means, DBSCAN).</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • Can describe important business intelligence and data science concepts, tools, and algorithms • Learn how to structure a data science project • Work on a practical exercise and apply the learned algorithms on a real-world dataset • Are able to evaluate a machine learning model and decide on its goodness of fit. 	
7	Prerequisites	The lecture is intended for students with no prior knowledge in data analytics. Course is limited to 200 participants .	
8	Integration in curriculum	semester: 2	
9	Module compatibility	<p>Modulbereich: Romance countries Master of Science International Business Studies 2011 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written examination (90 minutes) A pre-requisite to attend the exam is course registration on StudOn. Course participation is limited. Thus, we cannot offer an exam for students not part of the StudOn course.</p>	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	Contact hours: 60 h	

		Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	All relevant material will be provided during the lecture.

1	Module name 57060	Managing global projects and information technology	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Michael Amberg	
5	Contents	<p>Lect1/Ex1: The traditional role of the Chief Information Officer (CIO) as gatekeeper of technology and protector of corporate information asset activities is changing. Next to the daily duties to keep the IT operations and projects running often facing shrinking budget constraints an enterprise IT manager becomes an important business partner in supporting the transformation of the traditional business to the digital age. The course has a strong focus on the role of IT within different types of enterprises and highlights IT from two different angles: IT as organizational function and IT as driver of organizational transformation. The lecture is divided into two parts (1) IT Management in enterprises (2) IT-driven business models</p> <p>Lect2/Ex2: Increasing globalization of business operations and the high importance of project structures for global operations force companies worldwide to develop and strengthen their capabilities for managing global projects. Therefore, future professionals capable of successfully coordinating projects across multiple countries and cultures will have excellent career prospects. To prepare students for the task of managing global projects, the course will focus on the following topics:</p> <ul style="list-style-type: none"> • Characteristics and organization of global projects • Cultural influences (effects and remedies) • Controlling of globally distributed projects • Challenges of IS outsourcing/offshoring projects <p>For each of these topics, students will be given an introduction to the topic (knowledge transfer) and then work on real-world examples to gain deeper insights into the topic (knowledge application).</p> <p>In addition, students will work in teams on a project during the semester.</p>	
6	Learning objectives and skills	<p>Lect1/Ex1:</p> <p>The students</p> <ul style="list-style-type: none"> • describe and explain key IT Management models, • explain and evaluate design options of an IT organization and challenges of the CIO, • explain main organizational IT cost categories and tasks of managing IT costs, • describe components of a (digital) business model, 	

		<ul style="list-style-type: none"> • evaluate (digital) business models, • understand the impact of new technologies, such as Big Data Technologies, on value creation. <p>Lect2/Ex2: The main goal of the course is to familiarize students with the foundations of successful management in global IT-projects.</p> <p>The students will:</p> <ul style="list-style-type: none"> • describe the project life cycle, • evaluate challenges caused by distance in globally distributed projects and learn about the approaches of dealing with them, • evaluate IT archetypes and decision domains, • evaluate PMOs in (IT) organization analyze different collaboration tools.
7	Prerequisites	<ul style="list-style-type: none"> • Lect1/Ex1: None • Lect2/Ex2: Basic knowledge on project management principles and techniques
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	<p>Modulbereich: Europe Master of Science International Business Studies 2011</p> <p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>
10	Method of examination	<p>Written or oral</p> <p>Written assignment</p> <ul style="list-style-type: none"> • IIS exam-no. 70603 Lect1/Ex1: Managing information technology (2 SWS) 2,5 ECTS - Written assignment (100%) • IIS exam-no. 70604 Lect2/Ex2: Managing global projects (2 SWS) 2,5 ECTS - Presentation (2 x 15 min. – 33,33%), class participation (33,33%) and discussion paper (2 x 1 Page)
11	Grading procedure	<p>Written or oral (50%)</p> <p>Written assignment (50%)</p> <ul style="list-style-type: none"> • Lect1/Ex1: 50% of module score • Lect2/Ex2: 50% of module score
12	Module frequency	Only in winter semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Lect1/Ex1

- Carr, N. G. (2003): IT doesnt matter. Harvard Business Review, 81(5), 419, 128.
- Christensen, C. M., & Overdorf, M. (2000). Meeting the Challenge of Disruptive Change. Harvard Business Review, 78(2), 6676.

Lect2/Ex2

- Binder J.: Global Project Management: Communication, Collaboration and Management Across Borders. Gower Publishing Ltd, ISBN: 0566087065.

1	Module name 57086	Electronic human resources management	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: Electronic Human Resources Management (E-HRM) (4.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sven Laumer Tina Wöflfl	

4	Module coordinator	Prof. Dr. Sven Laumer	
5	Contents	<p>Die Unterlagen zur <u>Vorlesung und Übung</u> sind auf <i>Englisch und Deutsch</i> verfügbar.</p> <p>Agenda:</p> <ul style="list-style-type: none"> • Part A: Fundamentals of strategic and electronic HRM • Part B: Social Media • Part C: Data-driven approaches and their use in HRM • Part D: Challenges and opportunities of E-HRM <p>Der Kurs beschäftigt sich mit dem Management einer der wichtigsten Ressourcen im Unternehmen: dessen MitarbeiterInnen. Neben der Vermittlung von Grundlagen zum Human Resources Management (HRM) wird insbesondere auf den Einsatz und die Entwicklung von digitalen Technologien eingegangen und betrachtet, wie digitale Arbeitssysteme das Personalmanagement verändern. Dabei wird auf Grundlagen des strategischen und elektronischen Human Resources eingegangen und es wird der Einsatz von Social Media im HR-Bereich betrachtet. Zudem werden datengetriebene Ansätze und deren Nutzung im HR sowie Herausforderungen und Chancen von elektronischem Human Resources Management (E-HRM) diskutiert.</p>	
6	Learning objectives and skills	Das generelle Lern- und Qualifikationsziel des Moduls ist es, Studierende Wissen über den Einsatz und die Entwicklung von digitalen Technologien im Personalwesen erlangen, Auswirkungen digitaler Technologien auf Human Resources Management (HRM) erklären und digitale Innovationen für HRM gestalten können.	
7	Prerequisites	Die Anmeldung über die vhb (www.vhb.org) ist notwendig, um Zugang zum StudOn Kurs zu erhalten.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (90 minutes) Die Prüfungsleistungen sind auf <u>Englisch und Deutsch</u> verfügbar (Wahlfreiheit) - AUSNAHME: Rein englischsprachige Studiengänge müssen die Sprache Englisch wählen - genaueres regelt die PO des jeweiligen Studiengangs.	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Every semester	

13	Workload in clock hours	Contact hours: 1 h Independent study: 149 h
14	Module duration	1 semester
15	Teaching and examination language	german or english
16	Bibliography	References are provided during the lectures

1	Module name 57110	Platform strategies	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>The course builds on the platform and network aspects in core strategy and aims to highlight the specific strategies for firms operating in multi-sided-markets. The course will cover most relevant concepts around platforms such as network effects, and how network effects impact/ create new business models. Core issues around platform-mediated network firms, such as standards, pricing, envelopment, and competition dynamics will be discussed.</p> <p>The course will be taught through a set of cases that ensures that participants appreciate the multi-dimensional nature of managing in network businesses.</p>	
6	Learning objectives and skills	<p>The students</p> <ul style="list-style-type: none"> • can identify and unravel the business problem in a case study and actively take part in class discussions • can describe platform intermediation in two sided markets, platform dominance and Winner-takes-all dynamics • can develop strategies for creating platform mediated networks and understand pricing in these businesses 	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p> <p>Modulbereich: Europe Master of Science International Business Studies 20172</p>	
10	Method of examination	<p>Written</p> <p>Project/practical report</p>	
11	Grading procedure	<p>Written (50%)</p> <p>Project/practical report (50%)</p>	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	<p>Contact hours: 30 h</p> <p>Independent study: 120 h</p>	
14	Module duration	1 semester	
15	Teaching and examination language	english	

16	Bibliography	<p>Klemperer, P. 2005. Network effects and switching costs. In Durlauf, S.N. & Blume, L.E. (Eds.), <i>The new palgrave dictionary of Economics</i>, Palgrave Macmillan.</p> <p>Eisenmann T., Parker, G., & Van Alstyne, M. 2006. Strategies for two-sided markets. <i>Harvard Business Review</i> Oct. 2006.</p> <p>Hidding, G.J., Williams, J. & Sviokla, J.J. 2011. How platform leaders win, <i>Journal of Business Strategy</i>, 32, 2, 29-37.</p> <p>Suarez, F.F. & Kirtley, J. 2012. Dethroning an established platform, <i>MIT Sloan Management Review</i>, Summer 2012.</p> <p>The following books are suggested for the advanced reader on the basics on network economics.</p> <p>Shy O. 2001. <i>The Economics of Network Industries</i>, Cambridge University Press: Cambridge, England.</p> <p>Gawer A, Cusumano M. 2002. <i>Platform Leadership: How Intel, Microsoft, and Cisco Drive Industry Innovation</i>. Harvard Business School Press: Boston, MA.</p> <p>Evans D, Hagiu, A, Schmalensee, R. 2006. <i>Invisible Engines: How Software Platforms Drive Innovation and Transform Industries</i>, MIT Press, Boston, MA.</p> <p>* The cases for each lecture are to be decided.</p>
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1	Module name 57120	International technology management research seminar Platform strategies	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	
5	Contents	no content description available!
6	Learning objectives and skills	no learning objectives and skills description available!
7	Prerequisites	None
8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written assignment
11	Grading procedure	Written assignment (100%)
12	Module frequency	no Module frequency information available!
13	Workload in clock hours	Contact hours: ?? h (keine Angaben zum Arbeitsaufwand in Präsenzzeit hinterlegt) Independent study: ?? h (keine Angaben zum Arbeitsaufwand im Eigenstudium hinterlegt)
14	Module duration	?? semester (no information for Module duration available)
15	Teaching and examination language	german
16	Bibliography	

1	Module name 57175	Blockchain applications for business	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr.-Ing. Eva Maria Hartmann	
5	Contents	<p>Der Kurs Blockchain applications for business ist ein Online-Kurs, der im Curriculum der virtuellen Hochschule Bayern (vhb) angeboten werden. Daher wird dieser Kurs ausschließlich online betreut. Lediglich für die Absolvierung der Prüfungen ist Anwesenheit notwendig. Zusätzliche Informationen und alles Weitere zur Anmeldung finden sich auf der Homepage der vhb: https://www.vhb.org/startseite/</p> <p>Das Hauptaugenmerk des Kurses liegt darauf, Blockchain-Technologie und deren Anwendung aus einer weniger technischen und mehr an der betriebswirtschaftlichen/ökonomischen Praxis ausgerichteten Perspektive zu beleuchten. Dabei werden die folgenden Themenblöcke inhaltlich behandelt:</p> <p>A. Foundations of blockchain technology and applications B. The value proposition of blockchain technology C. Blockchain applications in different areas of business D. Blockchain from a legal, ethical, societal and ecological perspective</p>	
6	Learning objectives and skills	<ul style="list-style-type: none"> • Studierende werden ein grundsätzliches Verständnis der theoretischen Funktionsweise von Blockchain-Technologie und deren Anwendung in unterschiedlichen betriebswirtschaftlichen Szenarien entwickeln • Studierende werden analysieren und identifizieren 	
7	Prerequisites	Englischkenntnisse	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Wird angekündigt. Sonstige Informationen: http://www.uni-bamberg.de/bwl-marketing/	

1	Module name 57220	Value co-creation	5 ECTS
2	Courses / lectures	No courses / lectures available for this module!	
3	Lecturers	No lecturers available since there are no courses / lectures for this module!	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	Producers of goods or service providers are not the only ones responsible for the creation of value in business interactions. Various authors have lately turned the attention to the role of customers as co-creators. In this seminar, we will study the current literature on the topic and discuss it from a practical perspective.	
6	Learning objectives and skills	<p>The students:</p> <ul style="list-style-type: none"> • gain deeper insight into the theories of value co-creation. • learn to work with scientific papers and apply the results. • develop skills in collaborative interaction within the context of the seminar. 	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Seminar paper Presentation	
11	Grading procedure	Seminar paper (50%) Presentation (50%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Literature will be announced and distributed in the first sessions.	

1	Module name 57290	Enterprise knowledge management	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Sven Laumer	
5	Contents	<p>Lecture on demand: This module uses the Flipped Classroom method and provides an advanced perspective on enterprise knowledge management. It focuses on knowledge management strategy and processes, knowledge management governance, knowledge modelling and visualization as well as concepts like crowdsourcing, open innovation and crowdfunding in a knowledge management context. From a theoretical perspective, the module introduces social networks and social network analysis as base for enterprise knowledge management.</p> <p>Tutorial: The contents of the lecture on demand are further discussed by means of exercises and case studies. Practical exercises are conducted using common social network analysis or knowledge management software.</p>	
6	Learning objectives and skills	Students can analyze, visualize, design and discuss enterprise knowledge management approaches.	
7	Prerequisites	None	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (90 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 80 h Independent study: 70 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	TBA	

1	Module name 57410	Product innovation management in emerging markets	5 ECTS
2	Courses / lectures	Seminar: Product Innovation Management in Emerging Markets (vhb) (2.0 SWS)	5 ECTS
3	Lecturers	Rabab Saleh Prof. Dr. Markus Beckmann	

4	Module coordinator	Prof. Dr. Markus Beckmann Rabab Saleh	
5	Contents	<p>This course is an online course, which is included in the curriculum of the Virtuelle Hochschule Bayern (vhb). Hence, this course will be conducted online only. Attendance is only required for examination (see section method of examination).</p> <p>The course Product Innovation Management in Emerging Markets is intended for future managers and entrepreneurs who want to understand the trends in the management of innovation in an emerging markets context.</p> <p>The course includes a combination of online lectures, videos, keynotes and case studies in which participants study the management of innovation in emerging economies. Course contents include:</p> <ul style="list-style-type: none"> • An introduction to product innovation management in emerging markets • Basic definitions and concepts of emerging markets as well as innovation • Classification and case studies of innovations originating from emerging markets: e.g. frugal innovation, jugaad and reverse innovation • A discourse about the transformation of research and development (R&D) strategies and innovation strategies of Multinationals <p>Currents trends and future outlook on the innovation management in emerging markets</p>	
6	Learning objectives and skills	<p>Students will:</p> <ul style="list-style-type: none"> • become familiar with the scientific literature about innovation management in emerging markets. • understand basic concepts of innovation and emerging markets. • learn different types of innovations originating from emerging markets. • apply their knowledge about innovation in emerging markets in case studies. <p>learn to apply the case study method as part of an interdisciplinary team (group presentation).</p>	
7	Prerequisites	Basic understanding of general management and innovation management topics (Bachelor level).	
8	Integration in curriculum	no Integration in curriculum available!	

9	Module compatibility	Free specialisation module (Area studies: Asia) Master of Science International Business Studies 20172 Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172 Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Case study Presentation
11	Grading procedure	Case study (60%) Presentation (40%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 45 h Independent study: 105 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Radjou, N., & Prabhu, J. (2015), Frugal Innovation: How to Do More with Less. London: Profile Books. Govindarajan V. and Trimble C. (2012), Reverse Innovation, Harvard Business Review Press Radjou, N. and J. Prabhu (2015) Frugal innovation: how to do more with less. London: Profile Books Radjou, N. and J. Prabhu (2015) Frugal innovation: how to do more with less. London: Profile Books Brem A. and Viardot E. (2013), Evolution of Innovation Management, Palgrave Macmillan Agarwal, N., Grottke, M., Mishra, S., & Brem, A. (2017). A systematic literature review of constraint-based innovations: state of the art and future perspectives. IEEE Transactions on Engineering Management, 64(1), 3-15. Agarwal, N., & Brem, A. (2017). Frugal innovation-past, present, and future. IEEE Engineering Management Review, 45(3), 37-41. Agarwal, N., Chakrabarti, R., Brem, A., & Bocken, N. (2018). Market driving at Bottom of the Pyramid (BoP): An analysis of social enterprises from the healthcare sector. Journal of Business Research, 86, 234-244

1	Module name 57471	Digital Marketing Digital marketing	5 ECTS
2	Courses / lectures	Vorlesung: Digital Marketing (2.0 SWS) Übung: Digitales Marketing ÜB (1.0 SWS)	2,5 ECTS 2,5 ECTS
3	Lecturers	Prof. Dr. Nicole Koschate-Fischer Dr. David Schindler	

4	Module coordinator	Prof. Dr. Nicole Koschate-Fischer	
5	Contents	In der Vorlesung analysieren die Studierenden, wie digitale Technologien das Marketing verändern und diskutieren aktuelle Erkenntnisse aus der Marketingforschung. Aufbauend auf einer umfassenden theoretischen Konzeption erwerben die Studierenden Kenntnisse über die Rolle digitaler Technologien im Marketing aus der Konsumenten- und Unternehmensperspektive. Best-Practice Beispiele von verschiedenen Unternehmen veranschaulichen die Auswirkungen digitaler Technologien im Marketing auf die Unternehmenspraxis.	
6	Learning objectives and skills	<p>In der Vorlesung werden relevante Kenntnisse, Perspektiven und Fähigkeiten vermittelt, um die Bedeutung digitaler Technologien im Marketing zu verstehen.</p> <p>Die Studierenden können</p> <ul style="list-style-type: none"> • in kritischer Weise Theorien, Terminologien, Besonderheiten und Grenzen des Einsatzes digitaler Technologien im Marketing erläutern, anwenden und reflektieren. • wichtige Chancen und Risiken beim Einsatz digitaler Technologien im Marketing identifizieren und evaluieren. • den Wert und die Auswirkungen digitaler Technologien im Marketing für Konsumenten, Unternehmen und Gesellschaft anhand aktueller wissenschaftlicher Publikationen analysieren und beurteilen. • aus einer ganzheitlichen Sichtweise forschungs- und praxisorientierte Fragestellungen zum Einsatz digitaler Technologien im Marketing auf Basis breiter und spezialisierter Forschungsmethodik ausarbeiten und bewerten. 	
7	Prerequisites	Die Teilnehmerzahl ist begrenzt.	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Presentation Written examination (60 minutes)	
11	Grading procedure	Presentation (0%) Written examination (100%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h	
14	Module duration	1 semester	

15	Teaching and examination language	german
16	Bibliography	<p>Chaffey, Dave and Fiona Ellis-Chadwick (2022), Digital Marketing, Eighth edition. Upper Saddle River: Pearson.</p> <p>Grewal, Dhruv, John Hulland, Praveen K. Kopalle, and Elena Karahanna (2020), The Future of Technology and Marketing: A Multidisciplinary Perspective, Journal of the Academy of Marketing Science, 48 (1), 1-8.</p> <p>Hanlon, Annmarie (2022), Digital Marketing, Strategic Planning & Integration, London: Sage Publication.</p> <p>Kannan, P. K. and Hongshuang Alice Li (2017), Digital Marketing. A Framework, Review and Research Agenda, International Journal of Research in Marketing, 34 (1), 22-45.</p> <p>Yadav, Manjig S. and Paul A. Pavlou (2020), Technology-Enabled Interactions in Digital Environments: A Conceptual Foundation for Current and Future Research, Journal of the Academy of Marketing Science, 48 (1), 132-136.</p>

1	Module name 57490	Das Innovationsseminar Innovation management seminar	5 ECTS
2	Courses / lectures	Seminar: Das Innovationsseminar (2.0 SWS)	5 ECTS
3	Lecturers	Hannah Altenburg Prof. Dr. Kai-Ingo Voigt Daniel Krauss	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	In dem Seminar, welches vom Gründer und CIO (Chief Information Officer) von Flixbus (heute Flixbus GmbH), Herrn Daniel Krauss, begleitet wird, erarbeiten die Studierenden zu wechselnden Rahmenfragestellungen des Innovationsmanagements in Gruppen Seminararbeiten. Die Ergebnisse dieser werden dann im Rahmen von einer Abschlussveranstaltung vorgetragen, verteidigt und diskutiert.	
6	Learning objectives and skills	Die Studierenden erarbeiten in Gruppen weitgehend selbstgesteuert und autonom Analysen zu komplexen betriebswirtschaftlichen Fragestellungen im Kontext des Innovationsmanagements, insbesondere zu den Themen Business Model Innovation und Innovationsmarketing. Hierzu führen die Studierenden ggf. empirische Datenerhebungen und Literaturrecherchen durch und entscheiden weitgehend eigenständig über die zu verwendenden Analysemethoden. Das Ziel ist die Erarbeitung, Strukturierung und Darstellung von detailliertem und spezialisiertem Wissen auf dem aktuellen Erkenntnisstand zu der jeweils ausgeschriebenen Fragestellung. Die erarbeiteten Ergebnisse werden anschließend gemeinsam von der Gruppe in dem Seminar vertreten und vor Herrn Daniel Krauss und Herrn Prof. Dr. Voigt verteidigt.	
7	Prerequisites	Keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment Presentation Umfang der Hausarbeit: 5.000 Wörter Präsentationsleistung: 20 Minuten Präsentation + 10 Minuten Diskussion	
11	Grading procedure	Written assignment (50%) Presentation (50%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	

1	Module name 58081	Advanced marketing management VII	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Martina Steul-Fischer	
5	Contents	<ul style="list-style-type: none"> • Theoretische Grundmodelle des Kundenmanagements • Operative und strategische Prozesse der Kundenannäherung • Operative und strategische Prozesse der Kundengewinnung • Operative und strategische Prozesse der Kundenpflege • Management der Prozesse des Kundenmanagements 	
6	Learning objectives and skills	Die Studierenden können wissenschaftliche Grundlagen sowie spezialisiertes und vertieftes Fachwissen anhand der Prozesse, Instrumente und Prinzipien des Kundenmanagements erläutern und anwenden. Im Besonderen können sie in vertiefter und kritischer Weise Theorien, Terminologien, Besonderheiten, Grenzen und Lehrmeinungen des Faches erläutern, anwenden und reflektieren. Studierende können eigenständige Ideen und Konzepte zur Lösung wissenschaftlicher und praktischer Probleme im Bereich des Kundenmanagements anhand von Fallstudien entwickeln und anwenden.	
7	Prerequisites	keine	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written examination (60 minutes)	
11	Grading procedure	Written examination (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Diller, H., Haas, A., Ivens, B. (2005), Verkauf und Kundenmanagement, Stuttgart.	

1	Module name 85761	FAU-MUN	5 ECTS
2	Courses / lectures	Kurs: FAU-MUN	5 ECTS
3	Lecturers		

4	Module coordinator	Prof. Dr. Markus Beckmann	
5	Contents	<p>Die FAU bereitet jedes Jahr eine Delegation von ca. 20 Studierenden auf die größte simulierte Sitzungswoche der UN vor. Das intensive (Vorbereitungs-) Programm umfasst dabei:</p> <ul style="list-style-type: none"> • Wöchentliches Vorbereitungsseminar (abwechselnd an Wochenenden, unter der Woche und in der vorlesungsfreien Zeit) während des Wintersemesters • Intensive Vorbereitung auf das zu repräsentierende Land, inklusive Redetraining, Verhandlungstraining und Rules of Procedure der Vereinten Nationen • Teilnahme an drei Vorbereitungskonferenzen im November, Dezember und Februar (inkl. Übernachtungen und Verpflegung) in Erlangen, München und Nürnberg • Teilnahme an NMUN in New York City (Mitte/Ende März) • Vorbereitende Studienfahrt im Auswärtigen Amt in Berlin (Anfang/Mitte März) <p>Weitere Infos unter www.faumun.fau.de</p>	
6	Learning objectives and skills	FAUMUN bietet die Möglichkeit, soziale und interkulturelle Kompetenzen, Strategien erfolgreichen Verhandeln, Techniken öffentlichen Redens, Präsentationsfähigkeiten, selbstsicheres Auftreten sowie effektives Selbstmanagement zu erlernen. Des Weiteren werden Kenntnisse über die Vereinten Nationen und politische Vorgänge vermittelt.	
7	Prerequisites	<p>Gute Englischkenntnisse, Interesse an internationaler Politik und den Vereinten Nationen, Zeit und Motivation, hohes Engagement. Keine Vorkenntnisse zur UNO notwendig.</p> <p>Bewerbung notwendig (Lebenslauf und Motivationsschreiben auf Englisch).</p> <p>Informationen zur Bewerbung und zur Teilnahmegebühr unter http://www.faumun.fau.de/.</p>	
8	Integration in curriculum	no Integration in curriculum available!	
9	Module compatibility	<p>Free specialisation module (Area studies: English speaking countries) Master of Science International Business Studies 20172</p> <p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172</p>	
10	Method of examination	Project/practical report	
11	Grading procedure	Project/practical report (100%)	
12	Module frequency	Only in summer semester	
13	Workload in clock hours	<p>Contact hours: 90 h</p> <p>Independent study: 60 h</p>	

14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	Wird zu Beginn der Veranstaltung bekannt gegeben

1	Module name 86610	Praxisseminar Practical seminar	5 ECTS
2	Courses / lectures	Seminar: Praxisseminar mit Prof. Dr. Heinrich v. Pierer (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Heinrich Pierer Prof. Dr. Kai-Ingo Voigt Michael Mertel	

4	Module coordinator	Prof. Dr. Kai-Ingo Voigt	
5	Contents	In dem Seminar erarbeiten die Studierenden zu wechselnden Rahmenfragestellungen in Gruppen eigenständig Seminararbeiten deren Ergebnisse im Rahmen von zwei Blockterminen vorgetragen, verteidigt und diskutiert werden.	
6	Learning objectives and skills	Die Studierenden erarbeiten in Gruppen weitgehend selbstgesteuert und autonom Analysen zu komplexen betriebswirtschaftlichen Fragestellungen. Hierzu führen die Studierenden Dokumentanalysen und Literaturrecherchen durch und entscheiden weitgehend eigenständig über die zu verwendenden Analysemethoden. Das Ziel ist die Erarbeitung, Strukturierung und Darstellung von detailliertem und spezialisiertem Wissen auf dem aktuellen Erkenntnisstand zu der jeweils ausgeschriebenen Fragestellung. Die erarbeiteten Ergebnisse werden anschließend gemeinsam von der Gruppe in dem Seminar vertreten und vor Fachvertreterinnen und -vertretern verteidigt.	
7	Prerequisites	Erfolgreich abgeschlossene Assessmentphase	
8	Integration in curriculum	semester: 4	
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172	
10	Method of examination	Written assignment Presentation	
11	Grading procedure	Written assignment (70%) Presentation (30%)	
12	Module frequency	Every semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	german	
16	Bibliography	Kursspezifische Literatur	

1	Module name 94920	International Supply Chain Management International supply chain management	5 ECTS
2	Courses / lectures	Vorlesung mit Übung: International Supply Chain Management (vhb) (4.0 SWS)	5 ECTS
3	Lecturers	Simon Schlichte Prof. Dr.-Ing. Jörg Franke Daniel Utsch	

4	Module coordinator	Prof. Dr.-Ing. Jörg Franke	
5	Contents	<p>Contents: The virtual course intends to give an overview on the main tasks of a supply chain manager in an international working environment:</p> <ul style="list-style-type: none"> • Goals and tasks • Methods and tools • International environment • Knowledge and experience of industrial practice • Cutting edge research on SCM <p>For practical training, 3 additional Case Studies are executed as part of the course.</p> <p>Lehreinheiten / Units:</p> <ul style="list-style-type: none"> • Integrated logistics, procurement, materials management and production • Material inventory and material requirements in the enterprise • Strategic procurement • Management of procurement and purchasing • In-plant material flow and production systems • Distribution logistics, global tracking and tracing • Modes of transport in international logistics • Disposal logistics • Logistics controlling • Network design in supply chains • Global logistic structures and supply chains • IT systems in supply chain management • Sustainable supply chain management 	
6	Learning objectives and skills	<p>After having completed this course successfully, the student will be able to</p> <ul style="list-style-type: none"> • define the basic terms of supply chain management • understand important procurement methods and strategies • name and classify different stock types and strategies • analyse possibilities for cost reduction in supply chains • know and differentiate central IT systems of supply chain management • explain disposal and controlling strategies • recognise the main issues in international supply networks • know the possibilities of transformation to a sustainable supply chain • assess different modes of transport 	
7	Prerequisites	None	

8	Integration in curriculum	no Integration in curriculum available!
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Written examination (120 minutes)
11	Grading procedure	Written examination (100%)
12	Module frequency	Every semester
13	Workload in clock hours	Contact hours: 60 h Independent study: 90 h
14	Module duration	1 semester
15	Teaching and examination language	english
16	Bibliography	

1	Module name 55404	Fallstudien und Projekte im Management X Case studies and projects in management X	5 ECTS
2	Courses / lectures	Seminar: Strategische Herausforderungen im Profifußball – Projektseminar mit dem 1. FC Nürnberg e.V. (2.0 SWS)	5 ECTS
3	Lecturers	Prof. Dr. Sebastian Junge Dr. Verena Hoßnofsky	

4	Module coordinator	Prof. Dr. Harald Hungenberg Prof. Dr. Sebastian Junge	
5	Contents	<p>Das Seminar vermittelt</p> <ul style="list-style-type: none"> • Instrumente, die im Rahmen des strategischen Managements von Unternehmen eine große Rolle spielen, und wendet diese auf aktuelle Fragestellungen des 1. FC Nürnberg e.V. an; • Wissen zur branchenspezifischen Nachhaltigkeit und zu weiteren aufgabenspezifischen Inhalten; • Instrumente zur formalen Strukturierung komplexer Probleme (z.B. nach dem MECE-Prinzip); • vertieftes Wissen zur überzeugenden Visualisierung und Kommunikation von Lösungskonzepten (z.B. Aufbau einer Kommunikationsstruktur/Storyline, Emotionalisierung und Stickyness der Kommunikation, Erstellung von Schaubildern). <p>Im Seminar entwickeln die Studierenden in Kleingruppen innovative (digitale) Lösungsvorschläge. Diese werden durch individuelles Feedback über das Semester weiter ausgearbeitet und zu einem umfassenden Lösungskonzept weiterentwickelt. Hierbei wird den Studierenden ein ganzheitlicher und interdisziplinärer Ansatz vermittelt. Die unterschiedlichen Kompetenzen und das Vorwissen der Studierenden können somit berücksichtigt und für die individuelle Schwerpunktsetzung genutzt werden. Ein weiterer Fokus liegt auf der Vermarktung der Lösungskonzepte, um eine potenzielle Implementierung des Konzepts durch den Praxispartner zu ermöglichen.</p>	
6	Learning objectives and skills	<p>Am Ende der Veranstaltung sind die Studierenden in der Lage</p> <ul style="list-style-type: none"> • aktuelle strategische Problemstellungen (am Beispiel des Profifußballs) kontextsensitiv zu bearbeiten und Lösungsansätze zu entwickeln; • mit Hilfe von strategischen Analyseinstrumenten und methoden Informationen zu filtern, zu bewerten, zu verdichten und zu strukturieren; • verschiedene Lösungsansätze durch externes Feedback zu reflektieren und weiterzuentwickeln; • komplexe Lösungskonzepte strukturiert und überzeugend vor Dritten zu präsentieren und argumentativ zu verteidigen; • ihre Kompetenzen in der Teamarbeit zu vertiefen; • sich rational und verantwortungsbewusst mit Interessens- und Kommunikationskonflikten im Rahmen der Gruppenarbeit auseinanderzusetzen sowie Unterschiede in Denk- und 	

		Handlungsmustern zu erkennen und für die Lösungsfindung zielführend zu nutzen.
7	Prerequisites	Die Seminargröße ist auf maximal 24 Studierende begrenzt. Der Bewerbungszeitraum wird über die Homepage oder StudOn bekannt gegeben.
8	Integration in curriculum	semester: 2
9	Module compatibility	Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172
10	Method of examination	Presentation (20 minutes)
11	Grading procedure	Presentation (100%)
12	Module frequency	Only in summer semester
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h
14	Module duration	1 semester
15	Teaching and examination language	german english
16	Bibliography	Grundlagenliteratur:Hungenberg, H.: Problemlösung und Kommunikation im Management: Vorgehensweise und Techniken, 3. Aufl., München, 2010. Hungenberg, H.: Strategisches Management in Unternehmen, 8. Aufl., Wiesbaden 2014. Minto, B.: The Pyramid Principle, London, 4. Aufl., Harlow 2009. Cialdini, R.: The Psychology of Persuasion, 2007. Heath, C. and Heath, D.: Made to Stick, 2007. Weitere Literatur wird in der Veranstaltung bekannt gegeben.

1	Module name 57172	Patenting for innovation	5 ECTS
2	Courses / lectures	No teaching units are offered for the module in the current semester. For further information on teaching units please contact the module managers.	
3	Lecturers	-	

4	Module coordinator	Prof. Dr. Kathrin Möslein	
5	Contents	<p>Intellectual Properties (Ips) in general and especially patents play an important role in innovation in any Hightech society. This topic is multi-faceted and can be accessed from different viewpoints: business, politics, legal framework, organization, etc. In this course, we will focus on:</p> <ul style="list-style-type: none"> • the introduction to Ips and patents in general, • the role of Ips and patents in research, development and (open) innovation, • the patent exploitation through licensing contracts and patent pools, the patent policies in the European Union, China and USA. 	
6	Learning objectives and skills	<p>The students:</p> <ul style="list-style-type: none"> • learn to understand the role of patenting in the innovation process, • gain deeper insights into the roles of IP in various types of businesses, study the role of IP and patents in different regions and contexts (Asia, United States, Europe). 	
7	Prerequisites	None	
8	Integration in curriculum	semester: 3	
9	Module compatibility	<p>Free specialisation module (Area studies: Europe) Master of Science International Business Studies 20172 Modulbereich: English speaking countries Master of Science International Business Studies 20172</p>	
10	Method of examination	Seminar paper	
11	Grading procedure	Seminar paper (100%)	
12	Module frequency	Only in winter semester	
13	Workload in clock hours	Contact hours: 30 h Independent study: 120 h	
14	Module duration	1 semester	
15	Teaching and examination language	english	
16	Bibliography	Literature will be announced and distributed in the first sessions.	