



Hochschule für
Wirtschaft und Recht Berlin
Berlin School of Economics and Law

English Stream
Winter Semester 2009/2010

Module Number	Module Title	ECTS
Studium Generale		
115009	Business Ethics	2.5
101441	Introduction to Business English	2.5
116002	Academic Writing in English	2.5

Bachelor Programs, First Stage (1st – 3rd semester)

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/ of Controlling	5
200391	Microeconomics: Allocation and Distribution	5
200392	Macroeconomics I: The Economic Cycle and Employment	5
200393	Macroeconomics II: World market 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	Fundamentals of Business Informatics	5
200792	Corporate Information Systems	5
200891	Self Management	5
400491	Fundamentals of Business Law	5
400591	Work, Business and Society	5
400592	Regional Studies	5
400991	International Management	5
400993	Organisational Behaviour in international Companies	5
401091	Management Accounting and Controlling	5
401092	Operations Management	5
401191	History, Politics and Economics of the Country	5
401391	Management Issues: Module Consulting	5
401491	Intercultural Communications	5

Bachelor Programs, Second Stage (4th – 7th semester)		
201591	Strategic Management	5
201592	Business Game and Team Development	5
201692	Instruments of Controlling	5
201693	Operations Management	5
202091	Product and Distribution Management	5
202092	Market Research	5
202093	Communication and Buyer Behaviour	5
202094	Selected Issues in Marketing	5
202391	Communication and Interaction on the Job	5
203091	Finance and Investment Policies in Businesses	5
203092	Financial Analysis and Assessment	5
203094	Selected Issues in Business Finance	5
204091	Accounting Balancing and Accounting Law	5
204092	International Business Accounting	5
205091	Human Resource Management	5
209192	Internationalisation of Economic Processes	15
212091	European Business Law	5
213001	Governance of public goods and services	5

Master Programs (admission on special request only)		
501091	Advanced Financial Accounting	6
501092	Advanced Managerial Accounting	6
501093	International Corporate Finance	6
501094	IT- Applications	6
511091	International Corporate Finance	6
511092	Financial Risk Management	6
511093	Financial Economics	6
511094	Corporate Financial Theory	6
521091	Strategic Marketing Management and Marketing Controlling	6
521092	International Marketing and Sales Management	6
521093	Current Issues in Marketing	6
521094	Consumer and Corporate Buyer Behaviour	6
531091	International Economics	6
531092	Macroeconomics	6
531093	Development Economics	6
531094	Global Governance	6

Title of Module: Business Ethics	Modul number: 115009
Modul shortmark: -	Credits: 2,5 ECTS
Duration: -	Level: -
Units: -	Frequency: -
Language of Instruction: -	Assessment: -
Subject Area: -	Status: -
Teaching Mode, contact hours: This will primarily be a discussion class.	
Individual Study Time, Assessment Time and Preparation: -	Total Work Load: -

Required Preconditions:

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Learning Outcomes and Competencies, Subject related / Generic:

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:

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Literature Recommendations:

Most material will be drawn from current media and be provided in class.

Title of Module: Introduction to Business English	Modul number: 101441
Modul shortmark: -	Credits: 2,5 ECTS
Duration: -	Level: -
Units: -	Frequency: -
Language of Instruction: -	Assessment: -
Subject Area: -	Status: -
Teaching Mode, contact hours: Partner and small group vocabulary-building exercises and activities to improve spoken English; partner information exchange exercises; collaborative writing; vocabulary expansion.	
Individual Study Time, Assessment Time and Preparation: -	Total Work Load: -

Required Preconditions:

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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:

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:

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

Title of Module: Academic Writing in English	Modul number: 116002
Modul shortmark: -	Credits: 2,5 ECTS
Duration: -	Level: -
Units: -	Frequency: -
Language of Instruction: -	Assessment: -
Subject Area: -	Status: -
Teaching Mode, contact hours: Students will practice writing exercises and short formal essays; they will participate in class discussion, peer editing and individual writing conferences.	
Individual Study Time, Assessment Time and Preparation: -	Total Work Load: -

Required Preconditions:

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Learning Outcomes and Competencies, Subject related / Generic:

Students will develop their skills as writers for a native English speaking academic audience. While the main focus will be on writing, using effective vocabulary, sentence structure and grammar will also be taught as needed. Writing tasks to be assigned will include the most common expository text types: summary, analysis, synthesis, and evaluation.

Content of Course:

Emphasis on primary and secondary sources, use of internet, newspapers, journals, etc. Developing style and proper format.

Literature Recommendations:

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

Title of Module: Personal and Organisation	Modul number: 200191
Modul shortmark: BAG-A-1	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester, parallel offers
Language of Instruction: English	Assessment: Combined exams
Subject Area: Business Administration	Status: Compulsory module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

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 students' 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:

Steinmann, H. / Schreyögg, G.: Management. 6. Auflage. Wiesbaden: Gabler 2005
(englisch: Hellriegel, D. / Slocum, J.W.: Organizational Behavior. 10. Aufl.: Mason/Ohio: Thomson 2004)

Title of Module: Investment and Finance	Modul number: 200192
Modul shortmark: IMG-A-2	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided	Frequency: Every semester
Language of Instruction: English	Assessment: 3-hour written exam at the end of the semester
Subject Area: Business Administration	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Accounting and Basics of Balancing

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
- Dynamic investment calculation 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

Title of Module: Marketing	Modul number: 200193
Modul shortmark: BAG-A-3	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester, parallel offers
Language of Instruction: German or English	Assessment: Written examination
Subject Area: Business Administration	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 minutes each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

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:

- Homburg, C./Krohmer, H., Marketingmanagement, Strategie – Instrumente – Umsetzung – Unternehmensführung, 2. Aufl., Wiesbaden, 2006
- Kotler, P./Armstrong, G., Principles of Marketing, 10th Edition, New Jersey, 2004
- Kreutzer, R., Praxisorientiertes Marketing, Grundlagen – Instrumente – Fallbeispiele, 2. Aufl., Wiesbaden, 2008
- Meffert, H., Burmann, C./Kirchgeorg, M., Marketing – Grundlagen marktorientierter Unternehmensführung, 10. Aufl., Wiesbaden, 2008
Additional literature will be announced during the lecture.

Title of Module: Basics of external Accounting	Modul number: 200291
Modul shortmark: IMG-B-1	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Written examination
Subject Area: Cost Accounting	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

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:

- 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

Title of Module: Basics of internal Accounting/ Controlling	Modul Number: 200292
Modul Shortmark: IMG-B-2	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Written examination
Subject Area: Cost Accounting	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basics of financial accounting

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:

- o Introduction to cost accounting
- o Cost terminology and cost behaviors
- o Absorption costing and variable costing
- o Break even point and cost-volume-profit analysis
- o Actual costing and normal costing
- o Short-term profit and loss account
- o 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

Title of Module: Microeconomics: Allocation and Distribution	Modul number: 200391
Modul shortmark: IMG-C-1	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Written Examination
Subject Area: Economics	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

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:

- 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

Title of Module: Macroeconomics I: The Economic Cycle and Employment	Modul number: 200392
Modul shortmark: IMG-C-2	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Term Paper
Subject Area: Quantitative Methods	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Desirable: Module "Microeconomics: Allocation and Distribution"

Learning Outcomes and Competencies, Subject related / Generic:

After accomplishing this module, students will be able to

- 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:

- 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:

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

Title of Module: Macroeconomics II : World Market & Currency	Modul number: 200393
Modul shortmark: BAG-C3	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Combined examination
Subject Area: Economics	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Desirable: Module "Microeconomics" and "Macroeconomics"

Learning Outcomes and Competencies, Subject related / Generic:

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

- 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:

- 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:

- 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

Title of module: Business Organisation, Company, Work Seen from the Perspective of History and the Social Sciences	Module N.: 200591
Module Reference No: IMG-E 1	Credits: 5 ECTS
Duration: One Semester	Level: Bachelor
Units: This module is not subdivided	Frequency: Every Semester
Language of Tuition: English	Assessment: Combined examination
Subject Area: Social Sciences	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:
None

Learning Outcomes and Competencies, Subject related / Generic:

After successful completion of the module students should be able

- 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 import 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:

- 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

Title of Module: Political Economy and Social Structure of Modern Society	Modul number: 200592
Modul shortmark: BAG-E-2	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester, parallel offers
Language of Instruction: German	Assessment: Combined examination
Subject Area: Social Sciences	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

Learning Outcomes and Competencies, Subject related / Generic:

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:

- 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:

- 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.

Title of Module: Business Mathematics	Modul number: 200691
Modul shortmark: IMG-F-1	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Written examination
Subject Area: Quantitative Methods	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Proficiency corresponding to the mathematics pre-course

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 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:

- 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:

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

Title of Module: Statistics	Modul number: 200692
Modul shortmark: IMG-F-2	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is divided into 2 units.	Frequency: Each semester
Language of Instruction: English	Assessment: Written examination
Subject Area: Quantitative Methods	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS) and exercises (2 SWS), preferably software supported; 81 hours	
Individual Study Time, Assessment Time and Preparation: 69 hours	Total Work Load: 150 hours

Required Preconditions:

Proficiency corresponding to the mathematics pre-course

Learning Outcomes and Competencies, Subject related / Generic:

Having completed this module students will be able to

- 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:

- 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:

- 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)

Title of Module: Fundamentals of Business Informatics	Modul number: 200791
Modul shortmark: IMG-G-1	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is divided into 2 units.	Frequency: Every semester
Language of Instruction: English	Assessment: Student performance
Subject Area: Business Information Systems	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (2 SWS) and exercises (2 SWS); 54 hours	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic PC knowledge.

Learning Outcomes and Competencies, Subject related / Generic:

Having completed this module students will be able to

- 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:

- 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:

- 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

Title of Module: Corporate Information Systems	Modul number: 200792
Modul shortmark: -	Credits: 5
Duration: -	Level: -
Units: -	Frequency: -
Language of Instruction: -	Assessment: -
Subject Area: -	Status: -
Teaching Mode, contact hours: -	
Individual Study Time, Assessment Time and Preparation: -	Total Work Load: -

Required Preconditions:

Successful completion of the module "Introduction to Business Information Systems"

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, 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:

- 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:

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.

Title of Module: Self Management	Modul Number: 200891
Modul Shortmark: IMG-K-1	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Student performance
Subject Area: Soft Skills	Status: Compulsory module
Teaching Mode, contact hours: Exercises (4 SWS = 72 academic hours at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

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 will learn to.
- 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:

Literature will be distributed in course

Title of Module: Fundamentals of Business Law	Modul number: 400491
Modul shortmark: IMG-D-1	Credits: 5
Duration: one semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: once a year
Language of Instruction: English	Assessment: combined exam
Subject Area: Business Law	Status: Compulsory module
Teaching Mode, contact hours: ocratic method with case studies (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

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:

- Ian Brown: „Conflict of Laws“ (current edition)
- Paul Craig / Gráinne de Búrca: „EU Law – Text, Cases and Materials“ (current edition)
- Peter Nayler: “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)

Title of Module: Work, Business and Society	Modul number: 400591
Modul shortmark: IMG-E 1	Credits: 5
Duration: One Semester	Level: Bachelor
Units: This module is not subdivided	Frequency: Every Semester
Language of Instruction: English	Assessment: Combined examination
Subject Area: Social Sciences	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

Learning Outcomes and Competencies, Subject related / Generic:

After successful completion of the module students should be able

- 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:

- 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

Literature Recommendations:

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

Title of Module: Regional Studies	Modul Number: 400592
Modul Shortmark: IMG E2	Credits: 5
Duration: One Semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Once a year
Language of Instruction: English	Assessment: Combined exam
Subject Area:	Status: Compulsory module
Teaching Mode, contact hours: Ocratic method with case studies (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

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 Strøm, 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

Title of Module: Organisational Behaviour in international Companies	Modul number: 400993
Modul shortmark: N.N.	Credits: 5
Duration: N.N.	Level: Bachelor
Units: N.N.	Frequency: N.N.
Language of Instruction: N.N.	Assessment: N.N.
Subject Area: N.N.	Status: N.N.
Teaching Mode, contact hours: N.N.	
Individual Study Time, Assessment Time and Preparation: N.N.	Total Work Load: N.N.

Required Preconditions:

N.N.

Learning Outcomes and Competencies, Subject related / Generic:

N.N.

Content of Course:

N.N.

Literature Recommendations:

N.N.

Title of Module: International Management	Modul number: 400991
Modul shortmark:	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided	Frequency: Every semester
Language of Instruction: English	Assessment: Combined examination
Subject Area: Core: strategic focus	Status: Compulsory module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Successful completion of the first study course

Learning Outcomes and Competencies, Subject related / Generic:

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:

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:

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

Title of Module: Management Accounting and Controlling	Modul number: 401091
Modul shortmark: N.N.	Credits: 5
Duration: One Semester	Level: Bachelor
Units: This module is not subdivided	Frequency: Every semester, parallel offers
Language of Instruction: German	Assessment: Written examination
Subject Area: Core: operative focus	Status: Compulsory module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation:	Total Work Load: 150 hours

96 hours	
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Required Preconditions:

Fundamentals of External Accounting;

Fundamentals of Internal Accounting/Controlling

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:

- 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:

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

Title of Module: Operations Management	Modul number: 401092
Modul shortmark: BAH-OP3	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester, parallel offers
Language of Instruction: German or English	Assessment: written exam
Subject Area: Core: operative focus	Status: Compulsory module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic studies / Mathematics and Statistics

Learning Outcomes and Competencies, Subject related / Generic:

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:

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:

- Chase, R.B. / Aquilano, N.J. / Jacobs, F.R. (2001): Operations management for competitive advantage. 9th ed. (McGraw-Hill) Boston et al.
- Domschke, W. / Drexl, A. (1996): Logistik - Standorte. 4., überarb. u. erw. Aufl. (Oldenbourg) München / Wien
- Günther, H.-O. / Tempelmeier, H. (2005): Produktion und Logistik. 6., verb. Aufl. (Springer) Berlin et al.
- Russell, R.S. / Taylor, B.W. (2000): Operations management. 3rd ed. (Prentice Hall) Upper Saddle River N.J.
- Schulte, C. (2005): Logistik - Wege zur Optimierung der Supply Chain. 4., überarb. u. erw. Aufl. (Vahlen) München

Schulte, G. (2001): Material- und Logistikmanagement. 2., wesentl. erw. u. verb. Aufl. (Oldenbourg) München
 Stadler, H. / Kilger, C. (eds.) (2005): Supply chain management and advanced planning. 3rd ed. (Springer) Berlin et al.
 Tempelmeier, H. (2006): Material-Logistik. 6., neu bearb. Aufl. (Springer) Berlin et al.
 Thonemann, U. (2005): Operations Management - Konzepte, Methoden und Anwendungen. (Pearson) München et al.

Title of Module: History, Politics and Economics of the Host Country	Modul number: 401191
Modul shortmark: N.N.	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided	Frequency: Every semester
Language of Instruction: English	Assessment: Combined Exam
Subject Area: N.N.	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

None

Learning Outcomes and Competencies, Subject related / Generic:

On successful completion of this module the students will be expected to be able:

- 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:

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:

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)

Peter Calvert, Comparative Politics. An Introduction. (Harlow: Pearson Education and Longman 2002)

Michele Cini (ed.), European Union Politics. (Oxford: OUP 2007) second edition

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)

Title of Module: Management Issues I	Modul number: 401391
Modul shortmark: N.N.	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Combined examination
Subject Area: Management Issues	Status: Optional module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Completion of the 1st stage of studies with profound knowledge of Economics and Business Administration

Learning Outcomes and Competencies, Subject related / Generic:

Having completed this topical field students will be able to,

- gain thorough insights of management issues of a special topic, industry or region.
- apply theoretical approaches to business and social processes of change and develop strategies for their practical implementation of process of change bearing in mind various theoretical approaches.

Content of Course:

The contents of the topical field will relate to the respective subject to be focused on, such as “Management in the Globalized Environment”, “Management in International Corporations”, Management in Selected Industries”, “Management in selected Regions” or “Selected Issues of Management”. All the main topics offered under the headings. The main focus will lie on management subjects, such as entrepreneurial management, innovation management, supply chain management, management in tourism etc. Courses with an economic or legal focus may be offered as well, such as international economics or comparative law systems.

Literature Recommendations:

Will be announced in the respective term

Title of Module: Intercultural Communications	Modul number: 401491
Modul shortmark:	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided	Frequency: Every semester
Language of Instruction: English	Assessment: Combined examination
Subject Area: Core: strategic focus	Status: Compulsory module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Successful completion of the first study course

Learning Outcomes and Competencies, Subject related / Generic:

The course “cross-cultural management” aims to achieve the following objectives:

- 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:

The course covers four major subject areas

- 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:

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”.

Title of Module: Strategic Management	Modul number: 201591
Modul shortmark: BAH-Strat1	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module consists of two units (4+2 hrs/week).	Frequency: Every semester, parallel offers
Language of Instruction: German and English (parallel courses)	Assessment: Oral examination
Subject Area: Core: strategic focus	Status: Compulsory module
Teaching Mode, contact hours: Tutorial on case studies (6 SWS = 108 academic units at 45 mins. each = 81 hours)	
Individual Study Time, Assessment Time and Preparation: 69 hours	Total Work Load: 150 hours

Required Preconditions:

Successful completion of the first study course

Learning Outcomes and Competencies, Subject related / Generic:

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

- 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:

Strategic Management A (Business Administration, 4 chw)- 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)

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:

- Steinmann/Schreyögg, Management, 6. Aufl. 2005, Kapitel 5
- Bea/Haas, Strategisches Management, 4. Aufl. 2005
- Porter, Wettbewerbsstrategie, 1980 (Klassiker)
- 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)

Title of Module: Business Game and Team Development	Modul number: 201592
Modul shortmark: NN	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: German or English	Assessment: Student performance
Subject Area: Strategic Focus	Status: Compulsory module
Teaching Mode, contact hours: Business game, in teamwork, 4 SWS = 72 academic hours at 45 mins. each = 54 hours	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Successful completion of the first stage of studies

Learning Outcomes and Competencies, Subject related / Generic:

Students will learn to practically design strategic and operative business processes ("The Learning-Business-by-Doing-Business Approach") and to manage a simulated business over several years (game periods) under competitive conditions. Having completed this module students will be able to

- formulate strategic objectives and implement them systematically in their own business strategy,

- apply problem-structuring and problem-solving abilities within a practical context,
- organise themselves within a team sharing tasks,
- handle group dynamics productively,
- prepare the achieved results competently and convincingly and present them.

Content of Course:

- Design of the strategic decision-making process
- Interlinking the strategic and operative levels of control within the business
- Market analysis, analysis of competition
- Joint optimisation of the real-business and financial spheres within the business
- Interpretation of ratios of controlling and balancing parameters
- Efficiently designing group processes (including outcome analysis, learning cycles)

Literature Recommendations:

- * Unternehmensplanspiel-Handbuch

Title of Module: Instruments of Controlling	Modul number: 201692
Modul shortmark: BAH-OP2	Credits: 5 ECTS
Duration: One Semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester, parallel offers
Language of Instruction: German	Assessment: Written examination
Subject Area: Core: operative focus	Status: Compulsory module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Fundamentals of External Accounting;
Fundamentals of Internal Accounting/Controlling

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:

- 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 figures:
e.g. balanced scorecard, value-based controlling
- market-oriented instruments:
e.g. target costing, benchmarking, client earnings report, marketing segment calculation
- Practical organisational forms of controlling

Literature Recommendations:

Weber, J.: Einführung in das Controlling, Stuttgart, aktuelle Auflage
Horváth, P./Gleich, R./Voggenreiter, D.: Controlling umsetzen, Fallstudien, Lösungen und Basiswissen, Stuttgart, aktuelle Auflage
Vollmuth, H. J.: Controlling-Instrumente von A-Z, Haufe-Verlag, aktuelle Auflage

Title of Module: Operations Management	Modul number: 201693
Modul shortmark: IMH-OP3	Credits: 5 ECTS
Duration: One Semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Written examination
Subject Area: Core: operative focus	Status: Compulsory module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic studies / Mathematics and Statistics

Learning Outcomes and Competencies, Subject related / Generic:

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:

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:

Chase, R.B. / Aquilano, N.J. / Jacobs, F.R. (2001): Operations management for competitive advantage. 9th ed. (McGraw-Hill) Boston et al.

Russell, R.S. / Taylor, B.W. (2000): Operations management. 3rd ed. (Prentice Hall) Upper Saddle River N.J.

Schulte, C. (2005): Logistik - Wege zur Optimierung der Supply Chain. 4., überarb. u. erw. Aufl. (Vahlen) München

Stadler, H. / Kilger, C. (eds.) (2005): Supply chain management and advanced planning. 3rd ed. (Springer) Berlin et al.

Thonemann, U. (2005): Operations Management - Konzepte, Methoden und Anwendungen. (Pearson) München et al.

Title of Module: Product and Distribution Management	Modul number: 202091
Modul shortmark: BAH-M-1	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: German or English	Assessment: Combined examination
Subject Area: Marketing Management	Status: Optional module
Teaching Mode, contact hours: Tutorial, 4 SWS = 72 academic units at 45 mins. each = 54 hours	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic module of "Marketing"

Learning Outcomes and Competencies, Subject related / Generic:

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:

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) - management of channel conflicts (open vs. closed distribution systems), tasks and goals of distribution; sales techniques (key account management, relationship selling, direct sales/Internet); payment systems in sales; sales organisation; sales management; CRM

Literature Recommendations:

Albers, Sönke (Hg.): Handbuch Produktmanagement, Wiesbaden ; Diller, Herrmann: Preispolitik, Stuttgart ; Homburg/Krohmer: Marketingmanagement, Wiesbaden; Riekhof, Hans-Christian (Hg.): Retail Business in Deutschland, Wiesbaden; Schwetz, Wolfgang: CRM, Wiesbaden; Winkelmann, P: Vertriebskonzeption und Vertriebssteuerung, München; Winkelmann, Peter: Innovatives Außendienst-Management, München; Winkelmann, Peter: Marketing und Vertrieb, München
(jeweils neueste Auflage)
english:
Kapferer: The new Strategic Brand Management (Kogan Page); Keller: Strategic Brand Management (Prentice Hall); Nagle: Theory and Tactics of Pricing (Prentice Hall); Ingram, LaForge: Sales Management: Analysis and Decision Making (South-Western); Jobber/Lancaster: Selling and Sales Management (Prentice-Hall)

Title of Module: Market Research	Modul number: 202092
Modul shortmark: BAH-M-2	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: German	Assessment: Combined examination
Subject Area: Marketing Management	Status: Optional module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic knowledge of "Marketing" and "Statistics"

Learning Outcomes and Competencies, Subject related / Generic:

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:

- 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:

Berekoven/Eckert/Ellenrieder: Marktforschung, Wiesbaden; Bühl, A./ Zöfel, P.: SPSS 12. Einführung in die moderne Datenanalyse unter Windows, Pearson; Kamenz, U.: Marktforschung, Stuttgart; Kuß, A.: Marktforschung, Wiesbaden; Weis, H.C./Steinmetz, P.: Marktforschung, Ludwigshafen; Hermann, A./Homburg, C. (Hrsg.): Marktforschung. Methoden - Anwendungen - Praxisbeispiele, Wiesbaden

(jeweils neueste Auflage) / newest edition

Title of Module: Communication Strategies and Consumer Behaviour	Modul number: 202003
Modul shortmark: BAH-M-3	Credits: 5
Duration: One Semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: German or English	Assessment: Combined examination
Subject Area: Marketing Management	Status: Optional module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic module of "Marketing"

Learning Outcomes and Competencies, Subject related / Generic:

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:

Bruhn, M.: Kommunikationspolitik. Systematischer Einsatz der Kommunikation für Unternehmen, München ; Esch, F.-R.: Moderne Markenführung, Wiesbaden ; Foscht, T., B. Swoboda: Käuferverhalten, Wiesbaden ; Kuß, A., T. Tomczak: Käuferverhalten, Stuttgart ; Trommsdorff, V.: Konsumentenverhalten, Stuttgart (jeweils neueste Auflage)

Title of Module: Selected Issues in Marketing	Modul number: 202094
Modul shortmark: BAH-M-4	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English or German	Assessment: Combined examination.
Subject Area: Marketing Management	Status: Optional module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units at 45 mins. each = 54 hours).	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Knowledge in Marketing and Business Administration

Learning Outcomes and Competencies, Subject related / Generic:

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 current marketing trends.

Literature Recommendations:

Werden den Lehrinhalten angepasst.

Depending on current topics

Title of Module: Communication and Interaction on the Job	Modul number: 202391
Modul shortmark: BAH-SK	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is subdivided.	Frequency: Every semester, parallel offers
Language of Instruction: German	Assessment: Student performance
Subject Area: Key Qualifications: Continuation Courses	Status: Compulsory and optional compulsory module
Teaching Mode, contact hours: Exercises (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

The students are in their 7th semester and have completed one internship.

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:

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:

Schulz von Thun, F.: Miteinander reden, rororo, 2003

Title of Module: Finance and Investment Policies in Businesses	Modul number: 203091
Modul shortmark: BAH-F-1	Credits: 5
Duration: One Semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: German/English	Assessment: Combined examination
Subject Area: Finance and Accounting	Status: Compulsory module (Field of Activity)
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

The modules "Investment and Finance" (Business Administration)
"Mathematics for Business and Economics", "Statistics",
"Basics of External Accounting" (Basics of Accounting)

Learning Outcomes and Competencies, Subject related / Generic:

Students will have to deal with issues and solution concepts in finance management from a real-world and theoretically profound perspective.

After having completed the course students will be able to

- 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:

Principles of financial assessment concepts

Applications and related problems of selected assessment 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, assessment and application of financial options,

The structure, application and assessment of simple and complex collateral security strategies,

Real options

Literature Recommendations:

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.

Title of Module: Financial Analysis and Assessment	Modul number: 203092
Modul shortmark: BAH-F-2	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: German	Assessment: Written examination
Subject Area: Business Finance	Status: Optional module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

The module "Basics of External Accounting" (Basics of Accounting)

Learning Outcomes and Competencies, Subject related / Generic:

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:

- 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:

- Betsch/Groh/Lohmann: Corporate Finance
- Copeland, T./Koller, T./Murrin, J. Unternehmenswert: Methoden und Strategien für eine wertorientierte Unternehmensführung
- Auge-Dickhut, S./Moser, U./Widmann, B.: Praxis der Unternehmensbewertung
- Behringer, S.: Unternehmensbewertung der Mittel- und Kleinbetriebe: betriebswirtschaftliche Verfahrensweisen;
- Nowak, K.: Marktorientierte Unternehmensbewertung
- Reichmann: Controlling und Kennzahlen
- Küting/Weber: Die Bilanzanalyse
- Coenenberg: Jahresabschluss und Jahresabschlussanalyse

Title of Module: Account Balancing und Accounting Law	Modul number: 204091
Modul shortmark: BHA-R-1	Credits: 5
Duration: One semester	Level: Bachelor
Units: Two units: 1) Accounting Law; 2) Account Balancing: Methods and Contents	Frequency: Every semester
Language of Instruction: German	Assessment: Written examination
Subject Area: Accounting/Controlling	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic knowledge in "External Accounting",
basic knowledge in "Internal Accounting / Controlling"

Learning Outcomes and Competencies, Subject related / Generic:

Students will learn to appreciate the preparation of year-end statements as instruments that serve many purposes at the same time, thus not only a single purpose that could fully serve individual interests. By means of business accounting of corporations they will gain the knowledge of individual account balancing methods in their respective effects and be able to purposefully judge their pros and cons of application. The interrelatedness of Business Accounting (Unit 1) and the handling of special account balancing issues (unit 2) will be investigated. In various exercises students will be given the opportunity to apply their gained knowledge and to assess the functionality of business accounting.

Content of Course:

Unit 1:

- The relevant German law applicable to business accounting
- Development of the German Law of Business Accounting
- The interdependence of Law of Business Accounting and the Law of Partnerships and Corporations
- Internationalisation of Business Accounting
- Auditing a year-end financial statement
- Approval of the year-end financial statement
- Disclosure of the year-end financial statement
- Interests in the year-end financial statement and their satisfiability
- Interdependence between commercial-law and tax-law account balancing
- Criteria of reporting assets and debts

Unit 2:

- Constituents of the year-end financial statement of a corporation
- Determination of manufacturing costs
- Specialities in the account balancing of fixed assets

- Specialities in the account balancing of current assets
- Account balancing tools
- Specialities in the account balancing of equity and liabilities
- Profits shown acc. to "GKV" and "UKV", respectively

Literature Recommendations:

Bauch, Günter; Oestreicher, Andreas: Handels- und Steuerbilanzen. Heidelberg, aktuelle Auflage;

Budde, Wolfgang Dieter (Bearb.): Beck'scher Bilanz-Kommentar: Der Jahresabschluß nach Handels- und Steuerrecht. München, aktuelle Auflage;

Coenenberg, Adolf-Gerhard: Jahresabschluss und Jahresabschlussanalyse. Landsberg a.L., aktuelle Auflage;

Federmann, Rudolf: Bilanzierung nach Handelsrecht und Steuerrecht. Berlin, aktuelle Auflage;

Leffson, Ulrich; Rückle, Dieter; Großfeld, Bernhard (Hg.): Handwörterbuch unbestimmter Rechtsbegriffe im Bilanzrecht [HURB]. Köln 1986;

Schildbach, Thomas: Der handelsrechtliche Jahresabschluss. Herne, Berlin, aktuelle Auflage

Title of Module: Selected Issues in Business Finance	Modul number: 203094
Modul shortmark: IMH-F-4	Credits: 5 ECTS
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: English	Assessment: Combined examination
Subject Area: Business Finance	Status: Optional module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units/45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic knowledge in "Finance and Investments" (Basic stage of studies)

Learning Outcomes and Competencies, Subject related / Generic:

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.

Content of Course:

- Business finance globalisation
- International business finance

- International financial markets
- Risk management

Literature Recommendations:

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

Title of Module: International Business Accounting	Modul number: 204092
Modul shortmark: BHA-R-2	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Every semester
Language of Instruction: German	Assessment: Written examination
Subject Area: Accounting/Controlling	Status: Optional compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic knowledge in "External Accounting";

"Account Balancing" (TF)

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:

Buchholz, R.: Internationale Rechnungslegung - Die Vorschriften nach IAS, HGB und US-GAAP im Vergleich; Bielefeld, aktuelle Auflage;
Coenberg, A.: Jahresabschluss und Jahresabschlussanalyse - Grundfragen der Bilanzierung nach betriebswirtschaftlichen, handelsrechtlichen, steuerrechtlichen und internationalen Grundsätzen; Stuttgart, aktuelle Auflage;
IASCF (Hrsg.): International Accounting Standards 2005; Stuttgart, 2005 bzw. aktuelle Auflage

Title of Module: Human Resource Management	Modul number: 205091
Modul shortmark:	Credits:

BAH-P-1	5
Duration: One semester	Level: Bachelor
Units: This module is subdivided into 2 tutorials: Human Resource Management and Human Resource Psychology.	Frequency: Every semester
Language of Instruction: German/English	Assessment: Combined Examination
Subject Area: Human Resource Management and Organisational Design	Status: Optional module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

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)

Learning Outcomes and Competencies, Subject related / Generic:

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:

- 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:

Grundlagenlehrbuch: Holtbrügge, Dirk (2004): Personalmanagement, Springer
Thomson, Rosemary (2002): Managing People, 3rd ed., Elsevier

Title of Module: Internationalisation of Economic Processes	Modul number: 209192
Modul shortmark: BAH-Th1	Credits: 15 ECTS
Duration: One semester	Level: Bachelor
Units: This module is subdivided.	Frequency: Every semester
Language of Instruction: German	Assessment: Extended term paper
Subject Area: Topical field	Status: Optional module
Teaching Mode, contact hours: Tutorial (12 SWS = 216 academic units at 45 mins. each = 162 hours)	
Individual Study Time, Assessment Time and Preparation: 288 hours	Total Work Load: 450 hours

Required Preconditions:

Completion of the 1st stage of studies

Learning Outcomes and Competencies, Subject related / Generic:

After completing this module students will be able to

- demonstrate, by means of examples or cases, the interdependence of national and international business-related fields of activity and the limits of a purely national view;
- analyse globalisation processes from various disciplinary / paradigmatic perspectives and recognise and explain the respectively implied premises and interests of various approaches;
- name and explain the difference between the requirements of locally and worldwide acting (multinational) businesses with regard to central strategic issues as well as rank and analyse the importance of the `real organisation´ of multinational businesses acc. to their organisational typology and contrasted to various requirement parameters
- know and explain tasks, goals and instruments of important actors and institutions involved in the design of a new world order
- develop specific knowledge of economics, institutions and regulations about selected countries, as a rule of importance to world economics, and contribute it to economic and business-related discourse
- approach a final thesis dealing with an international topic

Content of Course:

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. As a rule, (at least) three disciplines should be involved in the topical field. Apart from various specialisations in Business Administration, these could, for example, be Economics, Social Sciences or Behavioural Sciences (e.g. cross-cultural issues). The contents of tuition will be accorded and interlinked, e.g. via projects, branch specialisation or focusing on certain regions or countries of the world.

Literature Recommendations:

N.N.

Title of Module: European Business Law	Modul number: 212091
Modul shortmark: EH-V-4	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: German or English	Assessment: Combined examination
Subject Area: European Economics (optional compulsory subject A)	Status: Optional module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Basic knowledge of legal methods, of Private Business Law and the Law of Enterprises (from the first stage of studies).

Learning Outcomes and Competencies, Subject related / Generic:

As to subject matter:

Upon accomplishing this module, the students will be able to safely orientate themselves within the framework of European legal provisions in their relationship to German law, in comparative law and the Law of Nations. Since European Business Law belongs to the specialising teaching area A of "European Economy", students will, on their own, perceive or establish relationships to and interdependences between political integration, economic policies, labour markets and welfare states in Europe. Students will develop a sense of opportunities and risks resulting in business activities from legal differences and harmonisation within the internal market. They will gain an understanding of these legal issues without having to become lawyers themselves. They will particularly study European law as regards the fundamental rights and liberties, anti-discrimination and competition. Students will be able to apply their knowledge to economic tasks and consider them in long-term strategic decisions.

As to methods:

Students will deepen their ability to interpret and apply legal norms and will extend this to the application of European and foreign law. They will achieve to find the relevant provisions hitherto unknown to them, and to understand their essence within adequate time. Participants will gain the critical capacity to analyse and assess the ethical background and relationships of power underlying the European and member-state norms. They will be enabled to develop solutions for typical cases of European law and transfer them onto new situations. They will develop arguments as regards the adequate integration of European provisions into managerial or political decision-making processes.

Content of Course:

The European (economic) constitution and its relationship to the constitutions of Member States. The European basic rights (including selected aspects of the

European Convention on Human Rights). The fundamental liberties of the internal market: the freedom of movement of goods, services and capital transfer, as well as of employment and business establishment. European law on equal rights for men and women, as well as on anti-discrimination. European consumer protection. European and member-state rules on the conflict of laws (Private International Law). European competition and anti-trust law. Selected problems of European foreign trade law, especially in its relationship to the WTO.

Literature Recommendations:

Paul Craig / Gráinne de Búrca: EU Law – Text, Cases and Materials (aktuelle Auflage)

Trevor C. Hartley: European Union Law in a Global Context – Texts, Cases and Materials (aktuelle Auflage)

Trevor C. Hartley: The Foundations of European Union Law (aktuelle Auflage)

Matthias Herdegen: Europarecht, Beck Juristischer Verlag (aktuelle Auflage)

Wolfgang Kilian: Europäisches Wirtschaftsrecht, Beck Juristischer Verlag (aktuelle Auflage)

Title of Module: Governance of public goods and services	Modul number: 213001
Modul shortmark: EH-V-12	Credits: 5
Duration: One semester	Level: Bachelor
Units: This module is not subdivided	Frequency: Once per year
Language of Instruction: German	Assessment: Combined examination
Subject Area: Public and private Non-profit Sectors (optional compulsory subject B)	Status: Optional module
Teaching Mode, contact hours: Tutorial on case studies (4 SWS = 72 academic units at 45 mins. each = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 96 hours	Total Work Load: 150 hours

Required Preconditions:

Successful completion of the first stage of studies recommended

Learning Outcomes and Competencies, Subject related / Generic:

The students gain an overview on theory and practice of public provision of goods and services and the instruments of public decision making (cost-benefit analysis, criteria of allocative and technical efficiency). Additionally to these normative aspects the course will give an overview over the political and economic variables in the political decision making process and discusses different approaches to the governance of public goods and services. The implementation processes will be discussed. The students will work on their own to analyse processes of governance on different levels (local, national and international) and in different sectors and present their results in teamwork.

Content of Course:

Theory of public goods and publicly provided goods (characteristics of public goods, efficient provision, private and public provision of public goods, public provision of private goods).

Decision processes on public spending in democratic societies.

Cost-benefit analysis in the private versus the public sector.

Economic and institutional conditions for efficient governance structures (ways to organise political decision making processes, bidding process, contract performance and control, privatisation, deregulation, interaction market and state, interaction market and civil society, conflicts of common law of the EU).

Experiences with different models of private business participation and competition processes (analysed in different sectors like infrastructure services like telecommunication, transport, water, social services).

Experiences with different governance structures and processes on local and national level (public governance) and on international level (global governance), role of the EU and WTO.

Analyse of advantages and disadvantages of different governance models dependant on institutional arrangements.

Title of Module: International Corporate Finance	Modul number: 501093
Modul shortmark: NN	Credits: 6
Duration: One semester	Level: Master
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: English	Assessment: Combined examination
Subject Area: International Finance	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 126 hours	Total Work Load: 180 hours

Required Preconditions:

Basic knowledge in Finance and Accounting from basic courses

Learning Outcomes and Competencies, Subject related / Generic:

The major aim of the course is to provide the students with an understanding of the interrelationship between the globalisation of the financial services industry and the growth of international markets. After successful completion of the course, the students will be familiar with the role and operation of international securities, derivatives and foreign exchange markets. They will fully understand how international corporations make use of international cash management strategies. Finally, they will appreciate how corporations can raise capital through international financial markets. There will be a close link between financial market instruments and risk management strategies.

Content of Course:

Global finance and the nature of international financial markets, the FX market, derivative markets, the Euro-currency market, the international bond market; foreign direct investment, international cash management, risk management in corporate finance, financing foreign trade, international banking.

Literature Recommendations:

- Brealey, Richard A.; Myers Stewart C., Principles of Corporate Finance, McGraw-Hill, 8 ed. 2006
Click, Reid W.; Coval Joshua D., International Financial Management, Prentice Hall 2002
Copeland, Laurence S., Exchange Rates and International Finance, Prentice Hall 2000
Eiteman, David K., et al; Multinational Business Finance, Addison Wesley Longman, Wed. 2004
Eng, Maximo V.; Global Finance, Addison Wesley Longman, 1998
Fabozzi, Frank j.; Foundations of Financial Markets and Institutions, Prentice Hall, 1998
Grundy, Tony; Exploring Strategic Financial Management, Prentice Hall, 1998
Hughes, Jane E.; MacDonald Scott B., International Banking, Addison Wesley 2002

Literature Recommendations:

Blankart, Charles. B. Öffentliche Finanzen in der Demokratie, Vahlen-Verlag, München, aktuelle Auflage

Fritsch, Michael/ Wein, Thomas/ Ewers, Hans-Jürgen; Marktversagen und Wirtschaftspolitik - Mikroökonomische Grundlagen staatlichen Handelns; München, 1996

Knieps, G., Brunekreeft G., Zwischen Regulierung und Wettbewerb: Netzsektoren in Deutschland, Physica-Verlag, 2000

Reichard, C., Harms, J. (Hrsg.), Ökonomisierung des öffentlichen Sektors

Schuppert, Gunnar F. (Hrsg.), Governance-Forschung. Vergewisserung über Stand und Entwicklungslinien, Nomos Verlag, Baden-Baden, aktuelle Auflage

Title of Module: Global Governance	Modul number: 531094
Modul shortmark: -	Credits: 6
Duration: -	Level: Master
Units: -	Frequency: -
Language of Instruction: -	Assessment: -
Subject Area: -	Status: -
Teaching Mode, contact hours: -	
Individual Study Time, Assessment Time and Preparation: -	Total Work Load: -

Required Preconditions:

-

Learning Outcomes and Competencies, Subject related / Generic:

By the end of the course, the following learning outcomes could reasonably be expected: Students should be able to - present key concepts and arguments studied in the course in a systematic way - evaluate leading theories of global governance in terms of their coherence, comprehensiveness and empirical adequacy - present different kinds of evidence and pertinent data in support of arguments about the changing pattern of world politics - apply and assess accounts of governance in at least one of the course`s key empirical domains: global trade and sustainable development, fighting poverty and social exclusion, the impact of transnational corporations on human rights, international labour rights and human security, environmental degradation and environmental governance, the regulation of transnational migration - analyse the impact of globalisation on democratic polities - arrive at a judgement, which can be supported by clear argumentation and evidence, on the extent to which the powers of states are being transformed, and demonstrate the consequences of this for the nature, form and distribution of political power The course will assist in furthering the following skills: - evaluating theoretical claims on the concept of global governance and demonstrating theoretical arguments - pursuing independent research involving diverse sources - critical use of websites and e-based material - presenting well-structured written work and refining presentation skills (written and oral)

Content of Course:

Part I: The changing pattern of world politics - Globalisation as a political project - The institutional framework of global governance (including the changing role of the state, the Bretton Woods institutions, the UN system, the WTO, the different role of NGOs and transnational corporations as actors of global governance) - Theoretical approaches on global governance as an academic subject Part II: The governance of global politics - key empirical domains: - Global trade and sustainable development, - Fighting poverty and social exclusion, - The impact of transnational corporations on human rights, international labour rights and human security, - Environmental degradation and environmental governance, - The regulation of transnational migration

Literature Recommendations:

Braithwater, J./ Drahos, P. (2001): Global Business regulation, Cambridge

Bromley, Simon/ Mackintosh, Maureen/ Brown, William/ Ways, Marc (2004):
Making the International Economic Interdependence, London et al. (Pluto Press)
Held, David/ Koenig-Archibugi, Mathias (2005): Global Governance and Public
Accountability, Oxford (Blackwell) Levy, David . / Newell, Peter (eds.)(2005): The
Business of Global Environment Governance, Cambridge (Mass)/London (MIT
Press) Wilkinson, Rordan (ed.)(2005): The Global Governance Reader, London,
New York (Routledge) World Commission on the Social Dimensions of
Globalisation (2004): A Fair Globalisation, Geneva (ILO)

Title of Module: Current Issues in Marketing	Modul number: 521093
Modul shortmark: NN	Credits: 6
Duration: One semester	Level: Master
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: English	Assessment: Combined examination
Subject Area: Marketing	Status: Optional compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 126 hours	Total Work Load: 180 hours

Required Preconditions:

Significant knowledge of Marketing Strategy and Marketing Management

Learning Outcomes and Competencies, Subject related / Generic:

Students will be enabled to transfer their acquired knowledge to various current issues. They will develop the capability of competent judging in particular fields of decision-making processes in a marketing context. The participants will learn to understand the issues dealt with from the perspectives of economics, management and social sciences.

Content of Course:

The fields of interest are defined by the respective module tutor with regard to research and applications in marketing. The module is open for economics, managerial and social sciences perspectives in current developments.

Literature Recommendations:

Depends on the discussion focus to be defined by the module tutor

Title of Module: International Corporate Finance	Modul number: 511091
Modul shortmark: NN	Credits: 6
Duration: One semester	Level: Master
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: English	Assessment: Combined examination
Subject Area: International Finance	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 126 hours	Total Work Load: 180 hours

Required Preconditions:

Basic knowledge in Finance and Accounting from basic courses

Learning Outcomes and Competencies, Subject related / Generic:

The major aim of the course is to provide the students with an understanding of the interrelationship between the globalisation of the financial services industry and the growth of international markets. After successful completion of the course, the students will be familiar with the role and operation of international securities, derivatives and foreign exchange markets. They will fully understand how international corporations make use of international cash management strategies. Finally, they will appreciate how corporations can raise capital through international financial markets. There will be a close link between financial market instruments and risk management strategies.

Content of Course:

Global finance and the nature of international financial markets, the FX market, derivative markets, the Euro-currency market, the international bond market; foreign direct investment, international cash management, risk management in corporate finance, financing foreign trade, international banking.

Literature Recommendations:

Brealey, Richard A.; Myers Stewart C., Principles of Corporate Finance, McGraw-Hill, 8 ed. 2006

Click, Reid W.; Coval Joshua D., International Financial Management, Prentice Hall 2002

Copeland, Laurence S., Exchange Rates and International Finance, Prentice Hall 2000

Eiteman, David K., et al; Multinational Business Finance, Addison Wesley Longman, Wed. 2004

Eng, Maximo V.; Global Finace, Addison Wesley Longman, 1998

Fabozzi, Frank j.; Foundations of Financial Markts and Institutions, Prentice Hall, 1998

Grundy, Tony; Exploring Strategic Financial Management, Prentice Hall, 1998

Hughes, Jane E.; MacDonald Scott B., International Banking, Addison Wesley 2002

Title of Module: Financial Risk Management	Modul number: 511092
Modul shortmark: NN	Credits: 6
Duration: One semester	Level: Master
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: English	Assessment: Combined examination
Subject Area: Risk Management	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 126 hours	Total Work Load: 180 hours

Required Preconditions:

Basic knowledge in Finance, Accounting, Statistics and Financial Mathematics from basic courses (Bachelor)

Learning Outcomes and Competences:

The major aim of the course is to understand the value at risk approach and to use the value at risk approach in practice of corporate and financial markets. The students should be able to distinguish the different calculation methods for interest rate risks, foreign exchange risks, equity risks and credit default risks. A further aim of the course is to calculate value at risk for several case studies (e. g. simple asset portfolios). The students should know, how correlations between the several risk factors can reduce the value at risk. They should understand the link between financial markets and risk management in corporate. Finally the students can use the different kinds of instruments to control risk.

Content of Course:

1. Basics of Risk Management: Definitions and Reasons for Risk Management, Risk Management as an process, Identification and Kinds of Risks
2. Risk Measurement and Analysis: Simple Measures, Volatility, Sensitivity, Value at Risk, VaR of Portfolios (Correlation), Back Testing, Lower Partial Moments, Historical Simulation, Stress-Tests
3. Risk Control: Precaution, Limits, Diversification and Compensation
4. Financial Risks: Peculiarities of Market Risks (Interest Rate Risk, Foreign Exchange Risk, Equity Risk), Credit Default Risk and Liquidity Risk

Literature Recommendations:

Title of Module: Financial Economics	Modul number: 511093
Modul shortmark: NN	Credits: 6
Duration: One semester	Level: Master
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: English	Assessment: Combined examination
Subject Area: Financial Economics	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 126 hours	Total Work Load: 180 hours

Learning Outcomes and Competences:

This course provides a profound knowledge of financial markets in a macro- and microeconomic context. Students learn the relevant processes of financial markets in regard to price and expectations. They gain a profound insight into the effect macroeconomic variables have on the financial markets. The course aims to closely combine theoretical knowledge with empirical facts. During the course, several relevant case studies will be analyzed.

Content of Course:

1. The interaction of economic cycles with financial markets
2. Effects of monetary policies on financial markets
3. Formation of prices and expectations in financial markets
4. The origin of financial market price bubbles
5. The role of market liquidity and risk management systems
6. Crisis and contagion effects in emerging markets
7. Important aspects of Behavioural Finance

Literature Recommendations:

1. Business Cycles: theory, history, indicators, and forecasting by Victor Zarnowitz, The University of Chicago Press, 1992
2. Investment Analysis and Portfolio Management by Frank K. Reilly & Keith C. Brown, 2005 Southwestern C.P
3. International Economic, A Survey of Behavioural Finance, Nicholas Barberis, Richard Thaler, NBER, Working Paper 9222, Sept. 2002
4. International Economics, Theory and Policy by Paul Krugman and Maurice Obstfeld, Addison Wesley, 2006

Title of Module: Corporate Financial Theory	Modul number: 511094
Modul shortmark: NN	Credits: 6
Duration: One semester	Level: Master
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: English	Assessment: Combined examination
Subject Area: Financial Theory and Policy Making	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 126 hours	Total Work Load: 180 hours

Required Preconditions:

Basic knowledge in Accounting, Statistics and Financial Mathematics. Advanced knowledge in Finance.

Learning Outcomes and Competences:

The major aim of this course is to bridge between a deeply based understanding of financial theory and related decisions to be made in everyday financial management. Following this goal the course will at first provide students extended knowledge in financial theory with a subsequently following intensive and case oriented discussion of typical objectives concerning a corporations financial management.

By this students will understand the interrelationships and deep interdependencies between efficiently working financial markets and the more micro oriented objective of capital allocation within corporations.

After a successful completion of this course program, students will be familiar with major paradigms of financial theory mirrored in major financial markets, products and processes as well as in corporate financial decision making. They will understand how a corporations finance and investment policy can be managed and how this is related to market processes.

Content of Course:

Financial decisions: Investment decisions, decisions under uncertainty, the theory of choice and foundations of utility theory. Introduction into state preference theory, portfolio theory and market equilibrium models like APT and CAPM. The framework of contingent claim valuation and real option analysis. The theoretical part also includes an extensive discussion of interest rates, the term structure of interest rates and it's importance for derivative products and markets. A closer look on efficient market hypothesis and phenomena like information asymmetry and agency theory concludes the first part. Corporate policiy has a focal point: valuation. Valuing investment proposals, financial products, corporations, strategies as well as policy mark the major content of the lecture's second part. Specifically performance measurement and several unsolved issues indicating the future of finance will provide a distinctive feature to this course.

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Literature Recommendations:

Core Text:

Copeland, Thomas E.; Weston, Fred J.; Shastri, Kuldeep: Financial Theory and Corporate Policy, 4/E, Prentice Hall 2005

Further Readings:

1. Bodie, Zvi; Kane, Alex; Marcus, Alan J.: Investments, 5/E, McGraw-Hill, 20082
2. Brealey, Richard A.; Myers Stewart C., Principles of Corporate Finance, 9/E, McGraw-Hill, 2008

3. Brigham, Eugene F.; Ehrhardt, Michael C.: Financial Management: Theory and Practice, 8/E, Cengage, 2007
4. Megginson, William; Smart, Scott; Lucey, Brian: Introduction to Corporate Finance 2/E, Cengage 2008
5. Ross, Stephen A.; Westerfield, Randolph W.; Jaffe, Jeffrey; Jordan, Bradford D.: Modern Financial Management, 8/E, McGraw-Hill, 2007

Title of Module: Development Economics	Modul number: 531093
Modul shortmark: NN	Credits: 6
Duration: One semester	Level: Master
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: English	Assessment: Combined examination
Subject Area: IWorld Market and Finance	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 126 hours	Total Work Load: 180 hours

Required Preconditions:

Good knowledge of the logic of the balance of payment, of basic models in international trade and basic exchange rate models

Learning Outcomes and Competencies, Subject related / Generic:

Students attending the course shall

- get a comprehensive overview about the history of economic thinking and modern theoretical developments in the field of development economics
- be able to clearly distinguish different economic paradigms in development economics
- understand the basis economic policies recommended by international institutions like the International Monetary Fund or the World Bank
- have a good overview about economic developments and macroeconomic policies in selected developing countries following different development strategies
- have the ability to apply theoretical models to country cases and understand different economic policy options in developed countries

Content of Course:

- Overview about the state of the world in respect to income inequality, poverty (HIPIC countries), prosperous and stagnating regions etc.
- Overview about worldwide current account constellations, structure of capital flows (FDI, portfolio investment etc.), foreign debt levels, currencies of denomination of debt
- The saving gap model as the leading (World Bank) development model of the 1960s
- The Washington Consensus of the 1990s and its policy conclusions
- The Post Washington Consensus and its policy conclusion
- Dependency theory
- Explanations and empirical analyses of currency and banking crises (twin-crises) and policies of international institutions like the International Monetary Fund (monetary policy, fiscal policy, structural adjustment programs)
- Finance and development (the role of domestic finance, dollarisation, micro finance)
- Reform options of the world financial and trade system
- In the colloquium guest speakers from other universities, the German Bundesbank, research institutes, ministries, international organisations etc. present current economic issues especially in the field of development economics. The colloquium has the aim to confront participants with different opinions and practical experience in the field of economic development.

Literature Recommendations:

J. Sachs, *The End of Poverty. How Can It Happen In Our Lifetime?* Penguin Books 2005; World Bank, *Finance for Growth*, Washington 2001; J. Priewe, H. Herr, *Macroeconomic Strategies for Poverty Reduction and Development – Beyond the Washington Consensus*, Baden-Baden 2005; Ha-Joon Chang (ed.), *Rethinking Development Economics*, Anthem Press 2003

Selected articles including: J.E. Stiglitz, *Some Lessons form the East Asian Miracle*. In: *The World Bank Research Observer*, Vol. 11, 1996; J.E. Stiglitz, M. Uy, *Financial Markets, Public Policy, and the East Asian Miracle*. In: *The World Bank Research Observer*, Vol. 11, 1996; W. Easterly, *The Ghost of Financing Gap*. In: *Journal of Development Economics*, Vol. 60, 1999; J. Williamson, *What Washington Means by Policy Reform*. In: John Williamson (ed.), *Latin American Adjustment: How Much Has Happened?* Washington D.C. (Institute for International Economics) 1990; J. Williamson, *What Should the World Bank Think about the Washington Consensus?* *The World Bank Research Observer*, Vol. 15, 2000; D. Rodrik, *Growth Strategies*, Harvard University, 2003. In addition articles about current economic debates and case studies are used.

Title of Module: International Marketing and Sales Management B	Modul number: 521092
Modul shortmark: NN	Credits: 6
Duration: 2nd half 1st semester	Level: Master
Units: This module is not subdivided.	Frequency: Once per year
Language of Instruction: English	Assessment: Combined examination
Subject Area: International Marketing	Status: Compulsory module
Teaching Mode, contact hours: Tutorial (4 SWS = 72 academic hours per 45 minutes = 54 hours)	
Individual Study Time, Assessment Time and Preparation: 126 hours	Total Work Load: 180 hours

Required Preconditions:

Good knowledge of the elements of marketing concepts, especially of marketing instruments; ability to discuss marketing topics on a high level, plus Course 511001

Learning Outcomes and Competencies, Subject related / Generic:

Students will learn to identify specific problems of international markets and apply this knowledge to the frameworks of international marketing. Students will be able to plan, manage, and control a sales organisation in a national or international context.

Content of Course:

The basic concepts of international marketing; goals of and reasons for international activity of companies; selected theoretical approaches in international marketing; the role of inter-cultural differences; development of a marketing concept in the international market: situation analysis, goal determination, strategy development, use of marketing instruments in an international context; strategies of internationalisation; market entry strategies: direct vs. indirect export, licensing, joint venture agreements, etc.; compensation in international exchange; international cooperation; financial and trade transactions; examples and cases which focus on international marketing; overview of personal selling, organisational strategies and the sales function; sales organisation structure and sales force deployment; sales management: leadership and supervision; motivation and reward system management; evaluating the effectiveness of the organisation; evaluating the performance of sales staff; international and global sales organisation (GAM)

Literature Recommendations:

Czinkota/Ronkainen: International Marketing (Thomson); Keegan/Green: Global Marketing (Pearson); Kotabe/Helsen: Global Marketing Management (Wiley) Ingram, LaForge: Sales Management: Analysis and Decision Making (South-Western); Jobber/Lancaster: Selling and Sales Management (Prentice-Hall)