

Course Descriptions

MBA in International Management

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Appendix

Module 1: Management Foundations (Core 1. Semester)

▪ **General Management / Allgemeine Betriebswirtschaftslehre**

Lecturer: Prof. Dr. Manfred Manthey

Course Language: English

Credits: 2

Contact hours: 30(45 minutes each)

Workload: 60 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: Lecture

Prerequisites: none

Objective:

In this course the students are taught the basics of business in selected fields. This knowledge is needed for the coming courses in the following semesters as well as for a study abroad semester at one of the partner universities.

Contents:

The lecture starts with the introduction of important business terms and their application in an overall business context. The next subjects are the functions of management, followed by location decisions, purchasing and production/operations management issues. The lectures are enriched with examples, assignments, and case studies. The course is predominantly based on American and English literature. But in order to consider the specific situation in Germany, many topics are supplemented with important elements from German context and literature.

Literature:

- Ricky W. Griffin, Fundamentals of Management
- Andrew J. DuBrin, Essentials of Management
- Stephen P. Robbins, Management
- Nigel Slack, Stuart Chambers, et. al., Operations Management
- William J. Stevenson, Production/Operations Management

▪ **Strategic Management / Strategisches Management**

Lecturer: Prof. Dr. Howard Sutton

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 150 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: Interactive lecture, cases

Prerequisites: none

Reason for higher workload: Students have to prepare cases

Objective:

Understand and apply the options and models of strategic management

Contents:

This course addresses the following main topics in Strategic Management

- The role of Strategic Management
- Basic concepts in strategic thinking
- The strategic options and methods of implementing them
- Performing a company audit
- Definition, analyses and use of the value chain
- The role of Benchmarking in the strategy process
- Understanding the soft factors within a company (culture)
- The Industry analysis
- Forecasting and analyzing the future
- Evaluating the strategic position

Literature:

- Johnson, G. und Scholes, K., Exploring Corporate Strategy, Prentice Hall Verlag, ISBN 0-273-65112-9;
- Course Notes and reading list (available over intranet); Collection of relevant Articles (available from the library)

▪ Marketing

Lecturer: Prof. Dr. Manfred Manthey

Course Language: English

Credits: 2

Contact hours: 30(45 minutes each)

Workload: 60 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: Lecture

Prerequisites: none

Objective:

In this course the students are taught the fundamentals of Marketing.

Contents:

The course comprises following subchapters: Marketing Research, Product and Services Strategies, Pricing Products, Distribution Channels, and Marketing Communication. The course is predominantly based on American and English literature. But in order to consider the specific situation in Germany, many topics are supplemented with important elements from German context and literature. After having completed this course, the students know all single elements of marketing and how to apply them in different situations. Several assignments as well as exercises are distributed to the students. Here they learn how to apply their theoretical knowledge in specific situations of an organization in order to prepare strategies or to solve problems.

Literature:

- Philip Kotler, Gary Armstrong, et. al.: Principles of Marketing
- Lamb, Hair, McDaniel: Marketing
- Additional German Literature
- Nieschlag, Dichtl, Hörschgen: Marketing
- Weis: Marketing
- Dehr, Bierbaum: Marketing Management

▪ Human Resources Management / Personalmanagement

Lecturer: Madhwendu Shekhar, DaimlerChrysler Management Consulting

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 1. Semester

Assessment: Graded presentation

Teaching Methods: Lecture, exercises

Prerequisites: none

Reason for higher workload: Students have to prepare exercises and a presentation

Objective:

With increasing focus on intellectual capital in business organizations, this course orients students towards the strategic position of HR Management for crucial competitive advantage within the organization. The focus is on identifying performance drivers within the global economy and alignment of HR as a strategic partner.

Contents:

- Basics of managing an organizations in a company framework
- Basics of People Management with focus on leadership development, decision making, innovation etc.
- Integrated HR Management including recruiting & staffing, performance appraisal, compensations, reward & recognition
- Global HR Management and strategies with trends in the global economy, and future position of HR in global environment

Literature:

- The HR Scorecard: Linking People, Strategy & Performance. - Brian E.
- Becker, Mark A. Huselid, Dave Ulrich, Harvard Business School Press. Boston. MA
- The Balanced Scorecard - Translating Strategy in to Action. - Robert S.
- Kaplan, David P. Norton, Harvard Business School Press. Boston. MA
- Harvard Business Review Book Series on Manage People, Not Personnel:
- Motivation and Performance Appraisal, Harvard Business Review Publishing. Boston. MA
- Harvard Business Review Book Series on Leadership, Harvard Business Review Publishing. Boston. MA
- Human Resource Champions. Dave Ulrich; Harvard Business School Press
- The Leadership Engine. - Noel Tichy; Harper Business
- Personnel Management.- Heneman, Schwab, Fossum, Deyer., Richard D Irwin Publication
- Human Resource Management. - George T.Milkovich, John W. Boudreau

▪ Information Management / Informationsmanagement

Lecturer: Prof. Dr. Karl-Heinz Rau

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 1. Semester

Assessment: Assignment & Presentation

Teaching Methods: cases and readings, participation in all class activities

Prerequisites: none

Reason for higher workload: Students have to prepare cases and readings

Objective:

The students are expected to:

- Be able to apply strategic business analysis models on real IT-companies.
- Understand the interdependence between corporate business strategy and structure and information systems strategy and architecture.
- Be able to handle management and technical issues in the implementation process of integrated information systems.
- Be able to identify success factors for successful IT use.
- Learn about cultural issues in global acting companies.

Contents:

- Introduction of a framework for Information Management.
- Foundations in ERP- and e-Business-Technology.
- Strategic Analysis of an IT-Company.
- Implementation of Enterprise Resource Planning Systems (ERPs) in different company environments.
- Internet as a base for new service products.
- Analysis of Internet-based businesses

Literature:

- Laudon, K. C. and Laudon, J.P.: Management Information Systems. 8th edition, Prentice Hall 2004.
- <http://www.prenhall.com/laudon>

Further Information: <http://rau.fh-pforzheim.de>

Module 2: Accounting & Finance (Core 1. Semester)

▪ Financial Accounting / Buchhaltung und Bilanzierung

Lecturer: Thomas Heck, PricewaterhouseCoopers

Course Language: English

Credits: 2

Contact hours: 30 (45 minutes each)

Workload: 60 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: lecture including extensive exercises

Prerequisites: none

Objective:

Objectives in this course are to help the students to understand the content and nature of Financial Statement information, as well as how that information is produced and used conventionally. Further, the intent is for the students to not only learn how concepts and procedures are often applied in practice, but also to learn to critically evaluate their use.

Contents:

- Introduction to Financial Statements
- A Closer Look at Financial Statements
- The Accounting Information System
- Accrual Accounting Concepts
- Merchandising Operations
- Reporting and Analyzing Inventory
- Reporting and Analyzing Receivables
- Reporting and Analyzing Long-Lived Assets
- Reporting and Analyzing Liabilities
- Reporting and Analyzing Stockholders' Equity
- Reporting and Analyzing Investments

Literature:

- Intermediate accounting / J. David Spiceland ; James F. Sepe; McGraw Hill College Div; ISBN: 0072401338

▪ **Financial Analysis / Bilanzpolitik und -analyse**

Lecturer: Thomas Heck, PricewaterhouseCoopers

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: Lecture (including real-life company comparisons)

Prerequisites: none

Reason for higher workload: Students have to prepare company comparisons

Objective:

Management decisions are highly dependent on financial information as well as the environment defined by capital markets. The objective of this course is to understand the need for financial analysis and the tools that enable the comparison of a company's performance over a time period, its competitors or an industry.

Contents:

- Introduction to Financial Analysis
- Comparative Analysis
- Horizontal Analysis
- Vertical Analysis
- Ratio Analysis
- Limitations to Financial Analysis

▪ **Managerial Accounting / Kostenrechnung**

Lecturer: Prof. Dr. Joachim Paul

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: lecture, exercises

Prerequisites: none

Reason for higher workload: Students have to prepare exercises

Objective:

Introduction to modern concepts of cost accounting and management accounting.

Contents:

- introduction to cost accounting purposes and terminology
- accounting and business ethics
- cost-volume-profit analysis
- marginal costing / direct costing
- pricing decisions
- job costing
- activity based costing (ABC)
- flexible budgeting
- cost management

The module consists of lectures and numerous exercises and case studies. After completion, the students will be able to critically review and apply the common concepts in modern management accounting.

Literature:

- Horngren, C.T. / Foster, G. / Datar, S.M.
- Cost Accounting
- Prentice-Hall, Upper Saddle river, N.J. /USA 2000 (10th edition or latest edition)

Module 3: Economics and Business Law (Core 1. Semester)

▪ Microeconomics / Mikroökonomik

Lecturer: Prof. Dr. Rudi Kurz

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: Lecture, exercises

Prerequisites: none

Reason for higher workload: Students have to work through readings and prepare exercises

Objective:

The course provides an overview of the methods and the most important fields of economics. It explains the role of government in market economies. It provides a basic understanding of microeconomic concepts (decisions of consumers and firms, market analysis) and applies them to economic policy issues (e.g. competition policy).

Contents:

Basic concepts and ideas:

- Methodological foundations
- Economic systems
- Government activity in market economies

Microeconomics:

- Demand and supply,
- Competition and monopoly
- Market failures
- Competition policy

Literature:

- Samuelson, P. A./Nordhaus, W. D. (2001): Economics, 17th ed., New York etc.
- Mankiw, G. N. (2003): Principles of Economics, 3rd ed., Fort Worth etc.

▪ Macroeconomics / Makroökonomik

Lecturer: Prof. Dr. Jürgen Volkert

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: Lecture, discussion of recent macroeconomic developments

Prerequisites: none

Reason for higher workload: Students have to work through readings and current articles and prepare exercises

Objective:

The course provides an introduction to basic macroeconomic models and their application to major macroeconomic developments.

Contents:

- Economic growth and welfare
- Business cycles
- Money and inflation
- Distribution of income and wealth
- Monetary policy
- Fiscal policy
- Neoclassical and supply side economics
- Short-run policies

Literature:

Basic Literature:

- Mankiw, Gregory M. (2000): Principles of Economics, 2nd edition, Harcourt Brace & Company.
- Samuelson, Paul Anthony; Nordhaus, William D. (2001): Economics, 17th edition, Boston, Mass.: McGraw-Hill International Editions.
- Stiglitz, Joseph E.; Walsh, Carl E. (2002): Economics, 3rd edition, New York: Norton.

Macroeconomic Literature:

- Barro, Robert J. (1997): Macroeconomics, 5th edition, Cambridge, Mass.: MIT Press.
- Blanchard, Olivier (2003): Macroeconomics, 3rd edition Prentice Hall.
- Burda, Michael; Wyplosz, Charles (2001): Macroeconomics - A European Text, 3rd edition, Oxford: Oxford University Press.
- Dornbush, Rudiger; Fisher, Stanley; Startz, Richard (1998): Macroeconomics, 7th edition, Boston, Mass.: McGraw-Hill International Editions.
- Mankiw, Gregory N. (2003): Macroeconomics, 5th edition, New York: Worth Publishers.
- Samuelson, Paul Anthony; Nordhaus, William D. (2001): Macroeconomics, 17th edition, Boston, Mass.: McGraw-Hill International Editions.
- Stiglitz, Joseph E. (2002): Principles of Macroeconomics, 3rd edition, New York: Norton.

▪ **Commercial Transactions / Internationales Vertragsrecht**

Lecturer: Prof. Dr. Rainer Gildeggen

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 1. Semester

Assessment: Written Exam

Teaching Methods: Interactive lectures & exercises

Prerequisites: none

Reason for higher workload: Students have to work through readings and prepare exercises

Objective:

Students will learn the principles of commercial transactions and sensitise them for international legal aspects.

Contents:

- International Business and Law (Brief history of International Trade and Law, Contracts in International Business Law)
- The International Sale of Goods (Conflict of Laws, Rules and Unified International Law, The UN Convention on the International Sale of Goods, The International Documentary Sale and Documentary Letter of Credit)
- Distributorship Agreements ("Model Contracts", Antitrust Issues, Compensation)
- Technology Transfer: International Protection of Intellectual Property and related Contracts (Patent Protection, Trademark Protection, Know-how Protection, License Contracts, Franchise Contracts)
- Transnational Dispute Resolution (Litigation, Arbitration, The Role and Choice of Lawyers for International Business Transactions)
- Bribes in International Business Transactions

Module 4: Global Management (Core 2. Semester)

▪ International Management / Internationales Management

Lecturer: Prof. Dr. Jürgen Janovsky

Course Language: English

Credits: 4

Contact hours: 30 (45 minutes each)

Workload: 120 hours

Target Group: 2. Semester

Assessment: assignment and presentation

Teaching Methods: seminar

Prerequisites: Modules 1 – 3 or undergraduate degree in business

Reason for higher workload: Students have to prepare cases

Objective:

The course aims to provide students with an understanding of the issues in international business. It focuses on skill development related to the management of international business partnerships and complex multinational operations.

Contents:

“How do we define the position of a commercial company in the international arena?” This is the key question to be addressed in our class. In this context, we will highlight both strategic options and operational issues related to the market entry. Besides a more theoretical review, the international activities of different company groups will be analysed. Moreover, the class will provide a rough comparative analysis of different management-systems in the US, Japan and Germany.

Literature:

- Bartlett, Ch. A./Ghoshal, S.: Transnational Management, Irwin McGraw Hill 2000
- Beamish, P.W: et al.: International Management, Irwin McGraw Hill 2000
- Dunning, J.H.: Multinational Enterprises and the Global Economy, Addison-Wesley (Wokingham/GB) 1994
- IMD et al.: Mastering Global Business, London 1999
- Krystek, U./Zur, E.: Internationalisierung, Berlin/ Heidelberg
- Perlitz, M.: Internationales Management, 3. Aufl. Stuttgart 1997
- Porter, M.: Changing Patterns of International Competition, California Management Review, 28, pp. 9-40

▪ International Case Studies / Internationale Fallstudien

Lecturer: Prof. Dr. Regina Moczadlo

Course Language: English

Credits: 7

Contact hours: 60 (45 minutes each)

Workload: 210 hours

Target Group: 2. Semester

Assessment: Assignment and Presentation

Teaching Methods: This course is based on cases and on a case research done by the student themselves in teams of three to four students. The cases cover topics of international economics and international management.

Prerequisites: Modules 1 – 3 or undergraduate degree in business

Reason for higher workload: Students have to prepare cases on a scientific level and apply the relevant theoretical models on the questions of the case.

Objective:

The aim of the course is to give students experience and knowledge for different actual business problems, to strengthen the ability to analyze and reflect as well as experience in interacting with others in a team.

Contents - Examples of Cases:

- Dufey, Hommel: Why there is never peace in International Trade: The Case of Canada-US Economic Relations
- Bamberger, Wrona: Dynamics of international Competition – Companies reactions
- Rydelski: Anti-Dumping Duties on Imports of Bicycles from India: Mumbai Cycle LTD.
- Lechner, Dowling: New Product Development: The Benetton Group
- Holzmüller, Rossetti, Lobin: Safilo Group, Italy: From Licensee to Licensor
- Rao: Enabling the Transformation of Supply Chain – how Manugistics Copr. does it
- Locke: The Promise and Perils of Globalization: The Case of Nike
- Kochan, Orlikowski, and Cutcher-Gershenfeld: Beyond McGregor's Theory Y: Human Capital and Knowledge-Based Work in the 21st Century Organization

Literature:

Several Cases are from:

- Johnson, G., Scholes, K.: Exploring Corporate Strategy, 6th ed, Prentice Hall 2002
- Zentes, J., Swoboda, B.: Fallstudien zum Internationalen Management, Wiesbaden, 2000

For the other cases you get special readings with the case

Additional readings:

- Porter, E. Michael: Competitive Strategy - techniques for analyzing industries and competitors, Free Press 1980
- Porter, E. Michael: Competitive Advantage - creating and sustaining superior performance, Free Press 1985
- Porter, E. Michael: The Competitive Advantage of Nations, Free Press 1990
- Hofstede, G.: Cultures and Organisation - Intercultural Cooperation and its importance for survival, Harper Collins Business 1994

▪ International Marketing / Internationales Marketing

Lecturer: Andreas Beisswenger, The Strategy Process Consulting Group, Ravensburg

Course Language: English

Credits: 4

Contact hours: 30 (45 minutes each)

Workload: 120 hours

Target Group: 2. Semester

Assessment: Assignment and Presentation or Oral Exam

Teaching Methods: Lecture, real life-case discussions and presentations of strategic marketing cases

Prerequisites: Modules 1 – 3 or undergraduate degree in business

Reason for higher workload: According reading and preparation before next class required.

Objective:

International Marketing in the context of this module will be regarded as a process by which the organization translates its business objective and business strategy into market activities.

The aim of this seminar therefore is, to make the students aware of the major aspects of strategic marketing and to demonstrate how the available range of analytical models and techniques can be applied to produce superior marketing performance.

Contents:

The module will address a number of key questions that logically follow each other:

Where are we now ?

The primary concern here is to identify the current position and the extent of an organizations marketing capability. It is against the background of the picture that emerges from this analysis that the strategist should then be in a far better position to begin the process of deciding upon the detail of the organisation's future direction and the ways in which the strategy is formulated.

The focus in this stage will be on:

- Marketing auditing
- Approaches to competitor analysis
- Approaches to customer analysis

Where do we want to be ?

Here the lecture will focus on where the organization wants to go. This step will begin by considering the organizational mission and the nature of the marketing objectives, followed by structural, market and environmental analysis by using Michael Porter's five forces model. In the subsequent part, concepts of market segmentation within consumer and industrial markets and according targeting will be discussed.

This stage will then be followed by different concepts of strategy formulation like models of portfolio analysis and its criticisms. Finally, Porter's three generic strategies, concepts of identifying potential competitive advantages and strategies for market leaders, pioneers, challengers, followers and nichers will be discussed.

How might we get there ?

Having discussed the different concepts of strategic analysis and decision taking, the third stage shows marketing via its policies and programmes relating to product, price, service, distribution and communication, that can provide the means to facilitate the attainment of a strategy.

Here the lecture will be focused on:

- Product and new product strategies
- Brand strategies
- The development of new products
- Reasons for new product failures
- Lessons from new product success
- Pricing policies and strategies
- The role and significance of price
- Approaches for price setting
- Methods on pricing
- The promotional plan
- The advertising plan
- Sales promotion
- Public relations
- The distribution plan
- Channel management
- Logistics

Literature:

- RESOURCE PACKET: Andreas Beisswenger International Marketing 2004, Contains required reading, articles and other published material plus specially prepared papers.
- Bob de Wit, Ron Meyer: "Strategy - Process, Content, Context - An International Perspective", West-Publishing Company, 1999

▪ **International Project Management / Internationales Projektmanagement**

Lecturer: Eckart E. Jensen, DaimlerChrysler Management Consulting

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 2. Semester

Teaching Methods: Lecture, exercises, case studies

Prerequisites: Modules 1 – 3 or undergraduate degree in business

Assessment: Oral Exam

Reason for higher workload: Students have to work through readings and prepare exercises and cases

Objective:

Managing International projects introduces project management principles and methods from the standpoint of the manager who must plan and organize, implement and control non-routine activities to achieve schedule, budget and performance objectives in the international field

Contents:

The course discusses subjective factors that have an important impact on the outcome of international projects and the success of organizations. Individual and group behavior and their driving forces in project situations are in depth analyzed. Individual factors (personality e.g. Myers Briggs) as well as external factors (organization, environment, processes) are intensively considered. Solutions are developed to cope as a leader with these problems from the beginning in the right way (like the overall policy, management techniques, organizational change management, communication strategies, controlling tools, decision making processes) to finally lead a group, project or company to success. The specific topics covered include:

- Project Management Characteristics
- Goal, Role, Process, Interpersonal Relationship (GRPI) with the reference to members and leaders of a project
- Project Planning, Execution and Monitoring
- Interpersonal and Leadership Skills

Literature:

- A guide to the Project Management Body of Knowledge; Project Management Institute
- The Fast Forward MBA in Project Management, Eric Verzuh; John Wiley & Sons
- Software Project Survival Guide, Steve MacConell; Microsoft Press

Module 5: International Business Environment (Core 2. Semester)

▪ **Economic Relations in Europe / Europäische Wirtschaftsbeziehungen**

Lecturer: Prof. Dr. Dirk Wentzel

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 2. Semester

Assessment: Assignment, Presentation

Teaching Methods: Interactive lecture, presentations

Prerequisites: Modules 1 – 3 or undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare presentations

Objective:

The course will prepare the students with an understanding of the European integration and the important fields of European Economic politics.

Contents:

The seminar covers several fields of the European economic integration process:

- Internal Market (Product, Services and Factor Markets)
- EC Competition Policy
- Common Trade Policy
- Cohesion and Economic Integration Theory
- Economic and Monetary Union
- Pan-European Economic Integration (EU-Enlargement)

Literature:

- European Union Economics: A comparative Study
- Edited by Frans Somers
- 3rd edition 1998
- ISBN: 0582-30590-x

▪ International Economics / Internationale Wirtschaftsbeziehungen

Lecturer: Prof. Dr. Regina Moczadlo

Course Language: English

Credits: 4

Contact hours: 30 (45 minutes each)

Workload: 120 hours

Target Group: 2. Semester

Assessment: Written Exam and class participation

Teaching Methods: Lecture, discussion of recent developments in international economics

Prerequisites: Modules 1 – 3 or undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare exercises

Objective:

The lecture covers the problems involved in the international exchange of goods and services as well as the monetary aspects of foreign exchange rates. Students learn to understand the advantages of free trade and the role of exchange rates in the coordination of international economic relations. They become familiar with important international institutions like WTO, IMF, Worldbank. The lecture also contributes to understand the implications of globalization.

Contents:

- Balance of payment
- International trade: micro-economic and macro-economic analysis
- Trade policy and role of the World Trade Organization (WTO)
- Exchange rate systems: flexible and fixed rates and their economic effects
- International monetary system: European Monetary Union, International Monetary Fund
- Globalization: causes and consequences

Literature:

Basic literature:

- King, Ph.: International Economics and International Economic Policy, Boston, 2000
- Krugman, P.R.; Obstfeld, M.: International Economics: Theory and Policy, 5th ed., New York 1999

Additional literature:

- Appleyard, D.R.; Field, A.J.: International Economics: Trade Theory and Policy, 3rd ed., Boston Mass., 1998.
- Bhagwati, J.: Free trade today, Princeton, 2002.
- Blomström, M.; Goldberg, L.S. (eds.): Topics in Empirical International Economics, Chicago, 2001.
- Brown, W.B., Hogendorn, J.S.: International Economics in an Age of Globalization, Ontario et al., 2000.
- Dunning, J.H.: Multinational Enterprises and the Global Economy, Wokingham 1998.
- Gandolfo, G.: International Economics I: The Pure Theory of International Trade, 2nd ed., Berlin 1994.
- Gandolfo, G.: International Economics II: International Monetary Theory and Open-Economy Macroeconomics, 2nd ed., Berlin 1995.
- Gerber, J.: International Economics, 2nd ed., Boston et al., 2002.
- Markusen, J. R.; et al.: International Trade - Theory and Evidence, New York 1995.
- Robson, P.: The Economics of International Integration, 4th ed., London 2000.
- Wong, Karyiu: International Trade in Goods and Factor Mobility, Cambridge, Mass., 1995.
- Additional readings in German language:
- Glismann, H. H., Horn, E. J., Nehring, S., Vaubel R.: Weltwirtschaftslehre, Eine problemorientierte Einführung, Göttingen: 1992
- Jarchow, H.-J.; Rühmann, P.: Monetäre Außenwirtschaft 1, 5. Aufl., Göttingen 2000.
- Jarchow, H.-J.; Rühmann, P.: Monetäre Außenwirtschaft 2, Internationale Währungspolitik, 4. Aufl., Göttingen 1997.
- Wilms, M.: Internationale Währungspolitik, 2. Aufl., München 1995.

▪ **Business Ethics / Unternehmensethik**

Lecturer: To be announced

Course Language: English

Credits: 4

Contact hours: 30 (45 minutes each)

Workload: 120 hours

Target Group: 2. Semester

Assessment: Assignment and Presentation

Teaching Methods: Lecture and Case Studies

Prerequisites: Modules 1 – 3 or undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare cases

Objective:

Aims of the module are familiarizing participants judging ethical dilemma situations by using an ethical intellectual approach Institutionalization of ethical concerns in organizations. Additionally participants will learn to evaluate observations, values and assumptions for coming to better decisions.

Contents:

The seminar will deal with basic ethic problems in the marketplace and in business.

- Basic terms: norms and values
- The Marketplace: moral and efficiency
- Business ethics: topics and instruments
- The ethical process: how to manage controversial issues

Apart from provided lectures, the seminar will comprise case studies and a methodology for dealing with controversial issues.

Literature:

- Marvin T. Brown: The Ethical Process. An Approach to Controversial Issues, second ed., 1999, London
- Bernd Noll: Wirtschafts- und Unternehmensethik in der Marktwirtschaft, Stuttgart 2002
- Horst Steinmann/ Albert Löhr: Grundlagen der Unternehmensethik, 2. Aufl., Stuttgart 1994

▪ **Environmental Economics and Management / Umweltökonomie und Umweltmanagement**

Lecturer: Prof. Dr. Rudi Kurz

Course Language: English

Credits: 4

Contact hours: 30 (45 minutes each)

Workload: 120 hours

Target Group: 2. Semester

Assessment: Written Exam

Teaching Methods: Lecture

Prerequisites: Modules 1 – 3 or undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare exercises

Objective:

The lecture provides orientation on the future perspectives of environmental problems and on the implication for firms. The lecture starts with a systematic discussion of firms' strategic risks and chances which result from environmental problems. Students learn to understand the concept of sustainable development. The next step is an overview of major (global) environmental problems and their interference with business activities. The focus then is on economic concepts for solving environmental problems efficiently and how environmental policies affect firms.

Contents:

- Introduction: Environmental problems, sustainable development and relevance for firms
- State of the environment
- Basic economic concepts: Externalities, public goods, common resources
- Environmental policy instruments
- Environmental protection, economic growth and employment
- Eco-efficiency and eco-innovation
- International aspects: Trade and competitiveness
- Future perspectives and policy options

Literature:

- Kolk, A. (2000): *Economics of Environmental Management*, Harlow etc.
- Mankiw, G. N. (2003): *Principles of Economics*, 3rd ed., Fort Worth etc.
- Samuelson, P. A./Nordhaus, W. D. (2001): *Economics*, 17th ed., New York
- Schaltegger, S./Burritt, R. (2000): *Contemporary Environmental Accounting: Issues, Concepts and Practice*, Sheffield

Module 6: Specific Aspects of International Management (Core 3. Semester)

▪ Crosscultural Management / Interkulturelles Management

Lecturer: Prof. Tim Voss / Prof. Dr. Regina Moczadlo

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 3. Semester

Assessment: Assignment and Presentations or written exam

Teaching Methods: Interactive lecture and presentations

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare cases

Objective:

The corporate world is nowadays increasingly connected and interrelated, therefore almost every manager at one point of his career will come into professional contact with people from other cultures. This course will enable participants to acquire knowledge on major theoretical approaches to managing across cultures as well as a variety of concrete examples. The discussions within an international student group with students from Europe, Asia, Latin America, North America establish linkages that enrich their knowledge and enhance their awareness and sensitivity to other cultures and communities.

Contents:

The course focuses on:

- Communication Models
- Concepts of culture by Geert Hofstede, Richard Gesteland, and Fons Trompenaars
- Cross-cultural differences like physical, perceptual, motivational, experiential, emotional, linguistic, verbal or non-verbal
- Country examples

Literature:

- Hofstede, G.: Culture's Consequences, Newbury Park, London, New Delhi, 1984
- Trompenaars, F.: Riding the Waves of Culture, London, 1993
- Geesteland, R.R.: Cross Cultural Business Behavior, Copenhagen, 1999
- Axtell, R.: The Do's and Taboos of International Trade, New York et al, 1994
- Mead, R.: Cross-Cultural Management Communication, Cichester et al, 1992

▪ **Doing Business in Europe / Management in Europa**

Lecturer: Prof. Dr. Dirk Wentzel

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 3. Semester

Assessment: Assignment and Presentation

Teaching Methods: Interactive lecture, Cases

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare cases

Objective:

The course focuses on the different fields of the European Integration from a managerial standpoint.

Contents:

The course covers a range of economic and management issues related to doing business in an economically integrated, but culturally diverse market. Students learn about EU business developments, get up-to-date information on EU programs for specific sectors and information on how to do business in European countries. Moreover the course covers the relations between the European Union and other world markets.

▪ **Doing Business in Asia / Management in Asien**

Lecturer: Prof. Dr. Manfred Manthey

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 3. Semester

Assessment: Assignment and Presentation

Teaching Methods: Interactive lecture and presentations

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare presentations

Objectives:

The students will be made familiar with the cultural features of Asians and with potential business fields. The course is focused on selected country groups which contain promising business opportunities.

Contents:

With a population of more than 3.5 billion people app. 70 % of the earth population is living in Asia. Due to rising income of a broad mass of population, this continent offers multitude business opportunities for European companies. In order to successfully utilize the business potential, western managers must first know the cultural differences and later apply them. Among others, these country groups are in particular South-East Asia and the Far East. In these countries all kinds of foreign direct investment are discussed as well as export opportunities linked with country-specific marketing strategies are dealt with. The theoretical transfer of knowledge is enriched with numerous practical examples gained by a many years of work experience of the lecturer in Asia.

Literature:

- Richard R. Gesteland: Cross-Cultural Business Behavior
- Jon P. Alston, Yongxin He: Business Guide to Modern China
- Michael Kutschker (Editor): Management in China
- Edward T. Hall, Mildred Reed Hall: Hidden Differences - Business with the Japanese
- Bastian Broer: Deutsche Führungskräfte in Korea

▪ **Doing Business in Germany / Wirtschaftsstandort Deutschland**

Lecturer: Prof. Dr. Manfred Manthey

Course Language: English

Credits: 2

Contact hours: 30 (45 minutes each)

Workload: 60 hours

Target Group: 3. Semester

Assessment: Written exam

Teaching Methods: Lecture

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Objective:

The lecture will make students familiar with the most important aspects of the German economy as a whole. It also focuses on the different German markets and marketing in Germany.

Contents:

- 1 Introduction to Germany and the Germans
 - 1.1 Germany in General
 - 1.2 The Germans
- 2 The German Economy
 - 2.1 Overall Aspects
 - 2.2 Foreign Trade and Investment
 - 2.3 The Role of SME in Germany
- 3 Market and Marketing in Germany
 - 3.1 Major Characteristics of the German Market
 - 3.2 Import Channels and Distribution Systems
 - 3.3 Examples of Entering the German Market
 - 3.4 Marketing in Germany
 - 3.4.1 Market Research
 - 3.4.2 The Product and Packing
 - 3.4.3 Advertising
 - 3.4.4 Pricing
 - 3.4.5 Preparing Offers
 - 3.4.6 Tendencies on the German Market
 - 3.4.7 German Fairs and Exhibitions
- 4 The German Labour and Social Laws
 - 4.1 German Labour Regulations
 - 4.2 The Works Constitution Act of 1972
 - 4.3 The Codetermination Act of 1976
- 5 The German Social Market Economy

Literature:

- The Federal Government, Facts About Germany
- Federal Ministry for Economic Cooperation, The Federal Republic of Germany - Market and Marketing
- bfai, Germany - Your Business Partner
- Bertsch, F., Business Location Germany - Germany in global competition

▪ International Business Leadership / International Führungslehre

Lecturer: Prof. Dr. Waldemar Pfürtsch

Course Language: English

Credits: 4

Contact hours: 30 (45 minutes each)

Workload: 120 hours

Target Group: 3. Semester

Assessment: Performance appraisal: written assignments, class participation, and team project. Team project paper 40%, Marks on 2 assigned papers 30%, Class participation International Business Leadership

Teaching Methods: Class lecture with case studies and student project, online support with archive, chat room, forum etc.

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare team project

Objective: Examines the tools and processes of leadership in a business setting so students can evaluate themselves and their environment to identify areas of growth and skills development. A practical approach that links real-world business experiences and corporate performance with the scholarship and wisdom of leadership theorists.

Contents:

We build a bridge from leadership concepts (ways of thinking in a classical fashion) to leadership action in a business setting. We will study goal setting in the new economy, risk taking and techniques for accomplishing dramatic change by predicting problems and probable outcomes. Our investigations combine theory and practice which are amplified by the points of view of business practitioners. Class discussions consider the success and failure of applied concepts. Readings will explore the fundamentals of leadership functioning in a customer responsive economy where the old paradigm is giving way to the new reality of people who lead from below and often without formal authority. It is the intention of the course to present tools and skill-sets that are important for understanding these dynamics.

Literature:

- ON BECOMING A LEADER – Warren Bennis Addison-Wesley Publishing Company, Inc. ISBN 0201409291
- THE LEADERSHIP MYSTIQUE - A USER'S MANUAL FOR THE HUMAN ENTERPRISE Kets de Vries - Prentice Hall, an imprint of Pearson Education ISBN 0273656201
- NOW, DISCOVER YOUR STRENGTHS Marcus Buckingham & Donald O. Clifton, Ph.D. The Free Press, 2001, ISBN 074320114 €19,00
- RESOURCE PACKET: Professor Waldemar A. Pfoertsch – Business Leadership Publisher: Pforzheim University 2003 Contains required reading, articles and other published material plus specially prepared papers

▪ E-Commerce / E-Commerce

Lecturer: Jens Prüfer, Interedu.com / University of Frankfurt

Course Language: English

Credits: 4

Target Group: 3. Semester

Contact hours: 30 (45 minutes each)

Workload: 120 hours

Assessment: Written exam and presentation

Teaching Methods: Lecture, exercises, newspaper and online articles are discussed.

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to outline online communication models

Objective:

This course is designed to equip the student with a portfolio of E-Business Strategy skills and then provide the student with a forum in which to exercise and build these new skills.

Content:

- Communication tools
- Communication planning
- Platforms and shops
- Security
- Availability and Performance
- Network Externalities and Positive Feedback
- Asymmetric Information and Agency Theory
- Compatibility and Standards
- First Mover Advantages
- Innovation and Intellectual Property Rights
- Lock-in
- Intermediaries
- Policy Implications of E-Commerce

Literature:

- Diverse articles are available for download
- VanHoose, David D. (2003): E-Commerce Economics. South-Western, Mason, Ohio.

Module 7: Soft Skills (Core 2. and 3. Semester)

▪ Presentation Skills / Präsentationstechnik

Lecturer: Peggy Fehily / Pam Meyer-Bothling, People & Projects, Leingarten

Course Language: English

Credits: 1

Contact hours: 18

Workload: 30 hours

Target Group: 2. Semester

Assessment: participation

Prerequisites: Participants prepare a presentation in pairs before the seminar on a topic, using a medium of their choice, lasting a maximum of 12 minutes, which they then give.

Teaching Methods: Experiential learning. Presentations are interspersed with activities focussing on different aspects of presenting.

Objective:

Presentations are all about communicating your ideas and winning people's hearts and minds. The latter is relatively easy. It requires structure, clarity and logic from both the presenter and the presentation, enabling the audience to follow the line of argument. Winning hearts can be a little more difficult, but is helped enormously by building good rapport, finding the right level for the audience, reacting appropriately to them.

The aim of this workshop is to help you to improve your skills in both the structural and the relationship areas of presenting and to optimize your own personal style. You will be expected to give a short presentation and should bring material with you.

Contents:

- Structuring a presentation
- Condensing your ideas: less is more
- Effective use of media
- Visualization
- Connecting with your audience
- Dealing with questions
- Verbal and non-verbal signals
- Optimizing your personal style

Literature:

- Presentations Plus: David Peoples' Proven Techniques
- By David Peoples (published by John Wiley & Sons)
- Knockout Presentations: How to Deliver Your Message With Power, Punch and Pizzazz
- By Diane Direster (published by Chandler House Press)

▪ **Negotiation Skills / Verhandlungstechnik**

Lecturer: Peggy Fehily / Pam Meyer-Bothling, People & Projects, Leingarten

Course Language: English

Credits: 1

Contact hours: 18

Workload: 30 hours

Target Group: 3. Semester

Assessment: participation

Teaching Methods: Experiential learning. Input is given on phases of a negotiation and the different strategies which can be adopted, interspersed with various role plays and simulations.

Prerequisites: none

Objective:

Meetings and negotiations both involve at least two people sitting down together to exchange information, to solve a problem, perhaps to distribute resources. They are effective when each of the parties has clear aims based on prior preparation and brings to the table good arguments, the willingness to listen and an open mind. Since it is people who are involved here and not robots, it is also valuable to be able to step back and see what is happening on the meta-level and to intervene accordingly. The aim of this workshop is to give insight into the process of meetings and negotiations and show you how you can influence this process to increase effectiveness.

Contents:

- Role of chair/facilitator and of participants
- The different stages of a negotiation
- Principled negotiation (win-win)
- Dealing with unprincipled negotiators
- Understanding your own negotiation style and exploring alternatives
- Aspects of communication
- Importance of relationship building
- Active listening
- Balancing advocacy and inquiry

Literature:

- Getting to Yes
- Roger Fisher & William Ury (publ Penguin)
- Win-Win Negotiating - turning conflict into agreement
- by Fred J. Jandt.

Module 8: Advanced Management (Elective 3. Semester)

▪ Change Management / Change Management

Lecturer: Prof. Dr. Howard Sutton

Course Language: English

Credits: 4

Contact hours: 30 (45 minutes each)

Workload: 120 hours

Target Group: 3. Semester

Assessment: Assignment and Presentation or Oral Exam

Teaching Methods: Interactive lecture, case studies

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to prepare cases and presentations

Objective:

To develop the understanding of the complexity of issues organisational change raises for management and leadership as well as to identify the strengths and weaknesses of “popular” approaches to organisational change. Further more students are introduced to approaches to analysing organisational change situations that are of practical value for enhancing their ability to lead others through change.

Contents:

Change Management is a general term for different concepts to implement changes successfully in organizations. The module assumes that the future strategic position has already been formulated and focuses upon the processes and activities needed to ensure that this position is achieved. The following main issues will be considered:

- The Change Management process
- Designing the organizational structure
- Allocation of resources
- Understanding and influencing the organizational culture
- Leadership
- Resistance to change
- Controlling the change process

Literature:

- Carnall, C., Managing Change, Prentice Hall, ISBN 0-273-65735-6
- Course Notes and reading list (available over intranet); Collection of relevant Articles (available from the library)

▪ Innovation Management / Innovationsmanagement

Lecturer: Prof. Dr. Jürgen Janovsky

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 3. Semester

Assessment: assignment and presentation

Teaching Methods: seminar

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare presentations

Objective:

This course is designed to provide students with a strategy framework for managing innovations in business, developing and applying models and analytical tools that clarify the interactions between competition, patterns of technological and market change, and the structure and development of internal firm capabilities.

Contents:

The class starts with an analysis of the overall relevance and the current challenges of Innovation Management.

Later on, it will be focused on three main issues:

- Alternatives for Strategic Technology Management
- Characteristics of organisational structures favouring innovation
- Management of the market entry for innovations

Moreover, it will cover the following aspects:

- Customer involvement in the innovation process
- Options for reducing the product development time
- Allocation of Venture Capital

Besides a more theoretical review, the innovation activities of different company groups will be analysed.

Literature:

- Afuah, A.: Innovation Management, New York / Oxford 1998
- Pleschak, F. / Sabisch, H. Innovationsmanagement, Stuttgart 1996
- Rohe, Ch.: (Hg.): Werkzeuge für das Innovationsmanagement, Frankfurt 2001
- Taggart, J.H. / Pearce, R.D.: International Management of Technology, Theory, Evidence and Policy, Management International Review, Special Issue 1/2000
- Trommsdorf, V. (Hg.): Innovationsmanagement, München 1990

▪ **International Consulting / Internationales Consulting**

Lecturer: Hans-Peter Buse, Accenture GmbH, Kronberg

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 3. Semester

Assessment: Assignment and Presentation

Teaching Methods: Lecture and Case Studies

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare cases

Objective:

The seminar will make the participants familiar with the specific challenges and requirements of International Consulting.

Contents:

The course will address issues such as:

- Nature and purpose of Consulting
- Recent trends and current challenges
- Managing consulting assignments
- Organizing the interface between consultants and their clients during project execution
- Staff and career paths in consulting
- Developing new mandates
- Drafting reports and preparing oral presentations
- Quality control in ongoing operations

MODULE 9: Advanced Finance and Taxation (Elective 3. Semester)

▪ Controlling / Controlling

Lecturer: Prof. Dr. Joachim Paul

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 3. Semester

Assessment: written exam

Teaching methods: Interactive lecture, exercises, case studies

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare exercises, extensive class preparation

Objective:

This course is designed to introduce students thoroughly to advanced controlling techniques. The focus is on controlling in multinational enterprises. Participants are required to make an active contribution to case studies and to develop spreadsheets to be used by controllers.

Contents:

- the controller's role in the organization
- Anglo-Saxon and German concepts of (financial) controlling
- Business Intelligence (BI) tools as a basis for financial controlling
- the planning and budgeting process in a company
- master budget and responsibility accounting
- "beyond budgeting" and "better budgeting"
- controlling and communication
- reporting tools and report design
- shareholder value concept
- economic value added, CFROI and similar concepts
- key performance indicators (KPI) and performance measurement systems
- strategic controlling

Literature:

- Ehrbar, A., EVA, New York et al 1998
- Horngren, C.T. / Foster, G. / Datar, S.M., Cost Accounting, Prentice-Hall, Upper Saddle river, N.J. /USA 2000 (latest edition)
- Rappaport, A., Creating Shareholder Value, New York et al 1986
- Stewart, G.B., The Quest for Value, New York 1999

▪ International Taxation / Internationales Steuerrecht

Lecturer: Prof. Dr. Helmut Neeb / Dr. Michael Schaden, Ernst & Young

Course Language: English

Credits: 4

Contact hours: 60 (45 minutes each)

Workload: 120 hours

Target Group: 3. and 4. Semester

Assessment: Written Exam

Teaching Methods: Interactive lectures and exercises

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare exercises

Objective:

The course will provide students to understand the current application of general international taxation principles, as well as to make them aware of the impact of taxation on the decision making and tax planning of international business. Furthermore participants will extend their knowledge from other business subjects by adding the dimension of taxation.

Contents:

- National foreign tax law
- Taxation of non-resident persons
- Limited tax liability
- Extended tax liability
- Taxation of resident taxpayers (world-income)
- Full tax liability
- Taxation of resident taxpayers with foreign permanent establishment
- Taxation of national corporates with foreign income
- External financing by foreigner shareholders (§ 8a KStG)
- Integrated companies and international interlocking rights
- Adjustments according to the "AStG"
- Right of double taxation
- Unilateral measures for avoidance of double taxation
- Bilateral measures for avoidance of double taxation
- Double-taxation agreements
- OECD double-taxation convention
- Fiscal special features on circumstances across the borders

Literature:

Required literature:

- Neeb, International Taxation (Coursebook), on sale in library

Additional literature:

- Doernberg, International Taxation, West Publ. Co.
- Amann, German Tax Guide, Luchterhand
- available in library
- Frotscher, Internationales Steuerrecht, Beck
- Wilke, Internationales Steuerrecht, NWB
- on sale in bookstores

▪ Corporate Finance / Unternehmensfinanzierung

Lecturer: Prof. Dr. Martin Weiblen

Course Language: English

Credits: 3

Contact hours: 30 (45 minutes each)

Workload: 90 hours

Target Group: 3. Semester

Assessment: assignment and presentation

Teaching Methods: The course has a workshop character with student's presentations, case studies, group discussions and (as far as available) presentations from outside experts.

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to work through readings and prepare exercises

Objective:

The course addresses the interactions between commercial organizations and the financial community (shareholders, creditors, potential investors, banks, financial analysts, governments, tax authorities etc.).

Contents:

Subjects to be considered are wide ranging and will vary along student's interests and available time; These, however, may include:

- Role of a Finance Manager in today's Business World
- Investor Relations
- Company valuation
- Managing a Balance Sheet
- Corporate Treasury and Financial Risk Management
- Interlinks between Business Strategies and Financial Markets
- Start up and Small Business financing
- Exit strategies for shareholders
- Mergers & Acquisitions
- Asset Management / Investment banking / Portfolio management
- Top Management Remuneration

Literature:

- Baskin, J. etc.: A History of Corporate Finance, (Ort) (Cambridge University Press) 1999
- Betsch, O., Groh, A. P., Lohmann, L.: Corporate Finance, München (Vahlen) 1998, ISBN 3800622653
- Brealey, R. A., Myers, S. C., Marcus, A. J.: Fundamentals of Corporate Finance, Boston etc. (McGraw-Hill) 1998, ISBN 0070074860
- Brealey, R. A. etc.: Study Guide for Use With Fundamentals of Corporate Finance, Boston etc. (McGraw-Hill) 1999, ISBN 0072909870
- Brealey, R. A., Myers, S. C.: Principles of Corporate Finance (McGraw-Hill Series in Finance), Boston etc. (McGraw-Hill) 1996, ISBN 0070074178
- Brealey, R. A. etc.: Study Guide to Accompany Principles of Corporate Finance, Boston etc. (McGraw-Hill) 1996, ISBN 0070074771
- Brennan, M. J.: Financial Markets and Corporate Finance: Selected Papers of Michael J. Brennan (Financial Economists of the Twentieth Century), Cheltenham and Northampton (Edward Elgar) 1999, ISBN 1840640235
- Buffett, W. E.: The Essays of Warren Buffett: Lessons for Corporate America; selected, arranged, and introduced by Lawrence A. Cunningham, Reprint, New York 1998, ISBN 0-9664461-0-0 (www.amazon.com/exec/obidos/ISBN=0966446100)
- Copeland, T. etc.: Valuation: Measuring and Managing the Value of Companies, New York etc. (John Wiley & Sons) 1995, ISBN 0471086274
- Franke, G. und Laux, H. (Hrsg.): Unternehmensführung und Kapitalmarkt, Festschrift für Herbert Hax, Berlin etc. (Springer) 1998, ISBN 3540647953
- Günther, T.: Unternehmenswertorientiertes Controlling, München (Vahlen) 1997, ISBN 3800621061
- Guerard, J., Bean, A. S.: R & D Management and Corporate Financial Policy (Wiley Series in Engineering and Technology Management), New York etc. (John Wiley & Sons) 1998, ISBN 0471618373
- Hackmeister, D.: Der Discounted Cash Flow als Maß der Unternehmenswertsteigerung, 2. Aufl., Frankfurt etc. (Lang) 1998, ISBN 3-631-33597-0
- Hölscher, L.: Käuferbezogene Unternehmensbewertung, Frankfurt etc. (Lang) 1998, ISBN 3-631-32835-4
- Merchant, K. A.: Modern Management Control Systems: Text and Cases (The Robert S. Kaplan Series in Management Accounting), Upper Saddle River (Prentice Hall) 1997, ISBN 0135541557
- Müller, A., Glauner, W.: Die Unternehmer-Elite, Wachstumsstrategien erfolgreicher Entrepreneure, Wiesbaden (Gabler) 1999, ISBN 3409114696

- Rappaport, A.: Creating Shareholder Value, New York/London 1998; dt. Übersetzung: ders.: Shareholder Value, 2. Aufl., Stuttgart (Schäffer-Poeschel) 1999
- Ross, S. A. etc.: Corporate Finance (Irwin Series in Finance), 5. ed., Boston (McGraw-Hill) 1999, ISBN 0256246408
- Shapiro, A. C., Balbirer, S. D.: Modern Corporate Finance: A Multidisciplinary Approach to Value Creation, Upper Saddle River (Prentice Hall) 2000, ISBN 0130800988
- Stewart, G. B. III: The Quest for Value: A Guide for Senior Managers, New York (HarperCollins) 1991; reprint: 1998
- Thompson, A.-A. Jr., Strickland A.-J. III: Strategic Management: Concepts and Cases, Homewood/Boston 1990
- Winstone, D.: Financial Derivatives: hedging with futures, forwards, options and swaps, London and Weinheim (Chapman & Hall) 1995

Module 10: Project (Elective 3. Semester)

▪ Project / Projekt

Lecturer: Prof. Dr. Regina Moczadlo

Course Language: English

Credits: 10

Contact hours: 90 (45 minutes each)

Workload: 300 hours

Target Group: 3. semester

Assessment: Discussions in weekly meetings with progress chart, Performance, Final Report, Presentation

Teaching Methods: Real life case, where students solve tasks given by a company or from applied research within the IAF (Institut für Angewandte Forschung) Pforzheim.

Prerequisites: Modules 1 – 5 or Modules 4 – 5 for students with an undergraduate degree in business

Reason for higher workload: Students have to prepare the work given to them on weekly and overall basis, prepare the final report and the intermediate and final presentations

Objective:

Through the project work Students are offered the opportunity to gain insight into business life, to train their capacities of analysis and problem solving, to apply research methods, to transfer theoretical knowledge to practice and to learn process management. Moreover due to the teamwork situation where team members come from different countries they strengthen their soft skills and gain experience of working close together in international teams. Furthermore, they can get to know potential employers, meet interesting persons and redefine their professional goals.

Contents:

Project studies are conducted by teams of four or more students who work closely with a company and an academic advisor. They solve a real life task under the academic advice and in close cooperation with of the company involved. The student team and the academic advisor discuss the project process in an initial meeting - after both parties have met with the company. Students then submit a progress chart, which is evaluated and then will serve as a basis and guidance throughout the project. Projects covers fields like the launch of a new product, surveys on customer or supplier satisfaction or, generally spoken, finding a solution to a real-world problem.

Examples of Company Projects:

- Atoll GmbH, Bruchsal: Development of a Charging and Information System for International Projects
- DaimlerChrysler AG, Werk Wörth: Lieferterminabruf via Internet
- DaimlerChrysler AG, Werk Wörth: Analysis of Supplier Satisfaction
- TCP Solutions GmbH, Stuttgart: Market Analysis for a Workflow Software
- Evobus GmbH, Ulm: Evaluation der Anwenderfähigkeiten in SAP R/3 im Einkauf der Evobus GmbH
- Instinctools GmbH, Stuttgart: Analysis of Potential European Markets for GENE

Module 11: Language (Elective 1. – 3. Semester)

Lecturer: Different

Foreign Language offers: German / Spanish / French / others

Credits: 10

Contact hours: 90 (45 minutes each)

Workload: 300 hours

Target Group: 1. - 3. semester

Assessment: Written and oral exam

Teaching Methods: Interactive Lectures, group-work

Prerequisites: Entrance Level Test

Reason for higher workload: Students have to learn a foreign language mostly from a beginners level.

Objective:

Future employers of international graduates of a German-based MBA Program expect a solid command of the German language. Credits will be awarded for the successful completion of the Exam "Wirtschaftsdeutsch International" (Business German International) resp. a corresponding exam in a language which is not the native language of the participants. Objective of this module is to prepare prospective executives and entrepreneurs with profound language knowledge in a foreign language apart from English

MBA-Thesis (4. Semester)

Credits: 30

Duration: six months

Workload: 600 hours

Target Group: 4. Semester

Assessment: Thesis-paper (assessed by Supervisor and Co-Supervisor)

Prerequisites: Successfully completed core and elective modules

Objective:

The MBA Thesis is done in cooperation with a company, a business related institution or in a research area within the IAF Pforzheim of a full time faculty member of Pforzheim University or a similar institution of a partner University. Objective of the thesis is that MBA students, after having finished their study modules, provide evidence of their scientific qualification as well as of their management and problem solving techniques in a real-life environment of managerial decision-making.

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