



Hochschule für Angewandte Wissenschaften Hamburg
Hamburg University of Applied Sciences

Handbook of modules

Master “International Business“

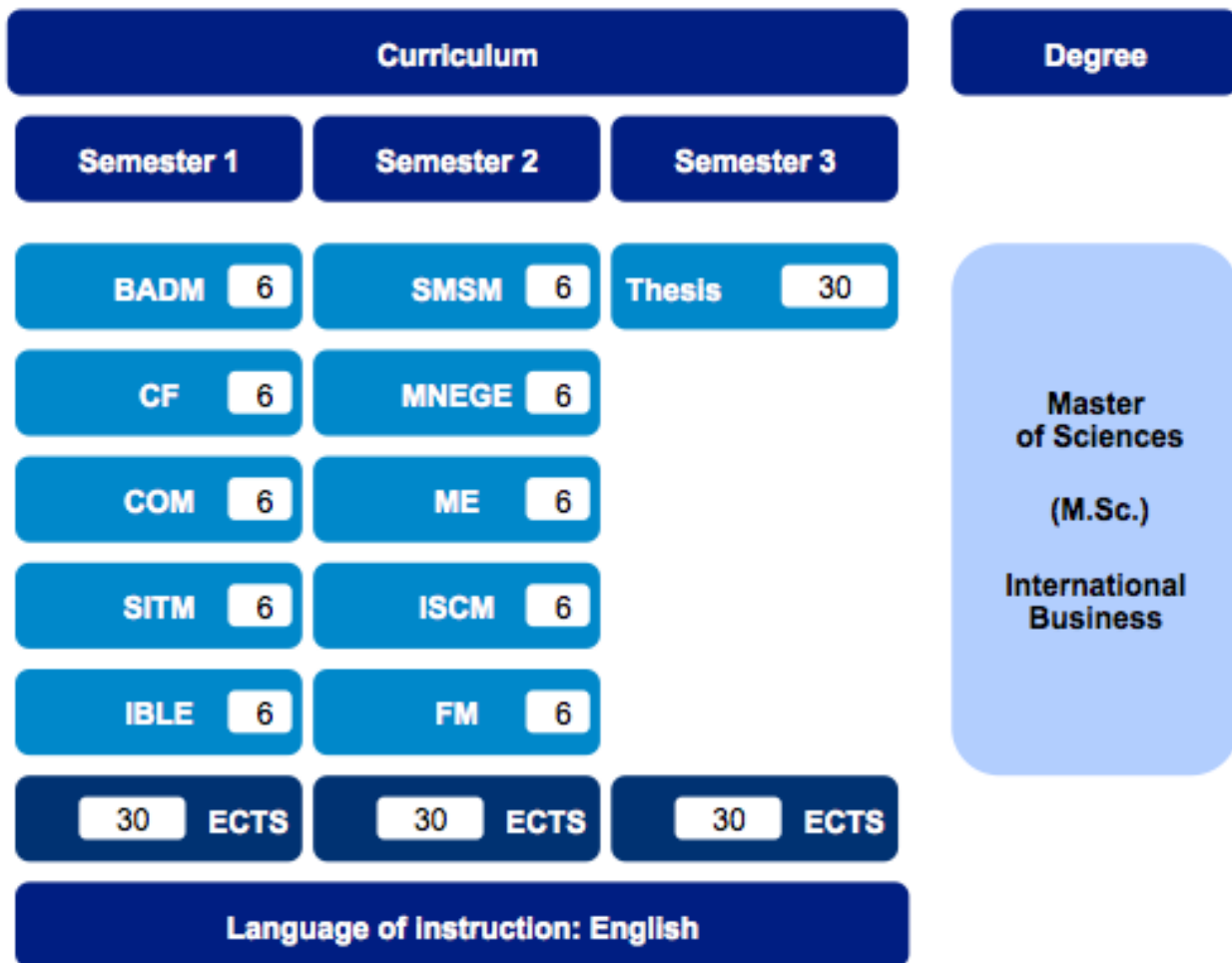
Module descriptions

Degree programme Master “International Business“ (M. Sc.)

Faculty of Business and Social Sciences

Department of Business

1 April 2016



Code	Module
BADM	Business intelligence and advanced analytics
CF	Corporate finance
COM	Intercultural management and organisational behaviour
SITM	Strategic innovation and technology management
IBLE	International business law
SMSM	Strategic management and strategic marketing
MNEGE	Multinational enterprises and the global economy
ME	Monetary economics
ISCM	International supply chain management
FM	Financial modelling

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Business intelligence and advanced analytics (BADM)					
Identification number	Workload	Credits	Semester	Frequency	Duration
110	180 h	6	1 st	Winter semester	One semester
1	Courses Business intelligence and advanced analytics	Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester	Self-study 133 full hours	Scheduled group size 24 students	
2	Learning outcomes / Competencies Students are able to develop research processes aimed at collecting or retrieving business relevant data and are able to create analytical research designs. Students are able to distinguish between transactional and analytical information systems. They can also differentiate between different kinds of analytical information systems. Students are able to design an analytical application. They can judge the relevance of business process activities and the resulting transactional data. They are able to derive the business requirements in order to design the multidimensional data model, to transform transactional data into analytical data and to produce an analysis layer as a basis for an analytical application. Students are able to organize and to evaluate multidimensional data and can design analytical processes. Students are able to select, compare and combine advanced statistical methods and are able to apply them to different kinds of data bases (e.g. market data, customer data, competitive data). They are able to critically evaluate analytical results from different management perspectives. They can summarize and evaluate complex statistical results and draw conclusions from them in order to give recommendations most relevant for supporting business decisions.				

3	<p>Content</p> <p>The course offers a systematic approach to business intelligence and advanced data analytics. BI terms, concepts, and architectures are presented. Key words are e.g. star schema, data warehouse, ETL (Extraction, Transformation, Loading), reporting, OLAP (OnLine Transaction Processing), dashboards, Management Information Systems (MIS), Decision Support Information Systems (DSS), Executive Information Systems (EIS). Current subjects concerning big data are also to be discussed. Methods are introduced from an application-oriented perspective in order to show how to design a BI application.</p> <p>Various advanced statistical methods are introduced in theory and practice using case studies. Special emphasis is put on ways of processing relevant information and summarizing analytical results in order to gain new insights relevant for the strategic objectives and decisional support of a company.</p> <p>Outline</p> <ul style="list-style-type: none"> • Analytical Information Systems • Dimensional modeling • Transformation of transactional data into analytical data • BI application design • Research process and designs for retrieving data • Data management and data quality • Multivariate statistics and data mining techniques • Analytical visualisation • Information management and reporting
4	<p>Teaching and learning methods</p> <p>Seminar style</p>
5	<p>Prerequisites for attending</p> <p>Formal requirements: None</p> <p>Content-related requirements: Basics of descriptive statistics, multivariate data analysis and data management</p>
6	<p>Types of exam</p> <ul style="list-style-type: none"> • Written examination • Oral examination • Presentation • Term paper • Project work • Laboratory tutorial <p>Selectively or in combination according to article 10 paragraph 3 sentence 2 of the general regulations for studying and examinations for bachelor and master degree programmes (§ 10 Abs. 3 Satz 2 APSO-W)</p>

7	Requirements for awarding credit points Passed examination Compulsory attendance
8	Deployment of module in other degree programmes Not applicable
9	Relevance of grade for overall grade 6 ECTS-CP of 90 ECTS-CP (6,67 %)
10	Coordinating instructor Prof. Dr. Stefan Tuschl Full-time instructors: Prof. Dr. Brigitte Braun, Prof. Dr. Elke Hörnstein
11	Other information Language of module is English
12	Literature (latest editions) Business Intelligence: Adamson, C.: Star Schema - The Complete Reference, McGraw-Hill Education Bauer, A./ Günzel, H.: Data-Warehouse-Systeme: Architektur, Entwicklung, Anwendung. dpunkt Kimball, R./ Ross, M.: The Data Warehouse Toolkit, Wiley Laudon, K.C./ Laudon, J.P.: Management Information Systems – Managing the Digital Firm, Pearson Rausch, P./ Sheta, A.F./ Ayesh, A. (editors): Business Intelligence and Performance Management – Theory, Systems and Industrial Applications. Springer, London Advanced Analytics: Backhaus, K., Erichson, B., Plinke, W., Weiber, R.: Multivariate Analysemethoden: eine anwendungsorientierte Einführung, Springer Bühl, A.: SPSS 20: Einführung in die moderne Datenanalyse, Pearson Everitt, Brian S.; Dunn, Graham: Applied Multivariate Data Analysis, Arnold Han, J., Kamber, M.: Data Mining. Concept and Techniques, Morgan Kaufmann Malhorta, Naresh.K.; Birks, David F.; Wills, Peter: Marketing Research – An applied approach, Pearson Nisbet, R., John, IV Elder, Miner, G. Handbook of Statistical Analysis and Data Mining Applications, Elsevier Inc. Witten I.H., Frank, E, Hall, M.A.: Data Mining: Practical Machine Learning Tools and Techniques, Elsevier Inc.

Corporate finance (CF)					
Identification number	Workload	Credits	Semester	Frequency	Duration
120	180 h	6	1 st	Winter semester	One semester
1	Courses Corporate finance	Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester	Self-study 133 full hours	Scheduled group size 24 students	
2	Learning outcomes / Competencies <ul style="list-style-type: none"> Students are able to analyse financial problems based upon the techniques and principles of financial modelling in order to evaluate and/or support corporate financial decisions by... describing and summarising the major principles of financial modelling, designing various types of templates with Microsoft Excel applying the major principles of financial modelling, creating financial models that are based on a theoretical framework, pointing out limitations and restrictions of their financial models, preparing financial projections applying the logic of integrated planning, appraising the financial viability of projects and firms using spreadsheet software, analysing the inherent risk of a given problem set using sensitivities and other means of risk analysis, interpreting and critically reflecting their modelling outcome. 				

3	<p>Content</p> <p>The course enables students to develop financial models that support management decisions. The theoretical framework is based on the principles of modern managerial and financial accounting. Focus will be on financial analysis, integrated planning of financial forecasts as well as on valuation. Technical aspects of spreadsheet modelling will be addressed. Objects to be studied are corporates and projects in the form of foreign direct investments whereby greenfield and brownfield projects will be touched upon. Modelling options and underlying theoretical concepts will be discussed and their impact on model outcome studied. Topics to be addressed include inter alia discounted cash flow models in the form of the weighted average cost of capital approach, the flow to equity approach and the income approach as well as valuations based on economic value added and cash flow value added. The course is designed to develop an individual approach to economic problems while strengthening technical skill sets.</p> <p>Outline</p> <ol style="list-style-type: none"> 1. Propaedeutics 2. Principles of modelling 3. Financial statements 4. Integrated planning 5. Valuation 6. Ratios 7. Risk and sensitivity 8. Special topics
4	<p>Teaching and learning methods</p> <p>Seminar style: Blended learning, inverted classroom</p>
5	<p>Prerequisites for attending</p> <p>Formal requirements: None</p> <p>Content-related requirements: Fundamentals of accounting, finance and capital budgeting</p>
6	<p>Types of exam</p> <ul style="list-style-type: none"> • Written examination • Oral examination • Presentation • Term paper • Project work • Laboratory tutorial <p>Selectively or in combination according to article 10 paragraph 3 sentence 2 of the general regulations for studying and examinations for bachelor and master degree programmes (§ 10 Abs. 3 Satz 2 APSO-W)</p>

7	Requirements for awarding credit points Passed examination Compulsory attendance
8	Deployment of module in other degree programmes Not applicable
9	Relevance of grade for overall grade 6 ECTS-CP of 90 ECTS-CP (6,67 %)
10	Coordinating instructor and full-time instructors Prof. Dr. Christian Decker
11	Other information Language of module is English
12	Literature Latest editions: Benninga, S.: Financial Modelling, MIT Press Haskell, C. T.: Advanced Modelling for Project Finance: For Negotiations and Analysis, Euro-money Books Pignataro, P.: Financial Modeling and Valuation, Wiley Rees, M.: Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Level, Wiley Finance Soubeiga, E.: Mastering Financial Modeling, Wiley Swan, J.: Practical Financial Modelling: A Guide to Current Practice, Elsevier Science Titman, S., Martin J. D.: Valuation: The Art and Science of Corporate Investment Decisions, International Edition, Pearson

Intercultural management and organisational behaviour (COM)						
Identification number 130		Workload 180 h	Credits 6	Semester 1 st	Frequency Winter semester	Duration One semester
1	Courses Intercultural management and organisational behaviour		Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester		Self-study 133 full hours	Scheduled group size 24 students
2	Learning outcomes / Competencies Students will be able to critically evaluate key western as well as non-western approaches to cross-cultural management issues and organisational behaviour and apply these to a variety of business settings thereby developing a repertoire of management tools and skills enabling them to perform management tasks in an appropriate and confident manner.					
3	Content 1. The context and theoretical foundations <ul style="list-style-type: none">Global realities and management challengesCulture and organisational behaviourLearning organisations in cross-cultural context 2. Analysing and managing central issues in cross-cultural management and organisational behaviour <ul style="list-style-type: none">Cultural diversity and diversity management in organisationsCulture and leadershipCulture and styles of managementConflict and conflict management from a cross-cultural perspectiveDecision making and organisational learningWork motivation in cross-cultural contextOrganisational attitude and work-life balanceHuman resource management in cross-cultural contextNegotiating and global partnerships 3. Developing global management skills					
4	Teaching and learning methods 1.) Seminar style 2.) Cooperative and blended learning					
5	Prerequisites for attending Formal requirements: None Content-related requirements: No content-related requirements					

6	Types of exam <ul style="list-style-type: none"> • Written examination • Oral examination • Presentation • Term paper • Project work • Laboratory tutorial <p>Selectively or in combination according to article 10 paragraph 3 sentence 2 of the general regulations for studying and examinations for bachelor and master degree programmes (§ 10 Abs. 3 Satz 2 APSO-W)</p>
7	Requirements for awarding credit points <p>Passed examination</p>
8	Deployment of module in other degree programmes <p>Not applicable</p>
9	Relevance of grade for overall grade <p>6 ECTS-CP of 90 ECTS-CP (6,67 %)</p>
10	Coordinating instructor and full-time instructors <p>Prof. Dr. Adelheid Iken</p>
11	Other information <p>Language of module is English</p>
12	Literature (latest editions) <p>General reading list:</p> <p>Aycan, Zeynep, Rabindra N. Knaungo & Manuel Mendonca. 2014. Organizations and Management in Cross-Cultural Context. London: Sage</p> <p>Browaeyns, Marie-Joelle & Roger Price 2011. Understanding Cross-Cultural Management. London: Pearson Education</p> <p>Holden, Nigel J. 2002. Cross-cultural Management: A Knowledge Management Perspective. London: Pearson Education</p> <p>Miller, Katherine 2012. Organizational Communication: Approaches and Processes. Wadsworth: Cengage Learning (International Edition)</p> <p>Nelson, Debra L. & James Campbell Quick 2011. Organizational Behavior - ORGB2 2010-2011 edition. Mason: South-Western Cengage Learning</p> <p>Schneider, Susan C.& Jean-Louis Barsoux 2003. Managing Across Cultures. Harlow: Pearson Education Limited</p> <p>Steers, Richard M., Luciara Nardon & Carlos J. Sanchez-Runde 2013. Management Across Cultures: Developing Global Competencies. Cambridge: Cambridge University Press</p> <p>Thomas, David C. 2008. Cross-Cultural Management: Essential Concepts. London: Sage</p> <p>Whetten, David A. & Kim S. Cameron 2011. Developing Management Skills. London: Pearson Education</p>

Strategic innovation and technology management (SITM)						
Identification number 140		Workload 180 h	Credits 6	Semester 1 st	Frequency Winter semester	Duration One semester
1	Courses Strategic innovation and technology management	Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester		Self-study 133 full hours		Scheduled group size 24 students
2	Learning outcomes / Competencies Students are able to create and evaluate a new product development process in order to build and sustain competitive advantage.					
3	Content 1. Introduction to Innovation and Technology Management 2. Integrating Technology and Strategy 3. Project Portfolio Management (PPM) to collect and select new opportunities for product and process innovation 4. PPM to create focused project plans aligned with the company strategy and capacity in order to execute the innovation process 5. Tools and methods to reduce time to market and development costs 6. Proactive Risk and Quality management 7. Open innovation models and outsourcing strategies 8. Risks and opportunities of disruptive technologies 9. Various case studies					
4	Teaching and learning methods Seminar style					
5	Prerequisites for attending Formal requirements: None Content-related requirements: None					

6	Types of exam <ul style="list-style-type: none"> • Written examination • Oral examination • Presentation • Term paper • Project work • Laboratory tutorial <p>Selectively or in combination according to article 10 paragraph 3 sentence 2 of the general regulations for studying and examinations for bachelor and master degree programmes (§ 10 Abs. 3 Satz 2 APSO-W)</p>
7	Requirements for awarding credit points <p>Passed examination</p>
8	Deployment of module in other degree programmes <p>Not applicable</p>
9	Relevance of grade for overall grade <p>6 ECTS-CP of 90 ECTS-CP (6,67 %)</p>
10	Coordinating instructor and full-time instructors <p>Prof. Dr. Ralf Lenschow</p>
11	Other information <p>Language of module is English</p>
12	Literatur <p>Burgelman, Robert A. et al.; Strategic Management of Technology and Innovation; McGrawHill International Edition 2009</p> <p>Hayes, Robert et al.; Operations, Strategy, and Technology – Pursuing the Competitive Edge; John Wiley & Sons 2005</p> <p>Trott, Paul; Innovation Management and New Product Development; Prentice Hall 2012</p>

International business law (IBLE)					
Identification number	Workload	Credits	Semester	Frequency	Duration
150	180 h	6	1 st	Winter semester	One semester
1	Courses International business law	4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester	Self-study 133 full hours	Scheduled group size 24 students	
2	Learning outcomes / Competencies <p>Students are able to evaluate cases and problems of the international business practice based on the legal and methodological principles of case handling and a deeper understanding of selected areas of international law in order to develop case solutions and avoid risks by</p> <ul style="list-style-type: none"> • explaining the objectives and and basic implications of important legal and ethical norms pertaining to the planning, management, and operation of international businesses; • demonstrating a basic understanding of the regulatory environment for management decisions by means of case based learning; • explaining core principles of, analyse, and reflect the regulation of important markets; • appreciating central legal questions of the EU single market; • analysing cases dealing with, e.g., competition law, IP-law and licensing, manager liability, investor relations, contracts, and standard trade terms; • evaluating the effectiveness of domestic and international law to regulate international business activities taking into account insights stemming from the economic analysis of law; • identifying information gaps, and research systematically relevant material making use of relevant sources including theoretical literature, on-line databases, and recent scientific research; • bringing forward and defending an argument, and inferring conclusions with reference to relevant evidence. 				

3	Content <p>This module provides a managerial approach to legal and ethical issues that come along with the operation of international businesses. The students gain expertise of the regulatory environment for management decisions by means of case-based learning. The cases address issues relating to different areas of law such as the EU single market, competition law, IP-law and licensing, manager liability, investor relations/ad-hoc reporting obligations, corporate governance, the handling and management of contracts and standard trade terms, data protection law, etc. The students learn to apprehend markets and market institutions as regulatory constructs and become aware of the potential strategic relevance of policy decisions. The participants obtain a deeper understanding of essential legal institutions by deploying selected methods used by economic analysis of law.</p> <ul style="list-style-type: none"> • The regulation of management decisions (business judgment rule, duties of directors, liability, etc.) and ethical aspects • Corporate governance • The regulation of markets: competition law (horizontal and vertical restrictions, merger law) • The regulation of investor relations (ad-hoc reporting obligations, etc.) • The handling and management of contracts and standard trade terms • Regulation of MNEs • Economic analysis of law
4	Teaching and learning methods <p>Seminar teaching, exercises and case study discussion, online-material</p>
5	Prerequisites for attending <p>Formal requirements: None</p> <p>Content-related requirements: Basic understanding of contract and tort law</p>
6	Types of exam <ul style="list-style-type: none"> • Written examination • Oral examination • Presentation • Term paper • Project work • Laboratory tutorial <p>Selectively or in combination according to article 10 paragraph 3 sentence 2 of the general regulations for studying and examinations for bachelor and master degree programmes (§ 10 Abs. 3 Satz 2 APSO-W)</p>
7	Requirements for awarding credit points <p>Passed examination</p>
8	Deployment of module in other degree programmes <p>Not applicable</p>
9	Relevance of grade for overall grade <p>6 ECTS-CP of 90 ECTS-CP (6,67 %)</p>

10	Coordinating instructor and full-time instructors Prof. Dr. Michael Gille
11	Other information Language of module is English
12	Literature Selected legal publications and journal articles Primary sources of national, supranational and international origin Court decisions

Strategic management and strategic marketing (SMSM)						
Identification number 210		Workload 180 h	Credits 6	Semester 2 nd	Frequency Summer semester	Duration One semester
1	Courses Strategic management Strategic marketing		Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester		Self-study 133 full hours	Scheduled group size 24 students
2	Learning outcomes / Competencies Strategic management: International Strategic Management As potential Managers in an international enterprise or entrepreneurs students will be enabled to analyze business opportunities for companies in national in international market. On the basis of an external and internal environmental analysis students detect business opportunities and create a business model and a related value propositions. In this context, Students take over the role of strategist in a company and set up a strategic process and develop managerial and entrepreneurial skills. International Strategic Marketing As potential manager in an international enterprise or entrepreneur students develop an international brand strategy creative and innovative marketing solution according to the business model and value proposition. Students evaluate and calculate the market potential.					
3	Content Outline International Strategic Management 1. Corporate and Business Strategy 2. Business Modelling 3. Environmental Analysis and Challenges International Strategic Marketing: 1. Detection of Changes in Consumer Behavior and Consumption Differences 2. Market Assessment and Selection of international Markets 3. Value Creation and Competitive Advantage 4. Design and Implementation of International Marketing and Brand Strategies					
4	Teaching and learning methods Inhaltskompetenz: eigenständige Vorbereitung. Anwendungs- und Synthesekompetenz sowie Management Skills					

5	Prerequisites for attending Formal requirements: None Content-related requirements: International Marketing, Strategic Management, International Management
6	Types of exam Written examination, Presentation, Laboratory tutorial, Case Study
7	Requirements for awarding credit points Passed examination of Written examination, Presentation, Strategic Lab, Case Study
8	Deployment of module in other degree programmes Not applicable
9	Relevance of grade for overall grade 6 ECTS-CP of 90 ECTS-CP (6,67 %)
10	Coordinating instructor and full-time instructors Prof. Dr. Annette Corves
11	Other information Language of module is English
12	Literature (latest editions) <u>Strategic management</u> Barney, J. B.: Gaining and Sustaining Competitive Advantage Bartlett, C. A.: Transnational Management De Witt, B., Meyer, R.: Strategy-Process, Content, Context Kotler, P., Berger, R, Bickhoff, N.: The Quintessence of Strategic Management <u>Strategic marketing</u> Cateora, P. R., Graham, J. L.: Marketing Hollensen, S.: Global Marketing Hooly, G. et al: Marketing Strategy and Competitive Positioning Keller, K. L. et al: Strategic Brand Management Kotler, P. et al: Principles of Marketing Porter, M. E.: Competitive Strategy Reader with selected journal articles, cases and book chapters.

Multinational enterprises and the global economy (MNEGE)						
Identification number 220		Workload 180 h	Credits 6	Semester 2 nd	Frequency Summer semester	Duration One semester
1	Courses Multinational enterprises and the global economy		Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester		Self-study 133 full hours	Scheduled group size 24 students
2	Lernergebnisse (learning outcomes) / Kompetenzen					
	Who	Students...				
	What	...are able to analyse distinctive features and strategies of MNEs ...				
	Whereby	...based upon techniques, models and recent case studies...				
	What for	...in order to evaluate the MNEs global impact and/or formulate strategic scenarios by...				
	How	<ul style="list-style-type: none">• summarising major trends of international business involving MNEs and host/home country institutions (comprehension, knowledge);• explaining and applying transnationality index (TNI) approach to measure the extent of multinational activity (analysis, application);• appraising impact of MNEs on host/home country economic growth, employment and development and distinguishing between appropriate instruments and policies (comprehension, evaluation);• describing the structure of trade involving MNEs and explaining functionality of intra-company trade (comprehension, knowledge);• analysing impact of MNEs on market structure and appraising potential clustering, spillovers and linkages (analysis, evaluation);• explaining interaction between MNEs and host/home country institutions including government (knowledge, comprehension);• defining main features of emerging market multinationals (EMMs) and appraising their changing role in international business environment (knowledge, evaluation).				

3	<p>Content</p> <p>The course provides an understanding of the development and current position of MNEs in the global economy and focuses on the distinctive features of an MNE and main issues as well as underlying concepts of international business activity involving MNEs and host/home country institutions. The pattern and main determinants of MNE activity based on the revisited OLI paradigm (Dunning, 2008) are analysed. Further topics to be studied cover an internal and external perspective of MNE activity, inter alia the analysis of internationalisation process of MNE based on the value-added network approach (internal), as well as impact of MNE activity on host/home country economy (external), encompassing dimensions: economic growth, employment and human capital development, technological capacity and innovatory potential, balance of payments and the structure of trade, market structure, spillovers and linkages. In addition, EMMs and their strategic choices are analysed in the context of appropriate case studies.</p> <p>Outline</p> <ol style="list-style-type: none"> 1. Definition, forms and distinctive features of an MNE 2. Theories and determinants of MNE activity 3. Extent of multinational activity, transnationality index 4. Entry and expansion strategies of MNEs, value-added network 5. The impact of MNE activity: economic growth, employment and development 6. MNEs and the structure of trade, intra-company trade 7. MNEs and market structure 8. Spillovers, clustering and linkages 9. Host/home country governments and MNEs 10. Special topics
4	<p>Teaching and learning methods</p> <p>Seminaristischer Unterricht (blended learning, inverted classroom)</p>
5	<p>Prerequisites for attending</p> <p>Formal requirements: None</p> <p>Content-related requirements: Fundamentals of international management, economics and trade</p>
6	<p>Types of exam</p> <ul style="list-style-type: none"> • Written examination • Presentation
7	<p>Requirements for awarding credit points</p> <p>Passed Written examination or Presentation</p>
8	<p>Verwendung des Moduls</p> <p>Master International Business</p>
9	<p>Relevance of grade for overall grade</p> <p>6 ECTS-CP of 90 ECTS-CP (6,67 %)</p>

10	Coordinating instructor and full-time instructors Prof. Dr. Natalia Ribberink
11	Other information Language of module is English
12	Literature (latest editions) Dunning, J., Lundan, S.: Multinational Enterprises and the Global Economy, Edward Elgar Publishing Griffiths, A., Wall, S.: Economics for Business and Management, Pearson Keat, P., Young, P.: Managerial Economics, Global Edition, Pearson Sloman, J., Hinde, K., Garratt, D.: Economics for Business, Pearson Reader with selected journal articles, cases and book chapters.

Monetary economics (ME)						
Identification number		Workload	Credits	Semester	Frequency	Duration
230		180 h	6	2 nd	Summer semester	One semester
1	Courses Monetary economics	Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester		Self-study 133 full hours		Scheduled group size 24 students
2	Learning outcomes / Competencies Students understand the functioning of an economy's and the international, in particular European, monetary system and its connections with a company's activities, in particular its financial conditions. Students are able to draw conclusions about the impact that monetary policy decisions can have on financial markets and the real economy. They are able to apply more recent approaches to the macro-economic analysis of monetary policy decisions. They possess an integrated view on the interaction between monetary authorities, financial markets and international corporations.					
3	Content Outline 1. Money, interest and banking 2. Functioning of financial markets 3. Monetary policy instruments 4. Monetary policy and the real economy 5. Strategies of monetary policy 6. International and global aspects of monetary policies 7. European Monetary Union 8. External disturbances of the monetary policy conduct 9. Exchange rate policies					
4	Teaching and learning methods Seminar style					
5	Prerequisites for attending Formal requirements: None Content-related requirements: Knowledge of macroeconomic and finance principles					

6	Types of exam <ul style="list-style-type: none"> • Written examination • Oral examination • Presentation • Term paper • Project work • Laboratory tutorial <p>Selectively or in combination according to article 10 paragraph 3 sentence 2 of the general regulations for studying and examinations for bachelor and master degree programmes (§ 10 Abs. 3 Satz 2 APSO-W)</p>
7	Requirements for awarding credit points <p>Passed examination</p>
8	Deployment of module in other degree programmes <p>Not applicable</p>
9	Relevance of grade for overall grade <p>6 ECTS-CP of 90 ECTS-CP (6,67 %)</p>
10	Coordinating instructor and full-time instructors <p>Prof. Dr. Stephan Boll</p>
11	Other information <p>Language of module is English</p>
12	Literature (latest editions) <p>Bofinger, P., Monetary Policy: Goals, Institutions, Strategies, and Instruments, Oxford University Press.</p> <p>De Grauwe, P., Economics of Monetary Union, Oxford University Press.</p> <p>Gali, J., Monetary Policy, Inflation, and the Business Cycle: An Introduction to the New Keynesian Framework, Princeton University Press.</p> <p>Lavoie, M., Godley, Wynne A. H., Monetary Economics: An Integrated Approach to Credit, Money, Income, Production and Wealth, Palgrave Macmillan.</p> <p>Walsh, Carl E., Monetary Theory and Policy, MIT Press.</p>

International supply chain management (ISCM)						
Identification number 240		Workload 180 h	Credits 6	Semester 2 nd	Frequency Summer semester	Duration One semester
1	Courses International supply chain management		Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester		Self-study 133 full hours	Scheduled group size 24 students
2	Learning outcomes / Competencies Based upon general knowledge about logistics processes the students are able to evaluate a given situation and appropriate supply chain strategy options in order to create an effective contribution to the companies' goal.					
3	Content Subjects of the module are basic questions of international logistics, the cross-business cooperation alongside the supply chain and the creation of international supply chains. Outline: <ul style="list-style-type: none">Physical and administrative core processes in supply chainsStock keeping strategiesDesign for Logistics (Postponement, mass customization, networks)Logistics partnerships (Outsourcing, CR, VMI, CPFR etc.)Distribution structuresInternational logistics strategySelected international logistics conceptions					
4	Teaching and learning methods Seminar style					
5	Prerequisites for attending Formal requirements: None Content-related requirements: None					
6	Types of exam Written examination					
7	Requirements for awarding credit points Passed examination					
8	Deployment of module in other degree programmes Not applicable					

9	Relevance of grade for overall grade 6 ECTS-CP of 90 ECTS-CP (6,67 %)
10	Coordinating instructor and full-time instructors Prof. Dr. Matthias Thulesius
11	Other information Language of module is English
12	Literature (latest editions) Aberle, Eberhard et. Al.: Global Production, Springer Chopra / Meindl: Supply Chain Management, Pearson Christopher: Supply Chain Management, Pearson Dornier: Global operations and logistics, John Wiley & Sons Harrison / Hoek: Logistics Management & Strategy, Pearson Simchi-Levi / Kaminsky / Simchi-Levi: Designing and managing the supply chain, McGraw Hill/Irwin Waters (ed.): Global Logistics, KoganPage

Financial modelling (FM)						
Identification number 250		Workload 180 h	Credits 6	Semester 2 nd	Frequency Summer semester	Duration One semester
1	Courses Financial modelling		Contact time 4 academic hours (equal to 3 full hours) per week 60 academic hours (equal to 45 full hours) per semester	Self-study 133 full hours	Scheduled group size 24 students	
2	Learning outcomes / Competencies <i>Who</i> Students... <i>What</i> ...are able to analyse financial problems... <i>Whereby</i> ...based upon the techniques and principles of financial modelling... <i>What for</i> ...in order to evaluate and/or support corporate financial decisions by... <i>How</i> <ul style="list-style-type: none">• describing and summarising the major principles of financial modelling,• designing various types of templates with Microsoft Excel applying the major principles of financial modelling,• creating financial models that are based on a theoretical framework,• pointing out limitations and restrictions of their financial models,• preparing financial projections applying the logic of integrated planning,• appraising the financial viability of projects and firms using spreadsheet software,• analysing the inherent risk of a given problem set using sensitivities and other means of risk analysis,• interpreting and critically reflecting their modelling outcome.					

3	Content <p>The course enables students to develop financial models that support management decisions. The theoretical framework is based on the principles of modern managerial and financial accounting. Focus will be on financial analysis, integrated planning of financial forecasts as well as on valuation. Technical aspects of spreadsheet modelling will be addressed. Objects to be studied are corporates and projects in the form of foreign direct investments whereby greenfield and brownfield projects will be touched upon. Modelling options and underlying theoretical concepts will be discussed and their impact on model outcome studied. Topics to be addressed include inter alia discounted cash flow models in the form of the weighted average cost of capital approach, the flow to equity approach and the income approach as well as valuations based on economic value added and cash flow value added. The course is designed to develop an individual approach to economic problems while strengthening technical skill sets.</p> Outline <ol style="list-style-type: none"> 1. Propaedeutics 2. Principles of modelling 3. Financial statements 4. Integrated planning 5. Valuation 6. Ratios 7. Risk and sensitivity 8. Special topics
4	Teaching and learning methods <p>Seminar style: Blended learning, computer-based learning</p>
5	Prerequisites for attending Formal requirements: None Content-related requirements: CF, BADM
6	Types of exam <ul style="list-style-type: none"> • Written examination • Oral examination • Presentation • Term paper • Project work • Laboratory tutorial <p>Selectively or in combination according to article 10 paragraph 3 sentence 2 of the general regulations for studying and examinations for bachelor and master degree programmes (§ 10 Abs. 3 Satz 2 APSO-W)</p>
7	Requirements for awarding credit points <p>Passed examination Compulsory attendance</p>
8	Deployment of module in other degree programmes <p>Not applicable</p>

9	Relevance of grade for overall grade 6 ECTS-CP of 90 ECTS-CP (6,67 %)
10	Coordinating instructors and full-time instructors Prof. Dr. Christian Decker Prof. Dr. Wolfgang Fricke
11	Other information Language of module is English
12	Literature (latest editions) Benninga, S.: Financial Modelling, MIT Press Haskell, C. T.: Advanced Modelling for Project Finance: For Negotiations and Analysis, Euro-money Books Pignataro, P.: Financial Modeling and Valuation, Wiley Rees, M.: Financial Modelling in Practice: A Concise Guide for Intermediate and Advanced Level, Wiley Finance Soubeiga, E.: Mastering Financial Modeling, Wiley Swan, J.: Practical Financial Modelling: A Guide to Current Practice, Elsevier Science Titman, S., Martin J. D.: Valuation: The Art and Science of Corporate Investment Decisions, International Edition, Pearson Reader with selected journal articles, cases and book chapters.

Master-Thesis (MaTh)					
Identification number 6000	Workload 900 h	Credits 30	Semester 3 rd	Frequency Every semester	Duration One semester
1	Courses Not applicable	Contact time Not applicable	Self-study 900 full hours (Coaching by thesis advisor included)	Scheduled group size One student	
2	Learning outcomes / Competencies <p>Students are able to deduce, document and present a proposed explanation for a research question based upon the techniques and principles of academic research and writing in order to derive an answer for an identified research problem by...</p> <ul style="list-style-type: none"> identifying a topic/title and developing a corresponding research aim of a given research problem, conducting a literature research and evaluating the quality of sources of information, deducing an interpretation of a topic from a theoretical perspective and/or against the background of a given problem setting, developing a structure of a thesis that corresponds with the interpretation, conducting an empirical analysis in order to support their research project, paraphrasing literature and applying rules of referencing and citation in a consistent way, applying the principles of academic language and writing, organising their research project and presenting and debating their findings with other students and the instructor. 				
3	Content <p>The thesis project enables students to demonstrate that they are able to resolve independently a research problem that is linked to their field of studies and has a sufficient complexity. Research, documentation and presentation have to be based upon the formal research and citation rules of the department.</p>				
4	Teaching and learning methods <p>Research project</p>				
5	Prerequisites for attending <p>Formal requirements: minimum of 48 CP Content-related requirements: BADM</p>				
6	Types of exam <p>Master-thesis</p>				
7	Requirements for awarding credit points <p>Passed Master-thesis</p>				
8	Deployment of module in other degree programmes <p>Not applicable</p>				

9	Relevance of grade for overall grade 30 ECTS-CP of 90 ECTS-CP (33 %)
10	Coordinating instructors and full-time instructors All full-time instructors
11	Other information Language of thesis project is English
12	Literature Latest editions: American Psychological Association. Publication Manual of the American Psychological Association, Washington, DC: Author. Bryman, A., & Bell, E. Business Research Methods. Oxford, England: Oxford University Press. Decker, C. & Werner, R. Academic Research and Writing, Frankfurt am Main: iCADEMICUS Easterby-Smith, M., Thorpe, R., & Jackson, P. Management Research, London, England: Sage. Saunders, M. N. K., Lewis, P., & Thornhill, A. Research Methods for Business Students, Harlow, England: Pearson.