



# **Module handbook**

for the

**Master study programme International Business (MIB)**

**Degree: Master of Arts (M.A.)**

at the University of Applied Sciences  
Landshut

in the academic year

**Summer Term 2024 and Winter Term 2024/2025**

in accordance with the Study Course Regulation from 25/11/2019 and first Amendment statute from 8/8/2023 valid from 1/10/2023

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## 1 First Semester

### 1.1 IM 100 International Business Environment and Strategy

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	<b>International Business Environment and Strategy</b>					
<b>Name of module engl.</b>	<b>International Business Environment and Strategy</b>					
<b>Module no.</b>	IM 100					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr. Burkhard Jaeger					
<b>Lecturer</b>	Prof. Dr. D. Labanauskaite, Prof. Dr. E. Zuperkiene					
<b>Allocation to study programme</b>	1 <sup>st</sup> Semester Master International Business					
<b>Frequency</b>	Summer semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	5 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	150 hours	60 hours	90 hours	Approx. 20 students		
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	4 SWS	2 SWS	2 SWS	-	-	-
<b>Prerequisites</b>	None					
<b>Assessment details</b>	<p>Semester portfolio examination with elaboration and presentation:                      Assignment 80% → given during classes as a set of assignments (15-20 pages)                      Presentation 20% → comments and discussion in class (15-20 minutes)                      Specific requirements for the assignment and the presentation can be found in the study and examination schedule uploaded on Moodle.</p> <p>portP (Vortrag.sb, Ausarb) od. Klausur (60-90 min.) od. Ausarb (10-30 pages), semester-specific examinations can be found in the study and examination schedule.</p>					
<b>Test performance</b>	Final grades					
<b>Required for pass</b>	Yes					

<b>Learning outcome</b>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• understand the role and the dynamic of the most important economic areas</li> <li>• know the economic fundamentals regarding figures and numbers</li> <li>• analyse the business impact for strategy by the use of specific business sectors</li> <li>• understand the threats of trade conflicts in accordance with deglobalisation</li> <li>• apply the principles of corporate strategy development</li> <li>• design a first strategic outline in accordance with the relevant components</li> </ul>
<b>Module content/syllabus</b>	<ul style="list-style-type: none"> <li>• Introduction to International Business and Strategy</li> <li>• Needs for new global strategies</li> <li>• World Economics and International Business</li> <li>• International Business and Global Culture</li> <li>• International Trade Agreements and Organizations</li> <li>• Global Monetary Environment</li> <li>• International Business: comparative analysis of different markets</li> <li>• Business Strategy and Innovation Management</li> <li>• International Business Organizational Strategy</li> <li>• International Business Communication Strategy</li> <li>• International Business Strategy for emerging markets</li> <li>• International Business and Innovation</li> <li>• International Business and Crisis Management</li> <li>• International Business and Organisational Resilience</li> <li>• International Business Sustainability</li> </ul>
<b>Media</b>	Blackboard, projector and PC, flipchart
<b>Literature</b>	<p>Primary literature:</p> <ul style="list-style-type: none"> <li>• Santos, J. International Business Strategy, Society Publishing 2019</li> <li>• Motohashi, K. Global Business Strategy: Multinational Corporations Venturing into Emerging Markets (Springer Texts in Business and Economics). Tokyo: Springer Japan: Imprint: Springer 2015</li> <li>• Hitchcock, Darcy, Willard, Marsha. The business guide to sustainability: Practical strategies and tools for organizations (3rd ed.). New York, NY: Routledge 2013</li> <li>• Baumwol, William; Blinder, Alan; Solow, John: Macroeconomics Principles and Policy; Cengage 2019</li> <li>• Black, Stewart; Gregersen, Hall B: It Starts with One, Pearson 2008</li> <li>• Grant, Robert: Contemporary Strategy Analysis, Blackwell 2008</li> <li>• Mintzberg, Henry: The Strategy Process, Prentice Hall 1999</li> <li>• Needle, David: Business in Context: An Introduction to Business and its Environment, Cengage 2019</li> <li>• Rumelt, Richard; Schendel, Dan; Teece, David: Fundamental Issues in Strategy, Harvard Business School Press 1994</li> </ul>

## 1.2 IM 110 Business Ethics & CSR in Digital Business

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	<b>Business Ethics &amp; CSR in Digital Business</b>					
<b>Name of module engl.</b>	<b>Business Ethics &amp; CSR in Digital Business</b>					
<b>Module no.</b>	IM 110					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr. Martina Mitterhofer					
<b>Lecturer</b>	Prof. Dr. Martina Mitterhofer, Dr. Dennis Badeen					
<b>Allocation to study programme</b>	1 <sup>st</sup> semester Master International Business					
<b>Frequency</b>	Summer semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	5 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	150 hours	60 hours	90 hours	Approx. 20 students		
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	4 SWS	2 SWS	2 SWS	-	-	-
<b>Prerequisites</b>	None					
<b>Assessment details</b>	Semester portfolio examination with presentation and elaboration: Presentation 15-30 minutes (20 %) and assignment 10-20 pages (80 %)  portP (Vortrag.sb, Ausarb) od. praktP (15 min) od. Ausarb (10-15 pages) Semester-specific examinations can be found in the study and examination schedule.					
<b>Test performance</b>	Final grades					
<b>Required for pass</b>	Yes					

<p><b>Learning outcome</b></p>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• evaluate critically the application of theories of ethics in business context,</li> <li>• identify the key features of a representative range of theories of ethics,</li> <li>• evaluate different theoretical models of stakeholder management,</li> <li>• draw out implications of the relevance of stakeholder theory of ethics and corporate social responsibility,</li> <li>• develop solutions for ethical dilemmas that address all key stakeholders in an ethically defensible manner</li> <li>• identify and evaluate the key arguments for and against the concept of corporate social responsibility,</li> <li>• apply the key elements, such as CSR checklists, reports, etc.</li> <li>• evaluate how ethics and responsibility in business are affected by organizational structures and cultures,</li> <li>• evaluate the impact of globalisation on companies' behaviour and the limits of legal control,</li> <li>• evaluate the different ways in which companies have responded to unethical, even illegal issues,</li> <li>• critical comprehension of the drivers and practice of social and environmental reporting including the principles that underpin good reporting.</li> </ul>
<p><b>Module content/syllabus</b></p>	<p>The module Business Ethics and Corporate Social Responsibility contents following topics:</p> <ul style="list-style-type: none"> <li>• goals of business ethics <ul style="list-style-type: none"> <li>- Kohlberg's stages of moral development</li> <li>- improve cognitive moral development with cases and role-play</li> <li>- awareness towards consequences</li> <li>- handling complex issues</li> <li>- inventory of ethical issues in business</li> </ul> </li> <li>• theories of ethics <ul style="list-style-type: none"> <li>- different approaches to business ethics: conventional, principles, ethical test</li> <li>- ethical principles: teleological theories, deontological theories, aretaic theories</li> <li>- Venn model</li> <li>- 3 models of management ethics: immoral, moral, amoral</li> <li>- sources of a person's values</li> </ul> </li> <li>• compliance and reporting <ul style="list-style-type: none"> <li>- how to implement compliance programmes</li> <li>- exogenous factors</li> <li>- risk assessment</li> </ul> </li> <li>• CSR, ESG and Circular Economy <ul style="list-style-type: none"> <li>- emergence of CSR, ESG and Circular Economy</li> <li>- discussion of different models and standards</li> </ul> </li> <li>• Implementation, management and reporting of CSR in business <ul style="list-style-type: none"> <li>- Stakeholder and relationship management</li> <li>- KPIs and reporting</li> <li>- business performance and CSR</li> </ul> </li> </ul>
<p><b>Media</b></p>	<p>Blackboard, projector and PC, flipchart</p>

<b>Literature</b>	Primary literature: <ul style="list-style-type: none"><li>• Storchevoy, M.: Business Ethics as Science. Palgrave, 2018</li><li>• Samuel O.I., et. Al.: Corporate Social Responsibility and Governance. Springer, 2015</li><li>• Griseri, Paul; Seppala Nina: Business Ethics and Corporate Social Responsibility. First Edition. Australia/New Zealand, Cengage, 2010</li><li>• Buchholtz, Ann K.; Caroll, Archie: Business and Society: 7th edition, Australia, Cengage Learning, 2009</li><li>• Garsten, Christina; Hernes, Tor: Ethical Dilemmas in Management: New York, Routledge, 2009</li><li>• Cannon, Tom: Corporate Responsibility: 2nd edition, Harlow, Pearson Education, 2013</li><li>• Fraedrich, John; Ferrell, Linda; Ferrell,O.C; Ethical Decision Making in Business: 9th edition; Australia, Cengage Learning, 2013</li></ul>
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### 1.3 IM 120 Global Operations Management

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	Global Operations Management					
<b>Name of module engl.</b>	<b>Global Operations Management</b>					
<b>Module no.</b>	IM 120					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr.-Ing. Alexander Kumpf					
<b>Lecturer</b>	Prof. Dr.-Ing. Alexander Kumpf, Prof. Dr. Thomas Peisl					
<b>Allocation to study programme</b>	1 <sup>st</sup> semester Master International Business					
<b>Frequency</b>	Summer semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	5 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	150 hours	60 hours	90 hours	Approx. 20 students		
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	4 SWS	2 SWS	2 SWS	-	-	-
<b>Prerequisites</b>	None					
<b>Assessment details</b>	portP (Votr.sb, Ausarb) od. portP (Ausarb, Klausur).  Semester portfolio examination with presentations and elaborations. Module consists of two parts: Each part contains a semester portfolio examination with presentation and elaboration which counts 50 % to module grade.					
<b>Test performance</b>	Final grades					
<b>Required for pass</b>	Yes					



<b>Learning outcome</b>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• analyse the reasons for globalization and reflect the challenges companies have to face</li> <li>• analyse and assess the geography, environmental impact, political system, legal system, society, economy, technological development of a country and examine the coherences</li> <li>• create a global operations strategy, select the market entry strategy and the foreign operation mode for different case studies</li> <li>• simplify the complexity caused by the dependencies of the global engagement of multinational and global companies</li> <li>• demonstrate the ability of decision-making with concurrent targets, uncertain factors, and interdependencies</li> <li>• persuade the stakeholders of created global strategy and defined activities</li> </ul>
<b>Module content/syllabus</b>	<ul style="list-style-type: none"> <li>• introduction of international business             <ul style="list-style-type: none"> <li>- theories and models of international business</li> <li>- global marketplaces and business centres</li> <li>- legal, technological, accounting, and political environment</li> </ul> </li> <li>• international business strategies             <ul style="list-style-type: none"> <li>- international strategic management</li> <li>- global market opportunity assessment</li> <li>- strategies for analysing and entering foreign markets</li> <li>- international strategic alliances</li> </ul> </li> <li>• designing and managing global business operations             <ul style="list-style-type: none"> <li>- international marketing</li> <li>- international operations management and global sourcing</li> <li>- international Human Resource Management</li> <li>- globalization of R&amp;D</li> <li>leadership and international/national team work</li> <li>- decision making process</li> <li>- managing implementation strategy</li> </ul> </li> <li>• case studies and business/management simulation             <ul style="list-style-type: none"> <li>- market and business positions</li> <li>- implementation of global operations strategies</li> <li>- managing global operations and global supply networks</li> </ul> </li> </ul>
<b>Media</b>	Blackboard, projector and PC, flipchart, internet
<b>Literature</b>	<p>Primary literature:</p> <ul style="list-style-type: none"> <li>• Griffin, Ricky W.; Pustay, Michael W.: International Business – A Managerial Perspective. Pearson Education Limited 2015</li> <li>• Cavusgil, S. Tamer; Knight, Gary; Riesenberger, John R.: A Framework for International Business. Pearson Education Limited 2015</li> <li>• Abele, Eberhard; Meyer, Tobias; Näher, Ulrich: Global Production, Springer-Verlag, Berlin 2008</li> </ul> <p>Additional sources/literature:</p> <ul style="list-style-type: none"> <li>• Peng, Mike; Meyer, Klaus: International Business, 3e, Cengage 2019</li> <li>• Weston, J. Fred; Weaver, Samuel C.: Mergers and Acquisitions, The McGraw-Hill Executive MBA Series, McGraw-Hill 2001</li> <li>• Harvard Business Publishing.</li> </ul> <p><a href="https://cb.hbsp.harvard.edu/cbmp/pages/content/cases">https://cb.hbsp.harvard.edu/cbmp/pages/content/cases</a></p>

	<ul style="list-style-type: none"><li>• Corporate Annual Reports. Stock Corporations.</li><li>• The Wall Street Journal. <a href="http://www.wsj.com/europe">http://www.wsj.com/europe</a></li><li>• The Financial Times. <a href="http://www.ft.com/home/uk">http://www.ft.com/home/uk</a></li><li>• The Economist. <a href="http://www.economist.com/">http://www.economist.com/</a></li><li>• Business Simulation TOPSIM Going Global. <a href="https://topsim.com/en/">https://topsim.com/en/</a></li></ul>
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#### 1.4 IM 130 International Accounting and Management Control

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business			
<b>Degree</b>	Master			
<b>Name of module (SPO)</b>	International Accounting and Management Control			
<b>Name of module engl.</b>	<b>International Accounting and Management Control</b>			
<b>Module no.</b>	IM 130			
<b>Module language</b>	English			
<b>Module coordinator</b>	Prof. Dr. Weisensee			
<b>Lecturer</b>	Prof. Dr. Weisensee			
<b>Allocation to study programme</b>	1 <sup>st</sup> semester Master International Business			
<b>Frequency</b>	Summer semester			
<b>Duration</b>	1 semester			
<b>Credits</b>	5 ECTS			
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>
	150 hours	60 hours	90 hours	Approx. 20 students
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>
	4 SWS	4 SWS	-	-
<b>Prerequisites</b>	None			
<b>Assessment details</b>	Written examination 90 minutes			
<b>Test performance</b>	Final grades			
<b>Required for pass</b>	Yes			

<b>Learning outcome</b>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• explain the different purposes of financial vs. management accounting</li> <li>• distinguish the main features of accounting according to the International Financial Reporting Standards (IFRS)</li> <li>• examine management control issues, recommend solutions and communicate them effectively</li> <li>• compose a process of corporate planning</li> <li>• assess transfer pricing methodologies and design transfer price systems for optimizing a company's tax burden</li> <li>• systematically evaluate a company's conditions for choosing appropriate performance measurements methods</li> <li>• assess their accounting knowledge and, if necessary, setup exchange networks of professionals for solving accounting issues</li> </ul>
<b>Module content/syllabus</b>	<ul style="list-style-type: none"> <li>• fundamentals of accounting</li> <li>• international financial accounting</li> <li>• information for decision-making</li> <li>• planning and budgeting</li> <li>• management control systems</li> <li>• international transfer pricing and taxation</li> </ul>
<b>Media</b>	Blackboard, projector and PC, flipchart
<b>Literature</b>	<p>Primary literature (all in the current edition):</p> <ul style="list-style-type: none"> <li>• Aerts, Walter/Walton Peter: Global Financial Accounting and Reporting, Hampshire/UK: Cengage.</li> <li>• Choi, Frederick D. S./Meek, Gary K.: International Accounting, Upper Saddle River, NJ/USA: Pearson.</li> <li>• Horngren, Charles T. et al.: Introduction to Management Accounting, Essex/England: Pearson.</li> <li>• Merchant, Kenneth A./Van der Stede, Wim A.: Management Control Systems. Performance Measurement, Evaluation &amp; Incentives, Harlow/UK: Pearson</li> <li>• Weber, Jürgen/Schäffer, Utz: Introduction to Controlling, Stuttgart: Schäffer-Poeschel.</li> </ul>

## 1.5 IM 140 International Financial Management

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	International Financial Management					
<b>Name of module engl.</b>	<b>International Financial Management</b>					
<b>Module no.</b>	IM 140					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr. Bernd Mühlfriedel, CFA					
<b>Lecturer</b>	Prof. Dr. Bernd Mühlfriedel, CFA					
<b>Allocation to study programme</b>	1 <sup>st</sup> semester Master International Business					
<b>Frequency</b>	Summer semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	5 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	150 hours	60 hours	90 hours	Approx. 20 students		
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	4 SWS	4 SWS	-	-	-	-
<b>Prerequisites</b>	None					
<b>Assessment details</b>	Written examination or THE (take-home-exam) 90 minutes Semester-specific examinations can be found in the study and examination schedule.					
<b>Test performance</b>	Final grades					
<b>Required for pass</b>	Yes					

<b>Learning outcome</b>	<p>After successful completion of this course, students should be able to:</p> <p><u>knowledge, comprehension &amp; application:</u></p> <ul style="list-style-type: none"> <li>• demonstrate a deep understanding about the importance of the international dimension for corporate financial management</li> <li>• apply their knowledge of cultural aspects to international business settings</li> </ul> <p><u>analysis, synthesis &amp; evaluation:</u></p> <ul style="list-style-type: none"> <li>• construct financial plans as the basis for investment appraisal</li> <li>• solve investment problem sets in an international company set-up by using suitable investment appraisal techniques</li> <li>• solve financing problems of international companies by analysing and evaluating appropriate sets of financing sources</li> <li>• apply their understanding of risk factors of a company in an international environment to specific problem situations and know how to protect oneself against them by applying appropriate hedging strategies and techniques</li> <li>• appraise the value of an international company by using several valuation techniques</li> <li>• relate underlying trends in digitalization and globalization to international financial management problem sets</li> <li>• evaluate investment and financing case study problems involving quantitative and qualitative task</li> </ul>
<b>Module content/syllabus</b>	<ul style="list-style-type: none"> <li>• international dimension for corporate economic activity and particular for corporate financial management</li> <li>• financial planning</li> <li>• investment appraisal</li> <li>• risk assessment &amp; management with particular focus on risks related to international business activities</li> <li>• financing decision</li> <li>• company valuation</li> <li>• current topics in international financial management</li> </ul>
<b>Media</b>	Beamer with laptop (Excel), visualizer, whiteboard, flipchart
<b>Literature</b>	<p>Primary literature: Arnold, G. (2012): Corporate Financial Management, 5<sup>th</sup> ed. (or later)</p> <p>Further reading (voluntary):</p> <ul style="list-style-type: none"> <li>• Bekaert, G. / Hodrick, R. (2018): International Financial Management, 3rd ed.</li> <li>• Bösch, M. (2014): Internationales Finanzmanagement – Rahmenbedingungen, Investition, Finanzierung und Risikomanagement.</li> <li>• Brealey, R.A. / Myers, S.C. / Allen, F. (2007): Principles of Corporate Finance, 9th ed.</li> <li>• Ernst, D. / Häcker, J. (2011): Applied International Corporate Finance, 2nd ed., pp. 65-168, 245-308, 359-516.</li> <li>• Levi, M. D. (2005): International Finance, 4th ed., pp. 1-13, 307-321, 346-372.</li> <li>• Shapiro, A. (2014): Multinational Financial Management, 10th ed.</li> </ul>

## 1.6 IM 150 Agile and Hybrid Project Management in International Environment

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	Agile and Hybrid Project Management in International Environment					
<b>Name of module engl.</b>	<b>Agile and Hybrid Project Management in International Environment</b>					
<b>Module no.</b>	IM 150					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr.-Ing. Martin Prasch					
<b>Lecturer</b>	Prof. Dr.-Ing. Hubertus C. Tuzcek					
<b>Allocation to study programme</b>	1 <sup>st</sup> semester Master International Business					
<b>Frequency</b>	Summer semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	5 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	150 hours	60 hours	90 hours	Approx. 20 students		
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	4 SWS	4 SWS	-	-	-	-
<b>Prerequisites</b>	None					
<b>Assessment details</b>	<p>Written examination (60-90 minutes) or portP (Vortrag.sb, Ausarb)</p> <p>Written examination or semester portfolio examination with presentation and elaboration.</p> <p>Semester-specific examinations can be found in the study and examination schedule.</p>					
<b>Test performance</b>	Final grades					
<b>Required for pass</b>	Yes					

<p><b>Learning outcome</b></p>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• understand the wider context of project work as part of companies' strategic transformation process</li> <li>• apply the phases, steps, tasks and tools of successful traditional project management</li> <li>• explain and compare how agile project management differs from traditional project management and when to recommend which approach</li> <li>• interpret and assess intercultural aspects of project work</li> <li>• design and create programme and project management charters for hybrid project management tasks</li> <li>• successfully communicate in and organize international projects</li> </ul>
<p><b>Module content/syllabus</b></p>	<ul style="list-style-type: none"> <li>• project management life cycle</li> <li>• initiation of projects in different international environments</li> <li>• setup of a traditional project map</li> <li>• organize agile project management teams</li> <li>• communication and international legal aspects of project management</li> </ul>
<p><b>Media</b></p>	<p>Blackboard, projector and PC, flipchart</p>
<p><b>Literature</b></p>	<p>Primary literature:</p> <ul style="list-style-type: none"> <li>• PMI: A Guide to the Project Management Body of Knowledge (Pmbok Guide) (2017)</li> <li>• Sutherland, J.: Scrum: The Art of Doing Twice the Work in Half the Time (2015)</li> <li>• Lientz, B.: International Project Management (2002)</li> <li>• Berkun S: Making Things Happen: Mastering Project Management (2008)</li> </ul>



## 2 Second Semester

### 2.1 IM 200 International Business Module

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	International Business Module					
<b>Name of module engl.</b>	<b>International Business Module</b>					
<b>Module no.</b>	IM 200					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr. Burkhard Jaeger					
<b>Lecturer</b>	Depends on classes / Various					
<b>Allocation to study programme</b>	2 <sup>nd</sup> Semester Master International Business					
<b>Frequency</b>	Winter semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	30 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	900 hours	Depends on classes	Depends on classes	Approx. 20 students		
<b>Type of Teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	-	-	-	-	-	-
<b>Prerequisites</b>	None					
<b>Assessment details</b>	Assignment/presentation/written or oral examination					
<b>Test performance</b>	Final grades					
<b>Required for pass</b>	Yes					

<b>Learning outcome</b>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• evaluate the international impacts on local and global companies</li> <li>• use specific professional competences in business administration on new and complex cases</li> <li>• apply cross field and social competencies to evaluate business opportunities</li> <li>• develop alternative theoretical approaches to interpret specific business and economic related topics</li> <li>• critically compare a range of competing models of international business and intercultural behaviours</li> <li>• analyse and assess advanced and current topics in international business</li> <li>• assess the dependencies of global economies and the effect on international business</li> <li>• evaluate the key sources of business risk and define measures to reduce effects on business activities</li> <li>• analyse advanced and contemporary issues in customer dynamics, sales and marketing, leadership and international management</li> </ul>
<b>Module content/syllabus</b>	<p>Module content depends on a variety of selectable modules with advanced and contemporary issues in order to achieve</p> <ul style="list-style-type: none"> <li>• competencies in international management,</li> <li>• professional competencies in business management, and</li> <li>• cross-functional and social competencies.</li> </ul>
<b>Media</b>	Blackboard, projector and PC, flipchart
<b>Literature</b>	Differs in the topic. Relevant literature can be recommended by the supervisor.

Course: International Economics

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	International Business Module – International Economics					
<b>Name of module engl.</b>	<b>International Business Module – International Economics</b>					
<b>Credits</b>	5 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	150 hours	60 hours	90 hours	Approx. 20 students		
<b>Type of Teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	4 SWS	-	-	-	-	-
<b>Prerequisites</b>	None					
<b>Lecturer</b>	Prof. Dr. Christiane Reif					
<b>Language</b>	English					
<b>Conditions of participation</b>	<b>In terms of form:</b> none					
	<b>In terms of content:</b> basic knowledge of economics is recommended					
<b>Examination</b>	Written exam, 60 minutes					
<b>Pre-examination requirements</b>	Presence and active participation					
<b>Part of final grade</b>	Yes					
<b>Learning outcomes / competencies</b>	<p>This course examines the principles, theories, policies and practical applications that govern the international economy.</p> <p><u>Knowledge and understanding:</u></p> <ul style="list-style-type: none"> <li>Analyse the dynamics of international trade, including comparative advantage, tariffs, quotas and trade agreements.</li> <li>Understand the mechanisms behind exchange rates, exchange rate systems and their impact on international business.</li> <li>Discuss the role of government policies in shaping international trade, including trade restrictions and subsidies.</li> <li>Explore organisations such as the World Trade Organisation (WTO) and the International Monetary Fund (IMF) and their role in managing global economic affairs.</li> </ul>					

	<p><u>Abilities (Transfer):</u></p> <ul style="list-style-type: none"> <li>• Develop analytical skills to assess the economic impact of global events and policies.</li> <li>• Understand the interactions between nations, companies and financial markets in the global economy.</li> <li>• Knowledge of populist trends and globalization.</li> </ul> <p><u>Learning outcomes:</u></p> <ul style="list-style-type: none"> <li>• Understand the role of international economic institutions and policies in the global economy.</li> <li>• Be prepared to engage in informed discussion and decision making about the international economy.</li> </ul>
<b>Contents</b>	The International Economics lecture aims to explore global economic interactions. Students will gain the fundamental knowledge to understand contemporary issues in international economic relations. Topics include international trade, exchange rates, trade policy, global economic institutions, the impact of shocks and policy responses on the global economy, and trends in globalization and populism.
<b>Media</b>	Projector with laptop, flipchart, blackboard, in class reading and discussion
<b>Literature</b>	<p>Feenstra R. C., Taylor A.M. (2021). International Economics, 5<sup>th</sup> Edition. Macmillan International, Worth Publishers, New York, United States.</p> <p>Pugel T. A. (2024). International Economics, 18th Edition, Macmillan International, Worth Publishers, New York, United States.</p> <p><b>Mandatory reading:</b> Ozawa T., (2019), A note on Dani Rodrik, "Populism and the economics of globalization", Journal of International Business Policy, 2, 182-193, <a href="https://doi.org/10.1057/s42214-018-0014-z">https://doi.org/10.1057/s42214-018-0014-z</a>.</p> <p>Rodrik D., (2018). Populism and the economics of globalization, Journal of International Business Policy, 1:12-33.</p> <p>Rodrik D. (2021). Why Does Globalization Fuel Populism? Economics, Culture, and the Rise of Right-Wing Populism, Annual Review of Economics 13: 133-170, <a href="https://doi.org/10.1146/annurev-economics-070220-032416">https://doi.org/10.1146/annurev-economics-070220-032416</a>.</p> <p><i>Further reading material will be made available during the seminar.</i></p>

### Course: Data Driven Marketing in International Environments

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	International Business Module – Data Driven Marketing in International Environments					
<b>Name of module engl.</b>	International Business Module – Data Driven Marketing in International Environments					
<b>Credits</b>	5 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	150 hours	60 hours	90 hours	Approx. 20 students		
<b>Type of Teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	4 SWS	-	-	-	-	-
<b>Prerequisites</b>	None					
<b>Lecturer</b>	Prof. Dr. Martina Mitterhofer					
<b>Language</b>	English					
<b>Conditions of participation</b>	<b>In terms of form: none</b>					
	<b>In terms of content: basic marketing knowledge</b>					
<b>Examination</b>	Portfolio Exam, i.e., written report (10-20 pages), 50%, presentation (15-30 min) 50%					
<b>Pre-examination requirements</b>	Presences, active participation and submission of exercises					
<b>Part of final grade</b>	Yes					
<b>Learning outcomes / competencies</b>	<p>This course explores Data Driven Marketing based on different international cases. Students will analyse marketing data, develop strategies, marketing content and measure the performance of marketing efforts.</p> <p><u>Knowledge and understanding:</u></p> <ul style="list-style-type: none"> <li>Understand the importance of using data and technology for marketing purposes, its potential, but also challenges (i.e., data security, data privacy).</li> <li>Develop know-how on how to generate and analyse data for marketing purposes.</li> <li>Explore the potential and limitations of generative AI for developing marketing content.</li> </ul>					

	<p><u>Abilities (Transfer):</u></p> <ul style="list-style-type: none"> <li>• Develop data analytics and data visualization skills</li> <li>• Understand marketing automation tools and basics of marketing controlling</li> <li>• Experience developing marketing content and understand the potential and limitations of using generative AI for marketing purposes</li> </ul> <p><u>Learning outcomes:</u></p> <ul style="list-style-type: none"> <li>• Understand and critically evaluate data and its usage for marketing purposes</li> <li>• Be prepared to develop and critically discuss marketing strategies as well as marketing content</li> </ul>
<b>Contents</b>	<p>In the Data Driven Marketing module students will develop marketing strategies and marketing content based on given cases.</p> <p>They will learn how to analyze data for marketing purposes (i.e. web analytics data, social media data etc.), develop data-based strategies and use marketing automation tools as well as generative AI to generate and distribute marketing content.</p>
<b>Media</b>	<p>Projector with laptop, flipchart, blackboard, in class exercises using different tools (i.e. marketing automations tools, generative AI tools) as well as in class readings and discussions.</p>
<b>Literature</b>	<p><i>Reading material will be announced during the seminar.</i></p>

### 3 Third Semester

#### 3.1 IM 301 Business Research Methods

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	Business Research Methods					
<b>Name of module engl.</b>	<b>Business Research Methods</b>					
<b>Module no.</b>	IM 301					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr. Burkhard Jaeger					
<b>Lecturer</b>	Dr. Patrick Harte					
<b>Allocation to study programme</b>	3 <sup>rd</sup> semester Master International Business					
<b>Frequency</b>	Summer semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	2 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	60 hours	30 hours	30 hours	Approx. 20 students		
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	2 SWS	2 SWS	-	-	-	-
<b>Prerequisites</b>	None					
<b>Assessment details</b>	Presentation (15-25 minutes)					
<b>Test performance</b>	Passed/failed					
<b>Required for pass</b>	Yes					

<b>Learning outcome</b>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• know the basic principles of research and writing</li> <li>• understand the phases of research processes</li> <li>• know the methods of empirical social and business research (e.g. observation, surveys, experiments or analysis of content)</li> <li>• value the pluralism of theories and methods</li> <li>• formulate a scientific hypothesis</li> <li>• carry out a critical evaluation of literature</li> <li>• design and implement a research and conduct a research project</li> </ul>
<b>Module content/syllabus</b>	<ul style="list-style-type: none"> <li>• the research process: <ul style="list-style-type: none"> <li>– formulating a research problem</li> <li>– conceptualising a research design</li> <li>– constructing an instrument for data collection</li> <li>– writing a research proposal</li> </ul> </li> <li>• researching philosophy ontology, axiology and methodology</li> <li>• reviewing literature</li> <li>• conducting research questions and/or hypothesis</li> <li>• research ethics</li> <li>• qualitative research methods – observation, interviewing and focus groups</li> <li>• quantitative research methods – surveys and questionnaires – statistical analytic methods</li> <li>• case studies</li> <li>• assessing reliability, validity and credibility</li> <li>• reporting and writing up research</li> </ul>
<b>Media</b>	Blackboard, projector and PC, flipchart
<b>Literature</b>	<p>Primary literature:</p> <ul style="list-style-type: none"> <li>• Bryman, A. and Bell, E.: Business Research Methods, Oxford, Oxford University Press 2018</li> </ul> <p>Additional sources/literature:</p> <ul style="list-style-type: none"> <li>• Type 'Springer Link' into Google, go to Books beginning with A, then at landing page type research methods in business and management and you will have access to a whole range of open access resource.</li> <li>• Saunders M, Lewis P &amp; Thornhill A. Research Methods for Business Students, 8th Ed, Prentice Hall, 2019.</li> <li>• Kvale S &amp; Brinkmann S. Interviews: Learning the Craft of Qualitative Research Interviewing, 2nd Ed, Sage, 2009.</li> </ul>



### 3.2 IM 302 Postgraduate Major Project/Master Thesis

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	Postgraduate Major Project/Master Thesis					
<b>Name of module engl.</b>	<b>Postgraduate Major Project/Master Thesis</b>					
<b>Module no.</b>	IM 302					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr. Martina Mitterhofer					
<b>Lecturer</b>	Various					
<b>Allocation to study programme</b>	3 <sup>rd</sup> semester Master International Business					
<b>Frequency</b>	Summer semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	24 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	720 hours	0 hours	720 hours			
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	-	-	-	-	-	-
<b>Prerequisites</b>	The student must have obtained a minimum of 30 ECTS points for a topic to be issued. Pass IM301 Business Research Method.					
<b>Assessment details</b>	Assignment (60 to 80 pages – text part)					
<b>Test performance</b>	Final grades					
<b>Required for pass</b>	Yes					

<b>Learning outcome</b>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• conduct an independent research project from the field of business administration</li> <li>• transfer previous knowledge to problems and challenges of the Master thesis</li> <li>• apply relevant research methods</li> <li>• discuss expert opinions critically</li> <li>• discuss the standard of knowledge in research</li> <li>• present work and findings in an academically adequate and comprehensive form</li> <li>• prove and document their findings based on scientific principles</li> <li>• explain in depth the relevant approaches and terminologies in one or more areas of the subject, describing current developments and taking up a critical position on them</li> <li>• select, apply and, if necessary, develop further methods that are suitable for solving the specialized problem in question</li> <li>• apply acquired knowledge and methods they have learnt in the course of their studies to complex and/or incompletely defined problems in a solution-oriented way</li> <li>• develop new scientific findings in the relevant study area and subject them to a critical assessment</li> </ul>
<b>Module content/syllabus</b>	Students work on an independent research project from the field of business administration or related areas.
<b>Media</b>	Blackboard, projector and PC, flipchart
<b>Literature</b>	Differs in the research topic. Relevant literature can be recommended by the supervisor.

### 3.3 IM 303 Thesis Colloquium

<b>Study programme</b>	Internationale Betriebswirtschaft/International Business					
<b>Degree</b>	Master					
<b>Name of module (SPO)</b>	Thesis Colloquium					
<b>Name of module engl.</b>	<b>Thesis Colloquium</b>					
<b>Module no.</b>	IM 303					
<b>Module language</b>	English					
<b>Module coordinator</b>	Prof. Dr. Martina Mitterhofer					
<b>Lecturer</b>	Prof. Dr. Martina Mitterhofer					
<b>Allocation to study programme</b>	3 <sup>rd</sup> semester Master International Business					
<b>Frequency</b>	Summer semester					
<b>Duration</b>	1 semester					
<b>Credits</b>	4 ECTS					
<b>Workload (h)</b>	<b>Total</b>	<b>Contact hours</b>	<b>Independent study hours</b>	<b>Planned group size</b>		
	120 hours	30 hours	90 hours	Approx. 20 students		
<b>Type of teaching (SWS)</b>	<b>Total</b>	<b>Lecture</b>	<b>Seminar</b>	<b>Group work</b>	<b>Internship</b>	<b>Project work</b>
	2 SWS	-	2 SWS	-	-	-
<b>Prerequisites</b>	Exposé and Application for Master Thesis (5-25 pages)					
<b>Assessment details</b>	Presentation 30-45 minutes					
<b>Test performance</b>	Final grades					
<b>Required for pass</b>	Yes					

<b>Learning outcome</b>	<p>After successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>• formulate and describe a research proposal</li> <li>• hypothesize contemporary issues or general topics</li> <li>• conceptualise a research design</li> <li>• describe major points of the research topic in an effective abstract</li> <li>• design and publish a scientific poster</li> <li>• give a short presentation and explain the contents and findings of their thesis to a non-expert academic audience</li> <li>• reply to questions from the audience related to the research topic</li> <li>• discuss issues that belong to the field of business administration in international content and are related to the topic of their theses</li> <li>• find solutions and defend their thesis in an academic discussion</li> </ul>
<b>Module content/syllabus</b>	<p>The students give a short presentation explaining aims, content and findings of their thesis. Arguments, content, methods and theories employed will be discussed with examiners and the academic audience.</p>
<b>Media</b>	<p>Blackboard, projector and PC, flipchart</p>
<b>Literature</b>	<p>Primary literature:</p> <ul style="list-style-type: none"> <li>• Kumar, R.: Research Methodology – a step-by-step guide for beginners, London, Sage 2014</li> <li>• McClain, Gary R.: Presentation, Avon, Mass., Adams Business, 2007</li> <li>• Wilder, Claudyne: Point, click &amp; wow! - the techniques and habits of successful presenters, San Francisco, Pfeiffer, 2008</li> </ul> <p>Additional sources/literature:</p> <ul style="list-style-type: none"> <li>• Baumgarth, C.: Empirische Mastertechniken, Wiesbaden 2009</li> <li>• Schwaiger, M./Meyer, A.: Theorien und Methoden der Betriebswirtschaftslehre, München 2009</li> <li>• TED talks (<a href="http://www.ted.com">www.ted.com</a>)</li> </ul>