



BERLIN STUDY SEMESTER

Fall Programme 2023: Module Outline

Please check at our Module Overview first, which courses will be available for the upcoming term.

Studium Generale

Berlin as a place of German history, politics and culture

Duration: One Semester	Module N.: 115007/121010
Units: This module is not subdivided	Credits: 1/ 2,5
Language of Tuition: English	Level: Bachelor
Subject Area: Studium Generale	Assessment: Presentation if and / or seminar paper if applicable
Teaching Mode, contact hours: Tutorial (2 SWH = 22 academic units / 45 mins. each = 17 hours)	
Objectives	Foreign students are invited to get acquainted with German history, culture and politics by attending a series of lectures as well as engaging with everyday life and rhythm of contemporary Berlin.
Content	Students are invited to study German society and everyday life in Berlin in several ways as by Dynamic lectures (on German history, culture, and politics); Visits to Berlin institutions of public interest (such as parliament and media); Excursions and walks to important places of historic interest as well as of modern Berlin (architecture; streets; the 'Bayerisches Viertel' around the BSEL; Berlin's industrial past; Berlin in the Cold War; the Brandenburg Gate and the Holocaust Memorial; Berlin's present culture and subcultures).
Recommended literature	to be announced at the beginning of the seminar



German language course for beginners (A-Level)

Duration: One Semester	Module N.: INT-02
Units: This module is not subdivided	Credits: 3
Language of Tuition: German	Level: Bachelor
Subject Area:	Assessment: Written and oral examination (grading ratio 50%)
Teaching Mode, contact hours: 44 academic units / 45 mins. each = 33 hours	
Objectives	After completing the module the students have broadened and deepened their command of the German language. They have developed their written and oral communication skills further. In particular, they have practised using the language in a business context. The goal is to complete the module at the CEF/A1 level in accordance with the recommendations of the ERFA Wirtschaft programme.
Content	<ol style="list-style-type: none">1. Listen and understand simple information about persons and the working environment2. Understand simple written information like appointments and invitations3. Record of short instructions in known speech4. Exercise the ability to ask questions in the known subjects5. Exercise the ability to answer questions in the known subjects6. Write of short messages and e-mails after given samples7. Edit simple notes and texts in the known subject
Recommended literature	Will be announced at the start of the course.



Business Management

Market / State / Globalization

Duration: One Semester	Module N.: VWL-MS
Units: Global Market and Currency System, Economic Policy	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written examination (100%) or Portfolio (including regular assignments using Excel and one Multiple Choice test)
Teaching Mode, contact hours: Seminar Lecture (66 academic units / 45 mins. each = 49,5 hours)	

Objectives	<p>Students will extend their knowledge of foreign trade processes. In addition to understanding the factors driving the international trade of goods and services, students will be able to identify monetary influences on the international economy. They will learn about the economic and political concepts of international relations, especially the relationships between industry, developing countries and emerging economies. Students will be able to explain the significance and tasks of a range of international institutions such as the EU, EEA WTO, IMF, the World Bank and the ILO etc.).</p> <p>In second part of the module, students will be able to describe the co-ordination processes of national and international economic policy. They will extend their knowledge of problems in the implementation of economic policy measures, including market and state failure. They will be able to characterize economic policy strategies and apply them to selected course-specific areas such as social policy, labour market policy, the distribution of incomes, environmental economics, the international economic crisis and the sovereign debt crisis.</p>
Content	<p>The theoretical rationale of free trade; the methodological principles of real and monetary foreign trade; discussions of exchange rates and their impact on the currency and capital markets; central bank policy strategies. Globalization as an intensified form of foreign trade complexities and the processes of the development of the international economy. The explanation of strategies for the promotion of trade and the identification of the effects of tariff and non-tariff barriers to trade. The meaning and interpretation of foreign trade statistics.</p> <p>The explanation of co-ordination processes in economic policy. The exploration of problems on the basis of differences between individual and collective rational behaviour using game theory models (e.g. the prisoner's dilemma), externalities and principle agent models. The depiction of various examples from different fields</p>



of current economic policy. The discussion and development of solutions from a macroeconomic viewpoint and from the viewpoint of various interest groups. A comparison of the solutions with current reform strategies and their classification in theoretical concepts. A discussion of current economic policy questions in terms of issues specific to the course of studies.

Recommended literature

Benassy-Quere, A.; Economic Policy: Theory & Practice, OUP USA. Economy, Society and Public Policy, The Core ESPP Team, (<https://core-econ.org>), latest edition.
Krugman, P./ Obstfeld, M./ Melitz, M.: International Economics. Theory and Policy, latest edition, Pearson.
Mankiw, G.: Macroeconomics, latest edition, Worth.
Goolsbee, A. / Levitt, S. / Syverson, C.: Microeconomics, latest edition, Worth.

Managing the Multinational Company

Duration: **One Semester**

Module N.: **IP-V2**

Units: **This module is not subdivided**

Credits: **5**

Language of Tuition: **English**

Level: **Bachelor**

Subject Area: **Business**

Assessment: **Written examination or written examination (75%) and presentation (25%).**

Teaching Mode, contact hours: **Seminar Lecture (55 academic units / 45 mins. each = 41 hours)**

Objectives

Whilst the modules Foreign Expansion Modes (IP-G4) and Market Development and Marketing in Selected International Locations (IP-G6) cover the challenges of *internationalization* this module (IP-V2) focuses on the issues involved in *generating value from an international business activity*, i.e. cross-border management. Upon completing this module, students will be able to:

- Describe and explain the theory and practice of turning a global presence into global competitive advantage.
- Design case-specific strategies and combining adequate mixtures of efficiency and flexibility.
- Compare alternative organizational designs for cross-border management and chose the most appropriate for specific case studies.
- Describe the explicitly international issues of international R&D, marketing/sales, human resources, international operations and apply this knowledge to develop solutions in case studies.
- Describe the avenues for securing global integration advantages in international finance and controlling.
- Develop and present a differentiated view on the critical stakeholder and government relations in the international landscape.



Content	<ol style="list-style-type: none">1. Strategies for managing multinational companies (MNC)<ol style="list-style-type: none">1.1. Efficiency strategies1.2. Flexibility strategies1.3. Learning strategies1.4. The necessity of trade-offs2. The conceptual framework for managing the MNC: the transnational management model<ol style="list-style-type: none">2.1. Understanding the need for differentiation: multidimensional challenges2.2. Implementing differentiation: sophisticated managerial responses2.3. The limitations of the transnational management model3. Organizing the MNC<ol style="list-style-type: none">3.1. Organization of MNCs: a historical review3.2. The international configuration of assets and capabilities: the integrated network3.3. The international distribution of power and influence: balanced multidimensional perspectives3.4. The international co-ordination of goods flows, resources, and knowledge: the flexible integration process3.5. Selected case studies4. Balancing efficiency, flexibility, and learning in selected functional areas of the MNC<ol style="list-style-type: none">4.1. International research and development (R&D): the configuration of international R&D networks Systems for international R&D planning and control, processes for international knowledge/technology diffusion and documentation, the protection of intellectual property rights4.2. International sourcing, operations and digital networks: designing the transnational network: the localization, configuration and internalization of value chain activities: offshoring v re-shoring, outsourcing v insourcing; supply chain co-ordination and the digitization of global operations; production strategies; designing global distribution and service networks; global sourcing4.3. International marketing and sales: standardization v. product adaptation (positioning, branding, packaging) place (sales concept and distribution), pricing, and promotion; global account management4.4. International human resources management (HRM): international differences in the institutional context, legal context and labour relations; composing an international staff, foreign assignments and expatriate management: selection, preparation, compensation, performance management, repatriation and career issues, taxes and insurance; managing human resources in offshore countries; international skill development (developing multicultural managers and global mindset); The international diversity of institutional and legal context of HRM4.5. Selected case studies5. Realizing global integration in international financial management and controlling<ol style="list-style-type: none">5.1. Realizing global integration advantages in international financial management
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- 5.1.1. Using international sources of finance: global money market; global capital markets
 - 5.1.2. Financing international projects
 - 5.1.3. Handling currency risk: types of risk exposure; hedging techniques
 - 5.1.4. Managing global cash flows: centralized pooling of financial transactions (e.g. multilateral netting); funds positioning techniques (e.g. transfer pricing, dividend remittance, royalty payments).
 - 5.2. Handling distortions in international operative controlling (exchange rate fluctuations; high inflation rates; intra-company product, service and knowledge flows)
 - 5.3. Selected case studies.
- 6. The relationship between MNCs, nation states, and supranational institutions**
- 6.1. The social responsibility of MNCs
 - 6.2. The national and international regulatory framework in which the MNC operates
 - 6.3 The shaping of the political and institutional environment by the MNC
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Recommended literature

General reading:

Bartlett, C.A., & Ghoshal, S. (1998). *Managing Across Borders: The Transnational Solution* (2. ed.). Boston: Harvard Business School Press.
Lasserre, P. (2018). *Global Strategic Management* (4. ed.). London: PALGRAVE.

Further Reading:

Boutellier, R., Gassmann, O., & von Zedwitz, M. (2008). *Managing Global Innovation: Uncovering the Secrets of Future Competitiveness* (3. ed.). Berlin: Springer.
Doz, Y., & Wilson, K. (2012). "Ten rules for managing global innovation," *Harvard Business Review*, 90(10), 85-90.
Hollensen, S. (2017). *Global Marketing* (7. ed.). Harlow: PEARSON.
Ivanov, D., Tsipoulaidis, A., & Schönberger, J. (2017). *Global Supply Chain and Operations Management*. NN. Springer.
Madura, J. (2018). *International Financial Management* (13 ed.). Boston: Cengage Learning.
McKinsey & Company (2016). *Digital Globalization. The New Era of Global Firms*, McKinsey Global Institute, March.
McNulty, Y., & Inksen, K. (2013). *Managing Expatriates. A Return on Investment Approach*. New York: Business Expert Press.
Reiche, B.S., Harzing, A.-W., & Tenzer, H. (2018). *International Human Resource Management* (5 ed.). Los Angeles et al.: SAGE.



Key Competencies: Part 1 – Social Skills

Duration: One Semester	Module N.: SK-05a
Units: This module belongs to Key Competencies Part 2	Credits: 2
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Active participation
Teaching Mode, contact hours: Seminar Lecture (22 academic units / 45 mins. each = 16,5 hours)	
Objectives	<p>Specialist knowledge and methodology Successful company management requires its practitioners to holistically recognize and understand the economic, technological, information-based, structural and social challenges and their interactions. This requires a profound understanding of social behavioural patterns and the application of a range of suitable methods in order to produce holistic solutions. Students will be able to meet such challenges in an efficient manner and work in a problem-oriented fashion towards their solution.</p> <p>Social skills: Students will be able to apply cognitive, emotional and motoric modes of behaviour so as to develop future working and management situations which bring long-term, professional benefits. They will respect other group members and are able to communicate with them; they will be able to assume responsibility as a member of a teaching-learning group.</p> <p>Self-development: Students will be able to deal with different opinions and value systems and will be able to deal with conflict, bringing it to a peaceful conclusion. Students will be able to listen actively, perceiving explicit and implicit signals. They will be able to respond in a manner which is both adequate to the situation and which adds to communication. They are aware that every challenge presented in a practical commercial context is characterized by the duality of objective and social influences and that only the application of a comprehensive methodological approach can result in a sustainable and implementable solution.</p> <p>Students will acquire principle methodological, self-development and social skills and will be able to deploy them in a company context.</p>
Content	<p>Connective communication: listening, reducing barriers, comprehensible articulation</p> <p>Constructive co-operation: commitment through the differentiation of the objective and relationship levels</p> <p>Motivation and team-capability: supporting performance and targeted action in teams, articulating expectations, respecting views and giving and accepting feedback</p> <p>Empathy and people skills: respecting positions and opinions; conflict management</p> <p>Dealing with disagreement: avoiding misunderstandings, constructive criticism</p> <p>Health prevention and social skills: strengthening feelings of coherence, preventing bullying</p> <p>Practice transfer: managing group processes, personal reflection, goal-setting</p>



Understanding the use and effect of social skills in management and communication, constructive co-operation and performance-related action, the creation of synergies through empathy and people skills, developing constructive solutions to conflicts through empathy and the conscious separation of the objective and relationship levels. Key skills and social skills, social skills and social techniques, developing self-development and social skills, communication and interaction, management and communication, roles, teams and team management, negotiation, conflict resolution, motivation, group behaviour and group-dynamics

- What are the fundamentals of insolvency law?
- The fundamental aspects of security management
 - The differentiation of various insolvency proceedings
 - The tasks and legal positions of those involved in the proceedings
 - The determination and analysis of legal problems within the framework of insolvency proceedings, especially with regard to the right of rescission.

Recommended literature

Will be provided by the lecturer

Key Competencies: Part 2 – International Negotiation

Duration: **One Semester**

Module N.: **SK-05b**

Units: **This module belongs to Key Competencies Part 1**

Credits: 1

Language of Tuition: **English**

Level: **Bachelor**

Subject Area: **Business**

Assessment: **Active participation**

Teaching Mode, contact hours: **Seminar Lecture (22 academic units / 45 mins. each = 16,5 hours)**

Objectives

Students will be familiar with the basic rules and techniques of communication and negotiation in an international environment and will be able to apply them to typical conversations in a commercial context. They will have identified their strengths and weaknesses and will be able to assess and manage their behaviour and language and its impact on the negotiation partner. Students will be able to conduct negotiations in a time-effective and successful fashion. They will have tested new conversation and negotiation techniques and will have simulated negotiation situations. They will know how to reduce their own level of stress and gain security in negotiations.

Content

- The context of negotiations
 - The phases of the negotiation process
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- Emotions and culture in negotiations
- Changing perspectives: identify and influence the behaviour of yourself and your negotiation partner
- Conflicts and solution strategies in international negotiations

Recommended literature

General reading:

Powell (2012): *International Negotiations*, Cambridge University Press.

Jeong, Ho-Won (2016): *International Negotiations*, Cambridge University Press.

Further reading:

Starkey, B.; Boyer, M. A. & Wilkenfeld, J. (2016): *International Negotiation in a Complex World*, 4. ed, New Millennium Books in International Studies.

Specialization Service Management Marketing & Quality Management

Duration: **One Semester**

Units: **Market Research and Marketing concept; Sales Management**

Language of Tuition: **English**

Subject Area: **Business**

Module N.: **DLM-V1**

Credits: **5**

Level: **Bachelor**

Assessment: **Written examination or written examination and assignment (assessment ratio 50:50).**

Teaching Mode, contact hours: **Seminar Lecture (66 academic units / 45 mins. each =49,5 hours)**

Objectives

Students will be familiar with the instruments and models of market research and will be able to apply them to a practice-relevant transdisciplinary task. They will be able to structure, plan and implement a market research project. They will be able to use the standard SPSS software or other established statistics software in performing their analyses.

They will be able to contact the relevant stakeholders in order to complete this task, and work as part of a team to present and defend their ideas to company representatives.

Students will be familiar with distribution channels and will be able to evaluate their advantages and disadvantages and case-by-case suitability.

Content

1 Market research and the marketing concept

1.1 Introduction: the definition, aims and areas of application; the interplay of market research and the marketing concept

1.2 The market research process: elements of the market research process, the instruments of information gathering, their inclusion in the marketing process

1.3 Data and its measurement: selection procedures, errors, measurement theory, scaling and quality criteria.

1.4 Ad-hoc survey procedures: exploration, group discussion; standardized



- questioning; face-to-face, telephone, online and written questionnaires;
multiple issue questioning; problems with questionnaires
- 1.5 Tracking and observation: panels and elements of observation
 - 1.6 Test procedures: product, the testing market, web research, the impact of advertising
 - 1.7 Overview of data evaluation procedures with descriptive and inductive statistics: univariate, bivariate and multivariate procedures, chi-squared test
 - 1.8 Computer data evaluation (SPSS or another software)
 - 1.9 International aspects of market research
 - 1.10 Case studies or practice project: the application of market research to the design and production of a marketing concept

2 Sales Management

- 2.1 Sales channels in the service industry
- 2.2 Sales processes from the provider's and customer's perspective
- 2.3 The use of CRM to support sales

Integrated negotiation management

Recommended literature

General reading:

Coughlan, A., Anderson, E., El-Ansary, A. (2014), *Marketing Channels* (7. ed).
Malhotra, M. K. (2017), *Marketing Research: An Applied Approach*, 5. ed.,
Pearson.

Further reading:

Rustenberg, G. & Steenbeek, A. (2013), *Sales Management*.

Specialization Transportation and Logistics Logistics Planning and Control

Duration: **One Semester**

Module N.: **IP-V1**

Units: **This module is not subdivided**

Credits: 5

Language of Tuition: **English**

Level: **Bachelor**

Subject Area: **Business**

Assessment: **Written examination (100%) or a written examination and (written assignment or presentation); min. 50% written examination.**

Teaching Mode, contact hours: **Seminar Lecture (55 academic units / 45 mins. each = 41 hours)**



Objectives	The students know the procedure in strategic and operative planning processes of logistics and have an over-view of suitable planning methods.
Content	<ul style="list-style-type: none">• Operational logistics planning• Strategic logistics planning• Quantitative methods of location and transportation planning• Inventory Management
Recommended literature	<p>Abele, E.; Meyer, T.; Näher, U.; Strube, G.; Sykes, R. (Eds.): Global Production, Berlin/Heidelberg 2008. Chopra, S.; Meindl, P.: Supply Chain Management: Strategy, Planning and Operation. 6th Global Edition 2015. Gleißner, H. / Femerling, Chr.: Logistics. Heidelberg 2013. Kuhn, A. / Hellingrath, B.: Supply Chain Management, Berlin 2002. Stadtler, H.; Kilger, C.; Meyr, H.: Supply Chain Management and Advanced Planning. 5th edition, Berlin 2015. Werner, H.: Supply Chain Management, 6th edition, Wiesbaden 2017.</p>



Elective Modules

Business English

Duration: One Semester		Module N.: WPF-ENG
Units: This module is not subdivided		Credits: 5
Language of Tuition: English		Level: Bachelor
Subject Area: Business		Assessment: Written and oral examination (grading ratio 50%)
Teaching Mode, contact hours: Seminar Lecture (66 academic units / 45 mins. each = 49,5 hours)		
Prerequisites for Participation	High School/Baccalaureate-level of English, minimum lower intermediate level, B1 CEF Placement test Business English	
Objectives	The students are able to plan and conduct business meetings. They have gain basic knowledge in conducting negotiations. They know the basic presentation techniques and their use. They can produce job application documents and prepare for job interviews.	
Content	Authentic written and audio texts from the areas of management, production, financing and economics provide the basis for strengthening students' written and oral skills. Students learn the principles of written communication after British and American standards, in particular in the form of letters, e-mails, summaries and articles. They practice presentation techniques in English.	
Recommended literature	Cotton, D. et al.: <i>Market Leader</i> , Pearson Education Ltd 2006. Michler, F.; Welt, S.: <i>Industry Matters</i> , Cornelsen Verlag 2002. Payton, C.: <i>How to Pass English for Business</i> , Logophon Verlag 2008.	

Cross Cultural Management

Duration: One Semester		Module N.: WPF-CCM
Units: This module is not subdivided		Credits: 5
Language of Tuition: English		Level: Bachelor
Subject Area: Business		Assessment: Written Exam, or seminar paper and/or presentation



Teaching Mode, contact hours: **Seminar Lecture**
(66 academic units / 45 mins. each = 49,5 hours)

Objectives	The students get an overview of cross-cultural approaches and research. They learn to identify stereotypes and get familiar with the concept of attributions and its role in a cross-cultural context. Students learn the concept of culture, of cultural self and the origins of cultures and sub-cultures and develop cultural sensitivity. They are able to take different perspectives and judge conflicts based on cultural differences. Students know about different types of communication and understand their effects on cross-cultural communication. They are able to apply and interpret different communication methods in a business context and are able to identify, judge and overcome potential misunderstandings. They improve their presentation style.
Content	<ol style="list-style-type: none">1. Cultural dimensions of international business:<ol style="list-style-type: none">1.1 Overview and introduction to culture: Definitions of culture (national, corporate, etc.), layers of culture, Culture shock and reverse culture shock1.2 Theories, dimensions, metaphors and models for assessing cultural differences: E. Hall (high and low cultural context - directness and indirectness, proxemics and time approach), G. Hofstede (six dimensions of culture-related values), F. Trompenaars (dimensions, company metaphors, corporate cultures).1.3 Time and cultural differences (T. Cottle's Circle test): Concepts of time: sequential and synchronic activities (monochronic, polychronic), Past, present, future orientations to time, Body language, eye contact, touch, body distance, paralanguage. Lewin, Zaninelli: Public and private spheres.2. Influence of culture on leadership (GLOBE), organization and motivation; challenges of multi-cultural teamwork..3. Key skills of the international manager, Intercultural negotiations techniques4. Women in international business5. Key qualification skills: Presentation techniques in English
Recommended literature	<p>Adler, N. J. / Gundersen, A.: International dimensions of organizational behavior, 5. Aufl.: International ed, Cengage Learning Services, Cincinnati, 2008.</p> <p>Deresky, H. K.: International Management, Managing across Borders and Cultures, 8th ed., Prentice Hall International, New Jersey, 2013.</p> <p>Hall, E. T./Hall, M. R.: Understanding Cultural Differences. Germans, French and Americans, Intercultural Press, Yarmouth Maine, 2000.</p> <p>Hofstede, G.; Hofstede G. J. & Minkov, M. Cultures and Organizations: Software of the Mind. 3rd Edition, McGraw-Hill USA, 2010</p> <p>House, R./Hanges, P. /Javidan, M./Dorma, P./ Gupta, V. (2004): Culture, Leadership, and Organizations: The Globe Study of 62 Societies, Thousand Oaks CA: Sage Publications</p> <p>Kluckhohn, F. /Strodtbeck, F. L.: Variations in Value Orientations, Aufl.: New ed, Greenwood Press, London, 1973.</p> <p>Schneider, S. C. / Barsoux, J.-L.: Managing Across Cultures, 2. Aufl., Financial Times, London, 2002.</p> <p>Triandis, H. C.: Individualism and collectivism, Aufl.: illustrated ed, Westview Pr, Boulder CO, 1995.</p> <p>Trompenaars, F. / Trompenaars, A.: Riding the Waves of Culture: Understanding Cultural Diversity in Global Business, Aufl.: 2nd ed, B&T, London, 1998.</p>



International Management / Business Simulation

Duration: One Semester	Module N.: WPF-IM
Units: This module is not subdivided	Credits: 5
Language of Tuition: English	Level: Bachelor
Subject Area: Business	Assessment: Written Exam, or seminar paper and/or presentation
Teaching Mode, contact hours: Seminar Lecture (66 academic units / 45 mins. each = 49,5 hours)	
Objectives	<p>Simulation: Students learn to think, plan and act in an entrepreneurial way within an international context. They take over responsibility for their decisions as managers of a company and are able to present and justify their decisions and actions in an adequate manner in front of the board. They have the skills to take team decisions based on business reports and simulation data.</p> <p>International Management: Students know about challenges and opportunities of international activity. They are familiar with concepts of analysis, strategy development and implementation for international expansion and operations and are able to apply them to business situations</p>
Content	<p><u>Business Simulation: Management of a company in a competitive international market</u></p> <ul style="list-style-type: none">• Analysis of strength, weaknesses of own and competitive companies• Evaluation of competitive activity and risk and opportunities• Decisions on market stimulation (existing markets) and market expansion with respect to sales (analysis, evaluation of different marketing alternatives), production (evaluation of production alternatives in different markets) and sourcing (Logistics)• Elaboration of financing concepts for international expansion• Preparation of presentations for board meetings, conducting presentations using rhetorical toolkits, cost-benefit evaluations, critical feedback <p><u>International Management:</u></p> <ul style="list-style-type: none">• Motives for internationalization• Definition and significance of multinational companies• Market expansion strategies• Organizational structure of international companies• International Human Resource Management• Cultural Aspects of international management• Case Study
Recommended literature	<p>Dumetz, J.; Trompenaar, F. & Belbin, M., Cross-cultural management textbook: Lessons from the world leading experts in cross-cultural management, 2012 Deresky, H.: International Management, New Jersey, 8th ed., 2014 Hill, C. W. L.: International Business,</p>