

**Berlin School of Economics and Law (BSEL)
Hochschule für Wirtschaft und Recht Berlin
Department of Business/Economics
(Schöneberg Campus)**

English Stream Summer Semester 2012

Preliminary Version (Nov 2012)!

Module Number	Module Title	ECTS
Studium Generale		
115007	Berlin as a place of German History, Politics and Culture	2,5
121003	International Law and Human Conflicts in Regions of Africa	2,5
112006	Performing business: the Convergence of Art and Business	2,5
Languages		
70100201	Business German (8 different groups)	5
70200101	Business Russian (3 different groups)	5
70300151	Business French (6 different groups)	5
70400151	Business Spanish (5 different groups)	5
70500151	Business Chinese (Beginners only, 2 groups)	2,5
Bachelor Programs, First Stage		
200191	Human Resources and Organisation	5
200192	Investment and Finance	5
200193	Marketing	5
200291	Basics of External Accounting	5

200292	Basics of Internal Accounting/Controlling	5
200391	Microeconomics: Allocation and Distribution	5
200392	Macroeconomics I: The Economic Cycle and Employment	5
200393	Macroeconomics II: Worldmarket and Currency	5
200591	Business Organisation, Company, Work Seen from the Perspective of History and the Social Sciences	5
200592	Political Economy and Social Structure of Modern Society	5
200691	Business Mathematics	5
200692	Statistics	5
200791	Introduction to Business Information Systems	5
200792	Business Application	5
200891	Self Management	5
400191	Human Resources and Organisation	5
400192	Fundamentals of Corporate Finance	5
400193	Marketing	5
400291	Introduction to Financial Accounting	5
400292	Cost Accounting	5
400391	Microeconomics	5
400392	Macroeconomics I	5
400393	Macroeconomics II	5
400491	Fundamentals of Business Law	5
400691	Mathematics for Business and Economics	5

400692	Statistics	5
400791	Introduction to Business Information Systems	5
400792	Business Application	5
400891	Self Management	5
Bachelor Programs, Second Stage		
201591	Strategic Management	5
201692	Instruments of Controlling	5
201693	Operations Management	5
202391	Communication and Interaction on the Job	5
202091	Product and Distribution Management	5
202092	Market Research	5
202093	Communication Strategies and Consumer Behavior	5
202094	Selected Issues in Marketing	5
203091	Finance and Investment Policies in Business	5
203092	Financial Analysis and Valuation	5
203094	Selected Issues in Business Finance	5
204092	International Business Accounting	5
204093	Accounting and Managerial Accounting	5
205091	Human Resource Management	5
211091	National and International Financial Relations	5
211092	Applied Microeconomics	5
212091	European Economic Policy	5
400991	International Management	5
400992	Strategic Management	5
400993	Organisational Behaviour in International Companies	5
400994	Business Simulation	5
401091	Management Accounting and Controlling	5

401092	Operations Management	5
401191	History, Politics and Economics of the Host Country	5
401491	Intercultural Communications	5
401391	Management Issues: Management Consulting	5
401395	Management Issues: Business Ethics	5
401492	Communication and Interaction in the Job	5
410892	Self Management	5
Themenfeld		
209192	Themenfeld: Internationalisation of economic processes- goals, instruments and actors of regulation	12
Special English Courses		
200861	English for Management	2,5
200862	English for Marketing	2,5
202361	English for Finance and Accounting	2,5
202362	English for International Business and Economics	2,5

Module Number	101433
Title of Module	Introduction to Business English
Module Shortmark	SG

ECTS-Credits	2,5
SWS	2
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	-
Assessment Form	Written or oral exams

Learning Outcomes and Competencies, Subject related/Generic:

To prepare 1st semester students for courses in Business English which normally begin in the 2nd semester; to review basic language usage, improve social English skills, develop writing styles.

Content of Course:

Teaching Methods: Partner and small group vocabulary-building exercises and activities to improve spoken English; partner information exchange exercises; collaborative writing; vocabulary expansion.

Teaching Program: Review of basic tenses and structures, vocabulary for work situations, language usage: asking for and supplying information, giving instructions, clarifying and handling everyday issues at work.

Literature Recommendations/Sources:

All materials for this course can be obtained in class. Students will need an English dictionary.

Module Number	115007
Title of Module	Berlin as a place of German History, Culture and

	Politics (For foreign students in English)
Module Shortmark	-
ECTS-Credits	2,5
SWS	2
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
Foreign students are invited to get acquainted with German history, culture and politics by attending a series of lectures as well as engaging with everyday life and rhythm of contemporary Berlin.
Participants: Guest students, number of participants restricted to 30 students

Content of Course:
Students are invited to study German society and everyday life in Berlin in several ways as by <ul style="list-style-type: none"> • Dynamic lectures (on German history, culture, and politics); • Visits to Berlin institutions of public interest (such as parliament and media); • Excursions and walks to important places of historic interest as well as of modern Berlin (architecture; streets; the 'Bayerisches Viertel' around the BSEL; Berlin's industrial past; Berlin in the Cold War; the Brandenburg Gate and the Holocaust Memorial; Berlin's present culture and subcultures).

Literature Recommendations/Sources:
Will be defined in class

Module Number	401395
Title of Module	Business Ethics

Module Shortmark	IMG-C-1
ECTS-Credits	2,5
SWS	2
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> We will discuss various current issues in the field such as corporate social responsibility, corporate governance and problems related to copyright and patents in new media, etc.

Content of Course:
<ul style="list-style-type: none"> Corporate Social Responsibility and Corporate Governance New Attitudes toward Privacy (Internet and Intellectual Property Issues) Management Training and Policy Executive Compensation Affirmative Action Ethical Consulting

Literature Recommendations/Sources:
<p>Fault Lines by Raghuran Rajan, Princeton University Press 2010</p> <p>The Ethics of Management LaRue Tone Hosmer, McGraw –Hill 7th ed. 2011</p> <p>Other material will be drawn from English business and economic media (Economic Times, Wall Street Journal, The Economist, New York Times, etc.) as well a from the current media of the students own country. As well students will read longer articles from journals brought in by teacher. (Paul Krugman, Thomas Friedman, Joseph Stegleitz, Steven Lebbett, Jeffery Sachs)</p>

Module Number	116002
Title of Module	Academic Writing in English

Module Shortmark	-
ECTS-Credits	2,5
SWS	2
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	-
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:

Academic writing is a process that includes understanding the task, doing the research, reading, planning and writing various drafts. This is followed by proof-reading and editing, leading to the final text. Academic writing is a *social* process in that you always write with a readership in mind. You write with a purpose: to inform, explain, persuade, etc. Academic writing doesn't come naturally, but it can be learned by observation, study and experiment. In these academic writing workshop business students will go through the process – step by step – of writing term papers in English.

Content of Course:

Teaching program:

- General Academic writing
- Logic and argument: adding emphasis and persuasiveness, developing sound arguments
- Questions of style: general language usage/formality, avoiding sexist language
- Avoiding plagiarism
- Proofreading techniques

Teaching method:
Collaborate and individual writing

Literature Recommendations/Sources:

Bailey. S. (2001): Academic Writing : A Handbook for International Students. London
Craswell, G. (2004): Writing for Academic Success. Los Angeles et al. Minto, B., 2002. The pyramid principle: logic in writing and thinking, Prentice Hall. Suggested internet sources when writing in English: The Owl at Purdue: <http://owl.english.purdue.edu/>; Dartmouth Writing Program: http://www.dartmouth.edu/~writing/materials/student/ac_paper/what.shtml#argument
University of Auckland: http://www.library.auckland.ac.nz/subjects/bus/topicguides/business_writing.htm

Module Number	200191
Title of Module	Human Resources and Organisation

Module Shortmark	BAG-A-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:

- After completion of this course students will be able
- to assess managerial, organisational and personnel-related issues, realise their interrelatedness and apply different theories
 - to understand the hands-on relevance of these issues and apply them to respective contexts
 - to discuss their political relevance (globalisation, co-determination, gender, environmental issues and alike)
 - to work on case studies to develop the student's analytical and communicative skills
 - to develop team spirit and cross-functional competencies and innovative thinking
 - to work with various media and give presentations

Content of Course:

- Introduction: Functions of the Management (environment, actors, goals)
- I. Organisation and Leadership (Basics)
 - Job organisation (tasks, positions, departments and teams)
 - Organisational structures, processes and projects
 - Leadership in Organisations
- II. Personnel Planning –
 - Planning –
 - Recruiting and selection –
 - Assessment and development
 - Compensation

Literature Recommendations/Sources:

Daft/Kendrick/Vershinina: Management, South-Western 2010
Jones: Organization Theory, Design, and Change, 6e, Pearson 2010
Slocum, J.W./Hellriegel, D.: Fundamentals of Organizational Behavior. International Edition. 1. Aufl.: Mason/Ohio: Thomson 2007
Snell/Bohlander: Principles of Human Resource Management, 15e, South-Western 2010

Module Number	200192
Title of Module	Investment and Finance
Module Shortmark	IMG-A-2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Accounting and Basics of Balancing
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:

After completion of this module, students should

- have an overview of the basics of F&I
- be able to apply fundamental calculation methods (leverage effect, ratios, etc.) from F&I
- be able to confidently apply various valuation methods (net present value, cash flow, cash value, etc.) to various constellations,
- be able to master all the basics of F&I in a case-study-oriented way
- be able to independently analyse theoretical approaches (leverage effect, net-present-value method) regarding their practical application.

Content of Course:

- Basics in financing: the term `financing`, financial objectives and capital structure, financial analysis, equity financing, loan financing, cash-flow financing.
- Basics of investment: the term `investment`, investment planning, investment calculation methods in an overview
- Discounted Cash Flow methods: net-present-value method, annuity method, internal-rate-of-return method, complete financial plan

Literature Recommendations/Sources:

Brealey/Myers: Principles of Corporate Finance, McGraw-Hill
 Ross/Westerfield/Jaffe: Corporate Finance, McGraw-Hill
 Perridon / Steiner: Finanzwirtschaft der Unternehmung, Vahlen

Module Number	200193
Title of Module	Marketing
Module Shortmark	BAG-A-3
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:

- Ability to discuss marketing topics
- Correct use of key marketing terms
- Understanding of the basic principles of consumer and organisational buying behaviour
- Usage of marketing instruments in different situations
- Ability to analyse marketing related situations of business companies in order to develop and present solutions
- Development of solutions in teams and the ability to manage these
- Recognition of marketing aspects in business literature

Content of Course:

- Concept of marketing (targets, strategies, instruments)
- Basic aspects of consumer and organisational buying behaviour
- Fundamental concepts of market and marketing research
- Targets and aspects of the marketing mix (4 ps/5 ps)
- Diversity and gender aspects

Literature Recommendations/Sources:

Jobbers, D., Principles and Practice of Marketing, McGraw-Hill, latest edition;
 Kotler, P., Principles of Marketing, Pearson, latest edition;
 Lamb, C.W./Hair, J.F./McDaniel, C.: Marketing, Thomson, latest edition;

Module Number	200291
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Title of Module	Basics of External Accounting
Module Shortmark	IMG-B-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
After completion of this module, students will be able to do the accounting for central transactions and prepare annual balance sheets.

Content of Course:
<ul style="list-style-type: none"> • Tasks and legal basics of double-entry bookkeeping and for annual balance sheets • Stock-taking, inventory, balance, statement of profits and losses, • Amendment of a balance sheet due to business transactions • Posting technique into real accounts and income accounts • Posting in commercial trade and manufacturing businesses • Year-end closing entries (depreciation, accruals and deferrals, provisions, bad debts) • Balancing as to the amount (evaluation of additions and consequential evaluation) • Outlook to international accounting.

Literature Recommendations/Sources:
Coenenberg, A.G.: Jahresabschluss und Jahresabschlussanalyse, Stuttgart, aktuelle Auflage; Kühnberger, M.: Buchhaltung - Von der Buchführung zum Jahresabschluss, München, Wien, aktuelle Auflage; Reimers, J.G.: Financial Accounting, New Jersey, newest Edition; Libby/Libby/Short: Financial Accounting, New York, newest Edition; Slater, J.: College Accounting, New York, newest Edition

Module Number	200292
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Title of Module	Basics of Internal Accounting/Controlling
Module Shortmark	IMG-B-2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basics of financial accounting
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
Students will learn fundamentals of cost and results accounting and will be able to criticise absorption costing in a problems-related application and thus balancing off advantages and disadvantages of the various costing instruments. By fulfilling these tasks, cross-links with controlling and other business-related fields will be studied.

Content of Course:
<ul style="list-style-type: none"> • Introduction to cost accounting • Cost terminology and cost behaviours • Absorption costing and variable costing • Break even point and cost-volume-profit analysis • Actual costing and normal costing • Short-term profit and loss account • Relevant cost information for decision making

Literature Recommendations/Sources:
Raiborn/Kinney/Prather-Kinsey: Cost Accounting, Thomson-Learning/South-Western Colin Drury: Management and Cost Accounting; Thomson Learning Business Press Horngren, Datar, Foster: Cost Accounting- A Managerial Emphasis, Prentice Hall-Pearson Education Berry/Jarvis: Accounting in a Business Context, Thomson-Learning, London

Module Number	200391
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Title of Module	Microeconomics: Allocation and Distribution
Module Shortmark	IMG-C-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>This module, students will be able to</p> <ul style="list-style-type: none"> • understand optimisation processes and decisions of households and firms in commodity, labour and capital markets • develop an understanding of the interaction of economic agents in different markets • understand the basic features of economic paradigms as well as their methodological approaches, and apply them to selected issues of allocation and distribution • are able to integrate gender-specific aspects into their analyses.

Content of Course:
<p>Methodological introduction into microeconomics</p> <ul style="list-style-type: none"> • Household theory (demand in commodity markets, supply in labour markets, behaviour in capital markets, gender-specific aspects within the context of households) • Corporate theory (supply in commodity markets, demand in labour markets, behaviour in capital markets) • Basic features of the general equilibrium model • Basic features of the price theory • Basic features of the distribution theory • Governmental economic policy in the field of allocation and distribution

Literature Recommendations/Sources:
<p>- Pindyck, R.S./Rubinfeld, D.L., Microeconomics, 6th ed., Prentice Hall, 2004; Himmelweit,S., Simonetti,R.,Trigg, A., Microeconomics. Neoclassical and Institutional Perspectives on Economic Behaviour, International Thomson Business Press, 2001</p>

Module Number	200392
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Title of Module	Macroeconomics I: The Economic Cycle and Employment
Module Shortmark	IMG-C-2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Desirable: Module "Microeconomics: Allocation and Distribution"
Assessment Form	Written homework

Learning Outcomes and Competencies, Subject related/Generic:
<p>After accomplishing this module, students will be able to</p> <ul style="list-style-type: none"> • understand the methods of macroeconomic analysis • differentiate the various economic paradigms (particularly the differentiated explanation of growth, employment, unemployment, inflation and income distribution) • reproduce the basics of national accounting, interpret macroeconomic statistics and comprehend the empirical economic development of Europe, and of Germany in particular • know the most important sources for empirical investigations in general, and on the Internet in particular • integrate aspects of gender into the analysis

Content of Course:
<ul style="list-style-type: none"> • basics of national accounting • application of the categories of national accounting to the empirical development of Europe and Germany, including the search for data • overview of the history of economic thought relating to fundamental economic paradigms (classics, including Marx, neo-classics and Keynesianism) • presentation of the neo-classical macro model of the real sphere (labour market, capital market, Say ´s law) and the monetary sphere (quantity theory of money) • presentation of the Keynesian macro model for determining production and employment as well as the price level (cost inflation/deflation, etc.) • overview of specific implementations of macroeconomic models (neo-classical synthesis, monetarism, neo-classics, neo-Keynesianism, etc.) • growth theory and theory of economic cycles • comparison of several theories on distribution

Literature Recommendations/Sources:
<p>- Blanchard,O., Macroeconomics, 4th ed., Pearson Prentice Hall, 2004; - Macroeconomics in Context (free from http://ase.tufts.edu/gdae/publications/textbooks/macroeconomics.html)</p>

Module Number	200393
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Title of Module	Macroeconomics II : World Market & Currency
Module Shortmark	BAG-C3
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Desirable: Module "Microeconomics" and "Macroeconomics"
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>After completion of this module, the students will be able to</p> <ul style="list-style-type: none"> • understand the structure and logics of the balance of payments, • appreciate causes and effects of international trade, • appreciate the changes in exchange rates and international capital markets, • assess fundamental real and monetary foreign-trade paradigms as well as chances and risks of globalisation, • analyse political actions of national governments and international organisations based on case studies, • grasp alternative theoretical and problem-solving approaches and work them out on their own, but also in consensus-seeking teamwork, and present them.

Content of Course:
<ul style="list-style-type: none"> • Empirical presentation of trade and capital flows as well as migration • Structure and proposition of the balance of payments within the overall system of national accounting • Explanation of exchange rate fluctuations and adaptation processes with fixed exchange rates • Various currency systems with their pros and cons, discussed on selected examples (e.g. the Bretton Woods System, EMS I and II, Crawling Peg, managed floating, fully flexible exchange rates) • Currency crises and their causes, shown by examples (e.g. The EMS Crisis of 1992/93, The Asia Crisis of 1997) • Theories of international trade, free trade and welfare effects, protectionism and economic development, WTO and world trade conflicts • Perspectives of development of the international finance, currency and trade systems • Further information: • This course also serves the preparation studies and internships abroad. An international student body is expected.

Literature Recommendations/Sources:
<p>Krugman, P./Obstfeld. M., International Economics, 7th ed., Addison-Wesley 2006; Ingham, B., International Economics, A European focus, Prentice Hall, latest edition; Stiglitz, J. Making Globalisation Work, Allen Lane, 2006</p>

Module Number	200591
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Title of Module	Business Organisation, Company, Work Seen from the Perspective of History and the Social Sciences
Module Shortmark	IMG-E 1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>After successful completion of the module students should be able</p> <ul style="list-style-type: none"> • to know the meaning of thinking and working academically, • to know the similarities and differences in approaching critically various socio-scientific disciplines, • to know the most important processes and institutions which determine the modern world of work, • to integrate their special business knowledge into a broader context, • to appreciate the importance of "social skills" in professional activity. • Contents will be closely linked to methodological objectives. Students will be exposed to contents which they have to reflect on, thereby realizing the interdisciplinary nature of business topics.

Content of Course:
<ul style="list-style-type: none"> • Knowledge and academic approach, techniques of academic working • The business organization as subject in economics and the social sciences (interdisciplinary approach) • Business organizations and companies in their historical changes • The company as a social system: labour division, culture, organisation, power, control • Gender relations in the company • Employment in change and Industrial relations • Employers' and employees' interests and organizations • The business organization and society: business ethics und corporate responsibility • Social and political regulation of work

Literature Recommendations/Sources:
<p>Giddens, A., Sociology, 6th ed., Cambridge 2006 Grint, K., The Sociology of Work, 3rd ed., Cambridge 2006 Grint, K. (ed.), Work and Society, Cambridge 2000 Maurice, M./Sorge, A. (eds.), Embedding Organizations, Amsterdam-Philadelphia 2000 Sorge, A., Organization, London 2002 Strangleman, T./Warren, T., Work and Society: Sociological approaches, Themes and Markets, Milton Park-New York, 2008 Watson, T.J.: Sociology, Work and Industry, 5th ed., Routledge 2008</p>

Module Number	200592
Title of Module	Political Economy and Social Structure of Modern Society
Module Shortmark	BAG-E-2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> • With examples the students will gain a comprehensive view on the tendencies of social change and its most essential impacts -beyond the professional world and the world of labour which were at the focus of the first sociological module in the B.A.. • What stands to study are the influence of economic development onto social conditions and the interrelation between economy, society and the welfare state, mainly in an international context. • Selected examples will show how social development determines the institutional arrangements, individual and collective interests, but also, reversely, how acting in the job, the private sphere and society are influenced by these factors. • Focus will be laid on issues of structural change in the society, particularly • on the relationship between market and state and between globalisation and sustainability.

Content of Course:
<ul style="list-style-type: none"> • From the industrial society to service economy • Economic and social imbalance in its historical change • Demographic change and migration • Regulation and deregulation • Social policy and gender ratio • Past and Future of the welfare state • Processes of internationalisation since the 19th century • Employment in the process of globalisation • Ecology, production and styles of consumption • Ecology and politics on a national and international level

Literature Recommendations/Sources:
<p>G. Esping-Andersen (1990): The Three Worlds of Welfare Capitalism, Princeton - A. Giddens (2001): Sociology, 4th Ed., Oxford - A. Giddens (ed.) (2000): On the Edge. Living with Global Capitalism, London - W. Glatzer/I. Ostner (Hg) (1999): Deutschland im Wandel, Opladen - D. Held et. Al. (1999): Global Transformations. Politics, Economics and Culture, Cambridge - W. König (2000): Geschichte der Konsumgesellschaft, Stuttgart - M. Kronauer (2002): Die Gefährdung des Sozialen im hoch entwickelten Kapitalismus, Frankf./M. - K. Polanyi (1978): The Great Transformation. Politische und ökonomische Ursprünge von Gesellschaften und Wirtschaftssystemen, Frankf./M.</p>

Module Number	200691
Title of Module	Business Mathematics
Module Shortmark	IMG-F-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Proficiency corresponding to the mathematics pre-course
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>Having completed this module students will be able to</p> <ul style="list-style-type: none"> • solve problems from business processes using the appropriate mathematical skills in the areas of linear equations, classical mathematics in finance and optimisation of functions in economics on their own by means of the mathematical tools studied, • translate quantitative problems from business processes into the language of mathematics, • choose and discuss appropriate mathematical models, • properly apply mathematical formulae, • interpret mathematical results from the business perspective, • present and defend results in front of the group, • implement mathematical methods using mathematical software.

Content of Course:
<ul style="list-style-type: none"> • Linear functions, multidimensional linear models, matrix algebra • Systems of linear equations including methods for solving a system of linear equations and examples in business processes • Compound interest and annuity payments • Differential calculus of functions of one and of several variables • Optimisation with examples in business processes

Literature Recommendations/Sources:
<p>Anthony M., Biggs N.: 'Mathematics for Economics and Finance, Methods and modelling', Cambridge University Press, ISBN 0 521 55913 8.</p> <p>Hoy M., Livernois J., McKenna C., Rees R., Stengos T.: 'Mathematics for Economics', The MIT Press, ISBN-10: 0262582074, ISBN-13: 978-0262582070</p> <p>Dowling E.T., 'Schaum's Outline of Mathematical Methods for Business and Economics', Mcgraw-Hill Professional, ISBN-10: 0070176973, ISBN-13: 978-0070176973</p> <p>Anton H., Bivens I., Davis St.: 'Calculus', Wiley, J, ISBN-10: 0471482382, ISBN-13: 978-0471482383</p>

Module Number	200692
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Title of Module	Statistics
Module Shortmark	IMG-F-2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Proficiency corresponding to the mathematics pre-course
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>Having completed this module students will be able to</p> <ul style="list-style-type: none"> • model the quantitative aspects of typical business and economic problems • rationally choose the appropriate statistical methods and techniques for analysing given data sets • apply suitable statistical techniques properly to the given data sets and produce reasonable results • interpret data and results of statistical analysis adequately and present them in a useful form • see the risk of manipulation and the chances of taking influence in applying statistical techniques • judge opportunities and risks of business decisions • use wide-spread software-tools to support quantitative business analysis

Content of Course:
<ul style="list-style-type: none"> • Basic definitions, subject- and application areas of statistical methods • Derivation and presentation of univariate frequency distributions • Distribution statistics and landmark summaries ·Measures of the centre and variability • Describing data by frequencies, percentages and cumulative figures • Bivariate data analysis with regression and correlation • Basics of probability analysis • Random variables and probability distributions: normal, binomial, hypergeometrical and • Poisson-distribution • Sample statistics • Estimation of parameters and confidence-intervals • Hypothesis testing of parameters and types of errors • Chi-square statistic • desicion analysis

Literature Recommendations/Sources:
<p>Anderson, D. R.; Sweeney, D. J.; Williams, Th. A.: Quantitative Methods for Business, Thomson, South-Western</p> <p>Anderson, D. R. et.al.: Statistics for Business and Economics, Thomson, South-Western</p> <p>Evans Michael J., Rosenthal Jeffrey S.: Probability and Statistics. The Science of Uncertainty, 2 Rev ed, 2010, W.H. Freeman & Co Ltd</p> <p>Milton J.S., Arnold J.C.: Introduction to Probability and Statistics, 4. edition, 2004, McGraw-Hill, Boston</p> <p>Schaum`s Outline in Statistics, McGraw Hill, New York, (several books)</p> <p>Shenoy G.V., Srivastava Uma Kant, Sharma S.C.: Business Statistics, 2005, New Age Publications (Academic)</p>

Module Number	200791
Title of Module	Introduction to Business Information Systems
Module Shortmark	IMG-G-1
ECTS-Credits	5
SWS	2
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic PC knowledge
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:
<p>Having completed this module students will be able to</p> <ul style="list-style-type: none"> • describe the initial situation of companies when using modern information and communication systems • characterise the role of business information systems when planning, developing and supporting such systems, classify the different application systems used in business today • describe the necessary hardware and software components of information and communication systems and understand how they work together • model and solve on their own small business problems by using spreadsheet programs or/and database management systems • create simple WEB sites.

Content of Course:
<ul style="list-style-type: none"> • Information and communication systems in business and organisations • The role of "Business Information Systems" • Business applications (front office and back office systems, operational systems in the industry, applications in the service sector, planning and control systems, E-business applications) • How computers work (hardware and software architecture) • Communication systems (computer networks, network topology and network management) • Exercises in the PC lab • Solution of business problems using spreadsheet programs and database systems • Introduction into HTML and creating simple WEB sites

Literature Recommendations/Sources:
<p>- Shelly G., Cashman T.: Discovering Computers 2006: A Gateway to Information, Thomson, Boston - Laudon J., Laudon K.: Essentials of Business Information Systems, Prentice Hall, 2007 - Miller, L. :MIS Cases: Decision Making with Application Software, Prent.Hall, 2005</p>

Module Number	200792
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Title of Module	Business Applications
Module Shortmark	BAG-G-2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of the module "Introduction to Business Information Systems"
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:

Having completed this module students will be able to

- describe the most important components of business applications (ERP, SCM, CRM, Ebusiness, ...) and understand their importance for the underlying business processes in the company based on the architecture of integrated information systems
- model business processes by using the method of event driven process chains (EPC)
- design the data model for the processes using the Entity-Relationship-Model (ERM) Finally they will be able to transform these models into the schema of a relational database systemising the architecture of an integrated information system
- participate in IT-projects dealing with the planning and implementation of business information and communication systems
- apply methods for selecting appropriate standard business software for a company
- integrate security aspects when developing or selecting business applications;
- understand e-business concepts and business models in a global, IT-networked Web 2.0 environment
- practically work with different modules of the ERP-System SAP R/3.

Content of Course:

- The most important components of integrated business applications (ERP, SCM, CRM, E-business, ...)
- The relationship between business strategy, business processes and information and communication technologies;
- Methods of selecting standard business applications for a company;
- Using event driven process chains (EPC) for modelling business processes;
- Relational database design using Entity-Relationship-Modelling and normalisation;
- The structure of ERP systems exemplarily demonstrated by the system SAP R/3;
- Working with case studies and the SAP R/3 system.

Literature Recommendations/Sources:

Beighley, L.: Head First SQL, O'Reilly Media, 2007. Davenport, T.: The Coming Commoditization of Process, Harvard Business Review, June 2005. Erl, T.: Service-Oriented Architecture. Concepts, Technology, and Design, Prentice Hall International (2005). Jeston, J. and Nelis, J.: Business Process Management. Practical Guidelines to Successful Implementations, Butterworth Heinemann, 2006. Laudon, K.C. and Laudon, J.P.: Essentials of Business Information Systems, Prentice Hall, 7th ed., 2007. McDermott, R.: Community Development as a Natural Step, Knowledge Management Review, vol. 3 (5), 2000.

Module Number	200861
Title of Module	English for Management
Module Shortmark	BAG-En1
ECTS-Credits	2,5
SWS	2
Teaching Mode	Training
Frequency	Every Semester
Required Preconditions	Successful completion of English language courses (minimum: B1) at school and the ability to participate actively in Business English classes
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:

On completion of these two courses students will have:

- enhanced their ability to express their ideas and opinions on business and management topics in English
- extended their general word-stock and business terminology
- improved their ability to write for academic purposes and have acquired knowledge and practice in writing for business and work-related applications
- developed self-confidence and their ability to think critically, as well as to express their opinions on controversial issues in English
- become more aware of the power of enthusiastic and persuasive public speaking and have improved their personal style of presentation.

Content of Course:

Business topics addressed in these two courses include:

- What is management?: tasks of managers, personal strategies for finding managerial work, work-life balance issues
- Leadership: leadership styles, entrepreneurship, motivation theories, job satisfaction
Types of companies: legal types, corporate culture, family-friendly companies, innovative forms of work organisation
- Human resource management: recruitment, motivating staff, office communications, Introduction to marketing: marketing mix, market research, career opportunities in marketing, Brand management: creation and development of brands, customer services, product life-cycle, Advertising: target groups, advertising in different cultures
- Operations management: supply chain management and logistics, supplier - manufacturer relationship, make or buy decisions, outsourcing, globalised production

Literature Recommendations/Sources:

Duckworth, Michael(2004). Business Grammar and Practice, Oxford University Press.

Module Number	200862
Title of Module	English for Marketing
Module Shortmark	BAG-En2
ECTS-Credits	2,5
SWS	2
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of English language courses (minimum: B1) at school and the ability to participate actively in Business English classes
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:
<p>On completion of these two courses students will have</p> <ul style="list-style-type: none"> • enhanced their ability to express their ideas and opinions on business and management topics in English • extended their general word-stock and business terminology • improved their ability to write for academic purposes and have acquired knowledge and practice in writing for business and work-related applications • developed self-confidence and their ability to think critically, as well as to express their opinions on controversial issues in English • become more aware of the power of enthusiastic and persuasive public speaking and have improved their personal style of presentation

Content of Course:
<ul style="list-style-type: none"> • Business topics addressed in these two courses include: What is management?: tasks of managers, personal strategies for finding managerial work, work-life balance issues • Leadership: leadership styles, entrepreneurship, motivation theories, job satisfaction • Types of companies: legal types, corporate culture, family-friendly companies, innovative forms of work organisation • Human resource management: recruitment, motivating staff, office communications • Introduction to marketing: marketing mix, market research, career opportunities in marketing • Brand management: creation and development of brands, customer services, product life-cycle Advertising: target groups, advertising in different cultures • Operations management: supply chain management and logistics, supplier - manufacturer relationship, make or buy decisions, outsourcing, globalised production

Literature Recommendations/Sources:
Duckworth, Michael(2004). Business Grammar and Practice, Oxford University Press.

Module Number	200891
Title of Module	Self Management
Module Shortmark	IMG-K-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:
<p>After completion of this module all the students will be able to</p> <ul style="list-style-type: none"> • better organise themselves in their studies. • They will be more confident in their appearance, e.g. in front of groups and • have a first orientation towards what the studies require. • They will have learned to reflect over themselves and their studies and • to show more appreciation towards other people.

Content of Course:
<p>All students will attend the tutorial Presentation Techniques where they learn to give a visualised presentation on a subject. Furthermore, students will learn to:</p> <ul style="list-style-type: none"> • better recognise and use their own potentials, (Strengths-Weakness-Analysis) • develop individual learning techniques • adopt an appropriately organise their time and, if necessary, reduce stress.

Literature Recommendations/Sources:
<p>Covey, Stephen R. (1989): The 7 Habits of highly effective people. Covey, Stephen R. (2004) The power of character, Unlimited Publishing Drew, Sue and Rosie Bingham (2010): The guide to learning and study skills for higher education and work. Fiore, Neil A.: The NOW HABIT: A strategic program for overcoming procrastination and enjoying guilt-free play, Penguin, NY. Johnson, Dr. Spencer (1998): Who moved my cheese?, Vermilion, London. Paterson, Randy J.(2000): The Assertiveness Workbook, MJF Books, NYC. http://www.time-management-guide.com/time-management-articles.html http://www.dartmouth.edu/~acskills/success/time.html http://www.lc.unsw.edu.au/onlib/time.html http://www.mindtools.com/pages/article/newTMC_05_1.htm</p>

Module Number	400191
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Title of Module	Human Resources and Organisation
Module Shortmark	IB-BWL1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>After completion of this course students will be able to:</p> <ul style="list-style-type: none"> • assess managerial, organisational and personnel-related issues • realise their interrelatedness and apply different theories • understand the hands-on relevance of these issues and apply them to respective contexts • discuss their political relevance (globalisation, co-determination, gender, environmental issues and alike) • work on case studies to develop the student's analytical and communicative skills • develop team spirit and cross-functional competencies and innovative thinking • work with various media and give presentations

Content of Course:
<ul style="list-style-type: none"> • Introduction: Functions of the Management (environment, actors, goals) I. Organisation and Leadership (Basics) <ul style="list-style-type: none"> ○ Job organisation (tasks, positions, departments and teams) ○ Organisational structures, processes and projects ○ Leadership in Organisations II. Personnel Planning <ul style="list-style-type: none"> ○ Planning ○ Recruiting and selection ○ Assessment and development ○ Compensation

Literature Recommendations/Sources:
<p>Daft/Kendrick/Vershinina: Management, South-Western 2010 Jones: Organization Theory, Design, and Change, 6e, Pearson 2010 Slocum, J.W./Hellriegel, D.: Fundamentals of Organizational Behavior. International Edition. 1. Aufl.: Mason/Ohio: Thomson 2007 Snell/Bohlander: Principles of Human Resource Management, 15e, South-Western 2010</p>

Module Number	400192
Title of Module	Fundamentals of Corporate Finance

Module Shortmark	IB-BWL2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Accounting and Basics of Balancing
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:

- After completion of this module, students should
- have an overview of the basics of Corporate Finance
 - be able to apply fundamental calculation methods (leverage effect, ratios, etc.) from Finance
 - be able to confidently apply various valuation methods (net present value, cash flow, cash value, etc.) to various constellations,
 - be able to master all the basics of Corporate Finance in a case-study-oriented way
 - be able to independently analyse theoretical approaches (leverage effect, net-present-value method) regarding their practical application.

Content of Course:

- Basics in financing: the term "financing", financial objectives and capital structure, financial analysis, equity financing, loan financing, cash-flow financing.
- Basics of investment: the term "investment", investment planning, investment calculation methods in an overview.
- Discounted Cash Flow methods: net-present-value method, annuity method, internal-rate-of-return method, complete financial plan.

Literature Recommendations/Sources:

Brealey/Myers: Principles of Corporate Finance, McGraw-Hill; Ross/Westerfield/Jaffe: Corporate Finance, McGraw-Hill; Perridon/Steiner: Finanzwirtschaft der Unternehmung, Vahlen

Module Number	400193
Title of Module	Marketing

Module Shortmark	IB-BWL3
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Written Examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> • Ability to discuss marketing topics • Correct use of key marketing terms • Understanding of the basic principles of consumer and organisational buying behaviour • Usage of marketing instruments in different situations • Ability to analyse marketing related situations of business companies in order to develop and present solutions • Development of solutions in teams and the ability to manage these • Recognition of marketing aspects in business literature

Content of Course:
<ul style="list-style-type: none"> • Concept of marketing (targets, strategies, instruments) • Basic aspects of consumer and organisational buying behaviour • Fundamental concepts of market and marketing research • Targets and aspects of the marketing mix (4 ps/5 ps) • Diversity and gender aspects

Literature Recommendations/Sources:
<p>Jobbers, D., Principles and Practice of Marketing, McGraw-Hill, latest edition; Kotler, P., Principles of Marketing, Pearson, latest edition; Lamb, C.W./Hair, J.F./McDaniel, C.: Marketing, Thomson, latest edition;</p>

Module Number	400291
Title of Module	Introduction to Financial Accounting

Module Shortmark	IB-RW1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Written Examination

Learning Outcomes and Competencies, Subject related/Generic:
After completion of this module, students will be able to do the accounting for central transactions and prepare annual balance sheets. Students are able to present solutions and discuss them.

Content of Course:
<ul style="list-style-type: none"> • Tasks and legal basics of double-entry bookkeeping and for annual balance sheets, • Stock-taking, inventory, balance, statement of profits and losses, • Amendment of a balance sheet due to business transactions, • Posting technique into real accounts and income accounts, • Posting in commercial trade and manufacturing businesses, • Year-end closing entries (depreciation, accruals and deferrals, provisions, bad debts), • Balancing as to the amount (evaluation of additions and consequential evaluation), • Outlook to international accounting.

Literature Recommendations/Sources:
Reimers, J.G.: Financial Accounting, New Jersey, newest Edition; Libby/Libby/Short: Financial Accounting, New York, newest Edition; Slater, J.: College Accounting, New York, newest Edition

Module Number	400292
Title of Module	Cost Accounting
Module Shortmark	IB-RW2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basics of Financial Accounting
Assessment Form	Written Examination

Learning Outcomes and Competencies, Subject related/Generic:
Students will learn basic concepts and instruments of managerial accounting and will be able to assess and to apply these concepts and instruments in a business context.

Content of Course:
<ul style="list-style-type: none"> • Information needs and tasks of Managerial Accounting • Role of Managerial Accounting in Planning and Control • Cost terms, concepts and classifications • Volume and activity-based cost allocation • Job-order costing and process costing • Analyzing cost behavior • Absorption costing and variable costing • Cost-Volume-Profit-analysis • The budgeting process • Cost-Variance analysis • Performance evaluation – The RoI-concept

Literature Recommendations/Sources:
Aiden, B., Jarvis, R., Accounting in a business context, 4th edition, 2006. Albright, T.L., Ingram, R.W., Hill, J.W., Managerial Accounting. Information for Decisions, 4th edition, 2006. Drury., C., Cost and Management Accounting, 6th edition, 2006. Garrison, R.H., Noreen, E.W., Brewer, C., Managerial Accounting, 11th edition, 2006. Horngren, Datar, Foster: Cost Accounting – A Managerial Emphasis, Prentice Hall-Pearson Education

Module Number	400391
Title of Module	Microeconomics
Module Shortmark	IB-VWL1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:

- After completion of this module, students will be able to:
- understand optimisation processes and decisions of households and firms in commodity, labour and capital markets
 - develop an understanding of the interaction of economic agents in different markets
 - understand the basic features of economic paradigms as well as their methodological approaches, and apply them to selected issues of allocation and distribution
 - are able to integrate gender-specific aspects into their analyses.

Content of Course:

- Methodological introduction into microeconomics
- Household theory (demand in commodity markets, supply in labour markets, behaviour in capital markets, gender-specific aspects within the context of households)
- Corporate theory (supply in commodity markets, demand in labour markets, behaviour in capital markets)
- Basic features of the general equilibrium model
- Basic features of the price theory
- Basic features of the distribution theory
- Governmental economic policy in the field of allocation and distribution

Literature Recommendations/Sources:

Pindyck, R.S./Rubinfeld, D.L., Microeconomics, 6th ed., Prentice Hall, 2004; Himmelweit, S., Simonetti, R., Trigg, A., Microeconomics. Neoclassical and Institutional Perspectives on Economic Behaviour, International Thomson Business Press, 2001

Module Number	400392
Title of Module	Macroeconomics I
Module Shortmark	IB-VWL2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Desirable module "Microeconomics: Allocation and Distribution
Assessment Form	Written homework

Learning Outcomes and Competencies, Subject related/Generic:
<p>After accomplishing this module, students will be able to</p> <ul style="list-style-type: none"> • understand the methods of macroeconomic analysis • differentiate the various economic paradigms (particularly the differentiated explanation of growth, employment, unemployment, inflation and income distribution) • reproduce the basics of national accounting, interpret macroeconomic statistics and comprehend the empirical economic development of Europe, and of Germany in particular • know the most important sources for empirical investigations in general, and on the Internet in particular • integrate aspects of gender into the analysis

Content of Course:
<ul style="list-style-type: none"> • Basics of national accounting • application of the categories of national accounting to the empirical development of Europe and Germany, including the search for data • overview of the history of economic thought relating to fundamental economic paradigms (classics, including Marx, neo-classics and Keynesianism) • presentation of the neo-classical macro model of the real sphere (labour market, capital market, Say's law) and the monetary sphere (quantity theory of money) • presentation of the Keynesian macro model for determining production and employment as well as the price level (cost inflation/deflation, etc.) • overview of specific implementations of macroeconomic models (neo-classical synthesis, monetarism, neo-classics, neo-Keynesianism, etc.) • growth theory and theory of economic cycles • comparison of several theories on distribution

Literature Recommendations/Sources:
<p>Blanchard, O., <i>Macroeconomics</i>, 4th ed., Pearson Prentice Hall, 2004; <i>Macroeconomics in Context</i> (free from http://ase.tufts.edu/gdae/publications/textbooks/macroeconomics.html)</p>

Module Number	400393
Title of Module	Macroeconomics II: World Market and Currency
Module Shortmark	IB-VWL3
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Desirable: module "Microeconomics" and "Macroeconomics"
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>After completion of this module, the students will be able to</p> <ul style="list-style-type: none"> • understand the structure and logics of the balance of payments, • appreciate causes and effects of international trade, • appreciate the changes in exchange rates and international capital markets, • assess fundamental real and monetary foreign-trade paradigms as well as chances and risks of globalisation, • analyse political actions of national governments and international organisations based on case studies, • grasp alternative theoretical and problem-solving approaches and work them out on their own, but also in consensus-seeking teamwork, and present them.

Content of Course:
<ul style="list-style-type: none"> • Empirical presentation of trade and capital flows as well as migration • Structure and proposition of the balance of payments within the overall system of national accounting • Explanation of exchange rate fluctuations and adaptation processes with fixed exchange rates • Various currency systems with their pros and cons, discussed on selected examples (e.g. the Bretton Woods System, EMS I and II, Crawling Peg, managed floating, fully flexible exchange rates) • Currency crises and their causes, shown by examples (e.g. The EMS Crisis of 1992/93, The Asia Crisis of 1997) • Theories of international trade, free trade and welfare effects, protectionism and economic development, WTO and world trade conflicts • Perspectives of development of the international finance, currency and trade systems • Further information: • This course also serves the preparation studies and internships abroad. An international student body is expected.

Literature Recommendations/Sources:
<p>Krugman, P./Obstfeld. M., International Economics, 7th ed., Addison-Wesley 2006; Ingham, B., International Economics, A European focus, Prentice Hall, latest edition; Stiglitz, J. Making Globalisation Work, Allen Lane, 2006</p>

Module Number	400491
Title of Module	Fundamentals of Business Law
Module Shortmark	IB-Recht1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:

The students would, after successful participation in this module, have developed the following skills:

- an awareness of the risks, but also the opportunities, which result for business transactions from the differences between the legal systems of the world (with reference to the WTO treaties)
- basic knowledge of selected areas in German and foreign business law, where such differences may become decisive
- an understanding of the development of the German and the foreign legal system, including European Law
- consciousness of the possibility to use Private International Law (Conflict of Laws) in order to avoid the risks and to profit by the opportunities resulting from legal diversities.

Content of Course:

- introduction to the characteristics and the development of the main legal systems in the world, especially German and French as well as (Angloamerican) Common Law
- from English and German comparative law: the formation and binding force of contracts, the liability for their performance, the transfer of title and the bona fide acquisition of property; the authority of representatives, selected aspects of tort liability;
- from Private International Law: the connecting factors of Conflict of Laws rules, the freedom to choose the applicable law of a contract, the lex rei sitae rule for property rights, the lex loci delicti rule for tort liability.
- from European Law: the influence of European Law as regards possible obstacles posed by legal diversity between Member States, as well as business opportunities created by the fundamental freedoms of the Internal Market;
- from WTO Law: selected business issues within the framework of the GATT, GATS and TRIPs

Literature Recommendations/Sources:

Ian Brown: "Conflict of Laws" (current edition); Paul Craig/Grainne de Burca: "EU Law – Text, Cases and Materials" (current edition); Peter Naylor: "Business Law in the Global Marketplace – The Effects on International Business" (current edition); Richard Schaffer/Beverley Earle/Filiberto Agusti: "International Business Law and Its Environment" (current edition); Konrad Zweigert/Hein Kötz: "Introduction to Comparative Law", as translated into English by Tony Weir (current edition)

Module Number	400591
Title of Module	Work, Business and Society
Module Shortmark	IB-Soz1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>After successful completion of the module students should be able</p> <ul style="list-style-type: none"> • to know the meaning of thinking and working academically • to know the similarities and differences in approaching critically various socio-scientific disciplines • to know the most important processes and institutions which determine the modern world of work • to integrate their special business knowledge into a broader context • to appreciate the importance of "social skills" in professional activity. • Contents will be closely linked to methodological objectives. Students will be exposed to contents which they have to reflect on, thereby realizing the interdisciplinary nature of business topics.

Content of Course:
<ul style="list-style-type: none"> • Knowledge and academic approach, techniques of academic working • The business organisation as subject in economics and the social sciences (interdisciplinary approach) • Business organisations and companies in their historical changes • The company as a social system: labour division, culture, organisation, power, control • Gender relations in the company • Employment in change and Industrial relations • Employers and employees interests and organisations • The business organisation and society: business ethics und corporate responsibility • Social and political regulation of work

Literature Recommendations/Sources:
<p>Grint, K., The Sociology of Work, Cambridge 1998. Grint, K. (ed.), Work and Society, Cambridge 2000. Giddens, A., Sociology, 6th ed., Cambridge 2006. Maurice, M./Sorge, A. (eds.), Embedding Organizations, Amsterdam-Philadelphia 2000. Sorge, A., Organization, London 2002</p>

Module Number	400592
Title of Module	Regional Studies
Module Shortmark	IB-Soz2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:

- By the end of the module students should:
- possess foundation knowledge of the major political systems and regions of the contemporary globalised world;
 - be able to write analytical reports on the more important political systems and regions of the world in English language;
 - have a critical understanding and knowledge of the political, economic and social environment in which business in general and international business management operates;
 - be able to contextualise business and international management in national, regional and international institutions, processes and dynamics;
 - have a sound understanding of the diverse problems, dilemmas and opportunities presented to states as they respond on the one hand to the changing world order and on the other to their national publics.

Content of Course:

The module introduces students into the main political, economic and social processes of a complex international multi-level environment. This course intends to give an introductory overview on the history and functioning of the main national political systems, which are more and more engaged in processes of regional economic integration. The module will focus predominantly on the European Union and its member-states, however the Asia Pacific Rim including USA, Japan and China and some issues of the developing world will also be discussed thoroughly. The module wants to raise awareness of the intertwined processes of global, regional and national politics and economy

Literature Recommendations/Sources:

Gabriel A. Almond, G. Bingham J. Powell Jr., Russell J. Dalton, Kaare Stroem, Comparative Politics Today: A World View. Seventh, Updated Seventh, Eight Editions or Ninth editions (London: Longman 2002, 2003 and 2004 respectively, 2008); Peter Calvert, Comparative Politics. An Introduction. (Harlow: Pearson Education and Longman 2002); Michele Cini (ed.), European Union Politics. (Oxford: OUP 2007) second edition

Module Number	400691
Title of Module	Mathematics for Business and Economics
Module Shortmark	IB-Quan1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Proficiency corresponding to the mathematics pre-course
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:

- Having completed this module students will be able to
- solve problems from business processes using the appropriate mathematical skills in the areas of linear equations, classical mathematics in financial and optimisation of functions in economics on their own by means of the mathematical tools studied
 - translate quantitative problems from business processes into the language of mathematics
 - derive appropriate mathematical models
 - properly apply mathematical formulae
 - interpret mathematical results from the business perspective
 - present and defend results in front of a group
 - implement mathematical methods using mathematical software

Content of Course:

- Linear functions, multidimensional linear models, matrix algebra
- Systems of linear equations including methods for solving a system of linear equations and examples in business processes
- Compound computation of interest and payment by instalments
- Differential calculus of functions of one and of several variables
- Optimisation with examples in business processes

Literature Recommendations/Sources:

Anton H., Bivens I., Davis St.: „Calculus“, 7th edition.
 Anthony M., Biggs N.: 'Mathematics for Economics and Finance, Methods and modelling', Cambridge University Press, 1996.
 Hoy M., Livernois J., McKenna C., Rees R., Stengos T.: 'Mathematics for Economics', The MIT Press, 2001.
 Dowling E.T., 'Schaum's Outline of Mathematical Methods for Business and Economics', McGraw-Hill Professional, 2009.

Module Number	400692
Title of Module	Statistics
Module Shortmark	IB-Quan2
ECTS-Credits	5
SWS	8
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Proficiency corresponding to the mathematics pre-course
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>Having completed this module students will be able to</p> <ul style="list-style-type: none"> • model the quantitative aspects of typical business and economic problems • rationally choose the appropriate statistical methods and techniques for analysing given data sets • apply suitable statistical techniques properly to the given data sets and produce reasonable results • interpret data and results of statistical analysis adequately and present them in a useful form • see the risk of manipulation and the chances of taking influence in applying statistical techniques • judge opportunities and risks of business decisions • use wide-spread software-tools to support quantitative business analysis

Content of Course:
<ul style="list-style-type: none"> • Basic definitions, subject- and application areas of statistical methods • Derivation and presentation of univariate frequency distributions • Distribution statistics and landmark summaries • Measures of the centre and variability • Describing data by frequencies, percentages and cumulative figures • Bivariate data analysis with regression and correlation • Basics of probability analysis • Random variables and probability distributions: normal, binomial, hypergeometrical and Poisson-distribution • Sample statistics • Estimation of parameters and confidence-intervals • Hypothesis testing of parameters and types of errors • Chi-square statistic • decision analysis

Literature Recommendations/Sources:
<p>Anderson, D. R.; Sweeney, D. J.; Williams, Th. A.: Quantitative Methods for Business, Thomson, South-Western; Anderson, D. R. et.al.: Statistics for Business and Economics, Thomson, South-Western; Bourier, G.: Beschreibende Statistik, Wahrscheinlichkeitsrechnung und schließende Statistik; Schira, J.: Statistische Methoden der VWL und BWL, Pearson Studium, München;- Schaum`s Outline in Statistics McGraw Hill, New York, (several books)</p>

Module Number	400791
Title of Module	Introduction to Business Information Systems
Module Shortmark	IB-IT1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic PC knowledge
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:
<p>Having completed this module students will be able to</p> <ul style="list-style-type: none"> • describe the initial situation of companies when using modern information and communication systems • characterise the role of business information systems when planning, developing and supporting such systems • classify the different application systems used in business today • describe the necessary hardware and software components of information and communication systems and understand how they work together • model and solve on their own small business problems by using spreadsheet programs or/and database management systems • - create simple WEB sites.

Content of Course:
<ul style="list-style-type: none"> • Information and communication systems in business and organisations • The role of "Business Information Systems" • Business applications (front office and back office systems, operational systems in the industry, applications in the service sector, planning and control systems, E-business applications) • How computers work (hardware and software architecture) • Communication systems (computer networks, network topology and network management) • Exercises in the PC lab • Solution of business problems using spreadsheet programs and database systems • Introduction into HTML and creating simple WEB sites

Literature Recommendations/Sources:
<p>Shelly G., Cashman T.: Discovering Computers 2006: A Gateway to Information, Thomson, Boston. Laudon J., Laudon K.: Essentials of Business Information Systems, Prentice Hall, 2007. Miller, L.: MIS Cases: Decision Making with Application Software, Prentice Hall, 2005</p>

Module Number	400792
Title of Module	Business Application
Module Shortmark	IB-IT2
ECTS-Credits	5
SWS	6
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of the module "Introduction to Business Information Systems"
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>Having completed this module students will be able to</p> <ul style="list-style-type: none"> • describe the most important components of business applications (ERP, SCM, CRM, E-business, ...) and understand their importance for the underlying business processes in the company based on the architecture of integrated information systems; • model business processes by using the method of event driven process chains (EPC); • design the data model for the processes using the Entity-Relationship-Model (ERM). Finally they will be able to transform these models into the schema of a relational database system using the architecture of an integrated information system; • participate in IT-projects dealing with the planning and implementation of business information and communication systems; • apply methods for selecting appropriate standard business software for a company; • integrate security aspects when developing or selecting business applications; • understand e-business concepts and business models in a global, IT-networked Web 2.0 environment; • practically work with different modules of the ERP-System SAP R/3.

Content of Course:
<ul style="list-style-type: none"> • The most important components of integrated business applications (ERP, SCM, CRM, E-business, ...); • The relationship between business strategy, business processes and information and communication technologies; • Methods of selecting standard business applications for a company; • Using event driven process chains (EPC) for modelling business processes; • Relational database design using Entity-Relationship-Modelling and normalisation; • The structure of ERP systems exemplarily demonstrated by the system SAP R/3; • Working with case studies and the SAP R/3 system.

Literature Recommendations/Sources:
<p>Beighley, L.: Head First SQL, O'Reilly Media, 2007. Davenport, T.: The Coming Commoditization of Process, Harvard Business Review, June 2005. Erl, T.: Service-Oriented Architecture. Concepts, Technology, and Design, Prentice Hall International (2005). Jeston, J. and Nelis, J.: Business Process Management. Practical Guidelines to Successful Implementations, Butterworth Heinemann, 2006. Laudon, K.C. and Laudon, J.P.: Essentials of Business Information Systems, Prentice Hall, 7th ed., 2007. McDermott, R.: Community Development as a Natural Step, Knowledge Management Review, vol. 3 (5), 2000.</p>

Module Number	400891
Title of Module	Self Management
Module Shortmark	IB-SQ1
ECTS-Credits	5
SWS	4
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:
<p>After completion of this module all the students will be able to:</p> <ul style="list-style-type: none"> • better organise themselves in their studies. • They will be more confident in their appearance, e.g. in front of groups and • have a first orientation towards what the studies require. • They will have learned to reflect over themselves and their studies and • To show more appreciation towards other people.

Content of Course:
<ul style="list-style-type: none"> • All students will attend the tutorial Presentation Techniques where they learn to give a visualised presentation on a subject • Furthermore, students can opt for three more tutorials, i.e. • in the tutorial Strengths-Weakness-Analysis they will learn to better recognise and use their own potentials • in the tutorial Learning Techniques they will learn to develop individual learning techniques • in the tutorial Time Management they will learn to adopt an appropriately organise their time and, if necessary, reduce stress.

Literature Recommendations/Sources:
Spoun, Domnik: Erfolgreich Studieren, Pearson Studium, 2004

Module Number	201591
Title of Module	Strategic Management
Module Shortmark	BAH-Strat1
ECTS-Credits	5
SWS	6
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of the first study course
Assessment Form	Oral examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>The students shall be familiarised with a basic understanding of tasks of and approaches towards strategic management from a practice-oriented perspective. After completing this course, the students shall particularly be able to:</p> <ul style="list-style-type: none"> • explain basic terms and referential frames of the strategic management process • identify central strategic issues in given practical cases and examples • explain proven standard tools of strategic analysis and apply them to specific cases • present prerequisites for obtaining sustainable competitive advantages and analyse practical examples in this respect • know various approaches of measuring strategic success • recognise and critically reflect on various stakeholder perspectives • have gained (through the contribution of a discipline of non-business-administrative character) strategy-relevant analytical skills in selected fields of the strategic environment. • The students shall, furthermore, be enabled to translate the skills gained into a management and action-oriented perspective

Content of Course:
<ul style="list-style-type: none"> • Strategic Management A (Business Administration, 4 chw): <ul style="list-style-type: none"> ○ Basic terms, objectives, algorithms of the strategic management process (focusing on the level of business segments) ○ Methods of analysing the strategic environment, applying them to case studies or examples ○ Methods of business analysis on the level of business segments and of the entire business ○ Strategic options, strategic choice and methods of assessing strategies ○ Strategy implementation and execution ○ Strategic control and measuring success • Strategic Management B (from the perspective of one of the following disciplines, 2 chw): <ul style="list-style-type: none"> ○ Jurisprudence (possible topical fields): legal aspects of business formation, corporate governance/corporate legal structure (in accordance with basic course on Company Law and on Competition Law), anti-discrimination legislation ○ Economics (possible topical fields): forms of markets, applied microeconomics, issues derived from the economics of industry and institutions ○ Social sciences (sociology, behavioural sciences) (possible topical fields): management and teams, management of change, management of corporate culture, business networks/strategic networks, corporate ethics, gender + management

Literature Recommendations/Sources:
<p>Hitt/Ireland/Hoskisson, Strategic Management, 6th ed. 2005 (US-American perspective), Johnson, Gerry/ Scholes, Kevan/Whittington, Richard (2009): Exploring Corporate Strategy. 8th edition, Financial Times, Pearson: Harlow (British-european perspective), Grant, Robert M. (2010): Contemporary Strategy Analysis. 7th edition, John Wiley: Chichester</p>

Module Number	201693
Title of Module	Operations Management
Module Shortmark	IMH-OP3
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic studies / Mathematics and Statistics
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> To provide an overview of the basic concepts and theories in operations management; qualification for applying models and methods to planning and monitoring operations processes.

Content of Course:
<ul style="list-style-type: none"> Introduction to Supply Chain Management as a basis for an efficient structuring of operations processes. Presentation of circumstances, explanatory approaches, corporate policy structuring concepts in the basic phases of supply chains: procurement planning (multiple/single sourcing, supplier selection, material requirement planning, procurement cost, supply-of-materials plan, order policies, safety stock planning), inventory management (warehouse techniques, warehouse management, layout planning), production management (systems of production and organisational structures, machine scheduling, assembly-line configuration, process monitoring), distribution (basic structures in distribution logistics, location planning, means of transport selection, operational transportation planning), reverse logistics (structural and legal basics, process structures, closed-loop concepts) and logistic information management (communication and location techniques, inter-organisational information management, telematics in operational monitoring and control)

Literature Recommendations/Sources:
<p>Bowersox, D.J. / Closs, D.J. / Copper, M.B. (2007): Supply chain logistics management. 2nd ed. (McGraw-Hill) Boston et al.;</p> <p>Chase, R.B. / Aquilano, N.J. / Jacobs, F.R. (2009): Operations and supply chain management. 12th ed. (McGraw-Hill) Boston et al.;</p> <p>Christopher, M. (2005): Logistics and supply chain management - Creating value-adding networks. 3rd ed. (Prentice Hall / Pearson) Harlow;</p> <p>Gourdin, K.N. (2006): Global logistics management - A competitive advantage for the 21st century. 2nd ed. (Blackwell) Maldem, MA et al.;</p> <p>Krajewski, L. / Ritzman, L. / Malhorta, M. (2009): Operations management - Processes and value chains. 9th ed. (Pearson / Prentice Hall) Upper Saddle River, N.J.; Russell, R.S. / Taylor, B.W. (2009): Operations management. 6th ed. (Wiley) Chichester et al.;</p> <p>Stadtler, H. / Kilger, C. (eds.) (2008): Supply chain management and advanced planning. 4th ed. (Springer) Berlin / Heidelberg;</p> <p>Waters, D. (2007): Global logistics - New directions in supply chain management. 5th ed. (Kogan Page) London / Philadelphia</p>

Module Number	202391
Title of Module	Communication and Interaction on the Job
Module Shortmark	BAH-SK
ECTS-Credits	5
SWS	4
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	The students are in their 7th semester and have completed one internship.
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:
<p>The students learn to communicate and interact with others more consciously. After actively attending these seminars, the students will have become more sensitive to interpersonal processes, mainly in talks. Discussions with colleagues and/or superiors will be practiced in both everyday work situations or particularly with international partners, in negotiations or in a larger circle, at a meeting.</p>

Content of Course:
<ul style="list-style-type: none"> • Attending a communications seminar is compulsory to all students. Beyond this seminar, optional compulsory subjects are offered where students learn – • in the tutorial Teamwork and Chairing of Meetings how to present a meeting and supervise teams • in the tutorial Communication in an Intercultural and International Context something about cross-cultural differences and how to handle them • in the tutorial Negotiating to negotiate something with one or more partners in fair and clear manner

Literature Recommendations/Sources:
<p>Adler, N. (2002). International dimensions of organizational behavior. Cincinnati: South Western College Publishing.</p> <p>Comfort, J. & Franklin, P. (2008): The Mindful International Manager. Competences for Working Effectively across Cultures. York Associates.</p> <p>Gesteland, Richard D. (2003). Cross-Cultural Business Behavior, Copenhagen: Copenhagen Business School Press.</p> <p>Spencer-Oatey, H. & Franklin, P. (2010): Intercultural Interaction: A Multi-disciplinary Approach to Intercultural Communication. London: Palgrave-Macmillan.</p> <p>Cellich, Claude and J.C. Subhash (2004): Global business negotiations, Thomson South-Western.</p> <p>Low, Patrick Kim Chen (2010): Successfully Negotiating in Asia, Springer Berlin. (electronic resource)</p> <p>Brett, Jeanne M. (2007): Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries, Wiley & Sons, New York.</p>

Module Number	202091
Title of Module	Product and Distribution Management
Module Shortmark	BAH-M-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic module of "Marketing"
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> • Students will be enabled to apply the instruments of operational product, price and distribution management in business practice. • They will increase their analytical and communication competencies by means of group discourse and case study presentations.

Content of Course:
<ul style="list-style-type: none"> • The importance of product and contracting policies for designing an efficient marketing mix. • Market segmentation, product development and product launches, trade name control in the product lifecycle, product positioning and design • Criteria for composite manufacturers' programmes or trade assortments, approaches of Category Management. • Pricing strategies, determination factors of pricing policies, payment conditions and discounts, financing of sales • Goals of the distribution policy • Direct sales - indirect sales (traders, sales representatives, OEMs, licenses, franchising) • Tasks and goals of distribution; sales techniques (key account management, relationship selling, direct sales/Internet) • Sales organisation; sales management

Literature Recommendations/Sources:
<p>Kapferer, J. N., The New Strategic Brand Management: Creating and Sustaining Brand Equity Long Term, 4th edition, 2008, Kogan Page;</p> <p>Kevin Keller, K./Aperia, T./Georgson, M., Strategic Brand Management: A European Perspective, 2008, Prentice Hall;</p> <p>Nagle, T., The Strategy and Tactics of Pricing, A Guide to Profitable Decision Making: A Guide to Growing More Profitably, 2005, Prentice Hall;</p> <p>Ingram, T. N./LaForge, R. W./Avila, R. A., Sales Management: Analysis and Decision Making, 2008, South-Western;</p> <p>Jobber, D./Lancaster, G., Selling and Sales Management, 8th edition, 2009, Prentice-Hall;</p>

Module Number	202092
Title of Module	Market Research
Module Shortmark	BAH-M-2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic knowledge of "Marketing" and "Statistics"
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> • To provide an understanding of basic and advanced methods and areas of application in marketing research. • The students will be enabled to understand the value of marketing research for marketing decision-making. Moreover, students will be able to plan, realise and analyse marketing research surveys and to present their results.

Content of Course:
<ul style="list-style-type: none"> • Marketing research as an instrument of business decision-making • secondary market research, competition research • types of primary research: survey, observation and experiment • types of communication: written, by phone, oral, online • creating questionnaires - psycho-tactical problems and procedures • sampling techniques: selection procedures, random and quota • sample survey calculation • statistical auditing procedures: chi-square, t -test • panel methods • observation procedures • laboratory and field tests • test marketing • descriptive and multivariate statistical analyses • presentation of marketing research findings • international marketing research • case studies. • Introduction to SPSS in PC-based exercises.

Literature Recommendations/Sources:
<p>Core Reading: Aaker, D. /Kumar, V./ Day, G.: Marketing Research, Wiley and Sons, current edition McDaniel, C./Gates, R.: Marketing Research.With SPSS, Wiley and Sons, current edition Bearden, W./Netemeyer, R.G.: Handbook of Marketing Scales, Sage, current edition</p>

Module Number	202093
Title of Module	Communication Strategies and Consumer Behaviour
Module Shortmark	BAH-M-3
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic module of "Marketing"
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> • Students will learn to analyse the consumer's perception and decision process to develop strategic concepts of marketing communications on their own. • They will learn to select communication channels in a well-founded way and to control the entire communication process of analysing, planning, implementing and controlling marketing communication activities on their own. • They will also be enabled to convincingly present the results of their conceptual work.

Content of Course:
Principles of market communication/advertising; communication strategy as a constituent of the marketing mix; the concept of integrated business and brand communication, traditional and non-classical instruments in communication; practical aspects of planning, designing and launching advertising measuring the results; legal framework conditions; media research and media planning; consumer behaviour: processes of perception, learning and purchase decision-making; motivation, attitudes, images

Literature Recommendations/Sources:
<p>Solomon, M./Barnossy, G./Askegaard, S./Hogg, M.: Consumer Behavior. Enhanced Media Edition. An European Perspective, Pearson Longman, current edition</p> <p>Peter, J.P./Olson, J.: Consumer Behaviour and Marketing Strategy. International edition, McGraw-Hill, current edition</p> <p>Belch, G./Belch, M.: Advertising and Promotions. An Integrated Marketing Communications Perspective, Prentice Hill, current edition</p> <p>Kimmel, A.: Marketing Communications. New Approaches, Technologies and Styles, Oxford University Press, current edition</p>

Module Number	202094
Title of Module	Selected Issues in Marketing
Module Shortmark	BAH-M-4
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Knowledge in Marketing and Business Administration
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> • Students will be enabled to critically analyse specific and current marketing developments in their economic and social context and explain potential interfaces and interactions. • Moreover, students will be able to discuss the interaction of marketing with other business disciplines and to generate the benefits of this interaction and current developments and apply their knowledge in case studies.

Content of Course:
The content of the course will be updated by the marketing department depending on the current marketing trends.

Literature Recommendations/Sources:
Depending on current topics.

Module Number	202361
Title of Module	English for Finance and Accounting
Module Shortmark	BAH-EN1
ECTS-Credits	2,5
SWS	2
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	Successful completion of English (1) for Management, English (2) for Marketing
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:
<p>On completion of this course students have:</p> <ul style="list-style-type: none"> • learned to express themselves professionally in the context of meetings (oral component requirement) • improved written communication for business and management applications • further developed language accuracy and attained a higher degree of fluency in Business English (banking, finance and accounting, economics)

Content of Course:
<ul style="list-style-type: none"> • Banking: personal and corporate banking, cultural differences in banking • Accounting: financial statements, accounting principles • Financial instruments: shareholding, issuing bonds, financing start-ups • Management skills in English: Writing: agendas and minutes of meetings, reminders, complaints and replies to complaints; academic writing • Oral component: language and techniques of meetings, role-play meetings - expressing opinions, handling conflict, responsibilities of the chairperson • Language: review of tenses, passives, conditionals, past tenses; business vocabulary and terminology expansion for banking, finance and accounting, economics.

Literature Recommendations/Sources:
Duckworth, Michael (2004). Business Grammar and Practice, Oxford University Press

Module Number	202362
Title of Module	English for International Business & Economics
Module Shortmark	BAH-EN2
ECTS-Credits	2,5
SWS	2
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	Successful completion of English (1) for Management, English (2) for Marketing, English (3) for Finance and Accounting.
Assessment Form	Student performance

Learning Outcomes and Competencies, Subject related/Generic:
<p>On completion of this course students have</p> <ul style="list-style-type: none"> • further developed their ability to be persuasive in English • conducted a significant group project in English (oral component requirement) • improved essay writing skills in English and completed a number of business documents • become aware of cultural differences and their effect on business success

Content of Course:
<ul style="list-style-type: none"> • Economics: business cycle, market structure and competition; business plan project: Doing business across cultures (include a general review of previous semesters: market research and product development, distribution strategies, advertising, personnel planning, growth strategies, financial planning) • Management skills in English: Oral component: business plan (persuasive) presentations; debates and discussions. • Writing: mission statements, press releases, business reports, SWOT analyses, and additional business plan documents • Language: Language of graphs and prediction, gerunds and infinitives, reported speech.

Literature Recommendations/Sources:
Duckworth, Michael (2004). Business Grammar and Practice, Oxford University Press.

Module Number	203091
Title of Module	Finance and Investment Policies in Businesses
Module Shortmark	BAH-F-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	The module "Basics of External Accounting"
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>Students will have to deal with issues and solution concepts in finance management from a real-world and theoretically profound perspective.</p> <p>After having completed the course students will be able to</p> <ul style="list-style-type: none"> • explain, apply appropriately and critically comment on principal and advanced methods of evaluating future monetary flows, • appropriately present the elementary interrelatedness of financial profit and financial risk and apply it by means of suitable tools within a target-oriented portfolio management, • develop the theoretical relation of financial activity in the field of budgeting as well as of capital structure and dividend policy in a paradigm-oriented way and supplement it with optional actions specifically required in the individual case, • recognise elementary financial risks, estimate their respective consequences and investigate and apply measures or instruments aiming at levelling financial risks in yield.

Content of Course:
<ul style="list-style-type: none"> • Principles of financial valuation concepts • Applications and related problems of selected valuation approaches • Relationship between profit and risk; theoretical principles of portfolio management • Finance management and the theory of the capital market - transferability of theoretical capital-market models in business administration • Concepts and instruments of equity and debt capital • Efficient markets and their importance to a successful finance and investment management • Introduction into the structure, valuation and application of financial options, • The structure, application and valuation of simple and complex collateral security strategies • Real options

Literature Recommendations/Sources:
<p>Brealey, Richard A. / Myers, Stewart C. / Allen, Franklin: Principles of Corporate Finance, Irwin-McGraw-Hill, 8th Ed. Boston (Mass.) 2006 Bodie, Zvi / Kane, Alex / Marcus, Alan J.: Investments, Irwin-McGraw-Hill, 6th. Ed. Boston (Mass.) 2005. Copeland, Thomas E. / Weston, Fred J. / Shastri, Kuldeep: Financial Theory and Corporate Policy, 4th Ed. Boston (Mass.) 2005. Ross, Stephen A. / Westerfield, Randolph W. / Jaffee, Jeffrey T.: Corporate Finance, Irwin-McGraw-Hill, 7th. Ed. Boston (Mass.) 2004.</p>

Module Number	203092
Title of Module	Financial Analysis and Valuation
Module Shortmark	BAH-F-2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	The modules "Basics of External Accounting", "Basics of Internal Accounting/Controlling", "Investment and Finance"
Assignment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> • Upon completion of this module students will be able to analyse the financial position of a company on the basis of selected financial key figures • to draw up a cash flow statement • to implement the assessment of a business including mainly applied methods of business valuation • to calculate the issued price of a share according to the DCF method • to calculate and interpret value-based key figures and, furthermore • to plan a management buyout (MBO) on the basis of a case study.

Content of Course:
<ul style="list-style-type: none"> • Financial Analysis on the basis of financial key figures • Cash Flow Statement • Business Valuation • Capital Market Models • Methods of Business Valuation (Multiples, DCF, Real Options) • Value Based Management • Value Based Key Figures (Economic Value Added, Market Value Added, Cash Flow Return on Investment, Cash Value Added, etc.)

Literature Recommendations/Sources:
<p>Brealey/Myers: Principles of Corporate Finance, McGraw Hill Berk/DeMarzo: Corporate Finance, Pearson/Addison Wesley Ernst, D./Häcker, J., Applied International Finance, München; Hull, John C.: Options, Futures and Other Derivatives, Prentice Hall Ryan, B., Corporate Finance and Valuation, London.</p>

Module Number	203094
Title of Module	Selected Issues in Business Finance
Module Shortmark	IMH-F-4
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic knowledge in "Finance and Investments"
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>The major aim of this course is to provide students with in-depth knowledge of selected fields of international business finance in corporations and financial markets. Moreover, selected special fields of business finance, such risk management, direct foreign investment and issues of the national and international financing law will be investigated. After completing this module students will be able to make business finance decisions in an international context.</p>

Content of Course:
<ul style="list-style-type: none"> • Business finance globalisation • International business finance • International financial markets • Risk management

Literature Recommendations/Sources:
<p>Eitemann/Stonehill/Moffett: Multinational Business Finance, Pearson/Addison Wesley 2004. Hughes/Mac Donald: International Banking, Addison Wesley 2002. Fabozzi/Ferri/Jones/Modigliani: Foundations of Financial Markets and Institutions, Pearson 2002; Marrison: The Fundamentals of Risk Measurement, Mc Graw Hill 2002; Shapiro: Multinational Financial Management, John Wiley and Sons 2003</p>

Module Number	204093
Title of Module	Accounting and Managerial Accounting
Module Shortmark	BHA-R-3
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic knowledge in "External Accounting" – "Account Balancing" (Field of Activity)
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
Students will apply and enhance their knowledge about Management Accounting through case studies in various business contexts. A critical reflection about Management Accounting tools and business practice will enable the students to assess business situations and successfully apply the adequate management accounting tools and concepts.

Content of Course:
<ul style="list-style-type: none"> • Management Accounting - The Certified Management Accountant • Strategic Management Accounting - Concepts and Cases • Analysis of Financial Statements by Ratios • Short Term Decision Making - Cost Accounting Revisited • Flexible Budgeting Revisited • Capital Budgeting Revisited • Management Control Systems - Performance Measurement with KPIs • Enterprise Risk Management Systems and Internal Controls • Sustainability Accounting • further issues

Literature Recommendations/Sources:
<p>Hornngren, Harrison, Oliver (2008): Accounting (8th edition) (will be made available in the library)</p> <p>Free online website provides a free comprehensive textbook and learning center for accounting and management accounting! http://www.principlesofaccounting.com/</p> <p>Additional Readings Numerous articles and complex case studies will be made available during the course, e.g.:</p> <p>Hartmann, F. et al. (2010): Why Business Unit Controllers Create Budget Slack: Involvement in Management, Social Pressure, and Machiavellianism. In: Behavioral Research in Accounting, Vol. 22, No. 2, pp. 27-49, 2010.</p> <p>Lehman, C. (2010): Internal Controls, A Compendium of Short Cases. In: Issues in Accounting Education, Vol. 25, No. 4, pp. 741-754, 2010.</p>

Module Number	205091
Title of Module	Human Resource Management
Module Shortmark	BAH-P-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic knowledge of organisational theories and personnel management (e.g. the personnel management process), awareness of group dynamics, team skills, language skills (German & English)
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> Advanced knowledge of human resource management (e.g. strategic and international issues), basic principles of psychology, sensitivity for interpersonal relations, communication skills for HR issues (e.g. selection interviews, feedback, target agreements), self-reflection competence, ability to design the own learning process, integrated thinking

Content of Course:
<ul style="list-style-type: none"> Strategic and international human resource management Recruiting and selection Fundamentals of aptitude testing Human resource development in the context of the current issue of Change Management Success factors of team work Motivation and compensation Theory and training of feedback processes Compensation management Human resource controlling

Literature Recommendations/Sources:
<ul style="list-style-type: none"> Mello: Strategic Human Resource Management, 3e, Thomson 2010 Snell/Bohlander: Principles of Human Resource Management, 15e, South-Western 2010 Thomson, Rosemary: Managing People, 3rd ed., Elsevier, 2002 Torrington/Hall/Taylor: Human Resource Management, Pearson 2008

Module Number	211091
Title of Module	National and International Financial Relations
Module Shortmark	BAH-TH-1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of the first stage of studies recommended
Assessment Form	Written homework

Learning Outcomes and Competencies, Subject related/Generic:
<p>The aim of this module is to provide students with an understanding of the structure of the financial system in Germany and how it compares with that in other countries, and to analyse the principal types of international capital transaction. Students will become familiar with the way in which Germany and other countries are integrated into the international financial system, and of the broad pattern of international capital flows, both between the industrialised countries, and between the industrialised and developing countries. They will examine the notion of a lead currency and of the potential rivalry between the dollar and the euro, and will critically assess rival theoretical and policy approaches to current international financial issues. Students will have the opportunity to select a topic which they can analyse in greater depth.</p>

Content of Course:
<ul style="list-style-type: none"> • Financial structure of the German economy • Empirical analysis of the development of the German financial system and the role of banks, non-bank financial intermediaries, and the capital markets, as compared with the situation in the US. • The principal characteristics of the main forms of international capital transaction (direct investment, private portfolio investment, bank loans, central bank reserve holdings etc) • Historical development of the structure and volume of German capital outflows and inflows with the rest of the world • Historical development of the structure and volume of international capital flows • The role of a lead currency • Currency competition between the US dollar, the euro and the yen • Current tendencies in the international financial system and the principal proposals for reform • Basic elements of international financial redistribution (contributions to international financing needs, and the financing of international organisations)

Literature Recommendations/Sources:
<p>Krugman, P./ M. Obstfeld, Internationale Wirtschaft, Pearson, München, aktuelle Auflage (or English edition)</p> <p>Williamson, J.: Curbing the Boom-Bust Cycle: Stabilizing Capital Flows to Emerging Markets. Institute for International Economics, Washington DC, 2005</p>

Module Number	211092
Title of Module	Applied Microeconomics
Module Shortmark	SG
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic Microeconomics
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
This course will extend your repertoire of microeconomic theories for the analysis of individual and firm behavior. These theories will enable you to assess the effects of government intervention (such as regulation, taxation, labor market and social policy measures) on the basis of empirical economic research findings.

Content of Course:
Microeconomic analysis of individual and firm behavior on the goods market and labor market and selected examples of economic policy measures. Special emphasis on: <ul style="list-style-type: none"> • Oligopoly theory • Game theory • Contract theory • Asymmetric information, signalling, screening

Literature Recommendations/Sources:
Besanko, D./D. Dranove /M. Shanley/ M. Schaeffer, The Economics of Strategy, John Wiley& Sons, most recent edition; Dixit, A./ B. Nalebuff, Thinking Strategically, W.W. Norton & Company, most recent edition; Feess, E, Mikroökonomie – Eine spieltheoretisch- und anwendungsorientierte Einführung, Metropolis, Marburg, most recent edition; Holler, M.J. und G. Illing, Einführung in die Spieltheorie, Springer, Berlin/Heidelberg, most recent edition; Richter, R./ E.G. Furubotn, Neue Institutionenökonomik, Stuttgart, most recent edition; Sieg, G., Spieltheorie, Oldenbourg Verlag, München, most recent edition; selected publications of empirical economic research.

Module Number	212091
Title of Module	European Economic Policy
Module Shortmark	EH-V-4
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic knowledge of legal methods, of Private Business Law and the Law of Enterprises (from the first stage of studies)
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>On successful completion of this module, the students will be able to know the fundamental lines of European integration and the options of European enlargement. You will analyse the most important economic policy instruments and their interaction in Europe and know and understand the most important European institutions pursuing economic policy in Europe. Students will roughly know the economic development in the most important countries of the European Union and understand the European Union and the European Monetary Union as part of the world economy. Further, students will evaluate economic policy decisions of European governments in case studies and present them in teamwork.</p>

Content of Course:
<ul style="list-style-type: none"> • Overview of the economic and political steps of European integration after World War II • Options, chances and risks underlying the European Union enlargement • The European Currency Union: the European Monetary System (EMS) I and the way towards the European Monetary Union, the EMS II, Europe as an optimal currency area. • Monetary policy in Europe: monetary strategy of the European Central Bank and its changes, comparison of monetary policy strategies of the European Central Bank with monetary policy strategies of other central banks (e.g. the Fed, the Bank of England, etc.) • Europe within the world economy (trade integration, international capital flows, the role of the euro within the world currency system) • Fiscal policy in Europe: The Stability and Growth Pact, problems to fulfil the pact and options for fiscal reform, challenge to coordinate fiscal policy in Europe • Labour markets, wage development and wage negotiations in Europe • Harmonisation of economic policy in Europe and regional differences: direct and indirect taxes in Europe, European innovation policy, regional policy, etc. • Economic development of selected European countries within the European Monetary Union, within the European Union and potential accession countries to the European Union • -Discussion and preparation of case studies about selected areas and policy fields in Europe

Literature Recommendations/Sources:
<p>A. M. El-Agraa (ed.), <i>The European Union. Economics and Politics</i>, Prentice Hall, Mark Baimbridge, u. a., <i>Current Economic Issues of European Integration</i>, Palgrave MacMillan, M. Baimbridge, P. Whyman (eds.), <i>Economic and Monetary Union in Europe: Theory, Evidence and Practise</i>, Edward Elgar Wagner, H.J. / Eger, T. / Fritz, H., <i>Europäische Integration</i>, Vahlen, München</p>

Module Number	213091
Title of Module	Economic Theory of the Public and Private Non-profit Sectors
Module Shortmark	EH-V-5
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of the first stage of studies recommended
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
After completion of this module students are able to evaluate public and private non-profit organisations according to their economic performance, they know how organisations, institutions and ownership forms have been developed. They worked on a case study how the private non profit sector is been developed within the mix of welfare politics. They have knowledge about national and international developments.

Content of Course:
<ul style="list-style-type: none"> • The relationship between the non-profit sector, the state and the economy (classification, history and current situation of the non-profit sector, dependency and interdependency of the state, the market and the non-profit sector, theoretical approaches) • Tasks and performance of non-profit organisations (performance rendered by the public sector, structural change of the public sector, outsourcing and privatisation, public-private-partnership) • The private non-profit sector in the welfare mix (service creation, representation of interests and lobbying, social integration) • Legal basics • Financing of public and private non-profit organisations • Control of the public sector • Field of activity of Third Sector • Competition and the non-profit sector

Literature Recommendations/Sources:
Anheier, H.K., / Priller, E. u.a. Der Dritte Sektor in Deutschland, Organisationen zwischen Markt und Staat im gesellschaftlichen Wandel, Berlin; C. Badelt (Hrsg.), Handbuch der Nonprofit-Organisation, Stuttgart; T. Edeling, E. Stölting; D. Wagner, Öffentliche Unternehmen zwischen Privatwirtschaft und öffentlicher Verwaltung, Opladen; E. Nowotny, Der öffentliche Sektor, Heidelberg; Zimmer, A. / Priller, E. Gemeinnützige Organisationen im gesellschaftlichen Wandel, Wiesbaden (latest editions)

Module Number	400991
Title of Module	International Management
Module Shortmark	IB-Strat1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of the first study course
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> • Discussing and developing the management skills needed to be effective in cross-national interactions and in daily operations in foreign subsidiaries or international working teams steered from central operations.

Content of Course:
The programme will focus on competitive strategy through human resource, business plan and cost management. Focus is on: Strategic issues in international mergers and acquisitions, re-engineering in a foreign environment, international marketing decisions and key account management, strategic planning in a global area, organising international operations, socially and ethically leading and managing international teams, and personal career development for general management position in international business.

Literature Recommendations/Sources:
<p>Main text book: Charles Hill, International Business, current edition Simon, Herman - Hidden Champions: Lessons from 500 of the World's Best unknown Companies, Harvard Business School Press; Boston Massachusetts, 1996 Deresky, Helen – International Management: Managing across Borders and Cultures, current edition, Addison Wesley Educational Publishers Inc. Porter - Competition in Global Industries: A conceptual Framework. In: Porter (ed.), Competition in Global Industries, Harvard Business School Press, 1986</p>

Module Number	400992
Title of Module	Strategic Management
Module Shortmark	IB-Strat3
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of the first study course
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>The students shall be familiarised with a basic understanding of tasks of and approaches towards strategic management from a practice-oriented perspective. After completing this course, the students shall particularly be able to:</p> <ul style="list-style-type: none"> • explain basic terms and referential frames of the strategic management process • identify central strategic issues in given practical cases and examples • explain proven standard tools of strategic analysis and apply them to specific cases • present prerequisites for obtaining sustainable competitive advantages and analyse practical examples in this respect • know various approaches of measuring strategic success • recognise and critically reflect on various stakeholder perspectives • have gained (through the contribution of a discipline of non-business-administrative character) strategy-relevant analytical skills in selected fields of the strategic environment. The students shall, furthermore, be enabled to translate the skills gained into a management and action-oriented perspective

Content of Course:
<ul style="list-style-type: none"> • Strategic Management A (Business Administration, 4 chw): <ul style="list-style-type: none"> ○ Basic terms, objectives, algorithms of the strategic management process (focusing on the level of business segments) ○ Methods of analysing the strategic environment, applying them to case studies or examples ○ Methods of business analysis on the level of business segments and of the entire business ○ Strategic options, strategic choice and methods of assessing strategies ○ Strategy implementation and execution ○ Strategic control and measuring success • Strategic Management B (from the perspective of one of the following disciplines, 2 chw): <ul style="list-style-type: none"> ○ Jurisprudence (possible topical fields): legal aspects of business formation, corporate governance/corporate legal structure (in accordance with basic course on Company Law and on Competition Law), anti-discrimination legislation ○ Economics (possible topical fields): forms of markets, applied microeconomics, issues derived from the economics of industry and institutions <p>Social sciences (sociology, behavioural sciences) (possible topical fields): management and teams, management of change, management of corporate culture, business networks/strategic networks, corporate ethics, gender + management</p>

Literature Recommendations/Sources:
<p>Hitt/Ireland/Hoskisson, Strategic Management, 6th ed. 2005 (US-American Perspektive) Johnson/Scholes/Whittington, Exploring Corporate Strategy, 7th ed., 2005 (British-european perspective) Porter, Competitive Strategy, 1980 (classic text)</p>

Module Number	400993
Title of Module	Organisation Behaviour in International Companies
Module Shortmark	IB-Strat2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Course: Human Resource Management (Basics), Foundation of Organization Structure
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:

The students would, after successful participation in this module, have developed the following skills:

- basic knowledge about the influencing factors of individual and group behaviour
- advanced knowledge of selected areas in human resource management and organizational dynamics
- an awareness of the tasks and responsibilities of managers in internationally working companies
- an understanding of the dynamics in change processes.

Content of Course:

- introduction to what is meant by 'OB'
- foundations of intercultural management
- analysis of the behaviour of individuals
- understanding team work
- approaches to leadership
- work design
- selected human resource policies and practices
- organizational culture
- introduction to change management.

Literature Recommendations/Sources:

Hofstede, Geert. Culture's Consequences (current edition) Robbins, Stephen P.: Organizational Behavior (current edition) Trompenaars, F./ Hampden-Turner, C.: Riding the Waves of Culture (current edition) Trompenaars, F./Hampden-Turner, C.: Managing People Across Cultures (current edition) Vecchio, Robert P.: Organizational Behavior (current edition)

Module Number	400994
Title of Module	Business Simulation
Module Shortmark	IB-BuSim
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Successful completion of the first stage of studies (year 1 + 2)
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>The students shall be enabled to practically learn how to design strategic and operative corporate processes ("learning business by doing business - an approach") and to manage a simulated business over several years under competitive conditions (stages of the game). Groups of students lead companies (computerbased) by determining different parameter (production volume, price, advertising, etc.) throughout a couple of periods competing against each other.</p> <p>After successfully completing this module, the students shall be able to:</p> <ul style="list-style-type: none"> • draft strategic objectives and implement them within the framework of corporate strategy, • apply problem-structuring and problem-solving skills to a practical context, • organise themselves within a team and executing tasks by sharing jobs, • handle group dynamics in a productive manner, • prepare and present elaborated results competently and convincingly.

Content of Course:
<ul style="list-style-type: none"> • Design of the strategic decision-making process • Cross-linking of strategic and operative levels of control within the business • Market analysis, analysis of competitors • Joint optimisation of the real-economic and financial spheres within the business • Interpretation of control ratios and balance parameters • Design of efficient group processes (incl. profit analysis, learning cycles)

Literature Recommendations/Sources:
<p>TATA Interactive Systems, TOPSIM General Management II, Participants' Manual, Vol. 11.0, Tuebingen 2007.</p> <p>Sobel, M., MBA in a Nutshell. New York, 2010: McGraw-Hill.</p> <p>Thompson, L.L., Making the Team. 4th Ed., Upper Saddle River, NJ, 2011: Pearson-Prentice Hall.</p>

Module Number	401091
Title of Module	Management Accounting and Controlling
Module Shortmark	IB-Op1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Fundamentals of External Accounting, Fundamentals of Internal Accounting/Controlling
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
After successfully completing this module, the students will be able to judge the application of controlling in its main features, the tasks of controllers and rank the corporate importance of controlling. Fundamental instruments and approaches of controlling are worked out and applied to specific tasks.

Content of Course:
<ul style="list-style-type: none"> • Definition and grading of controlling • Functions and roles of controllers in practice • Methods and instruments for planning and controlling tasks • Operative planning/budgeting • Strategic planning • Control and deviation analysis • Methods and instruments for providing the management with information • Ratios and ratio systems e.g. balanced scorecard, value-based controlling • market-oriented instruments: e.g. target costing, benchmarking, customer profitability analysis, marketing segment calculation • Practical organisational forms of controlling

Literature Recommendations/Sources:
Ingram/Albright/Hill: Managerial Accounting – Information for Decisions, South-Western

Module Number	401092
Title of Module	Operations Management
Module Shortmark	IB-Op2
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	Basic studies / Mathematics and Statistics
Assessment Form	Written examination

Learning Outcomes and Competencies, Subject related/Generic:
<ul style="list-style-type: none"> To provide an overview of the basic concepts and theories in operations management; qualification for applying models and methods to planning and monitoring operations processes.

Content of Course:
<ul style="list-style-type: none"> Introduction to Supply Chain Management as a basis for an efficient structuring of operations processes. Presentation of circumstances, explanatory approaches, corporate policy structuring concepts in the basic phases of supply chains: procurement planning (multiple/single sourcing, supplier selection, material requirement planning, procurement cost, supply-of-materials plan, order policies, safety stock planning), inventory management (warehouse techniques, warehouse management, layout planning), production management (systems of production and organisational structures, machine scheduling, assembly-line configuration, process monitoring), distribution (basic structures in distribution logistics, location planning, means of transport selection, operational transportation planning), reverse logistics (structural and legal basics, process structures, closed-loop concepts) and logistic information management (communication and location techniques, inter-organisational information management, telematics in operational monitoring and control).

Literature Recommendations/Sources:
<p>Chase, R.B. / Aquilano, N.J. / Jacobs, F.R. (2001): Operations management for competitive advantage. 9th ed. (McGraw-Hill) Boston et al.</p> <p>Domschke, W. / Drexl, A. (1996): Logistik - Standorte. 4., überarb. u. erw. Aufl. (Oldenbourg) München / Wien.</p> <p>Günther, H.-O. / Tempelmeier, H. (2005): Produktion und Logistik. 6., verb. Aufl. (Springer) Berlin et al.</p> <p>Russell, R.S. / Taylor, B.W. (2000): Operations management. 3rd ed. (Prentice Hall) Upper Saddle River N.J.</p> <p>Schulte, C. (2005): Logistik - Wege zur Optimierung der Supply Chain. 4., überarb. u. erw. Aufl. (Vahlen) München.</p> <p>Schulte, G. (2001): Material- und Logistikmanagement. 2., wesentl. erw. u. verb. Aufl. (Oldenbourg) München.</p> <p>Stadler, H. / Kilger, C. (eds.) (2005): Supply chain management and advanced planning. 3rd ed. (Springer) Berlin et al.</p> <p>Tempelmeier, H. (2006): Material-Logistik. 6., neu bearb. Aufl. (Springer) Berlin et al.</p> <p>Thonemann, U. (2005): Operations Management - Konzepte, Methoden und Anwendungen. (Pearson) München et al.</p>

Module Number	401191
Title of Module	History, Politics and Economics of the Host Country
Module Shortmark	IB-Reg1
ECTS-Credits	5
SWS	4
Teaching Mode	Seminar
Frequency	Every Semester
Required Preconditions	None
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>On successful completion of this module the students will be expected to be able:</p> <ul style="list-style-type: none"> • have a critical understanding and knowledge of the political, economic and social environment of Germany in which business in general and international business management operates • have a sound understanding of the diverse problems, dilemmas and opportunities presented to Germany as they respond on the one hand to the changing world order and on the other to their national publics. • be able to write analytical reports on the German political system and regions in English language • - be able to present orally short reports on complex intertwined regional and national processes in English language

Content of Course:
<ul style="list-style-type: none"> • This course intends to give an introductory overview on the history and functioning of the political systems in Germany, which are more and more engaged in processes of the European Union. • The module wants to raise awareness of the intertwined processes of global, regional and national politics and economy. Although its main approach is political, the different economic and social aspects of different political systems is also part of the module. In relation to business studies in general and international business management in particular, the module introduces students into the main political, economic and social processes of a Country, in this case Germany.

Literature Recommendations/Sources:
<p>Gabriel A. Almond, G. Bingham J. Powell Jr., Russell J. Dalton, Kaare Strøm, Comparative Politics Today: A World View. .Seventh, Updated Seventh, Eight Editions or Ninth editions (London: Longman 2002, 2003 and 2004 respectively, 2008)</p> <p>Peter Calvert, Comparative Politics. An Introduction. (Harlow: Pearson Education and Longman 2002). Michele Cini (ed.), European Union Politics. (Oxford: OUP 2007) second edition</p> <p>Christopher Hill and Michael Smith (eds.), International Relations and the European Union. (Oxford: OUP 2005). Simon Bulmer and Christian Lequesne (eds.), The Member States of the European Union. (Oxford: OUP 2005). Tim Bale, European Politics. A Comparative Introduction. (Basingstoke: Palgrave 2005). Gabriel A. Almond, Russell J. Dalton, G. Bingham Powell Jr., Kaare Strøm, European Politics Today. (New York: Pearson Longman 2007)</p>

Module Number	401491
Title of Module	Intercultural Communications
Module Shortmark	IB-Erg1
ECTS-Credits	5
SWS	4
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	Successful completion of the first study course
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>The course "cross-cultural management" aims to achieve the following objectives:</p> <ul style="list-style-type: none"> • to deepen the general framework of intercultural communication that provides students with a platform for further applications in the various fields of international business • to further sensitize the participants about their own cultural imprints and expand their knowledge about key cultures • to build knowledge in the cross-cultural management areas of presentations, negotiations, meetings, feedback, conflict-resolution, teambuilding, networking At the end of the course students will be more aware of key factors that are decisive in international management. Special focus will be on organizational versus cultural values and the special skills necessary to be a successful manager across cultures

Content of Course:
<p>The course covers four major subject areas</p> <ul style="list-style-type: none"> • Culture awareness advanced: deepening knowledge of own cultural imprints and intercultural instruments (i.e. cultural dimensions, cultural standards, assessment tools) • Key factors in cross-cultural management • Focus on specific target cultures selected by students • Building effective cross-cultural teams (face-to-face and virtual)

Literature Recommendations/Sources:
<p>Core Readings: Fons Trompenaars & Charles Hampden Turner: "Riding the Waves of Culture, Fons Trompenaars & Charles Hampden Turner: "Building Cross Cultural Competence" Nancy Adler: "International Dimensions of Organizational Behaviour"; Nigel Holden: "Cross-Cultural Management". Helen Deresky: "International Management – Managing Across Borders and Cultures" . Jessica Lipnack & Jeffrey Stamps: "Virtual Teams".</p>

Module Number	121003
Title of Module	International Law and Human Conflicts in Regions of Africa
Module Shortmark	SG-L-03
ECTS-Credits	2,5
SWS	2
Teaching Mode	Lecture
Frequency	Every Semester
Required Preconditions	Successful completion of the first study course
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:

- The aim of this course is to examine the circumstances and conditions that lead human beings to break into antagonistic factions that generate fear, conflict, war and genocide. The emphasis is on regions across Africa. The course explores issues that produce prejudice, ignorance, hatred and violence. It covers historical factors, exploitation (both past and present), marginalization, corruption and other debilitating factors. It examines International Human Rights and Humanitarian laws and their signatories. It explores whether such laws have universal applicability and whether they are well conceived. Further, the course scrutinizes how and when such standards are side stepped, whether they are enforceable, effective as specific deterrents, general deterrents, and whether they provide a meaningful mechanism for addressing human conflict.

Content of Course:

- Contemporary Genocide, Rwanda: Background, Events, Consequences, Controlling and manipulating the historical record, Ripple effect: the impact on local, regional and international stability. Burundi, Ethnicity;
- "Factioning:" Why do humans break into factions? What evolutionary purpose is or was served? What liabilities does the phenomenon present today? What about natural human instincts for love, hatred & violence? Uganda, Sudan, Democratic Republic of Congo;
- International Human Rights and Humanitarian Instruments of Law: Efficacy, Enforceability, Sources of authority, Signatories and their responsibilities, Voice - or lack thereof - of ordinary people;
- International Courts, Crimes against humanity, Post-conflict legal claims by survivors and heirs;
- Economics, Entitlement, Environment, Co-opting of business opportunities, Scramble to control natural resources, Role of "globalization," World Trade Organization (WTO), World Bank (WB), International Monetary Fund (IMF), Economic "re-colonization?"

Literature Recommendations/Sources:

Excerpts from a range of materials will be provided in class, including: Universal Declaration of Human Rights; International Covenant on Economic, Social and Cultural Rights; International Convention on the Elimination of All Forms of Racial Discrimination; International Covenant on Civil and Political Rights; Convention on the Elimination of All Forms of Discrimination against Women; Convention against Torture and Other Cruel, Inhuman or Degrading Treatment or Punishment; Convention on the Rights of the Child; International Convention on the Protection of the Rights of All Migrant Workers and Members of Their Families; International Convention for the Protection of All Persons from Enforced Disappearance.

Module Number	70100201
Title of Module	Business German
Module Shortmark	SG-Deu1
ECTS-Credits	5
SWS	4
Teaching Mode	Lecture
Frequency	Every Semester
Required Preconditions	Placement test at the beginning
Assessment Form	Combined examination (According to prior agreement)

Learning Outcomes and Competencies, Subject related/Generic:
The written and oral communication is oriented towards business terminology. All 4 basic skills will be practised in class (Reading, Writing, Listening and Speaking).

Content of Course:
<p><u>Group 1</u> Phonetic and Dealing with daily life activities (describing personal details, talking about family, numbers, alphabet, jobs, languages, countries, nationalities, restaurants, leisure activities, living situation, clothes, food, shopping); Theme-related and situation-specific vocabulary; Conjugation, personal pronouns in different cases: nominative, accusative, dative, simple sentence and question structure, singular and plurals, indefinite and definite articles, prepositions, verbs, imperatives.</p> <p><u>Group 4</u> 1. Studies and Daily Life: oral and written communication in daily life 2. Applications and Jobs: CV, writing application letters, talking about job plans, talking about the past, making meetings, obtaining information, apologizing, cultural differences 3. Money Matters: Money, Banking, Financing, Business</p> <p>Theme-related and situation-specific vocabulary;</p> <p>Imperative, separable verbs, Verbs that take the dative and accusative, time and dates, Perfect Tense, Comparison, Prepositions, Main Clauses: Sentence Structure, Subordinate Clauses.</p>

Literature Recommendations/Sources:
- own material and excerpts from textbooks

Module Number	209192
Title of Module	Themenfeld: Internationalisation of economic processes- goals, instruments and actors of regulation
Module Shortmark	BAH-Th1
ECTS-Credits	15
SWS	12
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	Completion of the 1st stage of studies
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>Having successfully completed this module the students will be able:</p> <ul style="list-style-type: none"> - to consider tendencies of the development to a world market focussing on product, financial and labour markets - to compare differing interpretations of free trade, deregulation of financial markets, foreign direct investment, global commodity chains and major corporate finance matters - to assess the functions and malfunctions of international markets and the scope for formative action - to reflect critically the impact of economic globalisation on societal, ecological and political issues and in particular on migration and labour issues - to analyse the role of international economic organisations such as World Bank, International Monetary Fund, World Trade Organisation and the International Organisation of Labour in the regulation of global political economy

Content of Course:
<p>The purpose of the subject area is to develop a deeper understanding of the impact globalisation has on interactions among states, between states and markets, and between states and transnational companies, as well as within the networks of transnational corporations. The subject area will bridge the disciplines of politics, economics, management studies, legal aspects and will introduce students to the study of global political economy as well as current discussion within the discipline of corporate finance.</p> <p>The specific contents of tuition will be defined by an interdisciplinary team of lecturers, whose offer is evaluated by the Educational Commission of the department ´s council which, in its turn will approve it for the current study programme.</p>

Literature Recommendations/Sources:
Will be announced.

Module Number	201692
Title of Module	Instruments of Controlling
Module Shortmark	BAH-OP2
ECTS-Credits	5
SWS	4
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	Basics of External Accounting;

Assessment Form	Basics of Internal Accounting/Controlling Combined examination
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Learning Outcomes and Competencies, Subject related/Generic:
After successfully completing this module, the students will be able to judge the application of controlling in its main features, the tasks of controllers and rank the corporate importance of controlling. Fundamental instruments and approaches of controlling are worked out and applied to specific tasks.

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|--|
| Content of Course: |
| <ul style="list-style-type: none"> - Definition and grading of controlling - Functions and roles of controllers in practice - Methods and instruments for planning and controlling tasks <ul style="list-style-type: none"> - Operative planning/budgeting - Strategic planning - Control and deviation analysis - Methods and instruments for providing the management with information <ul style="list-style-type: none"> - Ratios and ratio figures: <ul style="list-style-type: none"> e.g. balanced scorecard, value-based controlling - market-oriented instruments: <ul style="list-style-type: none"> e.g. target costing, benchmarking, client earnings report, marketing segment calculation - Practical organisational forms of controlling |

Literature Recommendations/Sources:
<p>Hornigren, Harrison, Oliver (2008): Accounting (8th edition) (will be made available in the library)</p> <p>Free online website provides a free comprehensive textbook and learning center for accounting and management accounting! http://www.principlesofaccounting.com/</p>

Module Number	204092
Title of Module	International Business Accounting
Module Shortmark	BAH-R-2
ECTS-Credits	5
SWS	4
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	Basic knowledge in "External Accounting";

Learning Outcomes and Competencies, Subject related/Generic:

It is the goal of the tutorial to study the content and importance of IASB and US Business Accounting and to contrast the Anglo-Saxon business accounting systems to the German standards of business accounting. A high degree of practical relevance will be aimed at by implementing the theoretical knowledge in application-oriented case studies/exercises.

Content of Course:

- Basics of international business accounting
- Framework concepts of international business accounting
- Central business accounting principles
- General and specific reporting and assessment issues of international year-end financial statements
(e.g. account balancing of intangible assets, accruals, long-term make-to-order production, deferred taxes, financial instruments and stock)
- Constituents of year-end financial statements and supplementary accounting: flow statements, segmental reporting and equity variation accounting
- Current legal developments (e.g. BilReG, BilKoG, the German Corporate Governance Codex, International Financial Reporting Standards (IFRS))

Literature Recommendations/Sources:

Mackenzie/Coetsee/Njikizana/Chamboko (2011): Wiley IFRS 2011: Interpretation and Application of International Financial Reporting Standards, 8. Edition, Hoboken: John Wiley & Sons;
Mirza/Holt/Knorr (2011): Wiley IFRS: Practical Implementation Guide and Workbook, 3. Edition, Hoboken: John Wiley & Sons;
Wiecek/Young (2009): IFRS Primer - International GAAP Basics, Hoboken: John Wiley & Sons;

Module Number	401391
Title of Module	Management Issues: Management Controlling
Module Shortmark	IB-ManIss1
ECTS-Credits	5
SWS	4
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	Completion of 1st stage of studies with profound knowledge of Economics and Business Administration
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
Having completed this module students will <ul style="list-style-type: none"> • have gained background knowledge on management consulting • be able to apply selected consulting tools • be prepared better to work as a consultant or to cooperate with consultants

Content of Course:
<ul style="list-style-type: none"> • Consultant: Functions and roles • Consulting Tools: Levels of value added • Consulting Process: The "5Ps" • Consulting Company: Balancing and Leveraging • Consulting Industry: Trends and drivers • Consulting Client: Managing the consultant-client interface

Literature Recommendations/Sources:
<p>Core Readings:</p> <ul style="list-style-type: none"> • Kubr, M. (2002): Management consulting: A guide to the profession, 4th ed., ILO, Geneva • Thommen, J.-P./Richter, A. (Eds.) (2004): Management Consulting Today, Gabler, Wiesbaden • <p>Additional Readings:</p> <ul style="list-style-type: none"> • Domsch, M.E./Hristozova, E. (Eds.) (2006): Human Resource Management in

- Consulting Firms, Springer, Berlin Heidelberg New York
- Maister, D.H. (2003): Managing the Professional Service Firm, The Free Press, New York
- Weiss, A. (2003): Million Dollar Consulting – The Professional´s Guide to Growing a Practice, 3rd ed., McGraw-Hill, New York et al.

Module Number	401395
Title of Module	Management Issues: Business Ethics
Module Shortmark	IB-ManIss5
ECTS-Credits	5
SWS	4
Teaching Mode	Tutorial
Frequency	Every Semester
Required Preconditions	
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
<p>Having completed this module students will:</p> <ul style="list-style-type: none"> • will be able to discuss and write about current issues in business ethics in general and more specifically as related to management • will be able to research relevant data • will be conversant with traditional but more especially current commentators on such issues

Content of Course:
<ul style="list-style-type: none"> • Corporate Social Responsibility and Corporate Governance • New Attitudes toward Privacy (Internet and Intellectual Property Issues) • Management Training and Policy • Executive Compensation • Affirmative Action • Ethical Consulting

Literature Recommendations/Sources:
<p>Fault Lines by Raghuran Rajan, Princeton University Press 2010</p> <p>The Ethics of Management LaRue Tone Hosmer, McGraw -Hill 7th ed. 2011</p> <p>Other material will be drawn from English business and economic media (Economic Times, Wall Street Journal, The Economist, New York Times, etc.) as well a from the current media of the students own country. As well students will read longer articles from journals brought in by teacher. (Paul Krugman, Thomas Friedman, Joseph Stegleitz, Steven Lebbett, Jeffery Sachs)</p>

Module Number Title of Module	Communication and Interaction in the Job 401492
Module Shortmark	IB-Erg2
ECTS-Credits	5
SWS	4
Teaching Mode	Exercises
Frequency	Every Semester
Required Preconditions	
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:
The students learn to communicate and interact with others more consciously. After actively attending these seminars, the students will have become more sensitive to interpersonal processes, mainly in talks. Discussions with colleagues and/or superiors will be practiced in both everyday work situations or particularly with international partners, in negotiations or in a larger circle, at a meeting.

Content of Course:
<p>Attending a communications seminar is compulsory to all students. Beyond this seminar, optional compulsory subjects are offered where students learn</p> <ul style="list-style-type: none"> - in the tutorial Teamwork and Chairing of Meetings how to present a meeting and supervise teams, - in the tutorial Communication in an Intercultural and International Context something about cross-cultural differences and how to handle them, - in the tutorial Negotiating to negotiate something with one or more partners in fair and clear manner.

Literature Recommendations/Sources:
<p>Adler, N. (2002). International dimensions of organizational behavior. Cincinnati: South Western College Publishing.</p> <p>Comfort, J. & Franklin, P. (2008): The Mindful International Manager. Competences for Working Effectively across Cultures. York Associates.</p> <p>Gesteland, Richard D. (2003). Cross-Cultural Business Behavior, Copenhagen: Copenhagen Business School Press.</p> <p>Spencer-Oatey, H. & Franklin, P. (2010): Intercultural Interaction: A Multi-disciplinary Approach to Intercultural Communication. London: Palgrave-Macmillan.</p> <p>Cellich, Claude and J.C. Subhash (2004): Global business negotiations, Thomson South-Western.</p> <p>Low, Patrick Kim Chen (2010): Successfully Negotiating in Asia, Springer Berlin. (electronic resource)</p> <p>Brett, Jeanne M. (2007): Negotiating globally: How to negotiate deals, resolve disputes, and make decisions across cultural boundaries, Wiley & Sons, New York.</p>

Module Number	410892
Title of Module	Self Management
Module Shortmark	IBU-G15
ECTS-Credits	5
SWS	4
Teaching Mode	Exercises
Frequency	Every 2nd Semester
Required Preconditions	
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:

After completion of this module all the students will be able to

- better organise themselves in their studies.
- They will be more confident in their appearance, e.g. in front of groups and
- have a first orientation towards what the studies require.
- They will have learned to reflect over themselves and their studies and
- to show more appreciation towards other people

Content of Course:

- All students will attend the tutorial Presentation Techniques where they learn to give a visualised presentation on a subject.
- Furthermore, students can opt for three more tutorials, i.e.
- in the tutorial Strengths-Weakness-Analysis they will learn to better recognise and use their own potentials,
- in the tutorial Learning Techniques they will learn to develop individual learning techniques,
- in the tutorial Time Management they will learn to adopt an appropriately organise their time and, if necessary, reduce stress.

Literature Recommendations/Sources:

Covey, Stephen R. (1989): The 7 Habits of highly effective people.
Covey, Stephen R. (2004) The power of character, Unlimited Publishing

Drew, Sue and Rosie Bingham (2010): The guide to learning and study skills for higher education and work.

Fiore, Neil A.: The NOW HABIT: A strategic program for overcoming procrastination and enjoying guilt-free play, Penguin, NY.

Johnson, Dr. Spencer (1998): Who moved my cheese?, Vermilion, London.

Paterson, Randy J.(2000): The Assertiveness Workbook, MJF Books, NYC.

<http://www.time-management-guide.com/time-management-articles.html>
<http://www.dartmouth.edu/~acskills/success/time.html>
<http://www.lc.unsw.edu.au/onlib/time.html>
http://www.mindtools.com/pages/article/newTMC_05_1.htm

Module Number	112006
Title of Module	Performing Business: The Convergence of Art and Business Practices
Module Shortmark	SG-F-06
ECTS-Credits	2,5
SWS	2
Teaching Mode	Exercises
Frequency	Every 2nd Semester
Required Preconditions	
Assessment Form	Combined examination

Learning Outcomes and Competencies, Subject related/Generic:

The aim of this class is to provide students with a better sense of the various ways in which identity is constructed and how this can be utilized in contemporary art and business practices. Performing Business will explore the body as the primary mediating device between individuals, institutions and technology. Attention will be given to the examination of art/business relationships, with particular emphasis on power structures and power dynamics as they exist in the corporatized urban landscape. We will begin by analyzing personal and corporate brand identities, art as transaction, and altering the ways we use urban space. Through weekly exercises that draw upon business and art concepts, readings and 4 project assignments, we will investigate the relationship of the artist's corporeal body to the larger social and spatial body. This class will culminate in a final performance event of an urban game developed over the course of the semester.

Content of Course:

- Personal and corporate branding identity methods and models. How is identity performed and how can performance art provide new alternatives?
- Service Aesthetics: art practices based within business practices and the service industry
- Create your own service company. What does this entail? Who is it marketed to? How do you promote it?
- Urban Game: examine the social and spatial dynamics of Berlin. Take a known game (board game, video game) and alter it to be performed in the city space.
- Urban Game Packages: students will work in groups to create a packaged version of the modified game which will be performed at HWR campus at the end of the semester.

Literature Recommendations/Sources:

We will read recent articles from various art publications, the New York Times and business journals that discuss the relationship between art and business, the role of the artist, spatial strategies, and the current business and economic climate.