

Module Handbook

Master Programme International Business & Intercultural Management (MIBIM)

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Faculty:	W2
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1 Course scheme of MIBIM

Module	Responsible
International Business Studies	Prof. Mathias Moersch, Ph.D.
International Management	Prof. Dr. Kathrin Köster
International Business Management	Prof. Dr. Kathrin Köster
Intercultural Studies	Prof. Dr. Elias Jammal
Global Leadership	Prof. Dr. Elias Jammal
Advanced Integrated Studies	Prof. Dr. Elias Jammal
Research Methods	Prof. Dr. Kurt Hafner
Master Thesis	Prof. Dr. Elias Jammal

2 Course objectives MIBIM

The MA International Business & Intercultural Management is dedicated to qualifying first-degree graduates for management positions in globally operating organisations. It is intended to equip future business leaders with the subject knowledge and the methodological, interpersonal and intercultural competences which will enable them to (inter)act appropriately and responsibly in a diverse environment.

3 Modules and course units MIBIM

3.1 Module M1: International Business Studies (252110)

3.1.1 Module Objectives

Understanding the major financial challenges faced by a globally active company. This includes an understanding of the main theories of modern finance as well as of international macroeconomics including the knowledge of the institutional set up of modern financial markets.

3.1.2 Prerequisites

3.1.3 Module data

Responsible person	Prof. Mathias Moersch, Ph.D.
Credits	5
Contact hours per week	4

3.1.4 Submodule M1.1 International Economics (252111)

This submodule is mandatory within module M1.

Lecturer	Prof. Mathias Moersch, Ph.D.
Semester	1
Provided	Summer term
Type of submodule	Lecture with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	60 minutes
Workload – autonomous studies	44
Workload details	Written assignments, reading of assigned book chapters, preparation of short cases, spreadsheet applications
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<ul style="list-style-type: none"> • Explain and classify macro economic problems occurring in international banking and trade • Analyse monetary and fiscal policy arrangements in different markets, the role of international (bilateral and multilateral) organisations as well as the impact of government policies on business environment • Assess the economic opportunities and threats arising from the changing international economic environment that profoundly affects the multinational corporations. • Identify and assess country risk exposure, risk management approaches and instruments in volatile markets
Teaching methods	<ul style="list-style-type: none"> • Regular weekly lectures, accompanied by class discussion • Individual preparation of students, leading to written exams
Contents	<ul style="list-style-type: none"> • Foreign exchange market

	<ul style="list-style-type: none">• Exchange rate determination• International monetary system• Parity conditions in international finance and currency forecasting• Country risk analysis• Currency futures and options• Swaps and interest rates
Literature / Sources	<ul style="list-style-type: none">• Krugman, P.R., Obstfeld, M., 2002. International Economics, 6th Edition• Shapiro, A.C., 2006. Multinational Financial Management, 8th edition• Solnik, B. & McLeavey D., 2003. International Investments, 5th edition
Other specialities	Written exam integrated with 252112 International Finance, in total of 120 minutes.

3.1.5 Submodule M1.2 International Finance (252112)

This submodule is mandatory within module M1.

Lecturer	Prof. Mathias Moersch, Ph.D.
Semester	1
Provided	Summer term
Type of submodule	Lecture with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	60 minutes
Workload – autonomous studies	44
Workload details	Written assignments, reading of assigned book chapters, preparation of short cases, spreadsheet applications
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<ul style="list-style-type: none"> • Be able to model international strategic corporate finance issues by means of spread sheets • Explain the nature of global capital markets, cash management and financial risk and return in capital investment decisions • Apply methodical, analytical tools in cross-border financing, valuation, risk management, restructuring and investment decisions • Identify and assess different strategic approaches in the internationalisation of a firm
Teaching methods	<ul style="list-style-type: none"> • Regular weekly lectures, accompanied by class discussion • Individual preparation of students, leading to written exams

Contents	<ul style="list-style-type: none">• Financing the multinational corporations• Cost of capital• International portfolio investment• Corporate strategy and foreign direct investment• Mergers and acquisitions• Multinational working capital management• Real options• Hedge funds• Corporate risk management
Literature / Sources	<ul style="list-style-type: none">• Brealey, R. A., Myers, S. C., 2003. Principles of Corporate Finance, 7th edition• Ernst, D. and Häcker, J., 2007. Applied international corporate finance• Shapiro, A.C., 2006. Multinational Financial Management, 8th Edition
Other specialities	Written exam integrated with 252111 International Economics, in total of 120 minutes.

3.2 Module M2: International Management (252120)

3.2.1 Module Objectives

On completion of this module, the students will

- Comprehend the complexity of interacting elements of an organisation
- Know the relations between sales, returns, pricing, and assets
- Be familiar with international managerial accounting rules
- Be able to elucidate tools and techniques to control and steer organisations
- Be able to apply steering instruments to real life cases

3.2.2 Prerequisites

3.2.3 Module data

Responsible person	Prof. Dr. Kathrin Köster
Credits	7.5
Contact hours per week	6

3.2.4 Submodule M2.1 Business Simulation (252121)

This submodule is mandatory within module M2.

Lecturer	Prof. Dr. Andreas Fuhrmann
Semester	1
Provided	Summer term
Type of submodule	Seminar, Laboratory, Exercise
Credits	5
Workload - preparation	0
Workload – exam duration	0 minutes
Workload - autonomous studies	90
Workload details	Each simulation round is preceded by extensive decision making sessions and followed by result interpretation procedures.
Contact hours	60
Contact hours per week (45 min)	4
Type of examination	LR
Language	English
Course targets	<ul style="list-style-type: none"> • Understanding of the interrelation of decisions in several international business areas (mainly market, product, production, investment, finance) • Result analysis through various ratios • Decision adjustments due to market changes and competitive behaviour
Teaching methods	<ul style="list-style-type: none"> • Computer based simulation (in groups) • Topic related supporting lectures • Discussions on simulation outcomes

Contents	<ul style="list-style-type: none">• Internationalisation strategy• Strategic positioning• Product range• Make or buy decisions (R&D, production)• Budgeting and performance analysis• Cash management and financing
Literature / Sources	<ul style="list-style-type: none">• CESIM: Handbook on GlobalChallenge (Business Simulation), current online edition• Garrison, R.: Managerial Accounting, 2009 (13th ed.)
Other specialities	<p>The business simulation comprises several rounds. The initial rounds are condensed in full day sessions at the start of the semester. The subsequent rounds and lectures are spread throughout the semester.</p>

3.2.5 Submodule M2.2 International Financial Accounting (252122)

This submodule is mandatory within module M2.

Lecturer	Prof. Mathias Moersch, Ph.D.
Semester	1
Provided	Summer term
Type of submodule	Lecture with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	90 minutes
Workload – autonomous studies	43.5
Workload details	
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<ul style="list-style-type: none"> Analyse how the steering instruments depend on international managerial accounting tools, such as the financial data based on IFRS or US-GAAP, or on the country specific financial information Identify the assumptions behind the steering instruments and how they need to be modified when assumptions change Create a tailor-made mix of steering instruments based on the major management aspects of companies operating in an international context
Teaching methods	<ul style="list-style-type: none"> Regular weekly lectures, accompanied by class discussion Individual preparation of students, leading to written exams

Contents	<ul style="list-style-type: none">• Profit and loss statement: US GAAP and IFRS• Balance sheet: US GAAP and IFRS• Notes• International accounting (HGB, IFRS and US GAAP)• Overview on taxes• Cash flows• Basic financial modelling• Financial ratio analysis
Literature / Sources	<ul style="list-style-type: none">• Horváth, Peter, 2003. Controlling, 9th edition• Keown, A., Martin J., Petty W., Scott D., 2002. Financial Management: Principles and Applications, 9th edition• White, G.W., Sondhi, A.C., Fried, D., 2003. The Analysis and Use of Financial Statements, 3rd edition
Other specialities	

3.3 Module M3: International Business Management (252130)

3.3.1 Module Objectives

On completion of this module, students should:

- Have knowledge and comprehension of the main theories, models and concepts related to international business in terms of strategy, marketing, and human resource management.
- Be capable to apply these theories, models and concepts to different scenarios as presented in case studies and exercises.
- Be able to analyse and synthesise different theories, models and concepts and critically evaluate their usefulness in addressing the problems of international business management. Given the particularities of the local markets with its regulatory environments, a variety of factors have to be taken into account which the students will be familiarised with.

In addition, students will have an increased awareness regarding the complexity of international business, especially regarding the interdependence of international strategy on one hand, and international marketing and human resource management on the other hand.

3.3.2 Prerequisites

3.3.3 Module data

Responsible person	Prof. Dr. Kathrin Köster
Credits	7.5
Contact hours per week	6

3.3.4 Submodule M3.1 International Strategic Management (252131)

This submodule is mandatory within module M3.

Lecturer	Prof. Dr. Kathrin Köster, Prof. Dr. Olaf Hengerer, Prof. Dr. Michael Erner
Semester	1
Provided	Summer term
Type of submodule	Seminar with exercises
Credits	2.5
Workload – preparation	10
Workload – exam duration	40 minutes
Workload – autonomous studies	35
Workload details	<p>Before course starts: If the students do NOT have any knowledge on generic strategic management, they are advised to read Moore, J. I. (2001): Writers on Strategy and Strategic Management, Penguin Business, or similar books/articles that provide an overview of the topic.</p> <p>During course: Students are requested to repeat the main content of each session to enable them to pass the final exam. Reading additional articles is not mandatory, but it might enable students to recognise the interaction between International Strategic Management, International Marketing and International HRM.</p>
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English

<p>Course targets</p>	<ul style="list-style-type: none"> • Describe and evaluate the major theories, models and concepts related to international business strategy • Explain how organisations sustain and renew capabilities and competences at an international level • Synthesise these theories, models and concepts and assess their usefulness • Apply critical and strategic thinking (particularly in relation to deciphering complex business environments) and compare theories, models and frameworks to real-life problems. • Demonstrate awareness in the cultural and ethical dimensions of operating in culturally and institutionally complex environments.
<p>Teaching methods</p>	<ul style="list-style-type: none"> • Weekly seminar lectures • Class room discussions on current strategic issues of internationally operating organisations • Class room exercises through analysis of case studies or company examples
<p>Contents</p>	<ul style="list-style-type: none"> • Establishing company direction: Developing a strategic vision, mission; setting strategic and financial objectives • Understanding generic corporate-level and business level strategies • Strategic analysis/positioning instruments and models • Building resource strength and organisational capabilities in a global environment • Internationalisation strategies - designing global value chains, integrating international locations • Foreign market entry strategies - new strategies in emerging markets • Managing global partnerships: Alliances, JVs and M&As • Implementing global strategies - the link to IHRM • Global sustainability of chosen strategies (optional, depending on availability of time)

Literature / Sources	<ul style="list-style-type: none">• Bartlett, C. A., Ghoshal, S., 2002. Managing across borders: the transnational solution, 2nd edition• Gupta, A.; Westney, D.E., (eds.) 2003. Smart Globalization. Designing Global Strategies, Creating Global Networks• Ghemawat, Pankaj, with Cassiman, B., Collis, d.J., Rivkin, J.W., (ed.), 2006. Strategy and the Business Landscape, 2nd edition• Johnson, G., Scholes, K., Whittington, R., 2007. Exploring Corporate Strategy. 8th edition,• Tallman, S. (ed.), 2007. A New Generation in International Strategic Management
Other specialities	Written exam integrated with 252132 International Marketing Management and 252133 International HRD, in total of 120 minutes.

3.3.5 Submodule M3.2 International Marketing Management (252132)

This submodule is mandatory within module M3.

Lecturer	Prof. Dr. Andreas Fuhrmann
Semester	1
Provided	Summer term
Type of submodule	Seminar with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	40 minutes
Workload – autonomous studies	45
Workload details	Multiple marketing case studies have to be analysed for subsequent classroom discussions.
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<ul style="list-style-type: none"> • Analysis of drivers of global marketing • Evaluation of international marketing concepts • Development of international case study related marketing plans
Teaching methods	lectures and case study discussions
Contents	<ul style="list-style-type: none"> • International marketing strategies • Market and entry mode selection • Managing standardised and adapted marketing instruments in international markets

Literature / Sources	<ul style="list-style-type: none">• Czinkota, M.: International Marketing, 2009 (9th edition)• Doole, I.: International Marketing Strategy, 2008 (5th edition)• Keegan, W.: Global Marketing, 2010 (6th edition)• Lee, K.: Global Marketing Management, 2009 (2nd edition)
Other specialities	Written exam integrated with 252131 International Strategic Management and 252133 International HRD, in total of 120 minutes.

3.3.6 Submodule M3.3 International HRD (252133)

This submodule is mandatory within module M3.

Lecturer	Prof. Dr. Dietmar Högel
Semester	1
Provided	Summer term
Type of submodule	Seminar with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	40 minutes
Workload – autonomous studies	44.33
Workload details	<ul style="list-style-type: none"> • Preparation for lectures and follow-up work • Preparation of presentations (individual or group) and papers • Research (literature, internet)
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<ul style="list-style-type: none"> • Outline and critically assess theoretical models in HRD • Formulate and critically assess decisive HRD factors and indicators • Describe the roles of international enterprises and organisations in human resource development • Identify human resource strategies, structures and control (performance and reward) mechanisms within an international context in global organisations such, i.e., World Bank, USAID, KfW, GTZ, the BMW Group, DaimlerChrysler, etc. • Analyse and determine needs and devise planning measures for employee recruitment, training and development and reward systems in international organisations and enterprises

Teaching methods	<ul style="list-style-type: none"> • Weekly seminars • Class room discussions on current HRD strategies of selected firms/organisations from cross cultural perspective • Class room exercises, i.e., case studies
Contents	<ul style="list-style-type: none"> • HRD theories • HRD Functions • Identifying training needs and need assessment • Designing and delivering training • Planning and implementation of HRD processes • Performance and reward • Expatriate management
Literature / Sources	<ul style="list-style-type: none"> • Dowling, P.J., Festing, M. and Engle, A.D., 2008. International Human Resource Management: managing people in a multinational context, 5th edition • Mankin, D., 2009. Human Resource Development, Oxford University Press • Storey, J., 2009. The Routledge Companion to Strategic Human Resource Management • Losey, M., 2005. The Future of Human Resource Management: 64 thought leaders explore the critical HR issues of today and tomorrow
Other specialities	Written exam integrated with 252131 International Strategic Management and 252132 International Marketing Management, in total of 120 minutes.

3.4 Module M4: Intercultural Studies (252140)

3.4.1 Module Objectives

This module shall combine the theories and models in the discussion of culture and intercultural communication and its application in analysing the challenges related to intercultural problems in international business management

3.4.2 Prerequisites

3.4.3 Module data

Responsible person	Prof. Dr. Elias Jammal
Credits	10
Contact hours per week	8

3.4.4 Submodule M4.1 Intercultural Communication: Theories and Methods (252141)

This submodule is mandatory within module M4.

Lecturer	Prof. Dr. Elias Jammal
Semester	1
Provided	Summer term
Type of submodule	Lecture with exercises
Credits	5
Workload – preparation	0
Workload – exam duration	0 minutes
Workload – autonomous studies	90
Workload details	40 h for LR (incl. presentation); 50 h for a) reading and preparing discussion papers and b) discussions in work groups
Contact hours	60
Contact hours per week (45 min)	4
Type of examination	LR
Language	English
Course targets	<ul style="list-style-type: none"> • Describe communication processes and the role of culture • Critically analyse theories on basic constructs and theories ('culture', 'intercultural communication', diversity etc.) • Critically discuss the fundamental principles and topics in intercultural communication from an interdisciplinary perspective • Critically assess models for analysing the influence of culture as moderating factor, as mediating factor and as probabilistic cause • Explain and apply qualitative research methods in intercultural communication • Select and apply appropriate methodological approaches when doing research on a particular culture or selecting a field of research

Teaching methods	<ul style="list-style-type: none"> • Weekly seminar lectures • Students preparation through reading outlined papers for the weekly seminars for classroom discussions • Classroom exercises in smaller groups, preparation of papers in small groups, presentation of results, moderation
Contents	<ul style="list-style-type: none"> • History of intercultural communication • Communication theories • Culture and cultural diversity • Culture in action • Interculturality in action • Fundamentals of qualitative research • Inter- and cross-cultural research methods • Application examples
Literature / Sources	<ul style="list-style-type: none"> • Berg, B. L.: Qualitative research methods for the social sciences • Gudykunst, W. B. (Ed.) 2003. Cross-cultural and intercultural communication • Jandt, F. E., 2007. An Introduction to Intercultural Communication. Identities in a Global Community, 5th edition • Kotthoff, H., Spencer-Oatey, H., 2007. Handbook of Intercultural Communication • Landis, D., Bennett, J., Bennett, M. 2004. Handbook of intercultural training
Other specialities	

3.4.5 Submodule M4.2 Intercultural Management (252142)

This submodule is mandatory within module M4.

Lecturer	Prof. Dr. Kathrin Köster
Semester	1
Provided	Summer term
Type of submodule	Seminar with exercises
Credits	5
Workload – preparation	0
Workload – exam duration	0 minutes
Workload – autonomous studies	90
Workload details	50 h for LR (incl. presentation); 20 h for reading and preparing discussion papers 20 hours for developing own critical incidents
Contact hours	60
Contact hours per week (45 min)	4
Type of examination	LR
Language	English
Course targets	<ul style="list-style-type: none"> • Analyse cultural factors of influence in international business (strategic development, marketing or human resource management) and assess the challenges posed by cultural diversity to executives • Identify different management and leadership styles rooted into different cultural behaviour • Critically evaluate the use and application of theories and concepts in addressing problems related to intercultural management • Explore current research to analyse intercultural problems in international business and propose solutions • Develop strategies to conduct cross-cultural business negotiations successfully • Identify and assess ethical, political and organisational sensitivities in cross-cultural situations

Teaching methods	<ul style="list-style-type: none"> • Weekly seminar lectures • Students prepare for weekly seminars through reading papers • Classroom exercises into smaller groups through role play, simulation, audio video materials, and case studies
Contents	<ul style="list-style-type: none"> • Comparative cross-cultural management • Corporate culture and employee behaviour • Managing workforce diversity • Global teams • International projects • Motivation and performance • Management and leadership styles • Negotiation in an international context
Literature / Sources	<ul style="list-style-type: none"> • Hampden-Turner, C.M., Trompenaars, F., 2000. Building Cross-Cultural Competence: How to Create Wealth from Conflicting Values • Hofstede, G. H., Hofstede, G.J., 2005. Cultures and Organizations: Software of the Mind, 2nd edition • Köster, K, 2010. International Project Management • Lewis, R.D., 2007. Cultural Imperative: Global Trends in the 21st • Mead, R., 2004. International Management: A Cross-Cultural Perspective, 3rd edition
Other specialities	

3.5 Module M5: Global Leadership (252150)

3.5.1 Module Objectives

After successful completion, students will be able to

- Critically analyse main concepts of managing organisations and governance - especially with regard to change management;
- Critically assess existing concepts and strategies of managing organisations and governance;
- Select appropriate concepts and adapt them to the specific environment under due consideration of prevalent framework conditions.

3.5.2 Prerequisites

3.5.3 Module data

Responsible person	Prof. Dr. Elias Jammal
Credits	5
Contact hours per week	4

3.5.4 Submodule M5.1 Managing Organisations (252151)

This submodule is mandatory within module M5.

Lecturer	Prof. Dr. Elias Jammal
Semester	2
Provided	Winter term
Type of submodule	Seminar with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	60 minutes
Workload – autonomous studies	44
Workload details	
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<ul style="list-style-type: none"> • Identify the key factors in designing an organisation • Discuss reasons why and how organisations adopt or adapt to changes • Critically assess and evaluate organisational theory on change • Assess, design and provide models to manage change initiatives in organisations/companies • Analyse cultural implications of mergers and acquisitions
Teaching methods	Regular seminars accompanied by classroom discussion on case studies or current cases reported in the media

Contents	<ul style="list-style-type: none">• Organisational theory• Organisation structure: Tasks and typologies• Processes, people and culture• Leadership and employee relations• Performance and rewards• Fostering innovation• Change models and managing change• Managing Mergers and Acquisitions
Literature / Sources	<ul style="list-style-type: none">• Adler, N.J., Gundersen A., 2008. International Dimensions of Organizational Behavior, 5th edition• Anne Marie Francesco, A.M., Gold, B.A., 2005. International Organizational Behavior: Text, Cases, and Skills• Burke, W.W., 2003. Organization Change: Theory and Practice• Boje, D. M. et al. (ed.), 1996. Postmodern Management and Organization Theory• Galbraith, J.R., 2002. Designing Organizations. An Executive Guide to Strategy, Structure, and Process• Kotter, J.P., 2007. Leading Change
Other specialities	Written exam integrated with 252152 Global & Corporate Governance, in total of 120 minutes.

3.5.5 Submodule M5.2 Global & Corporate Governance (252152)

This submodule is mandatory within module M5.

Lecturer	Prof. Dr. Ronald Moeder
Semester	2
Provided	Winter Term
Type of submodule	Lecture with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	60 minutes
Workload – autonomous studies	44
Workload details	<p>Typically, the knowledge students have about Corporate Governance is rather superficial. Therefore, it is recommended to spend roughly 30 hours on reading articles and the recommended books in order to gain a deeper understanding of this complex subject.</p> <p>The remainder, 14 hours, should be used for exam preparations in terms of repeating the delivered contents.</p>
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English

<p>Course targets</p>	<ul style="list-style-type: none"> • Evaluate the principal features of Global Corporate Governance • Compare, juxtapose and evaluate corporate governance laws, regulations and standards in different jurisdictions • Identify the connection between globalisation processes and patterns of global compliance in different industry sectors • Identify and contrast the principal regulatory mechanisms associated with regimes of corporate governance • Critically examine the strengths and weaknesses of specific corporate governance regimes, inter alia from the globalisation perspective • Investigate and appraise specific issues and problems based on case studies (e.g. before the backdrop of the 2008/2009 financial crisis) and evaluate proposals to reform current systems of global corporate governance
<p>Teaching methods</p>	<ul style="list-style-type: none"> • Weekly seminar lectures • Students prepare for weekly seminars through reading outlined papers and case studies for classroom discussions • Group exercises/analysis of past and/or current case studies reflecting the crisis of corporate governance
<p>Contents</p>	<ul style="list-style-type: none"> • Theories, concepts and historical development of corporate governance systems • Shareholders vs. Stakeholders Debate • Corporate board structure, functions and control mechanisms • Corporate board and organisational architecture across cultures (USA, UK, Germany, Japan etc.) • CEO: duties, responsibilities/liabilities and discourse on pay and incentives • Legal sources of corporate governance • Performance of corporate governance and monitoring indicators • Globalisation and corporate governance compliance

Literature / Sources	<ul style="list-style-type: none">• Arun, 2009. Corporate Governance & Development Reform, Financial Systems & Legal Frameworks• Clarke, T., 2007. International Corporate Governance: A Comparative Approach• Clarke, T. (ed.), 2006. Theories of Corporate Governance: The Philosophical Foundations of Corporate Governance• Dignam/Galanis, 2009. The Globalization of Corporate Governance• Epstein J./Nach, R./Bragg, S., 2009. Wiley GAAP Codification Enhanced, 6th edition• Gill, 2009. Accountants' Truth Knowledge & Ethics in the Financial World• Holt, M.F., 2006. The Sarbanes-Oxley Act: Overview and Implementation Procedures Manual• Lipman, F. D./Lipman, L.K., 2006. Corporate Governance Best Practice: Strategies for Public, Private and Not-For-Profit Organizations• Monks, Robert A. G./Minow, N., 2008. Corporate Governance, 4th edition• Morck, R.K., 2007. A History of Corporate Governance around the World: Family Business Groups to Professional Managers, University of Chicago Press• Vallabhaneni, S. R., 2008. Corporate Management, Governance and Ethics Best Practices
Other specialities	Written examination integrated with course 252151 Managing Organizations, in total 120 minutes.

3.6 Module M6: Advanced Integrated Studies (252160)

3.6.1 Module Objectives

In this module, the objective is to convey advanced knowledge and skills in integrated problem analysis and problem solving. Mainly case studies in international business and country-specific case studies in intercultural studies are utilised.

3.6.2 Prerequisites

Successful completion of the modules M2 International Management and M4 Intercultural Studies is advantageous.

3.6.3 Module data

Responsible person	Prof. Dr. Elias Jammal
Credits	15
Contact hours per week	10

3.6.4 Submodule M6.1 Advanced Integrated Management Studies (252161)

This submodule is mandatory within module M6.

Lecturer	Prof. Dr. Andreas Fuhrmann
Semester	2
Provided	Winter term
Type of submodule	Seminar with exercises
Credits	7.5
Workload – preparation	0
Workload – exam duration	0 minutes
Workload – autonomous studies	165
Workload details	Students work individually on topics raised in lectures and case studies resulting in an academic paper and a classroom presentation.
Contact hours	60
Contact hours per week (45 min)	4
Type of examination	LR
Language	English
Course targets	<ul style="list-style-type: none"> • Integration of concepts and instruments in strategic management, marketing, operations and human resource management for international business settings • Development of international business plans
Teaching methods	lectures, case study discussions, seminars
Contents	<ul style="list-style-type: none"> • Strategic assessment of international markets • Standardisation vs. adaptation in international business • Integrated business planning, including aspects like stakeholders, corporate structures, resources (assets, liabilities, HR) and taxes.

Literature / Sources	<ul style="list-style-type: none">• Fry, F.: Business - an integrated approach, 2004 (3rd ed.)• See literature list cited for all MIBIM and MITM courses
Other specialities	

3.6.5 Submodule M6.2 Advanced Integrated Intercultural Studies (252162)

This submodule is mandatory within module M6.

Lecturer	Prof. Dr. Elias Jammal
Semester	2
Provided	Winter term
Type of submodule	Seminar with exercises
Credits	7.5
Workload – preparation	0
Workload – exam duration	120 minutes
Workload – autonomous studies	133
Workload details	2 hours for integrated exam 133 hours for reading and preparing discussion papers, analysing case studies and discussions in work groups.
Contact hours	90
Contact hours per week (45 min)	6
Type of examination	LK
Language	English
Course targets	<p>This course allows students to specialise in one of the selected regions:</p> <ul style="list-style-type: none"> • Asia Pacific • Arab World • Europe <p>It focuses on two levels:</p> <ol style="list-style-type: none"> a) Strategic level: changing political, economic, socio-cultural, technological, and legal environments in the regions including current issues for discussion. Impact of culture on the internationalisation of firms (or vice-versa) and their exposure to risks in different countries/markets b) Organisational level: company culture, employee behavior, decision taking, leadership, ICT, etc. <p>→ Also see submodules M6.2.1, M6.2.2 and M6.2.3</p>

Teaching methods	<ul style="list-style-type: none">• Weekly seminar lectures• Classroom exercises through analysis of discussion papers, case studies, etc.
Contents	<ul style="list-style-type: none">• Introduction to the region: similarities and differences• Doing business• Typical organisational and management styles• Cultural clusters and changing values in the region• Country review: strategic and organisational level
Literature / Sources	See submodules M6.2.1, M6.2.2 and M6.2.3
Other specialities	Written exam integrated with 252163 Asia Pacific, 252164 Arab World and 252165 Europe, in total of 120 minutes.

3.6.6 Submodule M6.2.1 Asia Pacific (252163)

This submodule is mandatory within module M6.

Lecturer	Prof. Dr. Kathrin Köster
Semester	2
Provided	Winter term
Type of submodule	Seminar with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	40 minutes
Workload – autonomous studies	44.4
Workload details	Typically, the knowledge students have about the Asia-Pacific region is rather superficial. Therefore, it is recommended to spend roughly 25 hours on reading articles and the recommended books in order to reach a deeper understanding of this complex region. The remainder, 19.4 hours, should be used for exam preparation in form of repetition of the delivered content.
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<ul style="list-style-type: none"> • Explain main theories, models and concepts related to cultural frameworks and intercultural management in selected countries in the region • Scan the business environment in the given region and analyse the political and economic risks embedded in local culture • Identify strategies adopted by foreign multinational companies to adapt to local political and cultural risks and • Tailor operational management strategies to mitigate the local political, economic and cultural risks

Teaching methods	<ul style="list-style-type: none"> • Weekly seminar lectures • Class room exercises through analysis of case studies, simulation, etc.
Contents	<ul style="list-style-type: none"> • Introduction to the region: Exploring the cultural diversity of Asia Pacific • Cultural clusters and changing values in the region • Typical organisational and managerial styles • Country review including the strategic and structural analysis of local organisations in light of cultural dispositions. • Risk management approaches for FDI into countries of the region in light of cultural particularities
Literature / Sources	<ul style="list-style-type: none"> • Budhwar, P.S. (ed.), 2004. Managing Human Resources in Asia-Pacific • Chatterjee, S. R. and Navkervis, A. R. (eds.), 2007. Asian Management in Transition: Emerging Themes • Engardio, P., 2007. Chindia: How China and India are revolutionizing global business • Chen, M. 2004. Asian Management Systems. Chinese, Japanese and Korean Styles of Business. 2nd edition
Other specialities	Written exam integrated with 252161 Arab World and 252165 Europe, in total 120 minutes.

3.6.7 Submodule M6.2.2 Arab World (252164)

This submodule is mandatory within module M6.

Lecturer	Prof. Dr. Elias Jammal
Semester	2
Provided	Winter term
Type of submodule	Seminar with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	40 minutes
Workload – autonomous studies	45
Workload details	Readings and writing of short discussion papers
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<p>After successful completion, students can</p> <ul style="list-style-type: none"> • Explain typicalities, similarities and differences of / between the Arab countries • Critically assess main region and country specific intercultural management studies • Scan the business environment in the given region and analyse "doing business" • Identify strategies adopted by foreign multinational companies to adapt to the local environments and • Tailor management strategies to match to the local environments
Teaching methods	<ul style="list-style-type: none"> • Weekly seminar lectures • Class room exercises through analysis of case studies, discussion papers, etc.

Contents	<ul style="list-style-type: none">• Introduction to the region: similarities and differences• Doing business• Typical organisational and management styles• Cultural clusters and changing values in the region• Country review: strategic and organisational level
Literature / Sources	<ul style="list-style-type: none">• Becker, K. (ed.), 2004. Islam and Business: cross-cultural and cross-national perspectives• Jammal, E., 2003. Kulturelle Befangenheit und Anpassung. Deutsche Auslandsentsandte in arabisch-islamischen Ländern• http://www.doingbusiness.org• http://www.doingbusiness.org/documents/DB2009_ArabWorld.pdf• http://www.traderscity.com/abcg/• http://www.dfat.gov.au/publications/caar_publications/index.html• Korany, B. and Dessouki, A.E.H., 2008. The Foreign Policies of Arab States: The Challenges of Globalization
Other specialities	Written exam integrated with 252163 Asia Pacific and 252165 Europe, in total of 120 minutes.

3.6.8 Submodule M6.2.3 Europe (252165)

This submodule is mandatory within module M6.

Lecturer	Prof. Dr. Elias Jammal
Semester	2
Provided	Winter term
Type of submodule	Seminar with exercises
Credits	2.5
Workload – preparation	0
Workload – exam duration	40 minutes
Workload – autonomous studies	45
Workload details	Readings and writing of discussion papers
Contact hours	30
Contact hours per week (45 min)	2
Type of examination	LK
Language	English
Course targets	<p>After successful completion, students can</p> <ul style="list-style-type: none"> • explain typicalities, similarities and differences of / between European countries • Critically assess main region and country specific intercultural management studies • Scan the business environment in the given region and analyse "doing business" • Identify strategies adopted by foreign multinational companies to adapt to the local environments and • Tailor management strategies to match to the local environments
Teaching methods	<ul style="list-style-type: none"> • Weekly seminar lectures • Class room exercises through analysis of case studies, simulation, etc.

Contents	<ul style="list-style-type: none">• Introduction to the region: similarities and differences• Doing business• Typical organisational and management styles• Cultural clusters and changing values in the region• Country review: strategic and organisational level
Literature / Sources	Varies, depending on the region selected (Northern Europe, Eastern Europe etc.)
Other specialities	Written exam integrated with 252163 Asia Pacific and 252164 Arab World, in total of 120 minutes.

3.7 Module M7: Research Methods (252170)

3.7.1 Module Objectives

To provide students with an overview of research methods appropriate to conduct any kind of research in the field of business studies. The majority of the course will focus on methods to gather data, and on how to analyse these data. Methodological approaches of doing research will be discussed in general, but a large portion of the course will deal with empirical analytical methods.

3.7.2 Prerequisites

3.7.3 Module data

Responsible person	Prof. Dr. Kurt Hafner
Credits	10
Contact hours per week	6

3.7.4 Submodule M7.1 Research Methods (252171)

This submodule is mandatory within module M7.

Lecturer	Prof. Peter Schrott, Ph.D.
Semester	2
Provided	Winter term
Type of submodule	Seminar, Laboratory, Exercise
Credits	10
Workload – preparation	0
Workload – exam duration	0 minutes
Workload – autonomous studies	210
Workload details	Reading outlined papers; written homework assignments; writing final paper and practicing on software for data analysis
Contact hours	90
Contact hours per week (45 min)	6
Type of examination	LA
Language	English
Course targets	<ul style="list-style-type: none"> • Model directly individual-level change and impact in dependent variables • Test alternative models • Estimate causal effects after controlling for the confounding effects of other variables • Making substantial inferences about real world problems • Making decisions based on 'hard evidence'
Teaching methods	<ul style="list-style-type: none"> • Weekly seminars • Accompanied by classroom discussion and exercises

Contents	<ul style="list-style-type: none">• Introduction to methodological approaches• Research Designs and Data Gathering Methods• Statistical Approaches• Linear Models
Literature / Sources	<ul style="list-style-type: none">• King, Gary; Keohane, Robert O.; Verba, Sidney (1994): Designing Social Inquiry• Kuhn, Thomas S. (1970): The Structure of Scientific Revolutions• Levine, David M. /Mark L. Berenson/David Stephan: Statistics for Managers, Second Edition• Lewis-Beck, Michael S.: Applied Regression• Mendenhall, William; Reinmuth, James ID.; and Beaver, Robed J. (1993): Statistics for Management and Economics. 7th Edition
Other specialities	

3.8 Module M8: Master Thesis (252180)

3.8.1 Module Objectives

- Write academic research papers in which the state of the art of a subject matter is critically analysed
- Critically discuss empirical research methods and results
- Present research results to an audience and discuss arising questions
- Logically draw conclusions to solve concrete questions or problems in international companies and / or organisations.

3.8.2 Prerequisites

3.8.3 Module data

Responsible person	Prof. Dr. Elias Jammal
Credits	30
Contact hours per week	4

3.8.4 Submodule M8.1 Master Thesis Colloquium (252181)

This submodule is mandatory within module M8.

Lecturer	Prof. Dr. Elias Jammal
Semester	3
Provided	Summer term
Type of submodule	Seminar
Credits	5
Workload – preparation	0
Workload – exam duration	0 minutes
Workload - autonomous studies	90
Workload details	<ul style="list-style-type: none"> • Reading discussion papers • Readings in research methods • Preparing own presentation • Assessing presentations of other students
Contact hours	60
Contact hours per week (45 min)	4
Type of examination	SR
Language	English
Course targets	<ul style="list-style-type: none"> • Plan and present proposal in detail for Master Thesis with a focus on the methodological approach • Discuss in-depth and reflect upon the various aspects of the selected topic for Master Thesis • Collect and analyse information leading to sound realistic conclusion and recommendations • Make substantial contribution to available knowledge or understanding in the area of their choice or the partner company

Teaching methods	<ul style="list-style-type: none">• Regular seminars• Students will design the empirical part of their Master Thesis and present in the colloquium for discussion and comments• Students will improve their work incorporating the comments received from colleagues and professor
Contents	Research strategies and methodological approaches
Literature / Sources	<ul style="list-style-type: none">• Saunders, M., Lewis, P., and Thornhill, A., 2007. Research methods for business students, 4th edition• See cited literatures under M7.1, Research Methods
Other specialities	

3.8.5 Submodule M8.2 Master Thesis (252182)

This submodule is mandatory within module M8.

Lecturer	Guiding professors
Semester	3
Provided	each term
Type of submodule	
Credits	25
Workload - preparation	0
Workload - exam duration	0 minutes
Workload - autonomous studies	750
Workload details	Principally, the thesis consists of a theoretical and an empirical part. It must meet the requirements of academic research guidelines. It is supposed to present the state of the art of the subject matter and explore solutions to concrete questions and problems of companies and / or international organisations.
Contact hours	0
Contact hours per week (45 min)	0
Type of examination	PT
Language	English
Course targets	
Teaching methods	Self study with support from guidance professors
Contents	Depending on the thesis topic
Literature / Sources	
Other specialities	Master Thesis registration is due 6 months after the semester end during which the last exam paper was attended.