

**Cologne Business School  
International Programs  
Module descriptions  
B.A. Programs**

**Courses: Year 1****3-7**

Foundations of Financial Management  
 International Trade Basics  
 Consulting Basics  
 Social Media and Applied Social Media Marketing  
 Introduction to East Asia  
 Introduction to Emerging Markets and International Cooperation  
 Introduction to European Business  
 Tourism Behaviour and Tourism Marketing  
 Media Production and Media Law  
 Business Models of Media Companies and Social Media Marketing

**Courses: Year 2****8-20**

Financial Management: Concepts of Value and Risk and Financial Analysis  
 Marketing Management: Supplier Relationship Management and Applied Social Media Marketing  
 International Commercial Law and Logistics  
 Business Psychology  
 Investment and Corporate Social Responsibility in Emerging Markets  
 Economies and Culture of East Asia  
 The European Political Framework  
 Consulting Process Management  
 Event and Congress Management  
 Major Tourism Transportation Service Providers  
 Media Calculation and Game Conception  
 Advanced Accounting and MIS  
 Business Process Planning + Consulting Issues  
 European Economic Issues and Transnational Management  
 Transnational Management and International Trade and Finance  
 Theory and Practice of Capital Markets  
 Optimizing Value Chain Marketing  
 Media and Consumer Psychology  
 Management and Politics in Latin America  
 Management and Politics in East Asia  
 Public Relations and Media Production  
 Major Tourism Transportation Service Providers  
 New Technologies  
 Cross-media Production and Management  
 International Marketing and HRM

**Courses: Year 3****21-25**

Entrepreneurship and Operations Management  
 Sustainable Financial Management  
 Innovative International Trade  
 Achieving Competitive Advantages in Marketing  
 Advanced Asian Management  
 Advanced Business Psychology  
 Advanced Arts and Cultural Management  
 Advanced Latin American Management  
 Advanced Tourism Issues  
 Media Trends and Event Management

**Courses for International Students****26-32**

Transnational Management and International Trade and Finance  
 International Marketing and HRM  
 Advanced Study Skills  
 Economic Geography of Europe and Introduction to International Trade  
 International Commercial Law and Logistics  
 Intercultural Management and International Institutions  
 Comparative International Management  
 International Procurement  
 European Politics and Economy  
 European Business Culture  
 Course: German A1  
 Course: German A2  
 Course: German B1  
 Course: German B2  
 Course: German C1  
 Course: German C2

# Courses: Year 1

## Module BA IB FM 11: Foundations of Financial Management

Spring Term

Part 1: Financial Markets and Institutions

2 SWS

3 CP

Semester 2

Coursework

The objective of the course “Financial Markets and Institutions” is to prepare students for today’s dynamic financial environment. The scope comprises the latest developments and issues from the financial arena - domestic as well as international. The emphasis of the course is, and accordingly reflected in the course assessment, on the theoretical understanding of key concepts, an appreciation of the role of financial institutions and organizations within these markets, and practical relevance. The descriptive elements will be covered primarily by the prescribed readings and at the tutorials.

Part 2: Financial Instruments

2 SWS

3 CP

Semester 2

Exam

This course covers the basics financial instruments, which are relevant in the global financial markets. The course consists of two sections: fixed income securities and derivative securities. Case studies are used to introduce advanced securities and institutional features of their markets in which these securities trade. Students develop a framework for analyzing new financial instruments including decomposing a security into simpler pieces, analyzing (pricing, hedging, etc.) each piece separately, and putting the pieces back together for a unified analysis. Students also learn the security design process, and the role and motivation of financial intermediaries, including commercial banks, investment banks, insurance companies, and hedge funds.

## Module BA IB I 11: International Trade Basics

Spring Term

Part 1: Introduction to International Trade

2 SWS

3 CP

Semester 2

Exam

This course provides an overview of the entire import/export process and the complex, ever-changing world of international rules, laws, regulations and customs. The course encourages an integrated understanding of successfully managing international enterprises and organisations. By the end of the module, students should be able to have an overall understanding of how import and export businesses operate and work with the most common documents required in an import or export transaction. Additionally, they should be able to explain the purpose and application of these documents and develop the ability to assess and apply customs regulations to concrete trade cases.

Part 2: Economic Geography of Europe

2 SWS

3 CP

Semester 2

Exam

This course provides an introduction to the geographical determinants of Europe. The focus emphasises economic developments, allocation of resources and geopolitical developments in Europe. By the end of the module students should have a general geographical knowledge of Europe and be able to identify major problems for economic development based on resources, climate, infrastructure, human resources etc. They should know about the economic policy of the European Union, aiming at underdeveloped regions/countries, identify regions’ underlying structural changes and discuss how to solve their problems, and understand the main economic relations between the different nations in Europe.

**Module BA IB C 11: Consulting Basics****Spring Term**

Part 1: Introduction to Consulting	2 SWS	3 CP	Semester 2	Exam
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The aim of this course is to enable students to learn about consulting assignments, differences between them and the challenges of making an impact for the client. Successful students will differentiate consulting assignments according to content, client and environment. A further aim of this module is to provide students with an understanding of the markets for consulting assignments. This module introduces the consulting industry and all aspects of a consulting project. The students will be provided with an overview of different objectives, contents and ideas related to consulting projects.

Part 2: Consulting Methods	2 SWS	3 CP	Semester 2	Coursework
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This course covers all the relevant aspects of methodology and techniques to create impact for clients during a consulting assignment. This includes working with different methods of analysis and research, as well as practising communication with clients or preparing results presentations. The course enables students to choose and apply the appropriate consulting methods, depending on the type of project. Successful students will be able to identify and use the appropriate method for a specific consulting assignment and will be able to discuss the advantages and disadvantages of different consulting methods.

**Module BA IB MM 11: Social Media and Applied Social Media Marketing****Spring Term**

Part 1: Introduction to Social Media Marketing	2 SWS	3 CP	Semester 2	Exam
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In this module students will learn to understand and deepen the framework of the many-to-many communication model, its elements and the fundamental principles for this new communication world as well as how it influences all parts of the value chain. Successful students will be able to understand, analyze and apply latest developments and topics in Marketing such as Social Media Marketing or Social Media Monitoring. They will be able to apply marketing techniques and models in the collaborative environments of Social Media and conduct detailed analyses, both internally and in terms of the Social Media environment. Finally, they will be able to design appropriate marketing mixes for particular segments and target groups and integrate Social Media Marketing into all traditional marketing approach.

Part 2: Applied Social Media Marketing	2 SWS	3 CP	Semester 2	Coursework
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Building on the course “Introduction to Social Media Marketing”, students will be familiarized with recent trends and approaches regarding social, mobile, and cross-media marketing. Students will review best practice cases and acquire the skills to develop and implement social, mobile, and cross-media marketing strategies.

**Module BA ICM EA 10: Introduction to East Asia****Spring Term**

Part 1: Introduction to the East Asian Region	2 SWS	3 CP	Semester 2	Coursework
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Successful students will gain a general knowledge of East Asia. They will be able to identify the major pre-requisites and problems for economic development based on resources, climate, infrastructure, population, etc. Through this understanding, they will be able to develop problem-solving strategies for these issues and discuss the structural changes in the region. Part

Part 2: History of East Asia	2 SWS	3 CP	Semester 2	Exam
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Successful students will have an overview of the main historical epochs of China, Japan and Korea. They will be familiar with the main concepts used to analyse this historical development and will be able to evaluate the effects of the historical heritage on modern East Asian societies. This understanding will help them to evaluate phenomena they encounter in their social and business interaction with East Asia from a historically informed point of view. Since well-founded knowledge of the historical and cultural development of East Asia is seen as a prerequisite for an educated person in all societies within the region, students gain personal and professional standing in the eyes of their East Asian business partners here.

**BA ICM 10 EMIC Introduction to Emerging Markets and International Cooperation****Spring Term**

Part 1: Introduction to Emerging Markets	2 SWS	3 CP	Semester 2	Exam
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The course introduces students to the specific structures of emerging economies. Students will study the mechanisms of economic development and learn to analyse the factors that influence it. Successful students will have an understanding of the structure of emerging markets and be able to assess the potential of emerging economies for doing business. They will understand the challenges of these markets and will have the competence to deal with them.

Part 2: Introduction to International Cooperation	2 SWS	3 CP	Semester 2	Coursework
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This course acquaints students with the field of international cooperation and development studies. Topics addressed in this course are social inequality, poverty, access to education, health and welfare, resource distribution etc. In order to understand the complexity of these issues, political, economic, social and historical dimensions of these problems will be discussed. Successful students will have the competence to develop sustainable solutions to the problems addressed. They will have the background necessary for employment in the field of international organisations, in the NGO / NPO sector and a variety of other related field.

**Module BA IB E 11: Introduction to European Business****Spring Term**

Part 1: Economic Geography of Europe	2 SWS	3 CP	Semester 2	Exam
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This course provides an introduction to the geographical determinants of Europe. The focus emphasises economic developments, allocation of resources and geopolitical developments in Europe. Successful students will gain a general geographical knowledge of Europe; be able to identify major problems for economic development based on resources, climate, infrastructure, human resources etc.; possess knowledge of the economic policy of the European Union, aimed at under-developed regions / countries; identify regions' underlying structural changes and discuss how to solve their problems and understand the main economic relations between the different nations in Europe. The geographic principles of economic development will be studied at a number of locations (case studies).

Part 2: European Economic History	2 SWS	3 CP	Semester 2	Coursework
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This course provides an introduction to the historic development of EU business and policies. Based on an evolutionary approach to culture, institutions, thoughts and attitudes it helps the student to understand the impact on current business and political conflicts in Europe. Successful students will be able to understand basic economic analytical concepts and to identify factors influencing long-term business changes. They will be able to assess contemporary EU and business conflicts in the light of historical conflicts and retrace contemporary business trends.

**Module BA ITM7: Tourism Behavior and Tourism Marketing****Spring Term**

Part 1: Tourism Marketing	2 SWS	3 CP	Semester 2	Exam
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This course highlights major marketing principles relevant to the travel and tourism sector. Successful participants will understand the challenges of designing a powerful marketing mix in a multi-component industry characterised by low margins and tough competition. They will furthermore be able to apply general marketing models as well as service industry marketing principles to the various providers of tourism services. Contemporary issues such as changing tourist behaviour in the context of changing societal values and user-generated online contents will be discussed. Also, the need to differentiate between large companies with international brands on the one hand and SMEs or niche market players on the other hand will be discussed. Differences between marketing for macro-level institutions such as DMOs and for individual businesses are emphasised.

Part 2: Tourist Behavior	2 SWS	3 CP	Semester 2	Coursework
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The aim of this course is to explore contemporary phenomena of tourist behavior, embedded in social and psychological theory frameworks. Upon successful completion of the course, the student will be able to answer the fascinating question of what tourists do and why they do it, understand the complex interrelations of the individual tourists, along with their travelling patterns, and a social environment encompassing collective values and lifestyle trends, and discuss activities as well as responsibilities of tourists.

**Module : Media Production and Media Law****Spring Term**

Part 1: Media Law	2 SWS	3 CP	Semester 2	Exam
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The aims of this course are to enable students to understand the influence of civil, public and criminal law on media business, and the possibilities and limitations of acting in the field of media business. The course concentrates on the fields of law which have a certain impact on business in media. By the end of the first half of the course, students will have gained some knowledge of the legal areas that are of particular importance to the media business, i.e. in particular copyright, trademark, unfair competition, licensing, and press law. In the second half, this knowledge will be used to discuss typical legal problems in the Music Business, Film/Television Business, Advertising Business, Management / PR Business.

Part 2: Media Production	2 SWS	3 CP	Semester 4	Coursework
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This course deals with the organisation, management and execution of media production tasks. It will enable students to understand the production process, cooperate with external parties and to approach their own media productions with confidence, resulting in a coherent product that may be exhibited to an audience. Successful students will be able to understand the means and conditions of successful media planning & development and the means and ends of media production. They will learn to understand and to collaborate with external corporate partners.

**Module: Business Models of Media Companies and Social Media Marketing****Spring Term**

Part 1: Introduction to Social Media Marketing	2 SWS	3 CP	Semester 2	Exam
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In this module students will learn to understand and deepen the framework of the many-to-many communication model, its elements and the fundamental principles for this new communication world as well as how it influences all parts of the value chain. Successful students will be able to understand, analyze and apply latest developments and topics in Marketing such as Social Media Marketing or Social Media Monitoring. They will be able to apply marketing techniques and models in the collaborative environments of Social Media and conduct detailed analyses, both internally and in terms of the Social Media environment. Finally, they will be able to design appropriate marketing mixes for particular segments and target groups and integrate Social Media Marketing into all traditional marketing approach.

Part 2: Media Companies: Business Models	2 SWS	3 CP	Semester 2	Exam
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The course aims at familiarizing students with recent business model approaches of media companies. Following an introduction of the concept and characteristics of a “business model”, the course deals with the currently dominating business model contexts focusing on the segments “social”, “search”, and “mobile”. Upcoming new trends will always be integrated and discussed in this course.

Successful students will be able to evaluate the potential of a business model of a start-up or established company in terms of its competitiveness in the media industry.

# Courses: Year 2

## Module: Specialization: Financial Management

Fall Term

Part 1: Concepts of Value and Risk	2 SWS	3 CP	Semester 3	Coursework
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After successful completion of the course “Concepts of Value and Risk” students will be able to understand the basic ideas of Corporate Finance and calculate the future value of money, the present value of a future payment, and present and future values of a series of cash payments. Additionally, they will be able to estimate the opportunity cost of capital for an “average risk” project and calculate returns and standard deviation of returns for stocks or stock portfolios. They will understand why diversification reduces risk, distinguish between unique risk and market risk, and understand the basic ideas of Corporate Restructuring.

Part 2: Financial Analysis	2 SWS	3 CP	Semester 3	Exam
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The overall aim of this course is to deepen the students’ understanding of investment and financing the context of financial decision making on the behalf of existing conflicts of interest between lender and borrower. The students will be able to analyse and assess more complex financial transactions by reflecting relevant financial quality features.

## Module: Specialization: Marketing Management

Fall Term

Part 1: SRM: Supplier Relationship Management	2 SWS	3 CP	Semester 3	Exam
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As boundaries between companies vanish and companies recognize the importance of any type of collaboration to build on competitive advantages, researchers and practitioners have become more interested in understanding and implementing the major benefits of those relationships. The focus of this lecture will be on buyer-supplier-relationships as part of vertical integration within the company’s supply chain. Suppliers can be defined as a resource which contributes to the company’s ability to effectively and efficiently offer products which are of value for the customer. By the end of this lecture students should be able to define Supplier Relationship Management and understand the most important theories in this field. They should be able to contrast the most important types of supplier collaborations and design and implement a relationship management process model creating a sustainable relationship. Additionally, they should be able to understand the importance of IT support in collaborative supplier relations and discuss the importance of Social Media Marketing to support communication processes in the supply chain.

Part 2: Applied Social Media Marketing	2 SWS	3 CP	Semester 3	Coursework
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Building on the course “Introduction to Social Media Marketing”, students will be familiarized with recent trends and approaches regarding social, mobile, and cross-media marketing. Students will review best practice cases and acquire the skills to develop and implement social, mobile, and cross-media marketing strategies.



**Module BA IB I 12: International Commercial Law and Logistics****Fall Term**

Part 1: International Commercial Law	2 SWS	3 CP	Semester 3	Exam
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By the end of the module, students should be able to distinguish between international and national laws on trade as well as between the relevant institutions (WTO, EU; GATT, GATS), identify applicable law in different geographic areas, and apply most common laws on cross-border trade with a view to import and export requirements.

Part 2: International Logistics	2 SWS	3 CP	Semester 3	Coursework
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By the end of the module students should be acquainted with the rapidly evolving field of logistics and supply chain management and be able to explain the importance of SCM as well as the role of logistics and SCM in a global environment along with the key influences with an impact on global logistics, operational and system effectiveness. They should be able to identify numbers and trends in SCM and logistics, analyse and identify improvement opportunities in the basic supply chain management process, and develop the knowledge required for the design of various transportation and logistics global networks. Additionally, they should be able to describe the value-added roles of global logistics intermediaries and how these intermediaries can and should interact most efficiently with each other in order to achieve optimum business and logistics results. Finally, students will understand issues of designing and implementing "Flow Systems" in terms of streamlining the internal supply chain management process to achieve supply chain excellence.

**Module: Specialization: Business Psychology****Fall Term**

Part 1: Social Psychology and the Workplace	2 SWS	3 CP	Semester 3	Coursework
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Social psychology flourished in the context of two quite separate disciplines (sociology and psychology). The aim of this course is to introduce students to the study of social psychology because its findings had a great influence on the development of business psychology (groups, social interactions, etc.). Students will develop a critical understanding of the discipline as a whole and will learn to explain the main models and concepts as well as their application in the workplace.

Part 2: Organisational Psychology	2 SWS	3 CP	Semester 3	Exam
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This course examines the different approaches used by theorists and practitioners in the study of organisational behaviour. Successful students will be able to identify the main models and concepts and will be able to use these to describe and solve organisational problems. Students will assess and critically discuss the role played by organisational psychology in the analysis and solution of organisational problems.

### Module BA ICM EMIC 11: Investment and Corporate Social Responsibility in Emerging Markets Fall Term

Part 1: Emerging Market Investments	2 SWS	3 CP	Semester 3	Exam
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Economies with a rising per capita income provide attractive opportunities for foreign investment. However, the risk of investing in these new market economies is substantial and different from the risk of investing in developed economies. Thus it is necessary to use tools and models that help to make informed investment decisions in emerging markets. Successful students will have an understanding of investments in emerging markets and their differences from markets in developed economies. They will understand the risks and opportunities involved in the investments and know strategies for successful market entry and sound corporate governance.

Part 2: Corporate Social Responsibility and Socially Inclusive Business	2 SWS	3 CP	Semester 3	Coursework
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Aim of this course is to familiarise students with the customs, religious views and social fabrics of Latin America, which determine day-to-day business life – e.g. when dealing with multicultural project teams – and general living conditions in that region. On successful completion, students will be familiar with the main cultures and societies shaping Latin America. They will be aware of prevailing racial problems and will be acquainted with the factors such as education and social security systems which will help them to operate in and with the Latin American business environment.

### Module BA ICM EA 11 Economies and Culture of East Asia Fall Term

Part 1: Economic Development in East Asia	2 SWS	3 CP	Semester 3	Exam
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This course aims at providing the students with a solid understanding of the current economic problems in East Asian countries. Students will integrate their knowledge of the region's economic development into economic theory in order to gain a deeper understanding of the basic dynamics at work in East Asia. In so doing, the module will require students to apply their knowledge of economic structures to the East Asian context and develop the ability to approach issues from a variety of viewpoints, both disciplinarily and culturally.

Part 2: Cultures and Societies in East Asia	2 SWS	3 CP	Semester 3	Coursework
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The focus of the course is on traditions and concepts which are relevant in social and business interactions in the region. The aim is to familiarise students with the social background of their local counterparts when doing business in East Asia and to provide them with the necessary cultural competence for interaction. Successful students will obtain knowledge of the main religious and philosophical traditions of the East Asian region. They will be familiar with the respective value systems and cultural codes, the education systems, recruitment methods and the local business cultures. This will help them to understand the rationale behind the business interactions with and within the region. They will be able to develop strategies for intercultural communication in East Asia.

**Module BA IB E 12: The European Political Framework****Fall Term**

Part 1: EU Law and Institutions	2 SWS	3 CP	Semester 3	Coursework
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The overall aim of the course is to enable students to gain a good understanding of how the European Union works, of who makes decisions and how European laws and policy making interacts with our everyday life. By the end of the course, students should have developed a profound knowledge of the EU institutions and EU law.

Part 2: EU Policies	2 SWS	3 CP	Semester 3	Exam
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The aims of this course are to enable students to gain a profound knowledge of EU policies and to analyse and evaluate different EU policies. Successful students will know how competences are distributed within the EU, dependent on different issue areas. They will understand how the most important EU policies have developed. Successful students will be able to analyse EU policies employing different criteria and to evaluate the impact of EU policy making on business. Furthermore, they will be able to discuss and critically address EU policy making.

**Module BA IB C 12: Consulting Process Management****Fall Term**

Part 1: The Consulting Process	2 SWS	3 CP	Semester 3	Coursework
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The aims of this course are to enable students to get an overview of contest and cohesion between analyses of economic, strategic or personal problems. Students will learn about the work of a consultant; how to develop client-orientated solutions in collaboration with clients. Students should be provided with a holistic understanding of the consulting process and of the typical phases of a consulting assignment. Successful students will have knowledge of the project-management process during consulting assignments. They should understand differences in project management according to consulting topics – e.g. strategy, organisational change or function-orientated contents –, people, structure, strategy and communication between consultants and client systems. Successful students will also gain knowledge of the influence of hierarchy and communication on consulting processes. The course has been designed to enable students to manage a consulting project with special topics. Students should be able to increase impact for the client by managing each phase in a professional manner, taking the objectives of the project, staff competencies and the clients' competencies into consideration.

Part 2: Organisational Behaviour	2 SWS	3 CP	Semester 3	Exam
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By the end of the module students should be able to understand the main issues associated with human behaviour in organisations and to distinguish between competing or complementary disciplinary approaches to organisational behaviour. Furthermore, students should identify and discuss the relationship between OB-related policies, employee outcomes, and organisational performance. Successful students will be able to review and critically reflect upon academic work on organisational behaviour and to demonstrate analytical, team working and presentation skills. Overall, this course will focus on a consultant's perspective.

**Module: Event and Congress Management****Fall Term**

Part 1: Hotel Business Operations	2 SWS	3 CP	Semester 3	Exam
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Successful students will gain in-depth insight into the management of hotels and other service providers of the hospitality industry; conceptualise the interdependencies of hotels and other tourism stakeholders; differentiate various business and ownership models; analyse typical hotel business processes; and understand the impact of the latest trends.

Part 2: Event and Congress Management	2 SWS	3 CP	Semester 3	Coursework
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This course will provide students with an in-depth introduction to event management (from academic definition, terminology to the actual event). An overview on various types of events will be given and students will be provided with checklists to create and implement any kind of event. Successful students will gain practical skills in creating, presenting and organizing events and in post-event accounting and evaluation. They will know how to assess the requirements for planning, the feasibility and cost benefit of conventions / events and business travel. Throughout the course students will develop the marketing and communication strategies for conventions / events and business travel. Successful students will also have an overview of dealing with technology (video conferencing, internet, audio visual media etc.), research and statistics.

**Module: Major Tourism Transportation Service Providers****Fall Term**

Part 1: Surface Transportation	2 SWS	3 CP	Semester 3	Coursework
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Successful students will be able to understand the importance of the major means of surface transportation such as ferries, trains, coaches and car rental services. Students will understand interdependencies with travel intermediaries. Moreover participants will get an insight into the different sectors and learn about specific business processes and their successful management.

Part 2: Aviation Management	2 SWS	3 CP	Semester 3	Exam
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Successful students will be able to understand the role of airlines within the travel and tourism industry, describe and discuss the structure and problems of airlines, identify, apply and develop concepts related to airline management, evaluate the various influences on planning and development within the airline industry, analyse the growth of the airline market, and think critically about the benefits and impacts of airline business. Participants will achieve the ability to differentiate structures of airlines within the worldwide market, and identify the complexities of airline business under the influence of law and politics. Furthermore, participants will gain an understanding for the management of airport ground handling as well as technical issues concerning the provision of aviation services.

**Module BA ICM ME 11: Media Calculation and Game Conception** **Fall Term**

Part 1: Game Conception and Design	2 SWS	3 CP	Semester 3	Coursework
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The course starts with an overview of the history of gaming and the introduction of major game genres. Subsequently, prevalent work organization patterns of the gaming industry are discussed. Moreover, students are introduced to game conception, the development of game contents, art-work in games, and sound design and composition.

Part 2: Media Calculation and Finance	2 SWS	3 CP	Semester 3	Exam
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Successful students will have a fundamental understanding of the media budgetary control system and the peculiarities involved to raise cash. They will know the elements a calculation scheme for a film and video project consist of. Students will understand and differentiate several influences on the costs and the liquidity of a media project and acquire an overview of the most common jobs and occupations involved in film production. They will know about types and applications of media finance in business practice.

**Module BA IB 10: Advanced Accounting and MIS** **Spring Term**

Part 1: Management Information Systems	2 SWS	3 CP	Semester 4	Exam
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This course will provide an understanding of the role of IT and MIS as enablers of successful business models in today's fast paced global economy. There is a focus on the decision maker's perspective. Interdependencies of MIS and major business areas such as strategy, operations, finance, and human resources are revealed. On the basis of examples reflecting various industries an insight into the latest technology trends is given. The inherent challenges of managing and analyzing processes in complex business environments are explored. Also, awareness of ethical issues and potential adverse effects of MIS deployment is built up.

Part 2: International Accounting	2 SWS	3 CP	Semester 4	Exam
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The course provides students with a sound background for the continuation of advanced study in accounting. It is designed to give the student a basic understanding of financial accounting theory and practice as well as to develop the analytical skills necessary for careers in corporate or public accounting, mainly oriented towards the world of IAS/IFRS and German HGB. It covers aspects of US-GAAP, wherever it helps to understand differences or movements of convergence between the different financial reporting standards. Successful students will be able to present and evaluate the theory and application of accounting principles and standards; focus attention on the use of accounting information as a basis for decisions by investors, creditors, and others; follow current developments in accounting, financial reporting, compliance and auditing regulations; use the most important basic IAS/IFRS standards for practical financial reporting purposes; analyze and compare aspects of different accounting standards and their pros and cons.

**Module BA IB C 13: Business Process Planning  
+ Consulting Issues**
**Spring Term**

Part 1: Business Process Management	2 SWS	3 CP	Semester 4	Exam
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Successful students will be familiar with state-of-the-art project management processes and techniques and with current business process optimisation methods and tools. They will also be familiar with current methods and tools for organisational change and with needs and methods for accompanying change management processes. Students will be equipped to understand the German consulting market, to learn how to use selective methods for business process optimisation and organisational change, to get to know current consulting methods in order to comprehensively optimise business enterprises and to understand the difference between theoretical concepts and consulting work by using current real-life case examples.

Part 2: International Consulting Issues	2 SWS	3 CP	Semester 4	Coursework
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Initially, students will be given an overview of and an introduction to international issues. Successful students will understand the power of international projects, will be familiar with working in a cross-cultural team and will understand cultural differences according to consulting assignments and client relationships. Then, international consulting issues will be considered from three perspectives: initially consultancy is regarded as international corporation with its relevant aspects, e.g. international standards versus local market adaptation. The second perspective deals with international competencies for consultants, e.g. knowledge of relevant country-specific characteristics. The third perspective concerns the international delivery of projects and analyses e.g. the global infrastructure required for consultancy. The course is intended to enable students to adapt international challenges to consulting projects and to provide an impact to the project by staffing international teams. Lectures will introduce concepts, theories and effects of organisational behaviour and its application to management

**Module BA IB E 13: European Economic Issues and  
Transnational Management**
**Spring Term**

Part 1: Transnational Management	2 SWS	3 CP	Semester 4	Coursework
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This course focuses on the management challenges associated with developing strategies and managing operations for companies whose activities stretch across national boundaries. The purpose is to provide a conceptual framework for the interplay between the multinational corporation, the countries in which it does business and the competitive environment in which it operates. Additionally, this course provides a strategic framework, organisational capabilities, and management challenges for operating in the global economy. By the end of the module, students should be able to evaluate finance and business issues found in an international context and use and apply management instruments to optimise cross-border commitment.

Part 2: European Economic Issues	2 SWS	3 CP	Semester 4	Exam
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The aim of this course is to enable students to extend their general methodological knowledge in economics by applying basic microeconomic and macroeconomic concepts. Furthermore, specific aspects of European economic development serve as a background to apply general principles to real world economic issues. Successful students will gain a knowledge and understanding of the conflict between subsidiarity and harmonisation, basic models of real economic integration and basic concepts of monetary integration. Students will apply these theories to current issues against a European background, especially the common market, EU economic policies, EU budgets, the European monetary union (EMU), EU enlargement and EU lobbying.

<b>Module BA IB I 13: Transnational Management and International Trade and Finance</b>	<b>Spring Term</b>			
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Part 1: Transnational Management	2 SWS	3 CP	Semester 4	Coursework
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This course focuses on the management challenges associated with developing strategies and managing operations for companies whose activities stretch across national boundaries. The purpose is to provide a conceptual framework for the interplay between the multinational corporation, the countries in which it does business and the competitive environment in which it operates. Additionally, this course provides a strategic framework, organisational capabilities, and management challenges for operating in the global economy. By the end of the module, students should be able to evaluate finance and business issues found in an international context and use and apply management instruments to optimise cross-border commitment.

Part 2: International Trade and Finance	2 SWS	3 CP	Semester 4	Exam
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Foreign political and economic risks may contribute to uncertainty as far as the economic success of companies engaging in international trade is concerned. This course is designed to familiarise students with international payment options in order to reduce all kinds of business risks related to cross border trends and financial transactions. By the end of the module, students will have knowledge and a broader understanding of the principles of international trade in connection with international finance transactions. They will be able to implement risk reducing financial instruments and deal with several methods of international payment. Additionally, they will know how to apply analytical tools for valuing financial transactions.

<b>Module BA IB FM 13: Theory and Practice of Capital Markets</b>	<b>Spring Term</b>			
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Part 1: Introduction to Capital Market Theory	2 SWS	3 CP	Semester 4	Exam
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By the completion of this course, the student should be able to calculate the cost of capital for an investment. Additionally, students should be able to apply the Capital Asset Pricing Model to business decisions, the theory of Capital Structure to the selection of long-term financial instruments, and the theory of Dividend Policy to decisions regarding dividends.

Part 2: Applied Financial Management	2 SWS	3 CP	Semester 4	Coursework
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The aim of this course is to show students the “real life” side of financial management. This is realized by various field trips, guest speakers, company visits and case studies.

SWS = SemesterWochenStunden / semester periods per week; CP = ECTS Credit Points



**Module BA IB MM 13: Optimizing Value Chain Marketing****Spring Term**

Part 1: Creative Marketing

2 SWS

3 CP

Semester 4

Coursework

Marketing, at times, can seem rather theoretical or even technical to some. But how do marketers integrate a marketing philosophy to a company and the minds of its staff, how to make it an executive management function, how are marketing techniques practically applied, and how do we manage the creative and communicative aspects of marketing? This course is meant to integrate and activate the horizon of general marketing knowledge students have accumulated, help to see a larger picture, how marketing decisions are interrelated and specific marketing requirements for particular services and products. Building on knowledge from more general marketing or international marketing courses, in this more practical module, students will learn how to explore creativity and emotion in marketing and business. They will deal with creative communication, working with agencies, and future themes in contemporary marketing practice with the latest trends and themes. Additionally, they will know how to develop strategies and tactical marketing plan.

Part 2: Cost Management along the value chain

2 SWS

3 CP

Semester 4

Exam

Against the background of increasing globalization companies are facing intense cost competition. Hence, cost management has become a substantial competitive advantage. Most "Fortune 500" companies initiate cost reduction programs on a regular basis. In the recent past these programs have usually focused on process costs (e.g. "Lean Production"), indirect costs or outsourcing, although the biggest potential of cost reduction is in direct product costs. This course will focus on the reduction of product costs along the value-added chain. Students will learn to think cost-oriented, to analyze systematically product costs, and to question their efficiency. The course will pinpoint factors that influence product cost and procedures to reduce them. In addition methods and tools of operational and strategic cost management will be provided. The course finishes with a discussion on how to organize product cost management within a company. At the end of the course students should be able to understand and apply key terms, main issues, tasks associated with product cost management, product cost drivers within a company, factors that influence manufacturing costs, methods and tools to identify and to manage product costs, and Product Cost Management.

**Module BA ICM BP 12: Media and Consumer Psychology****Spring Term**

Part 1: Consumer Behaviour

2 SWS

3 CP

Semester 4

Exam

Students will gain a critical understanding of the underlying psychological principles which are influencing consumer behaviour. The aim of this course is to enable students to present key theories and concepts of consumer psychology and to critically discuss their validity and application in the market place. Furthermore, students learn about the psychology of advertising and learn to make effective use of psychological principles in designing ads. Opportunities and challenges of applying consumer psychology will be discussed.



Part 2: Media Psychology	2 SWS	3 CP	Semester 4	Coursework
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The course presents an overview of the media landscape and their underlying psychological principles. Students will gain a critical understanding of the use of psychology in mass media. Furthermore, they will be able to debate different forms of media and their influence on different social groups (e.g. children, youth). The course will end in explaining how to design media contents and how to optimize user interfaces.

<b>Module BA ICM LA 12: Management and Politics in Latin America</b>	<b>Spring Term</b>			
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Part 1: Latin American Business and Management	2 SWS	3 CP	Semester 4	Exam
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In this course, students shall be enabled to apply their knowledge gained in the 'Cultures and Societies' in Latin America course. Looking at examples from different Latin American business environments, successful students will gain a helpful insight into different business cultures and management techniques and will be conscious of the trading constraints in the region. Additionally, successful students will be able to gain important cross-cultural business competence and will be able to utilize this competence in business practice.

Part 2: Politics in Latin America	2 SWS	3 CP	Semester 4	Coursework
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The aim of this course is to provide knowledge of political systems and institutions in chosen Latin American states and to demonstrate tendencies and issues in the political environment of Latin America, which may cause deficits in the region's political and decision-making processes. On successful completion of the course, students will be able to explain and analyse the chosen states' political systems. Additionally, they will be able to associate the studied political issues with the economic underdevelopment in Latin American countries. Finally, they will know the main stakeholders involved in national decision-making processes.

<b>Module BA ICM EA 12: Management and Politics in East Asia</b>	<b>Spring Term</b>			
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Part 1: East Asian Business and Management	2 SWS	3 CP	Semester 4	Coursework
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In the 'Economic Development in East Asia' course, students have already acquired basic knowledge of the main features of East Asian economies. To gain an insight into the current topics relevant for businesses in the region, students analyse a variety of cases which exemplify these topics. Successful students will be aware of the conditions and requirements for trade and investment in the region. Furthermore, they will have a working knowledge of East Asian management systems and display an understanding of the issues facing local as well as foreign companies in these countries.

Part 2: Politics in East Asia	2 SWS	3 CP	Semester 4	Exam
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The aims of this course are to develop students' knowledge of the political institutions and processes in the countries of East Asia and to deepen students' understanding of the major powers' regional foreign policies and their relevance for East Asian economic development. Successful students will be able to describe, analyse and evaluate the main political institutions and processes of the PRC, Japan, ROK and Taiwan, the regional policies of China, Japan and the USA and systematically compare them to the institutions and policies in European nation states.

<b>Module BA ICM ME 12: Public Relations and Media Production</b>	<b>Spring Term</b>			
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Part 1: Public Relations	2 SWS	3 CP	Semester 4	Coursework
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Public Relations are considered to be a key component of any successful business activity. The course is a comprehensive and detailed introduction to the theories and practices of the public relations industry. It is structured to focus on the subjects and issues that are central to the knowledge of public relations, how it works, the kinds of influences it exerts and the debates it inspires and provokes. By the end of the module, students should be able to design, implement and evaluate a persuasive communication campaign to change the attitudes, knowledge and behaviour of the public. They will be able to carry out a process for selecting agencies for public relations work and gather and analyse data relevant to public relations planning. Finally they will know how to highlight and utilise the major new media opportunities for public relations work.

Part 2: Media Production	2 SWS	3 CP	Semester 4	Coursework
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This course deals with the organisation, management and execution of media production tasks. It will enable students to understand the production process, cooperate with external parties and to approach their own media productions with confidence, resulting in a coherent product that may be exhibited to an audience. Successful students will be able to understand the means and conditions of successful media planning & development and the means and ends of media production. They will learn to understand and to collaborate with external corporate partners.

<b>Module BA ICM TE 12: Major Tourism Service Providers</b>	<b>Spring Term</b>			
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Part 1: Aviation Management	2 SWS	3 CP	Semester 4	Exam
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Successful students will be able to understand the role of airlines within the travel and tourism industry, describe and discuss the structure and problems of airlines, identify, apply and develop concepts related to airline management, evaluate the various influences on planning and development within the airline industry, analyse the growth of the airline market, and think critically about the benefits and impacts of airline business. Participants will achieve the ability to differentiate structures of airlines within the worldwide market, and identify the complexities of airline business under the influence of law and politics. Furthermore, participants will gain an understanding for the management of airport ground handling as well as technical issues concerning the provision of aviation services.

Part 2: Hotel Business Operations	2 SWS	3 CP	Semester 4	Exam
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Successful students will gain in-depth insight into the management of hotels and other service providers of the hospitality industry; conceptualise the interdependencies of hotels and other tourism stakeholders; differentiate various business and ownership models; analyse typical hotel business processes; and understand the impact of the latest trends.

### Module: New Technologies

Spring Term

Part 1: New Technologies in Tourism	2 SWS	3 CP	Semester 4	Coursework
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This course aims at familiarising the students with the dynamics of the rapidly evolving field of new technologies and their various impacts on the tourism industry. It will be explored how both the demand side, e.g. through online communities, and the supply side, e.g. with dynamic packaging, create and react to dramatic changes to traditional tourism value chains. Upon successful completion of the course, the student will be able to explain the latest technological development, understand the interdependencies of new technologies and traditional tourism business functions and discuss limitations as well as controversial issues of ICT in tourism-related contexts.

Part 2: Tourism Project	2 SWS	3 CP	Semester 4	Coursework
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This course aims at providing real-life insight into current tourism issues by connecting the academic world with tourism businesses and organisations. Projects such as tourist surveys, generation of new product development ideas, or optimisation of specific processes will be acquired from and conducted together with co-operation partners from the regional or national tourism scene. Upon successful completion, the student will have refined and applied project management, analytical, research, and presentation skills. Furthermore the student contributes to solving real-life challenges.

### Module: Cross-media Production and Management

Spring Term

Part 1: Cross-media Production	2 SWS	3 CP	Semester 4	Coursework
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The course teaches students to develop and produce an advanced cross-media project including the relating contents in the field of film/ TV/ video, radio, print, or online media production. In this context, students are invited to connect to the Campus TV (CBS TV) and Campus Radio teams, and make use of the available technical equipment.

Part 2: Cross-media Management	2 SWS	3 CP	Semester 4	Coursework
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The course cross-media management familiarizes students with the organizational forms and practices of project-based industries, as project-based organizing is the prevalent logic in the media industries.

Moreover, the course introduces students to cross-/trans-media and dynamic storytelling, and cross-media campaign conception and management. Students are asked to develop own cross-media campaigns.

**Module BA ICM 9: International Marketing and HRM****Spring Term**

Part 1: International Marketing

2 SWS

3 CP

Semester 4

Coursework

This course aims at exploring the role of marketing in a modern organisation in a globalised world. Students will learn to analyse the company's macro and micro environment, formulate business missions, targets and strategies – on an international level and in times of Social Media. To be able to develop an effective marketing mix, students have to select and analyze an appropriate target group. Successful students should be able to understand the importance of international relationship marketing and apply those marketing techniques and models acquired in the course 'Marketing' to the marketing planning process in international environments. They will identify relevant international market segments; conduct detailed marketing analyses, both in terms of the marketing micro and macro environment, determine objectives and strategies on an international level; decide on market entry strategies and marketing mixes for particular segments and target groups and integrate Social Media Marketing into all Marketing Activities.

Part 2: International HRM

2 SWS

3 CP

Semester 4

Exam

This course introduces the key concepts of International Human Resource Management (IHRM) and teaches students the policies and practices of IHRM as utilised by today's multinational enterprises (MNE). The course develops understanding of IHRM policy and practice through extensive description of practical examples from around the world. It enhances knowledge and awareness of the importance of national differences in the conduct of IHRM in MNEs and the use of that knowledge and awareness in the planning and development of IHRM policies and practices. At the end of the module students should be able to explain the distinctive nature of the management of human resources in multinational companies; discuss the complexities of managing human resources in international business organisations; define and illustrate the key components of international human resource management; explain the role national differences make in the practice of IHRM; describe examples of how effective IHRM policies and practices lead to international business success and compare and contrast different approaches to IHRM policies and practices.

# Courses: Year 3

## Module BA IB E 14: Entrepreneurship and Operations Management

Spring Term

Part 1: Entrepreneurship	2 SWS	3 CP	Semester 6	Exam
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Initially, successful students will gain a general knowledge of relevant topics concerning entrepreneurship. Furthermore, students will gain profound knowledge about differences and similarities in entrepreneurship across Europe. The course shall enable students to apply their knowledge by carrying out a business project. The students will have to design a (new) product or service and show how they will implement this product/ service in the European market.

Part 2: Operations Management	2 SWS	3 CP	Semester 6	Exam
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The aim of this course is teaching of basic principles for operation management and scientific techniques methods in production management. Schedules, control systems and the supervision of goods and services are on the agenda as well as facts, figures, techniques and strategies of operation management. Questions such as how technology develops and diffuses in general and how technology and an organisation relate will be answered.

## Module BA IB FM 14: Sustainable Financial Management

Spring Term

Part 1: Ethical Aspects of Financial Management	2 SWS	3 CP	Semester 6	Exam
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This course focuses on basic ethical concepts and how they might be applied in the world of Financial Management. The course starts with the four basic questions “What is ethical behaviour?”, “Why is Business Ethics important for Financial Management?”, “What has been done so far to integrate Business Ethics into Financial Management?”, and “What can be done to integrate Business Ethics into Financial Management more effectively in the future?”. On the basis of these four questions several instruments and projects in Financial Management will be analysed – with the support of several guest speakers.

Part 2: Strategic Management in Banking and Finance	2 SWS	3 CP	Semester 6	Exam
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After successful completion of this course, students will be able to understand the success factors of corporate banking and the concepts of Strategic Management and how they are implemented in the financial sector. They will know about competitive, client-oriented sales organisations in finance industry, show deeper understanding of RAROC, EVA and risk adjusted pricing under Basel II, and identify and manage the major risk factors in corporate banking. Additionally, they will be able to understand the relationship between Strategic Banking and Finance and ethical aspects of Financial Management, and discuss pros and cons of Social Banking as a strategic option for the financial industry.

**Module BA IB I 14: Innovative International Trade****Spring Term**

Part 1: E-Commerce

2 SWS

3 CP

Semester 6

Coursework

By the end of the module students should be able to clarify basic terms and concepts of e-business, discuss the major trends in the e-environment, and develop and implement e-business strategies. They should be able to work with the most important buy-side (e-procurement) and sell-side (e-marketing) e-commerce strategies and use e-commerce concepts in terms of acquiring and maintaining customers and suppliers (Relationship Management). Finally, they should be able to manage organisational, human and technological changes (Change Management).

Part 2: New Trends in International Trade

2 SWS

3 CP

Semester 6

Exam

By the end of the module, students should be able to understand, analyse and apply the latest developments in international trade and apply management techniques and models to respond properly to changing market conditions. They should be able to successfully analyse environmental changes and how they may influence managing the import-export process and analyse and apply new trends to successfully manage international organisations and enterprises.

**Module BA IB MM 14: Achieving Competitive Advantages in Marketing****Spring Term**

Part 1: Service Marketing

2 SWS

3 CP

Semester 6

Exam

Services have become the most discussed goods category which presents special challenges that must be identified and addressed by companies. Compared to manufactured goods services are intangible, more heterogeneous and basically ask in some respect for the participation of the customer within the service production process. These characteristics of services lead to an adaptation of the well-known marketing management process to achieve competitive advantages across industries. By the end of the lecture students should be able to understand the difference between services and manufactured goods and discuss the differences between the services marketing management process and the already known marketing management process. They should be able to work with appropriate services strategies and marketing mix tools and understand the necessity for extending the 4 Ps to the so called 8 Ps.

Part 2: Optimizing the sales process

2 SWS

3 CP

Semester 6

Exam

The successful design of sustainable competitive advantage in marketing is the use of efficient methods of quantitative marketing. Quantitative Marketing covers the provision of decision-relevant marketing information, used for the following purposes: Identification of market opportunities and / or risks in terms of exploratory foresight to recognize and assess them. Another responsibility of the quantitative marketing covers the development and application of decision models. Complex decision problems are solved through a structured approach e.g., target-optimal advertising budget planning using methods of Operations Research, dynamic pricing/yield Management with statistical methods or Customer Lifetime Value (CLV) calculation based on financial models. At the end of the course students should be able to understand and apply how to build competitive advantage in marketing, identify market opportunities and risks, develop and apply decision models, and Quantitative Methods of Marketing Management, e.g. budget planning, OR, dynamic pricing.

**Module BA ICM EA 13: Advanced Asian Management****Spring Term**

Part 1: New Trends in East Asian Management	2 SWS	3 CP	Semester 6	Exam
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This course is intended as a platform to analyse and discuss recent development in business and management in East Asia. Up-to-date material from substantive journals as well as recent scholarship on currently discussed issues will be used to consolidate the students' understanding of regional business issues.

Part 2: Indian and Southeast Asian Management	2 SWS	3 CP	Semester 6	Exam
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This course aims to extend students' knowledge of business administration to the Southeast Asian and South Asian context. Based on the knowledge of and experience with the East Asian region, students will analyse the economic conditions, the social conditions as well as the specific business and management systems of South Asian and Southeast Asian countries. Successful students will have a working knowledge of management systems in the region and display an understanding of the issues facing local as well as foreign companies in these countries.

**Module BA ICM BP 13: Advanced Business Psychology****Spring Term**

Part 1: New Trends in Business Psychology	2 SWS	3 CP	Semester 6	Exam
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In this course students shall gain a good knowledge of the current trends in business psychology. The successful student will be able to identify new developments in society and economy as well as their opportunities and threats. Students will learn about new fields in business psychology which emerged as a response to these developments. The course will enable students to critically discuss and question the academic landscape of business psychology.

Part 2: Applied Business Psychology	2 SWS	3 CP	Semester 6	Exam
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This course will investigate empirical stakes of business psychology. It will provide students with an overview of jobs using business psychology. Students will, furthermore, learn to apply their gained psychology knowledge to solve difficult business conflicts, and to enhance or develop effective business behavior. The aim of this course is to enable students to identify frequent or extraordinary psychological problems in today's businesses and to work independently on case studies of different types of organizations.

**Module BA ICM AC 13: Advanced Arts and Cultural Management****Spring Term**

Part 1: Art Politics / Political Aspects of Arts and Cultural Management	2 SWS	3 CP	Semester 6	Exam
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Within the institutional, discursive and ideological context, arts politics attends to formal and informal political processes related to the production, dissemination and reception of artistic products. It contains various different fields like humanities, social sciences and government.



Part 2: New Trends in Arts & Cultural Management	2 SWS	3 CP	Semester 6	Exam
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This course deals with the issues of the changing landscape of publicly funded institutions, financial dependency and the exertion of political influence, as well as with privately funded arts enterprises, increasing commercialization and its impact on cultural heritage. A growing audience orientation, an increasing relevance of museum or theatre architecture as a central marketing tool, but also issues like de-acquisitioning works of art from museum's collections, the involvement of private collectors, internationalization of cultural institutions, the impact of social media, gender studies, private-public-partnerships, and overall organizational and financial questions will be critically analyzed and discussed.

<b>Module BA ICM LA 13: Advanced Latin American Management</b>	<b>Spring Term</b>			
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Part 1: International Actors in Latin American Markets	2 SWS	3 CP	Semester 6	Exam
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Aim of this course is to familiarise students with both public and private international actors. It will provide students with knowledge on the fundamental processes in development cooperation. Additionally, students will be provided with an overview of typical business forms used to enter Latin American markets. They will learn how the different stakeholders interact and which advantages and disadvantages the different market entry forms entail. Successful students will be able to discuss and critically analyze the imparted knowledge and will be able to derive the most promising business and development opportunities for the region in the future.

Part 2: New Trends in Latin American Management	2 SWS	3 CP	Semester 6	Exam
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In this course, students shall be provided with knowledge on important trends and recent changes in Latin American business and in the Latin American economy. Using up-to-date academic articles they will analyze and discuss these trends, changes, and issues and will derive respective implications for their own business life when operating in cross-cultural environments.

<b>Module BA ICM TE 13: Advanced Tourism Issues</b>	<b>Spring Term</b>			
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Part 1: Tour Operations	2 SWS	3 CP	Semester 6	Exam
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This course enables students to understand market structures, organizations, and functions of national and international tourism intermediaries. Different business models are analyzed. Interdependencies among tourism service providers and intermediaries are highlighted. Strategic options and decision-making processes for travel agencies and tour operators are highlighted. Typical challenges, as well as the latest technological, social, and political trends tour operators are facing, are conceptualized and discussed.



Part 2: Destination Management and Marketing	2 SWS	3 CP	Semester 6	Exam
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Successful students will assess the complex nature of development theory in relation to tourism, identify and evaluate the distinct phases of management and planning needed for a tourism destination, analyze tourism development policy objectives and existing strategies at a range of tourist sites and attractions in order to identify the process and purpose of strategic destination management in the development of tourism master plans. The aims of this course are to enable students to understand the fundamental correlation between the different actors at a tourist destination, develop strategies and measures in the different stages of a destination management process, understand the specificity of destination marketing, examine the scope and complex nature of the planning process for tourism at national, regional and local levels, and assess the various techniques and methods available to planners and tourism consultants.

<b>Module BA M 16: Media Trends and Event Management</b>	<b>Spring Term</b>			
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Part 1: Media Trends	2 SWS	3 CP	Semester 6	Exam
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In this course, further developments of the media industry will be predicted. Successful students will realise trends and occasions in order to gain entrepreneurial success. They will recognise the impact of media trends on change of society and understand interaction between media and changes within society.

Part 2: Event Management	2 SWS	3 CP	Semester 6	Coursework
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This course will provide students with an in-depth introduction to event management (from academic definition and terminology to the actual event). An overview of various types of events will be given and students will be provided with checklists to create and implement any kind of event. Successful students will gain practical skills in creating, presenting and organizing events and in post-event accounting and evaluation. They will know how to assess the requirements for planning, the feasibility and cost benefit of conventions / events and business travel. Throughout the course, students will develop the marketing and communication strategies for conventions / events and business travel. Successful students will also have an overview of dealing with technology (video conferencing, internet, audio visual media etc.), research and statistics

# Courses for International Students

## Module: Transnational Management and International Trade and Finance Fall Term

Part 1: Transnational Management	2 SWS	3 CP	3rd Year Level	Coursework
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This course focuses on the management challenges associated with developing strategies and managing the operations of companies whose activities stretch across national boundaries. The purpose is to provide a conceptual framework of the interplay between the multinational corporation, the countries in which it does business, and the competitive environment in which it operates. Additionally, it provides a framework of strategy, organizational capabilities, and management challenges for operating in the global economy. By the end of the module, students should be able to evaluate finance and business issues found in an international context and use and apply management instruments to optimize cross-border commitment.

Part 2: International Trade and Finance	2 SWS	3 CP	3rd Year Level	Exam
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Foreign political and economic risks may contribute to uncertainty as far as the economic success of companies engaging in international trade is concerned. This course is designed to familiarize students with international payment options in order to reduce all kinds of business risks related to cross border trends and financial transactions. By the end of the module, students will have knowledge and a broader understanding of the principles of international trade in connection with international finance transactions. They will be able to implement risk reducing financial instruments and deal with several methods of international payment. Additionally, they will know how to apply analytical tools for valuing financial transactions.

## Module: International Marketing and HRM Fall Term

Part 1: International Marketing	2 SWS	3 CP	3rd Year Level	Coursework
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This course aims at exploring the role of marketing in a modern organization in a globalized world. Students will learn to analyze the company's macro and micro environment, formulate business missions, targets and strategies – on an international level and in times of Social Media. To be able to develop an effective marketing mix, students have to select and analyze an appropriate target group. Successful students should be able to understand the importance of international relationship marketing and apply those marketing techniques and models acquired in the course 'Marketing' to the marketing planning process in international environments. They will identify relevant international market segments; conduct detailed marketing analyses, both in terms of the marketing micro and macro environment, determine objectives and strategies on an international level; decide on market entry strategies and marketing mixes for particular segments and target groups and integrate Social Media Marketing into all Marketing Activities.

Part 2: International HRM	2 SWS	3 CP	3rd Year Level	Exam
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This course introduces the key concepts of International Human Resource Management (IHRM) and teaches students the policies and practices of IHRM as utilized by today's multinational enterprises (MNE). The course develops understanding of IHRM policy and practice through extensive description of practical examples from around the world. It enhances knowledge and awareness of the importance of national differences in the conduct of IHRM in MNEs and the use of that knowledge and awareness in the planning and development of IHRM policies and practices. At the end of the module students should be able to explain the distinctive nature of the management of human resources in multinational companies; discuss the complexities of managing human resources in international business organizations; define and illustrate the key components of international human resource management; explain the role national differences make in the practice of IHRM; describe examples of how effective IHRM policies and practices lead to international business success and compare and contrast different approaches to IHRM policies and practices.

<b>Module: Advanced Study Skills</b>	<b>Fall Term and Spring Term</b>			
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Part 1: Presentation Skills	2 SWS	3 CP	3rd Year Level	Coursework
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This course offers a practical guide to doing presentations effectively and trains question techniques. During the course students will learn to realize manipulations in dialogues and statistics and questions about self-confidence and personality will be clarified. Additionally, the course discusses speaking effectively in seminars, tutorials, and formal presentations, and, unusually, in leisure activities, such as standing for office, and speaking at or chairing a committee or society meeting. Finally, it helps with career research, including a practical, step-by-step guide to a successful job interview. Successful students will build up their own personality and increase a self-confident presentation of themselves. Furthermore, they will be able to prepare and give presentations of various topics including off-hand presentations.

Part 2: Academic Writing	2 SWS	3 CP	3rd Year Level	Coursework
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This course provides students with the necessary skills to conceptualize research and to complete term papers as well as bachelor theses. The course leads students through the different steps from the definition of a research topic to the compilation of an analytical paper.

Module: Economic Geography of Europe and Introduction to International Trade		Fall Term		
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Part 1: Economic Geography of Europe	2 SWS	3 CP	3rd Year Level	Exam
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This course provides an introduction to the geographical determinants of Europe. The focus emphasises economic developments, allocation of resources and geopolitical developments in Europe. By the end of the module students should have a general geographical knowledge of Europe and be able to identify major problems for economic development based on resources, climate, infrastructure, human resources etc. They should know about the economic policy of the European Union, aiming at underdeveloped regions/countries, identify regions' underlying structural changes and discuss how to solve their problems, and understand the main economic relations between the different nations in Europe.

Part 2: Introduction to International Trade	2 SWS	3 CP	3rd Year Level	Coursework
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This course provides an overview of the entire import/export process and the complex, ever-changing world of international rules, laws, regulations and customs. The course encourages an integrated understanding of successfully managing international enterprises and organisations. By the end of the module, students should be able to have an overall understanding of how import and export businesses operate and work with the most common documents required in an import or export transaction. Additionally, they should be able to explain the purpose and application of these documents and develop the ability to assess and apply customs regulations to concrete trade cases.

Module: International Commercial Law and Logistics		Fall Term		
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Part 1: International Commercial Law	2 SWS	3 CP	3rd Year Level.	Exam
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By the end of the module, students should be able to distinguish between international and national laws on trade as well as between the relevant institutions (WTO, EU; GATT, GATS), identify applicable law in different geographic areas, and apply most common laws on cross-border trade with a view to import and export requirements.

Part 2: International Logistics	2 SWS	3 CP	3rd Year Level	Coursework
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By the end of the module students should be acquainted with the rapidly evolving field of logistics and supply chain management and be able to explain the importance of SCM as well as the role of logistics and SCM in a global environment along with the key influences with an impact on global logistics, operational and system effectiveness. They should be able to identify numbers and trends in SCM and logistics, analyze and identify improvement opportunities in the basic supply chain management process, and develop the knowledge required for the design of various transportation and logistics global networks. Additionally, they should be able to describe the value-added roles of global logistics intermediaries and how these intermediaries can and should interact most efficiently with each other in order to achieve optimum business and logistics results. Finally, students will understand issues of designing and implementing "Flow Systems" in terms of streamlining the internal supply chain management process to achieve supply chain excellence.

**Module: Intercultural Management and International Institutions****Fall Term**

Part 1: International Politics and Institutions	2 SWS	3 CP	3rd Year Level	Exam
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The aim of this course is to help students to develop an understanding for the working of international politics, i.e. for the events, trends, and patterns in interactions among actors within the global political system. Successful students will be able to critically evaluate the role of international organizations such as the UN, the struggle for power and wealth among states as well as the efforts of states to promote democratic development. They will also have a better understanding of the international political economy, especially of topics like globalization, international trade and finance, sustainable development, and the environmental impacts of economic growth.

Part 2: Intercultural Management	2 SWS	3 CP	3rd Year Level	Coursework
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This course starts with basics concepts that are usually employed to explore intercultural and cross-cultural exchange. Cultural foundations of management and business related behavior will be explored in order to enable students to develop intercultural competencies in a globalized working environment.

**Course: Comparative International Management****Fall Term**

2 SWS	6 CP	3rd Year Level	Coursework
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Successful students will be able to:

- Use fundamental management techniques and analysis methods
- Differentiate and evaluate different management styles and concepts
- Analyze and solve everyday situations faced by managers, in an international environment, based on their knowledge of theory and practical examples from case studies

In order to achieve the stated aims and learning outcomes, this course has been designed to provide students with an overview of many subjects associated with the discipline of International Management.

**Course: International Procurement****Fall Term**

2 SWS	3CP	3rd Year Level	Exam
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International Purchasing is a field of study aimed at understanding the marketing processes targeted on supply markets. In this context, students have to learn about the different strategic steps a purchasing manager has to go through in order to find the best offer for his company. The modern emphasis is on integrated study. The lectures will draw on the many disciplines that contribute to a sound knowledge of procurement marketing practice and techniques. Career progress in this field definitely requires critical thinking that derives from a wide perspective.

**Module: European Politics and Economy****Spring Term**

Part 1: The European Business Environment	2 SWS	3CP	3rd Year Level	Coursework
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The overall aim of this module is to enable students to build a detailed knowledge about the multi-faceted explanations for economic processes. They will understand the key agents (such as firms, labour and state) and key drivers (such as innovation, institutions, entrepreneurship and accessibility) for economic growth and prosperity as well as crisis and decline. Focus is on disparities among different regions within the European Union at different scales (local, regional, national). After the successful completion of this module students will show significant knowledge about the developments in the different economic sectors in Europe.

Part 2: International Politics and Institutions	2 SWS	3CP	3rd Year Level	Exam
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The aim of this course is to help students to develop an understanding for the working of international politics, i.e. for the events, trends, and patterns in interactions among actors within the global political system. Successful students will be able to critically evaluate the role of international organizations such as the UN, the struggle for power and wealth among states as well as the efforts of states to promote democratic development. They will also have a better understanding of the international political economy, especially of topics like globalization, international trade and finance, sustainable development, and the environmental impacts of economic growth.

**Course: European Business Culture****Fall and Spring Term**

2 SWS	3 CP	Coursework
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At the start of their studies and life in Europe, this course raises the student's awareness of what culture is; why it is important for human interaction; how it influences perceptions and behaviours in our everyday and working life. It also provides knowledge of current cultural theories, as a backdrop to understanding culture; and helps them to identify and develop the cross-cultural competencies necessary to study and work effectively in a European business environment.

**Learning Outcomes**

Successful completion of the module should enable students to:

- Understand key concepts of culture
- Understand why culture is important to human interactions, at every level, and how it influences the cross-cultural communication process
- To notice, observe, and interpret intercultural dynamics, starting with your own cultural responses
- To identify areas of potential difficulty/conflict, in the cross-cultural communication process, and come up with a strategies for preventing or dealing effectively with them

**Course: German A1****Fall and Spring Term**

2 SWS

6 CP

Exam and Coursework

German A1 course is planned for students without any prior knowledge of the German language. The main units within this course revolve around everyday life in Germany.

By the end of the course, students should be able to create simple conversation about themselves, asking appropriate questions and constructing sentences using simple present tenses.

**Course: German A2****Fall and Spring Term**

2 SWS

6 CP

Exam and Coursework

German A2 course is planned for students with basic prior knowledge of the German language. The main themes of this course include citizenship, health, travels, and life.

Students will also improve their grammar acquisitions such as perfect and imperfect tenses, Nominative, Genitive, Dative, Accusative, Adjective declension, simple Subordinate Clauses, simple Prepositions.

By the end of the course, students should be able to express themselves in verbal and written forms regarding daily life in Germany, comprehend short paragraphs, and correctly use simple grammar tenses and articles.

**Course: German B1****Fall and Spring Term**

2 SWS

6 CP

Exam and Coursework

German B1 course is planned for students with a basic prior knowledge of the German language. The main themes of this course are people, career and employment, shopping, travels, environment and nature.

The grammar comprises of Imperfect tense, Perfect tense, Nominative, Genitive, Dative, Accusative, Adjective declension, Subordinate Clauses, direct and indirect Subordinate Clauses, Prepositions.

By the end of this course, students should be have an increased vocabulary in words related to people, job related and nature. Furthermore, students should have a grasp of basic German grammar rules and word order in a sentence. Students should be able to communicate effectively in both verbal and written forms.

**Course: German B2****Fall and Spring Term**

2 SWS

6 CP

Exam and Coursework

German B2 course is planned for students with a good prior knowledge of the German language. The focus themes are emotions, working environment, history, politics, education, nature and science, cultures and people.

Emphasis is put on the basic usage of German grammar, such as Tenses, Present and Imperfect Subjunctive, Passive, Adjective declension, Subordinate Clauses & sentence structure.

By the end of this course, students should be fluent in spoken German and able to write arguments, formal letters and reports, as well as practicing proper grammar usage. Furthermore, students should acquire an increased vocabulary in Business related context.

**Course: German C1****Fall and Spring Term**

2 SWS

6 CP

Exam and Coursework

German C1 course is planned for students with proficient prior knowledge of the German language. The main themes of this course are legal aspects of daily life, work and soft skills, globalization, networking and the world of arts.

Instead of introducing new grammar, the focus is put on repeating already covered topics such as nominalizations and verbalizations, attributes, Subjunctive I, Conjunctions, Passive, Verbs with Genitive.

By the end of this course, students should be able to understand a wide range of demanding, longer texts, and recognize implicit meaning. They can express ideas fluently and spontaneously without much obvious searching for expressions. They should be able to use language flexibly and effectively for social, academic and professional purposes.

**Course: German C2****Fall and Spring Term**

2 SWS

6 CP

Exam and Coursework

German C2 course is planned for students which have reached a high level of proficiency of the German language. The main themes of this course are language and communication, strengths and weaknesses, technology and research, politics and bureaucracy.

Instead of introducing new grammar, the focus is put on repeating already covered topics such as Subjunctive I and II, Adverbial Clauses, Relative Clauses, Declination of Adjectives, Passive and Passive Substitutions.

By the end of this course, students should be able to understand with ease virtually everything heard or read. They can summarize information from different spoken and written sources, reconstructing arguments and accounts in a coherent presentation. They can express themselves spontaneously, very fluently and precisely, differentiating finer shades of meaning even in the most complex situations.