

# Bachelor Program

## International Business

Module Descriptions  
Date: 15.12.2021

## **Content**

Objectives .....	1
Curriculum Overview .....	2
Introduction to Scientific Research Methods .....	3
Business Environment.....	7
Introduction to Management.....	11
Re-Thinking Management: Culture, Society, Ethics .....	15
Global Economy .....	20
Marketing: Creating Values, Relations and Markets .....	25
Social Responsible Business and Society.....	28
Cultural Studies .....	33
English as a Foreign Language 1 .....	37
German as a Foreign Language 1 .....	40
Basic Principles in Strategic Management .....	44
Transcultural Marketing.....	49
International Business Ventures.....	54
Exploring Consumer Culture .....	59
Sustainable Development .....	62
Intercultural Business Communication .....	67
English as a Foreign Language 2.....	73
German as a Foreign Language 2 .....	77
Resources: Financial Resources, Human Resources, Organization.....	81
Introductory Company Project.....	86
Global Value Supply Chains.....	91
Marketing Strategy, Implementation and Controlling.....	95
Sustainable Entrepreneurship & Social Innovation .....	100
Intercultural Human Resources Development.....	106
Arabic 1 .....	108
Chinese 1 .....	111
French 1 .....	114
Italian 1.....	118
Russian 1 .....	121
Spanish 1 .....	123
Managerial Accounting.....	127
Advanced Project .....	131
International & Sustainable Finance.....	134
Digital Channel Management.....	139

Circular Economy & Lifecycle Management.....	142
Diversity and Management.....	145
Arabic 2 .....	149
Chinese 2 .....	151
French 2 .....	153
Italian 2.....	157
Russian 2 .....	160
Spanish 2 .....	162
Change and Innovation .....	166
Current Issues in ReThinking Management and Society.....	169
Current Issues in International Business.....	172
Marketing Elective .....	175
Current Issues in International Sustainability Management.....	177
Contemporary Society.....	179
Area Studies.....	182
Arabic 3 .....	186
Chinese 3 .....	188
French 3 .....	190
Italian 3.....	194
Russian 3 .....	197
Spanish 3 .....	199
Internship .....	203
Bachelor Thesis including its Defense.....	206
Appendix .....	208

## **Objectives**

The educational objective of the study program "International Business" is to acquire the competence to penetrate, critically analyze, evaluate, and interpret economic issues in an international context with the help of scientific theories, principles and methods. Based on the knowledge of the specifics of international business, graduates are able to act competently, appropriately and effectively as well as sustainably and ethically reflected, to open up markets and resources, to develop organizations, to perform relevant management functions and to take on actively shaping roles and responsibilities in teams.

The focus is on a differentiated acquisition of competencies in general management (analysis, planning, implementation, control/feedback and innovation) as well as specifically in the international aspects of the entrepreneurial functional areas of marketing, operations and finance on the one hand and the macroeconomic, cultural and political framework conditions of corporate activity in different geographical regions on the other. This is supplemented by language competence in two foreign languages and the practiced ability to put this into practice in corporate projects and in the compulsory internship.

In addition to the compulsory modules in International Business, students can choose one of three specializations: Intercultural Management, Responsible Business, or Marketing. In each specialization, the first step is to acquire specific (management) knowledge, then to analyze practice-oriented case studies based on these perspectives in order to develop specific strategies from the combination of theoretical and practical knowledge, to deepen self-selected focal points and, in the final step, to deconstruct or reconstruct existing strategies after reflecting on current developments.

An integral part of the objective is a distinctive personality development oriented towards ethical-normative questions and social implications and consequences of one's own actions.

## Curriculum Overview

Code	Title	M/CE	Semester						Total			Assessment	Weight
			1	2	3	4	5	6	H/W	Self	ECTS		
SCIE	Introduction to Scientific Research Methods	M	4	4					3+3	156	8	Learner's Portfolio	4,0%
BENV	Business Environment	M	4	4					3+3	156	8	Case Study	4,0%
IMAN	Introduction to Management	M	5						3	108	5	Written Exam 240'	2,5%
RTMA	Re-Thinking Management: Culture, Society & Ethics	M	5						3	108	5	Pass/Fail	2,5%
GECO	Global Economy	M	4						3	78	4	Written Exam	2,0%
SPEC1	Specialization Module 1	M	4						3	78	4		2,0%
MVRM	Marketing: Creating Values, Relations & Markets	CE										Essay	
SRBS	Social Responsible Business & Society	CE										Essay	
CUST	Cultural Studies	CE										Written Exam 120'	
EFL1/ GER1	English as a Foreign Language 1 / German 1	M	4						4	64	4	WE 90'; Test	2,0%
STRA	Basic Principles in Strategic Management	M		5					4	108	5	Presentation	2,5%
TRAM	Transcultural Marketing	M		5					3	108	5	Präsentation	2,5%
IVEN	International Business Ventures	M		4					3	78	4	Written Exam 90'	2,0%
SPEC2	Specialization Module 2	M		4					3	78	4		2,0%
EXCC	Exploring Customer Culture	CE										Written Exam 90'	
SUDE	Sustainable Development	CE										Essay	
ICBC	Intercultural Business Communication	CE										Written Assignment	
EFL2/ GER 2	English as a Foreign Language 2 / German 2	M		4					4	64	4	WE 90'; Test	2,0%
RESO	Resources: Financial Resources, HR, Organization	M			6				6	96	6	Presentation	3,0%
IPRO	Introductory Company Project	M			6				6	96	6	Project Work	3,0%
VALS	Global Value Supply Chain	M			6				3	138	6	Written Exam 120'	3,0%
SPEC3	Special Module 3	M			6				3	138	6		3,0%
MSIC	Marketing Strategy, Implementation and Controlling	CE										Seminar Paper	
SENT	Sustainable Entrepreneurship & Social Innovation	CE										Presentation	
IHRD	Intercultural HR Development	CE										Essay	
FL1	Foreign Language 1	CE			6				4	124	6	Exam. 90; Test	3,0%
MACC	Managerial Accounting	M				6			4	124	6	Written Exam 180'	3,0%
APRO	Advanced Company Project	M				6			4	124	6	Project Work	3,0%
IFAS	International & Sustainable Finance	M				6			3	138	6	Seminar Paper	3,0%
SPEC4	Special Module 4	M				6			3	138	6		3,0%
DMCA	Digital Channel Management	CE										Learner's Portfolio	
CELM	Circular Economy & Lifestyle Management	CE										Written Assignment	
DIMA	Diversity & Management	CE										Written Assignment	
FL2	Foreign Language 2	CE				6			4	124	6	Exam. 90; Test	3,0%
CHIN	Change and Innovation	M					6		3	138	6	Learner's Portfolio	3,0%
CIRM	Current Issues in Rethinking Management and Society	M					6		3	138	6	Written Assignment	3,0%
CIIB	Current Issues in International Business	M					6		3	138	6	Essay	3,0%
SPEC5	Current Issues in Specialization	M					6		3	138	6		3,0%
MELE	Marketing Elective	CE										Depends	
CISM	Current Issues in Int. Sustainability Mgmt.	CE										Depends	
CSOC	Contemporary Society	CE										Depends	
FL3	Foreign Languages 3 / Area Studies	CE					6		3	138	6	Depends	3,0%
INTS	Internship	M						18		540	18	Internship Analysis	9,0%
BACH	Bachelor Thesis	M						12		360	12	Bachelor Thesis + Defence	16,0%

M/CE = Mandatory/Compulsory Elective

FL 1, FL 2, FL 3: Arabic, Chinese, French, Italian, Russian, or Spanish

## **Introduction to Scientific Research Methods**

**Status: July 2021**

Modul-Nr./ Code	SCIE
Module title	Introduction to Scientific Research Methods
Semester or trimester	1st and 2nd Semester
Duration of module	Two Semesters
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Every Year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	The module is applicable to all bachelor programs at Karlshochschule. It provides the methodological preparation to all modules.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Prof. Dr. Robert Lepenies
Teaching language	English
Number of ECTS credits	8
Total workload and its composition (e.g. self-study + contact time)	Total workload = 240 Hours (Contact Hours per Semester = 42 Hours, Self-Study per Semester = 78 Hours)  (Total contact hours = 84 Hours, Total Self-Study = 156 Hours)
Hours per week (SWS)	3 SWS per Semester
Assessment type / requirement for the award of credits	The Assessment type is a Learners Portfolio according to § 14 (7)

	Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	4 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able: <ol style="list-style-type: none"> <li>1. to understand different approaches of science and epistemology</li> <li>2. to explain the connection between science theory and standards of scientific work in social sciences</li> <li>3. to apply working techniques of scientific work</li> <li>4. to carry out procedures of qualitative and quantitative data collection and analysis</li> <li>5. to communicate scientifically appropriate and effective</li> <li>6. to present results effectively</li> <li>7. to facilitate critical thinking, project management and conflict-solving in small teams</li> </ol>
Content of the module	<ol style="list-style-type: none"> <li>1. The nature of science <ol style="list-style-type: none"> <li>1. Epistemological perspectives</li> <li>2. History of science</li> <li>3. Intertextual discourse</li> <li>4. Referencing</li> </ol> </li> <li>2. Qualitative data collection <ol style="list-style-type: none"> <li>1. Observation</li> <li>2. Interviews</li> <li>3. Discourse analysis</li> <li>4. Audiovisual Analysis</li> </ol> </li> <li>3. Qualitative data analysis <ol style="list-style-type: none"> <li>1. Coding procedures</li> <li>2. Theory-building</li> </ol> </li> <li>4. Quantitative data collection <ol style="list-style-type: none"> <li>1. Theoretical models and hypotheses</li> <li>2. Operationalisation and measurement</li> <li>3. Sampling and data collection</li> </ol> </li> <li>5. Quantitative data analysis <ol style="list-style-type: none"> <li>1. Descriptive analysis</li> <li>2. Inferential analysis (ANOVA, regression)</li> </ol> </li> </ol>

	6. Presenting scientific work (posters, presentations, papers)
	Content will be presented video-based on an online learning platform, sessions used for Q&A, practicing methods, group work and mentoring
Specials (e.g. online part, practice visits, guest lectures, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (provided via Moodle):</u></p> <p><b>Jäger, Siegrid &amp; Maier, Florentine</b> (2016). Analysing Discourses and Dispositives. A Foucauldian Approach to Theory and Methodology. In: Wodak, Ruth &amp; Michael Meyer . Methods of Critical Discourse. SAGE: London, 109-136.</p> <p><b>Kozinets, Robert V.</b> (2002). The Field behind the Screen: Using Netnography for Marketing Research in Online Communities, Journal of Marketing Research, 39 (1), 61-72.</p> <p><u>Recommended reading:</u></p> <p><b>Creswell, John W. &amp; Poth, Cheryl, N.</b> (2018). Qualitative Inquiry and Research Design: Choosing Among Five Approaches. Sage Publications Inc: California.</p> <p><b>Crotty, Micheal</b> (2015). The Foundations of Social Research. Sage Publications: London.</p> <p><b>Donovan, Todd &amp; Hoover, Kenneth R.</b> (2015). The Elements of Social Scientific Thinking. Wadsworth Cenage Learning: USA</p> <p><b>Evergreen, Stephanie</b> (2018). Presenting Data Effectively. Sage Publications Inc.: California.</p> <p>Flick, Uwe (2017). The SAGE Qualitative Research Kit. SAGE: London. (special</p>



	<p>focus on Doing Interview, Doing Ethnography, Analyzing Qualitative Data, Doing Grounded Theory) Klotz, A. and Prakash, D. (eds.) (2008) <i>Qualitative Methods in International Relations: A Pluralist Guide</i>. Hampshire: Palgrave Macmillan</p> <p><b>Koepsell, David</b> (2017). Scientific Integrity and Research Ethics: An Approach from the Ethos of Science (SpringerBriefs in Ethics). Springer: Switzerland</p> <p><b>Malecka, M. and Lepenies, R.</b>, 2018. Is the Behavioral Approach a Form of Scientific Imperialism?: An Analysis of Law and Policy. Scientific Imperialism Exploring the Boundaries of Interdisciplinarity, edited by Uskali Mäki, Adrian Walsh, Manuela Fernández Pinto. Routledge Studies in Science, Technology and Society. pp. 254-273.</p> <p><b>Patten, Mildred L. &amp; Newhart, Michelle</b> (2018). Understanding Research methods, Routledge: New York.</p> <p><b>Yin, Robert.</b> (2016) Qualitative Research from Start to Finish. The Guilford Press: New York.</p> <p><b>Saldana, Johnny.</b> (2016). The Coding Manuel for Qualitative Researchers. Sage Publications Ltd: London.</p>
--	--

## **Business Environment**

**Status: September 2021**

Modul-Nr./ Code	BENV
Module title	Business Environment
Semester or trimester	1st & 2nd Semester
Duration of module	2 Semesters
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Every academic year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (analyze) and has particular references to IMQM, STRA (plan), RESO (do), MACC (check), CHIN (act), to selected modules of the specialization pillars and modules like RTMA.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Stefan Jäger
Teaching language	English
Number of ECTS credits	8
Total workload and its composition (e.g. self-study + contact time)	Total workload = 240 Hours (Contact hours = 84 hours, Self-study = 156 hours)
Hours per week (SWS)	6
Assessment type / requirement for the award of credits	Test § 14 (3) CER Presentation

	<p>§ 14 (9) CER Case Study at the end of the 2nd semester § 14 (12) CER</p>
Weighting of the grade within the total grade	<p>4 % Grading according to §§ 19 &amp; 20 Course and Examination Regulation (CER); see appendix.</p>
Qualification objectives of the module	<p>Students who have successfully completed this module are able:</p> <ul style="list-style-type: none"> <li>- to describe political, economic, socio-cultural, technological, ecological and legal factors influencing entrepreneurial and business activity at local, regional, national and international level and their interactions,</li> <li>- to present, classify and interpret current economic problems and the essential theoretical approaches and models of macroeconomics,</li> <li>- to present the basic framework conditions, actors, institutions and instruments of (economic) political action and to critically interpret political decisions on the use of social resources,</li> <li>- to describe the importance of the legal system for entrepreneurial action in a national and international context and to solve entrepreneurial design tasks with the means of private, commercial, trade and labor law and</li> <li>- to perform a PESTEL analysis to explain opportunities and threats for businesses.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Political, economic, social, technological, ecological and legal framework conditions for entrepreneurial activity</li> <li>– Institutions, instruments and objectives of economic policy</li> <li>– The importance of political institutions and relationships for entrepreneurship</li> <li>– Economic systems</li> <li>– Basic concepts of economics</li> </ul>

	<ul style="list-style-type: none"> <li>– Life cycle analysis and national accounts</li> <li>– Development of economic indicators</li> <li>– Main areas of macroeconomics</li> <li>– Social and demographic context of entrepreneurial activity</li> </ul> <p>Law as an element of order in social coexistence and as a location factor (German context)</p> <p>Public law: guarantee of freedom and reliable framework conditions</p> <p>Forms of private law design in an entrepreneurial context, e.g.:</p> <p>Principles of purchase contract law</p> <p>Principles of contract for work and services law</p> <p>Principles of company law</p> <p>Principles of commercial law</p> <p>Principles of labor law</p> <p>Comparison of different legal cultures and (legal) forms of cross-border action</p> <p>PESTEL-Analysis</p>
Teaching and learning methods of the module	<p>Combination of interactive lecture, practice, self-study:</p> <p>Interactive Lecture (Instruction)</p> <p>Exercise with case studies on location decisions and country analyses (guided construction by students)</p> <p>Self-study for independent preparation and follow-up (design and reflection)</p>
Specials (e.g. online part, practice visits, guest lectures, etc.)	<p>Case studies, business games, simulation, excursions to political institutions or companies with current location decisions</p> <p>Examples of the topics of guest lectures by international experts are "Effects of economic and political developments on international security and political and economic relations" (e.g. "Politics and international security (POL&amp;IS)")</p>
Literature (Required reading/supplementary recommended reading)	<p><b><u>Required reading:</u></b></p> <p><b>Morrison, Janet (2017):</b> The Global Business Environment: Challenges and Responsibilities. The Global Business Environment: Challenges and Responsibilities</p> <p><b>Wetherly, Paul; Otter, Doron (2018):</b></p>

	<p>The Business Environment. Themes and Issues in a Globalizing World. 4th Revised edition Oxford University Press</p> <p><b><u>Additional Reading</u></b></p> <p><b>Johnson, G., Scholes, K., Whittington, R.</b> (2011): Exploring corporate Strategy: text &amp; cases. 9. ed., Financial Times Prentice Hall.</p> <p><b>Gassner, Michael</b> (2009): PESTEL – Strategie zur Beherrschung externer Risiken, in: Lutz Becker (Hg.), Digitale Fachbibliothek Management und Führungspraxis, Düsseldorf: Symposion.</p> <p>Additional handouts maybe given in class.</p>
--	--

## **Introduction to Management**

**Status: September 2021**

Modul-Nr. / Code	IMAN
Module title	Introduction to Management
Semester or trimester	1 <sup>st</sup> Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module forms the general foundation for the Management Cycle and has particular references to BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act) and to other specialization and modules like RTMA.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Ronald Hartz
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Assessment type / requirement for the award of credits	Written Exam 240' at the end of the semester § 14 (2) CER

Weighting of the grade within the total grade	2.5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> <li>- Describe basic management issues and their importance, tasks and roles of the manager in the context of different organizations from different perspectives.</li> <li>- to define and distinguish the main actors and institutions of entrepreneurial activity and to explain their interaction</li> <li>- differentiate general and functional as well as normative, strategic and operational management into goals and tasks</li> <li>- to present the concept of the value chain and to distinguish the primary, controlling and supporting processes of the value chain (according to M. E. Porter)</li> <li>- to describe management as a cross-sectional function for planning, controlling and monitoring the use of resources and the interaction of functional functions on the basis of the PDCA cycle</li> <li>- to distinguish which management situations can best be managed with the help of which methods (analytical, quantitative, qualitative, interpretative)</li> <li>- identify the financial flows along the value chain and describe the importance and principles of accounting, financing and investment appraisal</li> <li>- to solve management tasks in an integrated manner with the help of qualitative and quantitative methods</li> <li>- to apply what they have learned to current issues and selected case studies and to question them critically, also with regard to their own location in their studies.</li> </ul>

Content of the module	<ul style="list-style-type: none"> <li>– Historical development of management and selected management concepts</li> <li>– The multifunctional socio-technical system enterprise, represented by the value chain according to M. E. Porter</li> <li>– Objectives and tasks of general and functional management as well as project management</li> <li>– The normative, strategic and operational level of management</li> <li>– Roles, tasks and competencies in management and their critical reflection from a culturalist-constructivist perspective</li> <li>– The resources of the company and the situational use of management instruments, in particular target setting, planning, organisation/delegation and control under conditions of complexity and ambiguity</li> <li>– Basic knowledge of finance</li> <li>– Principles of internal and external accounting (according to HGB and IFRS)</li> <li>– understanding of investment and company valuation</li> <li>– Qualitative and quantitative methods for solving management tasks (e.g. qualitative methods for analyzing organization, culture, employee motivation and quantitative methods e.g. for determining the present value, the earnings value or the cost, revenue, demand, price sales and profit functions)</li> </ul>
Teaching and learning methods of the module	Interactive lecture, exercises for the application of qualitative and quantitative methods to management tasks; case studies
Specials (e.g. online part, practice visits, guest lectures, etc.)	The lecture is designed as a integrated teaching unit where qualitative and quantitative methods are taught in an integrated manner in connection with the respective management tasks. Individual methods are further developed and practiced in the Scientific Methods (WISS) module and in separate tutorials.



<p>Literature (Required reading/supplementary recommended reading)</p>	<p><b><u>Required reading:</u></b></p> <p><b>Daft, Richard and Marcic, Dorothy (2017).</b> Understanding Management. Cenange Learning: USA.</p> <p><b>Pfriem, Reinhard (2011):</b> Eine neue Theorie der Unternehmung für eine neue Gesellschaft. Metropolis: Marburg (selected texts translated into English)</p> <p><b><u>Supplementary recommended reading:</u></b></p> <p><b>Brealey, Richard A., Myers, Stewart, Allen, Franklin (2011):</b> Principles of Corporate Finance. Concise ed., 2. ed., New York: McGraw-Hill Education.</p> <p><b>Creswell, John. W. and Creswell, J. David. (2018).</b> Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 5<sup>th</sup> ed., Sage Publishing: LA.</p> <p><b>Gary Clendenen, Stanley A. Salzman.</b> 2015. Mathematics for Business. Pearson: Boston.</p> <p><b>Porter, M. E., &amp; Kramer, M. R. (2019).</b> Creating shared value. In Managing Sustainable Business (pp. 327-350). Springer, Dordrecht.</p> <p><b>Porter, M. E. (2001).</b> The value chain and competitive advantage. Understanding business: Processes, 50-66.</p> <p>Additional Handouts may be given in class</p>
--	--

## **Re-Thinking Management: Culture, Society, Ethics**

**Status: September 2021**

Modul-Nr./ Code	RTMA
Module title	Re-Thinking Management: Culture, Society, Ethics
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module forms the general foundation for the Management Cycle and has particular references to BENV (analyze), STRA (plan), RESO (do), MACC (check), CHIN (act) and to other specialization and modules like IMAN. At the same time, it prepares students for the main areas of study and explains the integrative context of the course of study.
Person responsible for the module	Prof. Dr. Michael Zerr
Name(s) of the instructor(s)	Prof. Dr. Michael Zerr
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact hours = 42 hours, Self-study = 108 hours)
Hours per week (SWS)	3
Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten	Prerequisite for passing the module (passed / failed) and the awarding of credit points is

	the regular participation and processing of the accompanying reflection tasks.
Weighting of the grade within the total grade	not applicable
Qualification objectives of the module	<p>Students who have successfully completed this module are able:</p> <ul style="list-style-type: none"> <li>- To understand the connection between knowledge and interest</li> <li>- Interpret the theoretical and practical contingency of management and knowledge about leadership and leadership practices and their historical and cultural conditionality</li> <li>- Classify management in a discourse context of instrumental rationality, feasibility, technocratic-bureaucratic formalization and quantification, alienation as well as power and control, exploitation and dominance.</li> <li>- To make the "Cultural Turns" conceptually and methodologically fruitful for analysis and understanding of management and leadership practice</li> <li>- To distinguish different positions, approaches, concepts, discourses and schools from business ethics from philosophical, economic and practical points of view and to present their statements and significance to the relationship between ethics and economics</li> <li>- To critically question the "autonomy" and determinacy of economic action and the "normativity of economic factual logic" with regard to ethical claims and to reflect on the possibilities of a reintegration of practice, poetry and phronesis</li> <li>- To reflect on their own study goals and personal motivations for a professional activity in management, to identify the cultural and social conditionality of their own thinking, learning and acting and to reflect on the connection between "group, topic,</li> </ul>

	<p>ego and globe" within the framework of a moderated topic-centered interaction.</p> <p>- To experience and interpret different modes of "sensing" and "sense-making" in oneself and in "others" and to integrate them in the sense of holistic personality development</p> <p>- to reflect, understand and interpret the integrative context of the programme with regard to its importance for their own professional development and lifelong learning</p>
Content of the module	<ul style="list-style-type: none"> <li>– Historical development and contingency of the economic system and organizations</li> <li>– Individual, sociality, (inter-)relation and institutions <ul style="list-style-type: none"> <li>o Methodological individualism</li> <li>o Methodological holism</li> <li>o Mediating approaches</li> <li>o Relational approaches, network theories</li> <li>o Institutional theories, logic, practices</li> </ul> </li> <li>– Definition and historical outset of the management concept, relationship between modernity and management</li> <li>– Critical management perspectives, approaches and concepts, critical reflection of the management cycle/theory/functions</li> <li>– The Cultural Turns, in particular Interpretive, Performative, Practice, Spatial, Postcolonial, Narrative, Relational and Integral Turn</li> <li>– Basics, application and contribution of the discourse theory in understanding individual, organisational and societal actions, attitudes and phenomena</li> <li>– Introduction to the gender theory, feminism and the intersectional theory</li> <li>– Introduction to ethics: Virtue ethics, deontological approaches, consequentialism, ethics of discourse</li> <li>– Business ethics such as Homann, Wieland, Ulrich</li> <li>– Relationship between ethics, organising and and economic activity: levels of</li> </ul>

	<p>responsibility, system levels and levels of integration</p> <ul style="list-style-type: none"> <li>– Importance and application of ethics in organization, leadership and management</li> <li>– Digitalisation ethics</li> <li>– Corporate Social Responsibility</li> <li>– Integrative context and content of the programme</li> <li>– Models for personal reflection and self-organising</li> </ul>
Einführung	Interactive lectures, independent study of texts, classroom discussions, individual and group exercises, moderated reflection
Specials (e.g. online part, practice visits, guest lectures, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Alvesson, M., Bridgman, T. and Willmott, H.</b> (2009) (Eds.). c. Oxford University Press. Ch. 2, 7, 15.</p> <p><b>Bachmann-Medick, D.</b> (2016). <i>Cultural Turns: New Orientations in the Study of Culture</i>. Berlin/Boston: Walter de Gruyter. Ch. 1-2.</p> <p><b>Burr, V.</b> (1995) <i>An Introduction to Social Constructionism</i>. London: Routledge. Ch. 2-4, 9.</p> <p><b>Ladkin, D.</b> (2015). <i>Managing Ethical Dimensions in Organisations. A Self-Reflective Guide to Developing Ethical Astuteness</i>, London: Elgar</p> <p><i>The Principles for Responsible Management Education (PRME)</i> website:  <a href="http://www.unprme.org">www.unprme.org</a></p> <p><u>Recommended readings:</u></p> <p>Banerjee, S.B. (2021): <i>Decolonizing Management Theory: A Critical Perspective</i>,</p>

	<p>Journal of Management Studies, doi: 10.1111/joms.1276</p> <p><b>Habermas, J.</b> (1987). <i>Knowledge and Human Interests</i>. Boston: Polity Press.</p> <p><b>Küpers, W., Sonnenburg, S., and Zierold, M.</b> (2017). ReThinking Management. In W. Küpers, S. Sonnenburg and M. Zierold (Eds.) <i>ReThinking Management: Perspectives and Impacts of Cultural Turns and Beyond</i> (pp. 11-30). Wiesbaden: Springer VS.</p> <p><b>Lindsay, L.</b> (2015). The Sociology of Gender: Theoretical Perspectives and Feminist Frameworks in L. Lindsay, <i>Gender Roles: A Sociological Perspective</i> (pp. 1-21). New York and Oxfordshire: Routledge.</p> <p><b>Painter-Morland, M. and Ten Bos, R.</b> (2011). (Eds.) <i>Business Ethics and Continental Philosophy</i> (pp. 15-36). Cambridge: Cambridge University Press.</p> <p><b>Stanwick, P. A.</b> (2014). <i>Understanding Business Ethics</i>. Los Angeles, Sage.</p> <p><b>Tietze, S.</b> (2008) Spreading the management gospel—in English. In S. Tietze (Ed.) <i>International Management and Language</i> (pp. 85-98). New York and Oxfordshire: Routledge.</p>
--	---

## **Global Economy**

**Status: August 2021**

Module-Nr./ Code	GECO
Module title	Global Economy
Semester or trimester	1 <sup>st</sup> semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is applicable to the study programs "International Business", "International Relations", "Politics, Philosophy and Economics", "Citizenship and Civic Engagement" and "Globalization, Governance and Law". It has interconnections to most other modules in these study programs, especially the modules Sustainable Development (SUDE), Area Studies (ARST), International Collaboration (ICOL) as well as to Cultural Studies (CUST), INIR, INOR, Ethics, FPAN, ECIN, JHCR, SIEM.
Person responsible for the module	Prof. Dr. Robert Lepenies

Name(s) of the instructor(s)	Prof. Dr. Robert Lepenies Dr. Hubert Hieke
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The Assessment type of this module is a Written Examination of 120 minutes according to § 14 (2) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ol style="list-style-type: none"> <li>1. outline the history of globalization from a critical perspective</li> <li>2. differentiate orthodox and heterodox economic approaches and outline their epistemological and ideational foundations</li> <li>3. apply orthodox and heterodox theories and models that facilitate the analysis of international economic activity and policy</li> <li>4. identify their respective challenges, obstacles and limitations</li> <li>5. denominate and present the processes of globalization from an interdisciplinary perspective, and the implications for business, politics and civil society</li> </ol>
Content of the module	The course content includes: <ul style="list-style-type: none"> <li>– Globalisation: What is it all about? Noneconomic versus Economic Perspective. Indicators of</li> </ul>



	<p>Globalisation.</p> <ul style="list-style-type: none"> <li>– Models of International Trade. Absolute and Comparative Advantage. Gains from Trade.</li> <li>– Trade Regulation: Tariffs, Permits, Externalities. Non-Economic Regulations.</li> <li>– The origins of money and debt</li> </ul> <p>International finance</p> <ul style="list-style-type: none"> <li>– Strategies of economic development</li> <li>– Balance of Payments. Regional and Global Trade Imbalances. Issues and Implications of International (Non-) Competitiveness.</li> <li>– Environmental Issues such as Climate Change. Social Welfare - Race to the Bottom? Poverty and Equity. International Migration.</li> <li>– Winners and Losers of Globalisation? Local-National-International-Global? Post-Growth? Limits to Growth? Has Economics gone too far?</li> <li>– Economic policy I: fiscal and monetary</li> <li>– Economic policy II: trade and income</li> <li>– Beyond Globalization?</li> </ul> <p>1.</p>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	-
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Mitchell, W., Wray, R. &amp; Watts, M. (2019).</b> Macroeconomics. London: Red Globe Press.</p> <p><b>Osterhammel, J., &amp; Petersson, N. P. (2005).</b> <i>Globalization: A Short History</i>. Princeton: Princeton University Press.</p> <p><b>Krugman, Paul; Obstfeld, Maurice; Melitz, Marc J. (2011):</b> International Economics: Theory &amp; Policy. 9. ed., Boston (u.a.): Pearson.</p>

	<p><u>Optional Reading:</u></p> <p>Collier Paul 2018) <i>The Future of Capitalism: Facing the New Anxieties</i>. Allan Lane 2018, <a href="#">ISBN 978-0241333884</a>.</p> <p><b>Keynes, J. M. (1933)</b>. National Self-Sufficiency. <i>The Yale Review</i>, 22(4), 755–769.</p> <p><b>Kishore, V. (2014)</b>. Ricardo's Gauntlet: Economic Fiction and the Flawed Case for Free Trade, New York: Anthem Press</p> <p><b>Maddison, A. (2007)</b>. <i>Contours of the World Economy 1-2030 AD: Essays in Macro-Economic History</i>. Oxford University Press.</p> <p><b>Minsky, Hyman P. (1983)</b>, "Monetary Policies and the International Financial Environment" Hyman P. Minsky Archive. 377. <a href="https://digitalcommons.bard.edu/hm_archive/377">https://digitalcommons.bard.edu/hm_archive/377</a></p> <p><b>Priewe, J. (2015)</b>. Eight strategies for economic development in comparison, IPE working paper 53/2015, <a href="https://www.econstor.eu/bitstream/10419/113286/1/832554553.pdf">https://www.econstor.eu/bitstream/10419/113286/1/832554553.pdf</a></p> <p><b>Samuelson, P. A. (2004)</b>. Where Ricardo and Mill rebut and confirm arguments of mainstream economists supporting globalization. <i>The Journal of Economic Perspectives</i>, 18(3), 135–146H.</p> <p><b>Sharma, Ruchir (2012)</b>: Breakout Nations: in Pursuit of the Next Economic Miracles. New York (u.a.): Norton.</p> <p><b>Sitkin, Alan; Bowen, Nick (2013)</b>: International business: Challenges &amp; Choices. 2. ed., Oxford: Oxford Univ. Press.</p> <p><b>Stutz, Frederick P. (2007)</b>: The world economy: resources, location, trade and development. 5. ed., Boston (u.a.): Pearson.</p> <p><b>Tomlinson, J. (1994)</b>. A Phenomenology of Globalization? Giddens on Global Modernity. <i>European Journal of Communication</i>, 9(2),</p>
--	--

	<p>149–172.</p> <p><a href="http://doi.org/10.1177/0267323194009002003">http://doi.org/10.1177/0267323194009002003</a></p> <p><b>Wray, R. (2010).</b> Money. Levy Economics Institute working paper 647, <a href="http://www.levyinstitute.org/pubs/wp_647.pdf">http://www.levyinstitute.org/pubs/wp_647.pdf</a></p>
--	--

## **Marketing: Creating Values, Relations and Markets**

**Status: September 2021**

Module-Nr./ Code	MVRM
Module title	Marketing: Creating Values, Relations and Markets
Semester or trimester	1 <sup>st</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is related to IMAN and BENV and provides a basis for later modules in the marketing specialization.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Marcel Krenz
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER
Weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– define the subject of marketing and the underlying theoretical concepts (e.g., value-based marketing, relationship marketing, market orientation)</li> <li>– discuss major developments in marketing theory and marketing practice (especially historic development of thoughts) and different disciplinary (economic, technological, psychological, sociological) approaches</li> <li>– reflect the embeddedness of values, relations and market dynamics in cultural contexts</li> <li>– know the relevant fields of actions and job profiles in strategic marketing</li> <li>– reflect marketing practice from the perspective of cultural turns</li> </ul>
Content of the module	<ol style="list-style-type: none"> <li>1. Marketing Skills (visionary skills, relationship skills, analytical skills)</li> <li>2. Marketing theory (value-based approach, generic concept, market orientation)</li> <li>3. Introduction into consumer behavior and market research</li> <li>4. Introduction into strategic marketing (segmentation, positioning, targeting)</li> <li>5. Marketing Channels: Pricing &amp; Distribution</li> <li>6. Integrated communication</li> <li>7. Relations, Interactions and Relationship marketing</li> <li>8. Sustainable Marketing („Environmental Imperative“)</li> <li>9. Creating Markets and Market System Dynamics</li> <li>10. Excursion: Marketing Challenges in Organizations</li> <li>11. Practical Case Study: Doing Marketing</li> <li>12. Essay Writing Training</li> </ol>
Teaching and learning methods of the module	Interactive lectures, group work, case studies, text readings/discussions

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p>Required literature:</p> <p><b>Bohnenkamp B.</b> (2017). ReThinking Studying Marketing. In: Küpers W., Sonnenburg S., Zierold M. (eds) <i>ReThinking Management. Management – Culture – Interpretation</i>. Springer VS, Wiesbaden.</p> <p><b>Doyle, P.</b> (2000). Value-based marketing. <i>Journal Of Strategic Marketing</i>, 8(4), 299-311.</p> <p><b>Giesler, M., Fischer, E.</b> (2016). Market system dynamics. <i>Marketing Theory</i> 17 (1), 3-8.</p> <p><b>Kotler, Philip et al.</b> (2011). Grundlagen des Marketing. 5.Aufl., München: Pearson Studium (Auszüge).</p> <p><b>Kotler, P.</b> (1972). A generic concept of marketing. <i>Journal of Marketing</i> 36 (2), 46-54.</p> <p><b>Morgan, R., &amp; Hunt, S.</b> (1994). The Commitment-Trust Theory of Relationship Marketing. <i>Journal of Marketing</i>, 58 (3), 20-38.</p> <p>Recommended reading:</p> <p><b>de Oliveira Santini, F., Ladeira, W. J., Pinto, D. C., Herter, M. M., Sampaio, C. H., &amp; Babin, B. J. (2020).</b> Customer engagement in social media: a framework and meta-analysis. <i>Journal of the Academy of Marketing Science</i>, 48, 1211-1228.</p> <p><b>Stevens, L., Maclaran, P., &amp; Brown, S. (2019).</b> An embodied approach to consumer experiences: the Hollister brandscape. <i>European Journal of Marketing</i>.</p>

## **Social Responsible Business and Society**

**Status: September 2021**

Module-Nr. / Code	SRBS
Module title	Social Responsible Business and Society
Semester or trimester	2nd Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of SUDE is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the IB program, Sustainable Development & Responsible Business pillar
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Prof. Dr. Ella Salome Roininen
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– cover relevant theories that impact this field like Max Weber theory of social development, stakeholder theory, agency theory, institutional theory; Corporate Constitutionalism and Corporate Citizenship.</li> <li>– appreciate the need for the social responsibility of business and society in light of the SDGs, corporate governance and ethics.</li> <li>– differentiate between CSR greenwashing, legal requirements, policy incentives, socially driven purpose and the role of religion (zakat) in organizations/culture.</li> <li>– debate the conflicting claims of Global South versus Global North on economic gains versus environmental protection</li> <li>– analyze the role of impact funds and socially responsible investments in social innovation and grassroots sustainable development</li> <li>– explain responsible competitiveness, brokerage, value co-creation and the role of PPP.</li> <li>– apply the theory of change and find impact measurement tools for case scenarios presented.</li> </ul>
Content of the module	<p>The course content includes:</p> <p>Basics of socially responsible business</p> <ul style="list-style-type: none"> <li>- Definitions, background, ethics</li> <li>- Theoretical foundations and key concepts</li> <li>- Push and pull factors for social responsibility</li> <li>- Social and cultural context for CSR</li> <li>- Debates, controversies and critical voices</li> </ul>



	<p>Corporate citizenship, community and politics</p> <ul style="list-style-type: none"> <li>- Strategies and policies at the local and global level and their implications</li> <li>- The role of stakeholders, PPP and community organizing</li> <li>- Global imbalances and conflicts in social responsibility - interdependencies between global trade, inequalities between regions, (non)competitive advantages, regulation and the environment degradation</li> <li>- The role of religions, values and belief systems</li> </ul> <p>Managing socially responsible business</p> <ul style="list-style-type: none"> <li>- Company culture and leadership</li> <li>- Corporate governance</li> <li>- Management system</li> <li>- Strategy and innovation</li> <li>- Value creation, impact measurement and impact investing</li> </ul> <p>Case studies on socially responsible business and society</p> <ul style="list-style-type: none"> <li>- e.g. on company operations, production, product ethics and lifecycle, corporate citizenship and community involvement</li> </ul> <p>Social responsibility in the era of digitalization and Platform economy</p>
Teaching and learning methods of the module	<p>The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class.</p> <p>Session outline and study materials are available at Moodle.</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Case studies</p> <p>Guest lecturer</p> <p>Movie</p>
Literature (Required reading/supplementary recommended reading)	<p><b><u>Required reading:</u></b></p> <p><b><u>Recommended reading:</u></b></p>

	<p>Buchholz, A.K. and Carroll, A.B. (2009) <i>Business &amp; Society, 7th Edition</i>. Gengage Learning. Ch.2,4,15-16</p> <p>Boeddeling, J. (2010) Corporate Social Responsibility: a Perspective from Weberian Economic Sociology. Discussion papers, Fakultät für Wirtschaftswissenschaft, Universität Witten/Herdecke.</p> <p>Campbell, J.L. (2007) 'Why would corporations behave in socially responsible ways? An institutional theory of corporate social responsibility', <i>Academy of management Review</i>, 32(3), pp. 946-967.</p> <p>Chandler, D. (2019) <i>Corporate Social Responsibility: Sustainable Value Creation, 5th Edition</i>. London: Sage. [selected chapters]</p> <p>Epstein, M.J. and Rej Buhovac, A. (2014) <i>Making Sustainability Work</i>. Sheffield, UK: Greenleaf Publishing. Ch.2-3,6</p> <p>Garriga, E. and Melé, D. (2004) 'Corporate social responsibility theories: Mapping the territory', <i>Journal of Business Ethics</i>, 53(1-2), 51-71.</p> <p>Okpara, J. and Idowu, S. (2016) <i>Corporate Social Responsibility: Challenges, Opportunities and Strategies for 21st Century Leaders</i>. Germany: Springer. Ch.1-3,5,10-12</p> <p><i>These and possible further case studies and articles are available at Moodle under each section headline.</i></p> <p><b><u>Recommended reading:</u></b></p> <p>Buchholz, A.K. and Carroll, A.B. (2009) <i>Business &amp; Society, 7th Edition</i>. Gengage Learning. Ch.12-13</p>
--	---

	<p>Geidrojć, J. (2016) <i>Competition, Coordination and Social Order: Responsible Business, Civil Society and Government in an Open Society</i>, Frankfurt: Peter Lang.</p> <p>Horrigan, Bryan (2010) <i>Corporate Social Responsibility in the 21st Century: Debates, Models and Practices Across Government, Law and Business</i>, UK: Edward Elgar Publishing.</p> <p>Gray, R. (2006) 'Social, environmental and sustainability reporting and organizational value creation: Whose value? Whose creation?' <i>Accounting, Auditing &amp; Accountability Journal</i>, 19(6), 793-819.</p> <p>Jermier, J.M. and Forbes, L.C. (2003) 'Greening organizations: Critical issues' in M. Alvesson and H. Willmott (eds.) <i>Studying Management Critically</i>. London, Sage. pp. 157-176.</p>
--	--

## **Cultural Studies**

**Status: September 2021**

Module-Nr./ Code	CUST
Module title	Cultural Studies
Semester or trimester	1 <sup>st</sup> Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a Year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module serves as basis for ICBC, ICM, ICBC, IHRD and DIMA
Person responsible for the module	Prof. Dr. Ella Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Roininen
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (Contact time = 42 hours, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written examination, 120' § 14 (2) CER
Weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to

	<ul style="list-style-type: none"> <li>– identify the cultural fundament of political, social and economic practice.</li> <li>– recognize the polysemy of the term culture, and its various definitions according to their respective viewpoint (narrow, extended closed, open) and discipline (e.g. cultural anthropology, economy, sociology).</li> <li>– apply postmodern theory (identity, critical theory) to describe culture as a social construct.</li> <li>– identify and place in historical and societal context the key tenets of the main feminist schools of thought</li> <li>– identify and apply the key tenets of postcolonial study; reflect on the effects of imperialism and colonialism on cultures and identities</li> <li>– use discourse theory to examine power relations globally and situationally</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Variants of the concept of culture and central concepts related to culture</li> <li>– Cultural theory: models and disciplines</li> <li>– Critical reflection on own cultural history</li> <li>– Theory and application of socio-cultural discourses</li> <li>– Liberal, radical, postcolonial, Marxist/socialist, postmodern/structural, intersectional and queer feminism and their applications</li> <li>– Introduction to postcolonial study of culture</li> </ul>
Teaching and learning methods of the module	Interactive lectures and exercises. Case studies.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest speakers
Literature (Required reading/supplementary recommended reading)	<p><u>Compulsory (selected readings):</u></p> <p><b>Bachmann-Medick, Doris</b> (2016). <i>Cultural turns. New orientations in the study of culture</i>. Berlin: De Gruyter</p> <p><b>Breidenbach, Joana and Nyíri, Pál</b> (2009). <i>Seeing Culture Everywhere: From Genocide to Consumer Habits</i>. Seattle and</p>

	<p>London: University of Chicago Press.</p> <p><b>Calás, Marta B. and Smircich, Linda</b> (2000). "From the 'woman's' point of view: Feminist approaches to organisation studies". In S. Clegg and C. Hardy (eds.) <i>Studying Organisations. Theory and Method</i>. pp. 212-251.</p> <p><b>García Canclini, Néstor</b> (2005). <i>Hybrid Cultures in Globalized Times</i>. Minneapolis, MN: The University of Minnesota Press.</p> <p><b>Cillia, Rudolf de, Reisigl, Martin and Wodak, Ruth</b> (1999): "The discursive construction of national identities". <i>Discourse &amp; Society</i>, 10 (2), 149-173.</p> <p><b>Crenshaw, Kimberle</b> (1989)  "Demarginalizing the Intersection of Race and Sex: A Black Feminist Critique of Antidiscrimination Doctrine, Feminist Theory and Antiracist Politics", <i>University of Chicago Legal Forum</i>, 1, 139-167.</p> <p><b>Gilroy, P. and Gilmore R.W.</b> (eds.) (2021) <i>Selected Writings on Race and Difference</i>. Stuart Hall. Durham: Duke University Press.</p> <p><u>Recommended:</u></p> <p><b>Burr, Vivien</b> (2015) <i>Social Constructionism</i>. London: Routledge.</p> <p><b>Vaid-Menon, Alok</b> (2020). <i>Beyond the Gender Binary</i>. New York: Penquin Random House.</p> <p><b>Weedon, Chris</b> (1987). "Principles of postructuralism". In Chris Weedon, <i>Feminist Practice and Postructuralist Theory</i>. Oxford and Cambridge, MA: Blackwell Publishers.</p>
--	--

	<p><b>Mohanty, Chandra Talpade</b> (1984).  “Under Western Eyes: Feminist Scholarship  and Colonial Discourses”. <i>Humanism and  the University I: The Discourse of  Humanism</i>. (Spring - Autumn: 333-358</p>
--	---

## **English as a Foreign Language 1**

**Status: December 2021**

Module-Nr./ Code	EFL1
Module title	English as a foreign language (Business English) 1
Semester or trimester	1st Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with EFL2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Cindy Heckfuss Alaa Khalil Dr. Mila Koretnikov Larissa Vilhena
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4



Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>• communicate in a broad variety of business situations in the English language,</li> <li>• know advanced terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations,</li> <li>• write complex texts,</li> <li>• use important rhetorical skills in English business communication environments,</li> <li>• participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk.</li> </ul> <p>English level C1.1 (according to the Common European Framework of Reference for Languages)</p>
Content of the module	<ul style="list-style-type: none"> <li>• Introduction to general business English terminology and vocabulary for specific purposes</li> <li>• Introduction to business communication skills (written and oral)</li> <li>• Application of knowledge and skills in basic role plays and case studies</li> <li>• Practice listening skills using audio-visual media</li> </ul>

	<ul style="list-style-type: none"> <li>• Systematic grammar revision, etc.</li> </ul>
Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (respective level, will be announced before semester):</u></p> <p><b>Trappe, Tonya, Tullis, Graham (2012):</b> Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p><b>Cotton, David, Falvey, David, Kent, Simon (2010):</b> Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman.</p> <p><b>Flinders, Steven, Sweeney, Simon (1996):</b> Business English pair work 1. London: Penguin Books.</p> <p><b>Crowther-Alwyn, John (2013):</b> Business roles: 12 simulations for business English. Cambridge: Cambridge University Press.</p> <p><b>Allison, John, Powell, Mark (2009):</b> In company: case studies. 2. ed., Oxford: Macmillan.</p> <p><b>Emmerson, Paul (2010):</b> Business grammar builder. 2. ed., Oxford: Macmillan.</p> <p><u>Periodicals:</u></p> <ul style="list-style-type: none"> <li>• The Economist: London, New York</li> <li>• Newsweek: the international newsmagazine. New York</li> <li>• New York Times</li> <li>• Financial Times</li> <li>• BBC News</li> </ul>

## **German as a Foreign Language 1**

**Status: December 2021**

Module-Nr./ Code	GER1
Module title	German as a Foreign Language 1
Semester or trimester	1st Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with GER2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Astrid Jannke Winfried Kern Susanne Schmidt-Lossau Anna Travlou
Teaching language	German. (English if the students do not meet language requirements)
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4

Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <p>either</p> <ul style="list-style-type: none"> <li>• deal with simple everyday situations in the spoken language,</li> <li>• understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A1-A2, with no previous knowledge of the language),</li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>• draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school).</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Communication skills in everyday situations</li> <li>• Pronunciation and intonation</li> <li>• General vocabulary</li> <li>• Basic grammar</li> <li>• Business vocabulary</li> <li>• Simple application of the language in professional situations</li> </ul>

	<ul style="list-style-type: none"> <li>• Production of simple texts</li> <li>• Initial contact with the civilisation and culture of the German-speaking world</li> </ul> <p>Target level A1-A2, specifically:</p> <ul style="list-style-type: none"> <li>• The basics of the phonetic and written form of the foreign language</li> <li>• Basic grammatical structures</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level B1-B2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Extension of the general vocabulary and the basics of business vocabulary</li> <li>• Specialised texts</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (either – or, due to respective level):</u></p> <p><b>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007):</b> Delfin Lehrbuch + Arbeitsbuch, Teil 1, Lektion 1-7. Niveau A1. Ismaning: Hueber.</p> <p><b>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008):</b> Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber.</p> <p><b>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007):</b> Delfin Lehrbuch +</p>

	<p>Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber.</p> <p><b>Koithan, Ute, Lösche, Ralf-Peter (2013):</b>  Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt.</p>
--	---

## **Basic Principles in Strategic Management**

**Status: September 2021**

Modul-Nr./ Code	STRA
Module title	Basic Principles in Strategic Management
Semester or trimester	2nd Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Compulsory
If relevant, course units within the module	
Frequency of module	Every Year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of IMAN is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the management cycle (plan) and has particular references to the upstream modules IMAN (plan), BENV (analyze), the downstream modules RESO (do), MACC (check), CHIN (act) as well as to the module RTMA, and to the major modules.
Person responsible for the module	Prof. Frank Widmayer
Name(s) of the instructor(s)	Prof. Dr. Bernadette Loacker Prof. Frank Widmayer
Teaching language	English
Number of ECTS credits	5
Total workload and its composition (e.g. self-study + contact time)	Total workload = 150 Hours (Contact Hours= 42 Hours, Self-Study = 108 Hours)
Hours per week (SWS)	3

Assessment type / requirement for the award of credits	Presentation
Weighting of the grade within the total grade	2,5 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able:</p> <ul style="list-style-type: none"> <li>- to critically reflect on the genealogy of the concept of strategy and its transfer from military to economic and social contexts</li> <li>- to deconstruct strategy as practice (and practices) and - against the background of agile and complex companies/environments</li> <li>- to analyze the process of strategy development and implementation, the constellation of actors and the associated needs for legitimation, power, insecurity management and reduction of complexity</li> <li>- to present the importance and course of strategic decision-making processes in global markets,</li> <li>- to present and apply selected methods of international corporate, environmental, market and competitive analysis,</li> <li>- compare different concepts of strategic management, formulate strategic alternatives and systematically select suitable strategic alternatives,</li> <li>- apply methods to implement and implement a strategy, and to understand and critically reflect on strategies as construction and interaction of the company/organization with its social environments.</li> <li>- To effectively present discussion and problem contexts using appropriate instruments</li> </ul>



	- to demonstrate empathy and apply argumentation skills within group work
Content of the Module	<ul style="list-style-type: none"> <li>- Strategic thinking and strategic concepts <ul style="list-style-type: none"> <li>o Historical Approach</li> <li>o Contingency and interactiontheoretical approaches</li> <li>o Market based view</li> <li>o Resource based view</li> <li>o Entrepreneurship &amp; Intrapreneurship</li> <li>o Corporate Strategy</li> <li>o Competitive Strategy</li> </ul> </li> <li>- The process of strategic management <ul style="list-style-type: none"> <li>o Conceptual approaches</li> <li>o Target determination</li> <li>o Strategic planning</li> <li>o Strategy implementation</li> <li>o Strategic control</li> </ul> </li> <li>-Strategic methods and frameworks and their critical reflection: <ul style="list-style-type: none"> <li>o SWOT</li> <li>o Competitor analysis</li> <li>o Portfolio analysis</li> <li>o Five Forces</li> <li>o Weak Signals and Early Recognition</li> <li>o Anticipation</li> <li>o Positioning</li> <li>o 7-S Framework (McKinsey)</li> </ul> </li> <li>- Strategic Management and Business Development</li> <li>- Business Model Generation</li> <li>- Strategic Management and Strategic Leadership: Current Trends</li> <li>-</li> </ul>
Teaching and learning methods of the module	Interactive lecture, group work, source work, case studies, media
Specials (e.g. online part, practice visits, guest lectures, etc.)	The event will be held as a block event. A pre-reading of the given literature is obligatory - this is provided via the info pool. In a kickoff session about three weeks before the block event the specialties are presented.
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u>  <u>Recommended Reading:</u>

	<p>Felin, Teppo (2016): When Strategy Walks Out of the Door. MIT Sloan Management Review, 2016. Online: <a href="https://sloanreview.mit.edu/article/when-strategy-walks-out-the-door/">https://sloanreview.mit.edu/article/when-strategy-walks-out-the-door/</a></p> <p>Collins, James C.; Porras, Jerry I. (2011): Building your company's vision. In: HBR's 10 must reads on strategy : [featuring "What is strategy?" by Michael E. Porter]. Boston, Mass.: Harvard Business Review Press.</p> <p>Porter, Michael E. (2011): What is Strategy?. In: HBR's 10 must reads on strategy : [featuring "What is strategy?" by Michael E. Porter]. Boston, Mass.: Harvard Business Review Press.</p> <p>Mintzberg, H. (1987). The Strategy Concept I: Five Ps For Strategy. In: California Management Review, 30(1). University of California Press</p> <p>Kinni, Theodore (2014). The Thought Leader Interview: Rita Gunther McGrath. In: Strategy+Business Issue 4, Spring 2014. New York: PwC Strategy.</p> <p><b>Kohtamäki, M., Whittington, R., Vaara, E., &amp; Rabetino, R. (2021).</b> Making connections: Harnessing the diversity of strategy-as-practice research. <i>International Journal of Management Reviews</i>.</p> <p>McGrath, R.G. (2013), The End of Competitive Advantage: How to Keep Your Strategy Moving as Fast as Your Business, In: Harvard Business Review, June 2013. Boston: Harvard Business Review Press.</p> <p>Porter, Michael E. (2011): The Five Competitive Forces That Shape Strategy. In: HBR's 10 must reads on strategy : [featuring "What is strategy?" by Michael</p>
--	--

	<p>E. Porter]. Boston, Mass.: Harvard Business Review Press.</p> <p>Collis, David J., Montgomery, Cynthia A. (2011): Competing On Resources. In: HBR's 10 must reads on strategy : [featuring "What is strategy?" by Michael E. Porter]. Boston, Mass.: Harvard Business Review Press.</p> <p>Other text handouts.</p>
--	--

## **Transcultural Marketing**

**Status: September 2021**

Module-Nr./ Code	TRAM
Module title	Transcultural Marketing
Semester or trimester	2 <sup>nd</sup> Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the IB program.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Marcel Krenz
Teaching language	English
Number of ECTS credits	5
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 150 hours (contact hours = 42, self-study = 108 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Presentation § 14 (9) CER
Weighting of the grade within the total grade	2.5 %

	Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> <li>– define the subject of marketing and describe its place in the overall context of the globalized economy.</li> <li>– apply the basics of strategic and operational marketing.</li> <li>– analytically identify similarities and differences between general, international and intercultural / transcultural marketing.</li> <li>– apply approaches from cultural theory and intercultural communication theory to functions of strategic international marketing.</li> <li>– apply concepts of strategic international marketing and a selection and combination of elements from the marketing mix for implementation in transcultural contexts.</li> <li>– discuss selected developments in marketing theory and marketing practice with regard to interculturality and transculturality (e.g. ethno-marketing, diversity marketing).</li> <li>– formulate and discuss ethical questions of transcultural marketing.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Introduction.</li> <li>– Globalisation and Marketing.</li> <li>– Delimitation: local/classic – international – intercultural – transcultural marketing.</li> <li>– Consumers, markets and international market research.</li> <li>– Strategic intercultural marketing: between standardisation and localisation.</li> <li>– Transcultural product policy and brand management.</li> <li>– Transcultural distribution and price policy.</li> <li>– Transcultural communication policy.</li> <li>– Marketing &amp; diversity I: place branding.</li> <li>– Marketing &amp; diversity II: ethnic marketing</li> <li>– Marketing &amp; diversity III: Marketing to the new majority.</li> </ul>
Teaching and learning methods of the module	<p>In addition to classroom instruction, the course includes:</p> <ul style="list-style-type: none"> <li>– case study analysis</li> </ul>

	– student presentations
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><u>Anholt, Simon (2008): “Place branding: Is it marketing, or isn’t it?”. In <i>Place Branding and Public Diplomacy</i>, 4, 1-6. (Moodle).</u></p> <p>Askegaard, Søren/Kjeldgaard, Dannie/Arnould, Eric (2009): “Reflexive culture’s consequences”. In: Nakata, Cheryl (ed.): <i>Beyond Hofstede. Culture frameworks for global marketing and management</i>. Houndmills, Palgrave Macmillan, 101-122. (Moodle)</p> <p><u>Avery, Jill (2012): “The relational roles of brands”. In : : Peñazola, Lisa/Toulouse, Nil/Visconti, Luca (eds.): <i>Marketing Management: A cultural perspective</i>. London, Routledge, 147-163. (Moodle).</u></p> <p>Backhaus, Klaus/Büschken, Joachim/Voeth, Markus (2005): <i>International Marketing</i>, Houndmills, Palgrave Macmillan. Chapter 2 (Moodle).</p> <p><u>Bajde, Domen (2012): “Value and price”. In: Peñazola, Lisa/Toulouse, Nil/Visconti, Luca (eds.): <i>Marketing Management: A cultural perspective</i>. London, Routledge, 332-348. (Moodle).</u></p> <p>Beck, Ulrich (2000): <i>What is globalization?</i> Cambridge, Polity Press. (Introduction). (Moodle).</p> <p><u>Burgos, David/Mobolade, Ola (2011): <i>Marketing to the new majority</i>. New York, Palgrave Macmillan. Chapters: 8, 9. (Moodle).</u></p> <p>Craig, Samuel/Douglas, Susan (2005): <i>International marketing research</i>. Chichester, Wiley. Chapters 2, 5, 6. (Moodle).</p> <p><u>Cui, Geng/Choudhury, Pravat (2002): “Marketplace diversity and cost-effective marketing strategies”. In: <i>Journal of consumer marketing</i>, 19 (1), 54-73. (Moodle).</u></p> <p><u>Ger, Gülz/Kravets, Olga/Özlem, Sandıkcı (2012): „International marketing at the interface of the alluring global and the</u></p>

	<p>conforting local". In: Peñazola, Lisa/Toulouse, Nil/Visconti, Luca (eds.): <u>Marketing Management: A cultural perspective</u>. London, Routledge, 30-42. (Moodle).</p> <p>Gudjonsson, Hlynur (2005): "Nation branding". In: <u>Place Branding</u>, 1 (3), 283-298. (Moodle).</p> <p>Johnson, Guillaume/Grier, Sonja (2015): "Targeting without alienating. Multicultural advertising and the subtleties of targeted advertising". In: <u>International Journal of Advertising</u>, 30 (2), 233-258. (Moodle).</p> <p>Kavaratzis, Mihalis/Hatch, Mary Jo (2013): "The dynamics of place brands: An identity-based approach to place branding theory. In: <u>Marketing Theory</u>, 13 (1), 69-86. (Moodle).</p> <p>Kosnick, Kira (2009): "Conflicting Mobilities. Cultural diversity and city branding in Berlin". In: Hemelryk Donald, Stephanie/Kofman, Eleonore/Kevin, Catherine (eds.) (2009): <u>Branding cities. Cosmopolitanism, parochialism and social change</u>. London, Routledge, 28-41. (Moodle).</p> <p>Odou, Philippe/Djelassi, Souad/Collin-Lachaud, Isabelle (2012): "Sales promotion. From a company resource to a customer resource". In: Peñazola, Lisa/Toulouse, Nil/Visconti, Luca (eds.): <u>Marketing Management: A cultural perspective</u>. London, Routledge, 349-362. (Moodle).</p> <p>Özsomer, Ayşegül (2012): "The interplay between global and local brands: A closer look at perceived brand globalness and local iconness". In: <u>Journal of international marketing</u>, 20 (2), 72-95. (Moodle).</p> <p>Perlmutter, Howard (1969): "The tortuous evolution of the multinational corporation". In: <u>Columbia Journal of World Business</u>, 4, 1969, 9-18. (Moodle).</p> <p>Pires, Guilherme/Stanton, John (2015): "Revisiting ethnic marketing ethics". In: Jamal, Ahmad/Peñazola, Lisa/Laroche, Michel (eds.): <u>The Routledge companion to ethnic marketing</u>. London, Routledge, 327-342. (Moodle).</p>
--	--

	<p>Steenkamp, Jan-Benedict/Jong, Martijn de (2010): "A global investigation into the constellation of consumer attitudes toward global and local products". In: <i>Journal of marketing</i>, 74, 18-40. (Moodle).</p> <p>Wherry, Frederick (2012): <i>The culture of markets</i>. Cambridge, Polity Press. Chap. 1.</p> <p><u>Recommended reading:</u></p> <p>Bolten Jürgen (2015<sup>2</sup>): Einführung in die interkulturelle Wirtschaftskommunikation. Göttingen, Vandenhoeck &amp; Ruprecht, 182-199.</p> <p><u>Burton, Dawn (2009): <i>Cross-cultural marketing. Theory, practice and relevance</i>. London, Routledge.</u></p> <p>Usunier, Jean-Claude/Lee, Julie Anne (2005<sup>4</sup>): <i>Marketing across cultures</i>, Harlow, Prentice Hall.</p>
--	---



## **International Business Ventures**

**Status: September 2021**

Module-Nr./ Code	IVEN
Module title	International Business Ventures
Semester or trimester	2 <sup>nd</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the IB program.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Gebhard M. Mang
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Exam (90') § 14 (2) CER
Weighting of the grade within the total grade	2 %

	Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Following the successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> <li>– Identify global leadership skills required to manage international business ventures.</li> <li>– Comprehend the complexities of multinational and cross-cultural business and organizational activities.</li> <li>– Identify the basic types of international organizational structures and be able to suggest which fits a given international business strategy or certain market conditions better.</li> <li>– Plan new venture success strategies in international markets.</li> <li>– Distinguish between different market entry strategies and chose an appropriate approach to international expansion.</li> <li>– Find strategies for firm to adopt, keeping in mind governance and ethics in response to changes in foreign regulation, trade agreements, industry collusion, and other macroenvironmental pressures.</li> <li>– Determine business strategy through analysis, and recommendation of firm structure, market entry modes, and setting of operative planning requirements of global business cases.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Looking at the international perspective for evaluating international strategic management issues</li> <li>– The complexities of multinational and cross-cultural business and organizational activities</li> <li>– Distinguish between different market entry strategies and choice of the</li> </ul>

	<p>appropriate approach to international expansion</p> <ul style="list-style-type: none"> <li>– The basic types of international organizational structures and which fits a given international business strategy or certain market conditions better.</li> <li>– Analyzing issues that have an important influence on management decisions in international business, including foreign regulation, trade agreements, organizational governance, and ethics.</li> <li>– Business strategies and structures, to choose market entry modes and to analyze their suitability based on corporate case studies.</li> <li>– Global business strategies for responding to cultural differences and the trade-off between global integration and local responsiveness</li> <li>– Overview on existing role typologies and discussion on the strengths and weaknesses of the role typologies for international management.</li> <li>– Motives for internationalisation and the corresponding major consequences for market entry strategies, the coordination of international subsidiaries, country selection, organisation, etc.</li> <li>– The importance and implications of market entry barriers in international markets</li> <li>– Identification of the fundamental determinants of national competitive advantage in an industry and how they work together to give international advantage.</li> <li>– Overview on the core characteristics that differentiate cultures and their meaning for international business.</li> <li>– Coordination mechanisms and management control in International Business</li> </ul>
--	---

	<ul style="list-style-type: none"> <li>– Exploration of the organizational structure and coordination mechanisms used by MNCs</li> <li>– Understanding and developing organizational culture</li> <li>– Dynamics of foreign operation modes and their combinations</li> <li>– International strategic alliances, the objectives, and motives</li> <li>– The foundations of international marketing as well as the diverse environments of global markets. Global marketing opportunities and development of international marketing strategies.</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
<b>Literature</b> (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Morschett, Dirk; Schramm-Klein, Hanna; Zentes, Joachim</b> (2015): Strategic International Management: Text and Cases. 3. ed., Wiesbaden: Gabler.</p> <p><u>Recommended reading:</u></p> <p><b>Hill, Charles; Hult, G.Tomas. M.</b> (2017): International Business: Competing in the Global Marketplace, McGraw Hill: New York.</p> <p><b>Lane, Henry W.; Maznevski, Marta, I.</b> (2014): International Management Behaviour: Global and Sustainable Behaviour, 7<sup>th</sup> ed., Wiley.</p> <p><b>Aritz, Jolanta; Walker, Robyn C.</b> (2010): Cognitive organization and identity maintenance in multicultural teams. In:</p>

	<p>Journal of Business Communication, 47(1), 20-41.</p> <p><b>Chhokar, Jagdeep S.; Brodbeck, Felix C.; House, Robert J.</b> (eds.) (2008): Culture and Leadership across the world: the GLOBE Book of In-Depth Studies of 25 Societies. Mahwah (u.a.): Erlbaum.</p> <p><b>Edwards, A.; Wilson, J.R.</b> (2004): Implementing Virtual Teams. Aldershot (u.a.): Gower Publ.</p> <p><b>Hill, Charles W.; Requejo, William H.</b> (2011): Global business today. 7. ed., New York (u.a.): McGraw Hill.</p> <p><b>Hofstede, Geert; Hofstede, Gert Jan</b> (2010): Cultures and organizations: software of the mind. 3. ed., New York (u.a.): McGraw Hill.</p> <p><b>Mead, Richard; Andrew, Tim G.</b> (2009): International Management: Culture and Beyond. 4. ed., Chichester: Wiley.</p> <p><b>Phatak, Arvind V.; Bhagat, Rabi S.; Kashlak, Roger</b> (2009): International management: managing in a diverse and dynamic global environment. 2. ed., New York (u.a.): McGraw Hill.</p> <p><b>Venkateswaran, R. T., &amp; Ojha, A. K.</b> (2019). Abandon Hofstede-based research? Not yet! A perspective from the philosophy of the social sciences. <i>Asia Pacific Business Review</i>, 25(3), 413-434.</p>
--	---

## **Exploring Consumer Culture**

**Status: September 2021**

Module-Nr./ Code	EXCC
Module title	Exploring Consumer Culture
Semester or trimester	2 <sup>nd</sup> Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of the module MVRM is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module builds on the introductory module MVRM and on the methodological module WISS. It also refers to IMAN, CUMA and BENV.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Kai Holschuh
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Exam 90' §14 (2) CER
Weighting of the grade within the total grade	2 %

	Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– identify complex networks of actors in the field of consumption</li> <li>– differentiate types, organizational forms and interests of different national and international actors</li> <li>– interpret individual consumer behavior in cultural, subcultural and international contexts</li> <li>– explain the objectives of basic methods, instruments and fields of market and marketing research and consumer culture research</li> <li>– develop strategies to mediate between conflicting positions in the context of company and consumer perspectives and to integrate them</li> <li>– apply quantitative and especially qualitative research methods to analyze complex patterns of consumer behavior and consumer culture and to investigate the ethical implications</li> </ul>
Content of the module	<ol style="list-style-type: none"> <li>1. Context Factors of Consumption</li> <li>2. The Process of Decision-Making (due to information-processing theory)</li> <li>3. Psychological Perspective on Mental Processes: Perception, Learning, Attitudes</li> <li>4. The History of Consumption</li> <li>5. The Cultural Power of Brands</li> <li>6. Consumption, Possession and Identity</li> <li>7. Consumption and Community</li> <li>8. Introduction into Market Research</li> <li>9. Market Research in Practice</li> <li>10. Workshop Practical Market Research: Product Tests &amp; Experiments</li> <li>11. Workshop Practical Market Research: Surveys</li> <li>12. Workshop Practical Market Research: Data Analysis and Presentation</li> </ol>
Teaching and learning methods of the module	Interactive lectures, group work, research case

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Market research case study
Literature (Required reading/supplementary recommended reading)	<p><u>Required literature:</u></p> <p><u>Recommended literature:</u></p> <p><b>Arnould, E. J., &amp; Thompson, C. J. (2005).</b> Consumer culture theory (CCT): Twenty years of research. <i>Journal of consumer research</i>, 31(4), 868-882.</p> <p><b>Burns, A. C., &amp; Veeck, A. (2017).</b> 8. Ed., <i>Marketing research</i>. Pearson. (Auszüge)</p> <p><b>Holbrook, M. B. &amp; Hirschman, E. C. (1982).</b> The Experiential Aspects of Consumption: Consumer Fantasies, Feelings, and Fun, <i>Journal of Consumer Research</i> 9 (2), S. 132–140.</p> <p><b>Solomon, M. R., (2019):</b> Consumer Behavior (13<sup>th</sup> edition)</p> <p><b>Solomon, M. R. (2021).</b> <i>The New Chameleons: How to Connect with Consumers who Defy Categorization</i>. Kogan Page Publishers.</p>



## **Sustainable Development**

**Status: June 2021**

Module-Nr./ Code	SUDE
Module title	Sustainable Development
Semester or trimester	2 <sup>nd</sup> Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability 62ort h module	<p>The module is applicable to the bachelor programs "International Business", "International Relations – Responsible Business", "Politics, Philosophy and Economics", „Citizenship and Civic Engagement“ and "Globalization, Governance and Law".</p> <p>This module has interconnections to most other modules, especially the modules Global Economy (GECO), Area Studies (ARST), International Collaboration (ICOL) as well as to Cultural Studies (CUST), Ethics:</p>

	Sustainability (ETSU), IPOS, FPAN, ECIN & SIEM.
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Prof. Dr. Robert Lepenies  Maren Kropfeld Dr. Kaidi Tamm
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 42, self-study = 78 hours)
Hours per week	3
Assessment type / requirement for the award of credits	The assessment type of the module is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to:  1. identify the various constituent dimensions of sustainable development: environmental, economic, social, cultural, and political manifestations of sustainability, explain the evolving global sustainability discourse and identify its main actors and stakeholders 2. select appropriate responses from business, politics and civil society for dealing with social, political, environmental, technological, and global issues and stakeholders 3. evaluate potential opportunities for 'going green'

	<ol style="list-style-type: none"> <li>4. apply different models for managing and transforming non-sustainable conditions and results to more sustainable solutions</li> <li>5. critically analyse controversies, solutions and recommendations in the sustainability debate and reflect respectfully on different individual perspectives and cultural concepts deriving from assumptions about humans, nature, development, technology and economy</li> </ol>
Content of the module	<p>The course content includes:</p> <ol style="list-style-type: none"> <li>6. Raising of environmental awareness in the West</li> <li>7. Environmental politics and the birth of the sustainable development concept</li> <li>8. 1992-2015: road to Agenda 2030 and Sustainable Development Goals.</li> <li>9. Different models &amp; key concepts of sustainable development.</li> <li>10. Key problems: ethics of Anthropocene, waste(fullness) and pollution: toxic civilization, crossing planetary boundaries &amp; limits to growth.</li> <li>11. Ecological dimension of sustainable development:</li> <li>12. Social dimension of sustainable development:</li> <li>13. Economic dimension of sustainable development, alternative economic models such as degrowth, circular economy or Doughnut Economics</li> <li>14. Sustainable business models and sustainability strategies for businesses along efficiency, consistency and sufficiency</li> <li>15. Responsible production and consumption, social entrepreneurship, Supply Chain Act, Labels, Greenwashing</li> <li>16. Transition Theories and the Multi-Level-Perspective</li> <li>17. Cultural dimensions of sustainable development: multi-stakeholder perspectives, cooperation &amp; post-colonial issues.</li> <li>18. Personal sustainability: connecting macroscale SDGs with individual level: what can each of us do to make a difference? Personal takeaways.</li> </ol>

	19. Evaluation of the Agenda 2030 and the achievement of the Sustainable Development Goals.
Teaching and learning methods of the module	The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class. The course also supports students in learning cooperation and critical literature review and analytic skills, as they are required to work together and conduct background research for their exam presentations at the end of the course.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Online events, guest speakers, case studies, workshops
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Blewitt, J. (2018).</b> Understanding Sustainable Development. Oxon: Routledge.</p> <p><b>Randers, J., et al. (2019).</b> Achieving the 17 Sustainable Development Goals within 9 planetary boundaries. Global Sustainability 2, e24, 1–11.</p> <p><u>Supplementary recommended readings:</u></p> <p><b>Bocken, N. M. P., et al. (2014).</b> A literature and practice review to develop sustainable business model archetypes. Journal of Cleaner Production, 65, 42-56.</p> <p><b>Carson, R. (1962).</b> Silent Spring. Boston: Houghton Mifflin.</p> <p><b>Geels, F. W., Schot, J. (2007).</b> Typology of sociotechnical transition pathways. Research Policy, 36, 399-417.</p> <p><b>Hardin, G. (1968).</b> Tragedy of the Commons. Science 162 (3859), 1243-1248.</p> <p><b>Jacobus, A. (2006).</b> Sustainable development – historical roots of the concept. Environmental Sciences, 3(2), 83-96.</p> <p><b>Meadows, D. H., et al. (1972).</b> Limits to Growth. New York: Universe Books.</p>

	<p><b>Parodi, O., Tamm, K. (2018).</b> Personal Sustainability: Exploring the Far Side of Sustainable Development.</p> <p><b>Raworth, K. (2018).</b> Doughnut Economics: Seven Ways to Think Like a 21st-Century Economist. Random House Business.</p> <p><b>Rockström, J., et al. (2009).</b> A safe operating space for humanity. <i>nature</i>, 461(24), 472-475.</p> <p><b>UN (1987).</b> Our Common Future.</p> <p><b>UN (2015).</b> Transforming our world: The 2030 Agenda for Sustainable Development.</p> <p><b>UN (2017).</b> Towards a pollution-free planet.</p> <p><b>Vita, G., et al. (2019).</b> The Environmental Impact of Green Consumption and Sufficiency Lifestyle Scenarios in Europe. <i>Ecological Economics</i>, 164, 106322.</p> <p><b>White, L. (1967).</b> The Historical Roots of Our Ecological Crisis. <i>Science</i> 155: 1203-1207.</p> <p><b>Zalasiewicz, J. Williams, M. (2008):</b> Are we now living in the Anthropocene? <i>GSA Today</i>: v. 18, no. 2, doi: 10.1130/GSAT01802A.1</p>
--	--

## **Intercultural Business Communication**

**Status: September 2021**

Module-Nr./ Code	ICBC
Module title	Intercultural Business Communication
Semester or trimester	2 <sup>nd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however successful completion of CUST is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	The module is connected to CUST and STRA and serves as basis for IHRD.
Person responsible for the module	Prof. Dr. Ella Salome Roininen
Name(s) of the instructor(s)	Prof. Annette Gisevius Dr. Nadine Binder
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (Contact time = 42 hours, self-study = 78 hours)

Hours per week	3
Assessment type / requirement for the award of credits	Written Exam (90') § 14 (2)
Weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– differentiate between the different levels of coding (e.g. degree of formality) and different sub-systems (e.g. verbal, non-verbal) used in communication and negotiation as well as implement them during a business interaction,</li> <li>– identify and assess the ways in which intercultural difficulties as well as synergies arise in communication,</li> <li>– recognize culturally specific management and organizational styles in an intercultural interaction, demonstrate empathy and take these into account in their own communicative actions,</li> <li>– conceptually differentiate interculturality from multiculturalism and transculturality,</li> <li>– apply these concepts in the analysis and interpretation of organisational culture.</li> <li>– apply synergy-oriented leadership strategies to intercultural team-building processes and cooperatively manage knowledge and communication in the context of intercultural organizations.</li> </ul>

Content of the module	<ul style="list-style-type: none"> <li>– Introduction.</li> <li>– Communication, perception, image, othering.</li> <li>– Interculturality.</li> <li>– Linguistics, intercultural communication and business.</li> <li>– Culturally specific management styles.</li> <li>– Intercultural team building and team management.</li> <li>– Intercultural leadership.</li> <li>– Synergy and intercultural cooperation.</li> <li>– Intercultural knowledge management.</li> <li>– Intercultural business organization.</li> <li>– Outlook + Workshop written exam.</li> </ul>
Teaching and learning methods of the module	Interactive lecture with case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	



<p><b>Literature</b> (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><b>Barmeyer, Christoph/Mayrhofer, Ulrike</b> (2008): "The contribution of intercultural management to the success of international mergers and acquisitions: An analysis of the EADS group". In: <i>International business review</i>, 17, 28-38. (Moodle).</p> <p><b>Broome, Benjamin</b> (2017): "Moving from conflict to harmony. The role of dialogue in bridging differences". In: Dai, Xiaodong/Chen, Guo-Ming (eds.): <i>Conflict management and intercultural communication</i>. London, Routledge, 13-28. (Moodle).</p> <p><b>Eagly, Alice/Dekman, Amanda</b> (2005): "What is the problem? Prejudice as an attitude-in-context". In: Dovidio, John/Glick, Peter/Rudman, Laurie (eds.): <i>On the nature of prejudice. Fifty years after Allport</i>. Oxford, Blackwell, 19-35. (Moodle)</p> <p><b>Gandolfi, Franco</b> (2012): "A conceptual discussion of transformational leadership and intercultural competence". In: <i>Review of international comparative management</i>, 13, (4), 522-534. (Moodle).</p> <p><b>Griffin, Em</b> (2009<sup>7</sup>): <i>A first look at communication theory</i>. New York McGraw-Hill. Chapter 5. (Moodle).</p> <p><b>Holliday, Adrian/Hyde, Martin/Kullman, John</b> (2010): <i>Intercultural communication. An advanced resource book for students</i>. London, Routledge. Chapter 2. (Moodle).</p> <p><b>Janssens, Maddy/Steyaert, Chris</b> (2014): "Re-considering language within a cosmopolitan understanding: toward a multilingual franca approach in international business studies". In: <i>Journal of international business studies</i>, 45, 623-639. (Moodle).</p> <p><b>Kecskes, Istvan</b> (2015): Intracultural communication and intercultural communication: Are they different?". In:</p>
---	---

	<p><i>International Review of Pragmatics</i>, 7 , 171-194. (Moodle).</p> <p><b>Maimone, Fabrizio</b> (2018): <i>Intercultural knowledge sharing in MNCs. A glocal and inclusive approach in the digital age</i>. Cham, Palgrave Macmillan. Chapter 4. (Moodle).</p> <p><b>McAfee, Andrew</b> (2006): "Enterprise 2.0: The dawn of emergent collaboration". In: <i>MIT Sloan management review</i>, 47 (3), 21-28. (Moodle).</p> <p><b>Moosmüller, Alois/Spieß, Erika/Podsiadlowski, Astrid</b> (2001): In: Mendenhall, Mark/Kühlmann, Torsten/Stahl, Günter (eds.): <i>Developing global business leaders. Policies processes and innovations</i>. Westport, Quorum, 211-224. (Moodle).</p> <p><b>Perlmutter, Howard</b> (1969): "The tortuous evolution of the multinational corporation". In: <i>Columbia Journal of World Business</i>, 4, 1969, 9-18. (Moodle).</p> <p><b>Pusch, Margaret</b> (2009): "The interculturally competent global leader". In: Deardorff, Darla (ed.): <i>The SAGE handbook of intercultural competence</i>. Thousands Oaks, SAGE, 66-84. (Moodle).</p> <p><b>Robertson, Roland</b> (1992): <i>Globalization. Social theory and global culture</i>. Thousand Oaks, SAGE. Chapter 11. (Moodle).</p> <p><b>Søderberg, Anne-Marie/Holden, Nigel</b> (2002): "Rethinking cross cultural management in a globalizing business world". In: <i>International journal of cross cultural management</i>, 2 (1), 103-121. (Moodle).</p> <p><b>Stokke, Christian/Lybæk, Lena</b> (2016): "Combining intercultural dialogue and critical multiculturalism". In: <i>Ethnicities</i>, 0 (0) 1-16. (Moodle).</p> <p><b>Tirmizi, Aqeel</b> (2008): "Towards understanding multicultural teams". In: Halverson, Claire/Tirmizi, Aqeel (eds.):</p>
--	--

	<p><i>Effective multicultural teams: Theory and practice</i>. N.p., Springer, 1-20. (Moodle).</p> <p><b>Thomas, David</b> (2008): <i>Cross-Cultural Management. Essential concepts</i>. Thousand Oaks, SAGE. Chapter: 9. (Moodle).</p> <p><b>Thomas, David</b> (2012): "State of the art: Cross-cultural management and global collaboration". In: Gertsen, Martine Cardel/Søderberg, Anne-Marie/Zølner, Mette (eds.): <i>Global collaboration: intercultural experiences and learning</i>. Houndmills, Palgrave macmillan, 15-36. (Moodle).</p> <p><b>Zeutschel, Ulrich</b> (1999): "Potentials and pitfalls of German/U.S.-American cooperation in workgroups". In: <i>Psychologische Beiträge</i>, 41, 385-402. (Moodle).</p> <p><u>Recommended reading:</u></p> <p><b>Adler, Nancy/Gunderson, Allison</b> (2008<sup>5</sup>): <i>International dimensions of organizational behavior</i>. Mason, Thomson South Western.</p> <p><b>Holden, Nigel/Michailova, Snejina/Tietze, Susanne</b> (eds.) (2015): <i>The Routledge Companion to Cross-Cultural Management</i>. London., Routledge.</p> <p><b>Tietze, Susanne</b> (2008): <i>International Language and Management</i>. London, Routledge.</p>
--	--

## **English as a Foreign Language 2**

**Status: December 2021**

Module-Nr./ Code	EFL2
Module title	English as a foreign language 2
Semester or trimester	2nd Semester
Duration of module	Single Semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with EFL1.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Cindy Heckfuss Alaa Khalil Dr. Mila Koretnikov Larissa Vilhena
Teaching language	English
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)
Hours per week	4

Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>• communicate with ease in a broad variety of business situations in the English language,</li> <li>• know the advanced terminology used in business as well as the language for specific purposes and apply it confidently in practical business situations,</li> <li>• write complex and coherent texts,</li> <li>• express themselves spontaneously and fluently in different situations,</li> <li>• differentiate shades of meaning in complex contexts.</li> </ul> <p>English Level C1.2 (according to the Common European Framework of Reference for Languages)</p>
Content of the module	<ul style="list-style-type: none"> <li>• Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level</li> <li>• Advanced communication skills (written and oral)</li> <li>• Application of knowledge and skills in complex role plays and case studies</li> <li>• Practice listening skills using audiovisual media</li> <li>• Systematic grammar revision</li> </ul>

Teaching and learning methods of the module	Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (due to respective level, will be announced before semester):</u></p> <p><b>Trappe, Tonya, Tullis, Graham (2012):</b> Intelligent business: Coursebook: intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p><b>Trappe, Tonya, Tullis, Graham (2012):</b> Intelligent business: Coursebook: upper intermediate business English. Harlow (u.a.): Pearson Longman.</p> <p><b>Trappe, Tonya, Tullis, Graham (2011):</b> Intelligent Business: Advanced Coursebook/ CD Pack. Harlow (u.a.): Pearson Longman.</p> <p><b>Cotton, David, Falvey, David, Kent, Simon (2010):</b> Market Leader: intermediate business English: Course book. Harlow (u.a.): Pearson Longman.</p> <p><b>Flinders, Steven, Sweeney, Simon (1996):</b> Business English pair work 1. London: Penguin Books.</p> <p><b>Crowther-Alwyn, John (2013):</b> Business roles: 12 simulations for business English. Cambridge: Cambridge University Press.</p> <p><b>Allison, John, Powell, Mark (2009):</b> In company: case studies. 2. ed., Oxford: Macmillan.</p> <p><b>Emmerson, Paul (2010):</b> Business grammar builder. 2. ed., Oxford: Macmillan.</p>

	<u>Periodicals:</u> <ul style="list-style-type: none"> <li>• The Economist: London, New York</li> <li>• Newsweek: the international newsmagazine. New York</li> <li>• New York Times</li> <li>• Financial Times</li> <li>• BBC News</li> </ul>
--	--

## **German as a Foreign Language 2**

**Status: December 2021**

Module-Nr./ Code	GER2
Module title	German as a Foreign Language 2
Semester or trimester	2nd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with GER1.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Astrid Jannke Winfried Kern Susanne Schmidt-Lossau Anna Travlou
Teaching language	German (English if the students do not meet language requirements)
Number of ECTS credits	4
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 120 hours (contact hours = 56, self-study = 64 hours)



Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER) see appendix.
Grading & weighting of the grade within the total grade	2 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>• deal with simple everyday situations in the spoken language,</li> <li>• understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language (target level A2, with little knowledge of the language),</li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• use their spoken language to take part in a suitable range of business communication situations,</li> <li>• draw up accompanying written documents (target level B1-B2, with previous knowledge of the language with approx. three years of German at school).</li> </ul> <p>or</p> <ul style="list-style-type: none"> <li>• follow complex business communication situations and take part in them using the spoken language,</li> <li>• write longer texts with analytical contents in German.</li> </ul>
Content of the module	The contents in general:

	<ul style="list-style-type: none"> <li>• Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>• Information on culture and civilisation is also included regularly in the course.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>• The basics of the phonetic and written form of the foreign language</li> <li>• Basic grammatical structures</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level B1-B2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Extension of the general vocabulary and the basics of business vocabulary</li> <li>• Specialised texts</li> <li>• Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Specialist business vocabulary</li> <li>• Different styles and degrees of formality</li> <li>• Advanced writing</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (either – or, due to respective level):</u></p> <p><b>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2008):</b> Delfin Lehrbuch + Arbeitsbuch, Teil 2, Lektion 8-14. Niveau A2. Ismaning: Hueber.</p> <p><b>Aufderstraße, Hartmut, Müller, Jutta, Storz, Thomas (2007):</b> Delfin Lehrbuch + Arbeitsbuch, Teil 3, Lektion 15-20. Niveau B1. Ismaning: Hueber.</p> <p><b>Koithan, Ute, Lösche, Ralf-Peter (2010):</b> Aspekte: Mittelstufe Deutsch: 2, Lehrbuch + Arbeitsbuch. Niveau B2. München: Klett-Langenscheidt.</p> <p><b>Koithan, Ute, Lösche, Ralf-Peter (2010):</b> Aspekte: Mittelstufe Deutsch: 3, Lehrbuch + Arbeitsbuch. Niveau C1. München: Klett-Langenscheidt.</p>

**Resources: Financial Resources, Human Resources, Organization****Status: September 2021**

Module-Nr./ Code	RESO
Module title	Resources: Financial Resources, Human Resources, Organization
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	Seminars, accompanied by tutorials to optimise the link between theory and practice
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module IMAN is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	<p>This module is part of the management cycle (do) und has interconnections to the earlier modules IMQM, BENV (analyze), STRA (plan), the later modules MACC (check) and CHIN (act) as well as to the especially distinguishing module EIM and to the IB specific modules IKMK, INMN, MOPS, SUDE, IFAS and IMOF.</p> <p>This module is part of the Bachelor programs International Business and Management at Karlshochschule International University.</p>
Person responsible for the module	Prof. Frank Widmayer
Name(s) of the instructor(s)	Prof. Frank Widmayer Yikai Cao Iris Wuttke-Hilke
Teaching language	English
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)
Hours per week	6
Assessment type / requirement for the award of credits	Presentation § 14 (9) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– execute strategy based through a management process where they <ul style="list-style-type: none"> <li>–assess</li> <li>–select</li> <li>–recruit/procure</li> <li>–organize</li> <li>–allocate &amp;</li> <li>–develop</li> </ul> financial and human resources,</li> <li>– manage resources in a purposeful way in the context of varying conditions (“constraints”), strategies and conflict situations (“tensions”),</li> <li>– apply different methods of researching and making decisions regarding the procurement measures required in a company,</li> <li>– describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles),</li> <li>– understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of</li> </ul>

	<p>HRM and apply selected methods and tools of personnel management,</p> <ul style="list-style-type: none"> <li>– analyse the composition of the organization and its formal structure, interpret the objectives and conditions of structuring an organization and assess organization structures with a view to the situation and cultural context.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Differentiation between the factors work and capital</li> <li>– The interrelation between productivity-based and financial decisions in a company</li> <li>– Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting)</li> <li>– Decisions on the procurement of capital (systemisation and presentation of various financing types)</li> <li>– Tasks and instruments of financial management</li> <li>– Principles of financial and liquidity planning</li> <li>– Development and implementation of HR strategies</li> <li>– HR planning and procurement</li> <li>– HR selection</li> <li>– Personnel leadership, employee loyalty, personnel development</li> <li>– Views of man, work structuring, motivation, performance and reward</li> <li>– Conditions, objectives and concept of international HRM</li> <li>– Diversity as a challenge for personnel development</li> <li>– Interdependency between the organization and the individual</li> <li>– Organization with the context of starting a company</li> <li>– The organization from an institutional, functional and instrumental perspective</li> <li>– Organizational conditions and tensions</li> <li>– Structures and processes in conflict areas of formal and informal organization</li> <li>– The impact of corporate culture on organization structuring</li> </ul>

Teaching and learning methods of the module	Augmented-learning game with interactive lectures, group work and group discussions
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Torrington, D., Hall, L., Taylor, S.</b> (2009): Fundamentals of Human Resource Management: Managing People at Work. Harlow (u.a.): Financial Times Prentice Hall.</p> <p><b>Atrill, P., McLaney, E.</b> (2017), Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education.</p> <p><b>Child, J.</b> (2015): Organization: Contemporary Principles and Practice. 2. ed., Chichester: John Wiley &amp; Sons.</p> <p><b>Frankfurt, H.</b> (2005). On bullshit. Princeton N.J.: Princeton University Press.</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Amstrong, M.; Taylor, S.</b> (2017). Armstrong's Handbook of Human Resource Management Practice: Essentials of Category Management, SRM, Negotiation, Contract Management and Supply Chain Management. 14. ed. London: Kogan Page.</p> <p><b>Brealey, R., Myers, S., Allen, F.</b> (2016): Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education.</p> <p><b>Levitt, S., Dubner, S.</b> (2009): Freakonomics: a Rogue Economist Explores the Hidden Side of Everything: New York (u.a.): Harper.</p> <p><b>Jones, G.</b> (2013): Organizational Theory, Design, and Change: Text and Cases. Global ed., 7. ed., Boston (u.a.): Pearson Education.</p>

	<p><b>Watson, D., Head, A.</b> (2016). Corporate Finance. Principles and Practice. 7. ed., Harlow (u.a.): Pearson Education.</p> <p><b>Malik, F., Scherer, J.</b> (2015). Managing Performing Living: Effective Management for a New World, Frankfurt: Campus Verlag.</p>
--	---



## **Introductory Company Project**

**Status: September 2021**

Module-Nr. / Code	I PRO
Module title	Introductory Company Project
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules "Introduction to scientific research methods" and "Basic Principles in Strategic Management" is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialisation of the students.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Coaches
Teaching language	German/English/other (depends on the subject of the project and the "sponsor")
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 84, self-study = 96 hours)

Hours per week	6
Assessment type / requirement for the award of credits	Project work § 14 (11) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>In teams of 5-6 participants, the students find a project (from a pool of external projects), plan it autonomously and implement it, starting with the generation of an idea and concluding with a presentation of the results. In this process, they learn creative techniques and project management methods and develop communication and team-working skills.</p> <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– to develop a project idea and alternative approaches using selected creative techniques,</li> <li>– to plan a project, carry it out and supervise it using appropriate methods, present it in its various steps, including the following: <ul style="list-style-type: none"> <li>○ formulate a project brief</li> <li>○ describe and assume the roles in a project team</li> <li>○ draw up a project structure plan and a milestones plan</li> <li>○ draw up a Gantt chart or a similar tool</li> <li>○ plan and allocate resources using objective, time-related and budgetary criteria</li> <li>○ draw up and present a project report and other reports (progress report, change request, meeting minutes etc.)</li> <li>○ implement specific controlling instruments</li> </ul> </li> </ul> <p>The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They</p>

	are also able to find ways out of a crisis and solve conflicts. The project also gives them experience in collaboration based on the division of labour.
Content of the module	<ul style="list-style-type: none"> <li>– Introduction to the concept of the module</li> <li>– Historical outline and its role in a corporate context</li> <li>– Development, formulation and evaluation of a project idea and alternative approaches using selected creativity techniques</li> <li>– Project management starting with the project brief and concluding with the presentation of the results</li> <li>– Definition of the project objective</li> <li>– Formulation of the project brief</li> <li>– Composition of a project team</li> <li>– Draw up a project structure plan and a milestones plan</li> <li>– Draw up Gantt charts or use a similar tool</li> <li>– Plan and allocate resources using objective, time-related and budgetary criteria and find alternatives</li> <li>– Time buffer and uncertainty, critical path</li> <li>– Reporting and controlling instruments: progress report, change request, meeting minutes etc.</li> <li>– Implement controlling instruments</li> <li>– Overview of the architecture and application of selected project tools</li> <li>– Teambuilding, communication in a project, conflict management and crisis management</li> <li>– Revision and critical analysis</li> </ul>
Teaching and learning methods of the module	<p>Introductory workshops on methods and techniques</p> <p>Autonomous teamwork (self-managed teams)</p> <p>Coached teamwork</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	An external project provided by a partner company or organization defined and managed by the students should be completed or carried out up to a specific milestone.

<p>Literature (Required reading/supplementary recommended reading)</p>	<p><b><u>Required reading:</u></b>  <b>Verzuh, Eric</b> (2015): The fast forward MBA in Project Management. 5. ed., Hoboken N.J.: John Wiley &amp; Sons.</p> <p><b><u>Recommended reading:</u></b></p> <p><b>Becker, L.; Ehrhardt, J., Gora, W.</b> (Hrsg.) (2009). Projektführung und Projektmanagement. Düsseldorf: Symposium.</p> <p><b>Boos, E.</b> (2011). Das große Buch der Kreativitätstechniken. München: Compact.</p> <p><b>International Institute of Business Analysis</b> (2015). BABOK v3 – A Guide to The Business Analysis Body of Knowledge. Toronto: International Institute of Business Analysis.</p> <p><b>Knapp, J.</b> (2016). SPRINT. How to solve big problems and test new ideas in just five days. New York: Simon &amp; Schuster.</p> <p><b>Kumar, V.</b> (2013). 101 Design Methods. A structured approach for driving innovation in your organization. Hoboken N.J.: John Wiley &amp; Sons.</p> <p><b>Morris, P.</b> (2013). Reconstructing Project Management. Chichester: John Wiley &amp; Sons.</p> <p><b>Osterwalder, A.; Pigneur, Y.; Bernarda, G.; Smith, A.</b> (2014). Value Proposition Design. Hoboken N.J.: John Wiley &amp; Sons.</p> <p><b>Michalko, M.</b> (2006). Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.</p> <p><b>Project Management Institute</b> (2017). A guide to the Project Management Body of Knowledge (PMBOK guide). Pennsylvania: Project Management Institute.</p>
--	--

	<p><b>Schelle, H.</b> (2014). Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 7. Aufl., München: dtv.</p> <p><b>Sutherland, J.</b> (2014). SCRUM. A revolutionary approach to building teams, beating deadlines and boosting productivity. London: Random House.</p>
--	--

## **Global Value Supply Chains**

**Status: September 2021**

Module-Nr./ Code	VALS
Module title	Global Value Supply Chains
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	One semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules IVEN and STRA is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform,
Applicability of the module to other programs	This module is part of the IB program.
Person responsible for the module	Prof. Dr. Dirk Wagner
Name(s) of the instructor(s)	Christian Wild
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Examination (120') § 14 (2) CER
Weighting of the grade within the total grade	3 %

	Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– Explain the concept of global value chains (supply side) from a business transactional cost point of view</li> <li>– Understand the evolution of logistics, transportation centers and new technologies to explain future disruptions</li> <li>– Assess the importance of the operations management function for organizations to remain competitive in today's global business environment</li> <li>– Employ appropriate operation management frameworks, concepts, methods, tools and techniques for analysis of transactional costs, risk and gain, to help in decision-making and implementation of operations and logistics in a national and international context</li> <li>– Comprehend the complexities involved in global sourcing and logistics, to recognise sustainability issues in operations and to integrate sustainable operations into the key activities of operations strategy</li> <li>– Evaluate supply chains from a sustainability point of view and to apply interdisciplinary methodologies designed to reduce the environmental impact during a life-cycle</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Terminology and definition of global value systems, supply chains and operation management and the terminology</li> <li>– Identify resources and capabilities and key concepts involved in designing and managing and delivering business value (goods and services) and for Sustainable Operations Strategy</li> <li>– Fundamental tools and techniques for analyzing operations, including demand forecasting, process management, capacity planning, inventory management</li> </ul>

	<ul style="list-style-type: none"> <li>– Use tools for analysis, planning and monitoring logistics, supply chain management and quality control, like logistic network design, JIT, lean management, flow, Six-Sigma design for the Environment and Remanufacturing, Closed-Loop Supply Chains, Eco-Efficiency, Metrics, Indicators</li> <li>– Explain the policy, industry and firm level</li> <li>– Implications of outsourcing or moving manufacturing to cheaper markets to reduce costs using cases.</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Visit Europapark to review logistics (combined with IPRO) or another company to see logistics and understand GVSC
<b>Literature</b> (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Heizer, J. and Render, B. (2017):</b> Operations Management. Sustainability and Supply Chain Management. 12. ed.; Global ed., Boston (u.a.) : Pearson.</p> <p><u>Supplementary recommended readings:</u></p> <p><b>Chopra, Sunil (2018):</b> Supply Chain Management: Strategy, Planning, and Operation (What's New in Operations Management), 7 ed. Global ed., Boston (u.a.): Pearson.</p> <p><b>Connell, Julia; Agarwal, Renu; Sushil; Dhir, Sanjay (eds.), (2018),</b> Global Value Chains, Flexibility and Sustainability (Flexible Systems Management), Germany: Springer</p> <p><b>Grant, David B. (2016),</b> Logistics, Supply Chain and Operations Management Case Study Collection, London: Kogan Page</p>



	<b>Mentzer, John T. et al.</b> (2001): Defining Supply Chain Management. In: Journal of Business Logistics, 22(2), 1-25
--	---

## **Marketing Strategy, Implementation and Controlling**

**Status: September 2021**

Module-Nr./ Code	MSIC
Module title	Marketing Strategy, Implementation and Controlling
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Each year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules STRA, MVRM and EXCC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	<p>The module is part of the major/minor marketing strategy and builds on the modules MVRM and EXCC.</p> <p>Moreover it applies the general knowledge of the STRA module to the subject of marketing strategy.</p> <p>Deepens also knowledge and methodological skills from SCIE.</p> <p>The contents and goals of the module can especially be applied in the company projects (3<sup>rd</sup> and 4<sup>th</sup> semester).</p> <p>It is also related to the parallel RESO module.</p>

Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Markus Gahler Janina Kleine
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	<p>International Business: Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER</p> <p>Management: Seminar paper (Written paper 60 %, oral presentation and discussion 40 %) § 14 (5) CER OR Presentation § 14 (9) CER [Students have to write a seminar paper in one of two specializations and have to hold a presentation in the other specialization.]</p>
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– develop marketing strategies as a consistent and integrated system of interrelated instruments</li> <li>– reflect marketing operations (strategy, implementation, and control) from a holistic perspective</li> <li>– explain the process of strategic marketing in an international business environment and link it to applicable marketing instruments</li> </ul>

	<ul style="list-style-type: none"> <li>– pinpoint the link between marketing strategy and strategy execution, especially marketing instruments and operations</li> <li>– evaluate the information requirements as relevant to strategic analysis and</li> <li>– trace, analyze, forecast, and interpret behavior of customers and other entities relevant to marketing</li> <li>– identify tools and methods to plan, implement and control marketing relations actively</li> <li>– display the requirements of a successful implementation of marketing programs as well as marketing-specific project management methods and tools, especially in the fields of steering, management, implementation and controls</li> <li>– measure and compare outcomes of marketing programs</li> <li>– apply selected strategic methods and procedures explicitly in the context of the international strategic marketing process,</li> <li>– exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases.</li> <li>– apply interdisciplinary research methods to substantiate strategic decision-making processes</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Setting the learning outcomes of the module STRA into the marketing context (widening/deepening the previous topics),</li> <li>– Exemplarily evaluate and adequately adapt different marketing strategies in the context of different specific situations/ cases</li> <li>– Information requirements as relevant to strategic analysis as well as analysis and selection of alternative marketing strategies to achieve an organisation's objectives (competitive advantages, competitive strategies)</li> <li>– Design of marketing operations of product and service companies from a</li> </ul>

	<p>strategic perspective (top-down and bottom-up)</p> <ul style="list-style-type: none"> <li>– Segmentation and selection of target markets; positioning and sustaining</li> <li>– Managing product and service life-cycles (launching, maintaining and re-launching products and services, end-of-life procedures) and customer life-cycles and the customer value including (lead generation, customer retention, upselling and recovering)</li> <li>– Linking marketing strategy and (instrumental/operational) execution</li> <li>– Marketing-specific project management methods and tools, planning, steering, management, implementation and controls</li> <li>– Selected methods and tools for strategic and operational marketing controls</li> </ul>
Teaching and learning methods of the module	Interactive lectures, group work, extended case studies related to firms and others organisations (also linked to the parallel Introductory Company Project module), guest lectures
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><b>Required literature:</b></p> <p><b>Arnould, E. J., &amp; Wallendorf, M. (1994).</b> Market-Oriented Ethnography: Interpretation Building and Marketing Strategy Formulation. <i>Journal Of Marketing Research (JMR)</i>, 31(4), 484-504.</p> <p><b>Bendle, N. T., Farris, P. W., Pfeifer, P. E., &amp; Reibstein, D. J. (2016).</b> <i>Marketing metrics: The manager's guide to measuring marketing performance</i>. Pearson Education, Incorporated. (excerpts)</p> <p><b>Kumar, V., Reinartz, W. (2018).</b> <i>Customer Relationship Management. Concept,</i></p>

	<p><i>Strategy, and Tools</i>. Springer: Berlin Heidelberg. (excerpts)</p> <p><b>Porter, M.</b> (1980). <i>Competitive Strategy. Techniques for Analyzing Industries and Competitors</i>, Free Press: New York. (excerpts)</p> <p><b>Wilson, R. M. S., Gilligan, C.</b> (2018). <i>Strategic marketing management: Planning, implementation and control</i>. 3. Ed., Amsterdam, Heidelberg: Elsevier. (excerpts)</p> <p><b>Recommended literature:</b></p>
--	--

## **Sustainable Entrepreneurship & Social Innovation**

**Status: September 2021**

Module-Nr./ Code	SENT
Module title	Sustainable Entrepreneurship & Social Innovation
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module has interconnections with IB, especially the modules Sustainable Development (SUDE), Strategic Perspectives (STRA), Circular Economy & Lifecycle Management (CELMA), and Current Issues in Sustainability Management (CURRS).
Person responsible for the module	Prof. Dr. Robert Lепенies
Name(s) of the instructor(s)	Maren Kropfeld Anton Baranowski
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Presentation § 14 (5) CER

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will:</p> <ul style="list-style-type: none"> <li>– present a critical introduction to the role of entrepreneurship for a sustainable society</li> <li>– discuss the most basic concepts of entrepreneurship related to sustainable development</li> <li>– present theories and applications of social innovation in business and civil society</li> <li>– describe the necessary societal, political, economic, and personal drivers, enablers and barriers of sustainable development entrepreneurship and social innovation</li> <li>– apply different concepts of entrepreneurship and social innovation to the case of sustainable development</li> <li>– critically analyse and evaluate theories, models, concepts and applications of entrepreneurship and social innovation as regards their sustainable development impacts</li> </ul>
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none"> <li>– Introduction to entrepreneurship and its relevance for economic and societal evolution</li> <li>– Sustainable development-related entrepreneurship models: from ecopreneurship to social entrepreneurship</li> <li>– Theoretical background of social innovation: practice theory and sustainable development transitions</li> <li>– Business model innovation as social innovation</li> <li>– Managing and innovating in the third sector: entrepreneurship in civil society</li> </ul>



	<ul style="list-style-type: none"> <li>– Case studies in social entrepreneurship and social innovation</li> <li>– Entrepreneurial ethics and social responsibility</li> </ul>
Teaching and learning methods of the module	Interactive seminar with case studies and theory session, guest lecturers from sustainable development practice
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Follow Social Innovation BW: <a href="http://socentbw.org">http://socentbw.org</a>
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Osburg &amp; Schmidpeter.</b> (2013). Social Innovation:  <a href="https://isfcolombia.uniandes.edu.co/images/2020-20/Semana_10/Social_Innovation_Solutions.pdf">https://isfcolombia.uniandes.edu.co/images/2020-20/Semana_10/Social_Innovation_Solutions.pdf</a></p> <p><b>Kyrö, P.</b> (2015). Handbook of Entrepreneurship and Sustainable Development Research.  <a href="https://sci-hub.se/10.4337/9781849808248">sci-hub.se/10.4337/9781849808248</a></p> <p><b>Balakrishnan, M.</b> (2018). The How-To.  <a href="https://www.entrepreneur.com/article/318479">https://www.entrepreneur.com/article/318479</a></p> <p><b>Belz, F. M., &amp; Binder, J. K.</b> (2017). Sustainable Entrepreneurship: A Convergent Process Model. Business Strategy and the Environment, 26(1), 1–17. <a href="https://doi.org/10.1002/bse.1887">https://doi.org/10.1002/bse.1887</a></p> <p><b>Defourny, J., &amp; Nyssens, M.</b> (2017). Fundamentals for an International Typology of Social Enterprise Models. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, 28(6), 2469–2497. <a href="https://doi.org/10.1007/s11266-017-9884-7">https://doi.org/10.1007/s11266-017-9884-7</a></p> <p><b>Deiglmeier, K., Miller, D. T., &amp; Phills, J.</b> (2008). Rediscovering social innovation. Stanford Social Innovation Review, Fall, 34–43.</p>

	<p><a href="http://www.sdgrantmakers.org/members/downloads/PhillsSan%20Diego-Social%20Innovation.pdf">http://www.sdgrantmakers.org/members/downloads/PhillsSan Diego-Social Innovation.pdf</a></p> <p><b>Glauner, F., &amp; Paradoxon, D.</b> (2018). Die Logik zukunftsfähiger Geschäftsmodelle. In CSR und Geschäftsmodelle.</p> <p><b>Osburg, T., &amp; Schmidpeter, R.</b> (2013). Social Innovation (T. Osburg &amp; R. Schmidpeter (eds.)). Springer Berlin Heidelberg.  <a href="https://doi.org/10.1007/978-3-642-36540-9">https://doi.org/10.1007/978-3-642-36540-9</a></p> <p><b>Pierre Esteve; Olivier Fruchaud; Jim Hibbert; Kathy Kim.</b> (2015). The guide to the 7 key questions all entrepreneurs should ask themselves. Ashoka Foundation.</p> <p><b>Porter, M. E., &amp; Kramer, M. R.</b> (2011). Creating shared value. Harvard Business Review, 89(1–2), 327–350.  <a href="https://doi.org/10.32591/coas.ojss.0201.04037b">https://doi.org/10.32591/coas.ojss.0201.04037b</a></p> <p><b>Santos, F. M.</b> (2012). A Positive Theory of Social Entrepreneurship. Journal of Business Ethics, 111(3), 335–351.  <a href="https://doi.org/10.1007/s10551-012-1413-4">https://doi.org/10.1007/s10551-012-1413-4</a></p> <p><b>Schaltegger, S., Lüdeke-Freund, F., &amp; Hansen, E. G.</b> (2016). Business Models for Sustainability: A Co-Evolutionary Analysis of Sustainable Entrepreneurship, Innovation, and Transformation. Organization and Environment, 29(3), 264–289.  <a href="https://doi.org/10.1177/1086026616633272">https://doi.org/10.1177/1086026616633272</a></p> <p><b>Schaltegger, S., &amp; Wagner, M.</b> (2011). Sustainable entrepreneurship and sustainability innovation: Categories and interactions. Business Strategy</p>
--	--

	<p>and the Environment, 20(4), 222–237.  <a href="https://doi.org/10.1002/bse.682">https://doi.org/10.1002/bse.682</a></p> <p><b>Seelos, B. C., &amp; Mair, J.</b> (2013).  Innovate and Scale: A Tough  Balancing Act. Stanford Social  Innovation Review, Innovation, 12–14.</p> <p><b>Seelos, B. C., &amp; Mair, J.</b> (2012).  Innovation Is Not the Holy Grail.  Stanford Social Innovation Review,  Fall, 44–49.</p> <p><b>Seelos, C., &amp; Mair, J.</b> (2017).  Innovation and Scaling for Impact. In  Innovation and Scaling for Impact.  Stanford University Press.  <a href="https://doi.org/10.1515/9781503600997">https://doi.org/10.1515/9781503600997</a></p> <p><b>Zahra, S. A., Sexton, D. L., &amp;  Landstrom, H.</b> (2001). Handbook of  Entrepreneurship. In Administrative  Science Quarterly(Vol. 46, Issue 2).  <a href="https://doi.org/10.2307/2667094">https://doi.org/10.2307/2667094</a></p> <p><b>Osburg &amp; Schmidpeter.</b> (2013). Social  Innovation:  <a href="https://isfcolombia.uniandes.edu.co/images/2020-20/Semana_10/Social_Innovation_Solutions.pdf">https://isfcolombia.uniandes.edu.co/images/2020-20/Semana_10/Social_Innovation_Solutions.pdf</a></p> <p>Kyrö, P. (2015). Handbook of  Entrepreneurship and Sustainable  Development Research.  <a href="https://sci-hub.se/10.4337/9781849808248">sci-hub.se/10.4337/9781849808248</a></p> <p>Balakrishnan, M. (2018). The How-To.  <a href="https://www.entrepreneur.com/article/318479">https://www.entrepreneur.com/article/318479</a></p> <p><u>Recommended reading:</u></p> <p><b>Kyrö, P.</b> (2015): Handbook of  Entrepreneurship and Sustainable  Development Research. Cheltenham,  UK: Edward Elgar Publishing Ltd.</p> <p><b>Stephens, Melodena B.; Lindsay,  Valerie</b> (eds) (2016): Social</p>
--	---

	Entrepreneurs, UK: Emerald Group Publishing. (Cases)
--	--

## **Intercultural Human Resources Development**

**Status: September 2021**

Module-Nr./ Code	IHRD
Module title	Intercultural Human Resources Development
Semester or trimester	3 <sup>rd</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, the successful completion of ICBC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is in relation with CUST and ICBC and serves as basis for DIMA. It is also connected to RESO.
Person responsible for the module	Prof. Dr. Ella Salome Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Salome Roininen
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– identify and discuss the conceptual interrelation of the understandings of culture, interculturality and competence.</li> <li>– critically define the term intercultural competence in detail, integrate it into their own behaviour and consider derived ethic aspects.</li> <li>– select appropriate contents and settings for intercultural training activities in business and organizational environments and apply a constructivist methodology.</li> <li>– reflect on the cultural specificity of intercultural training methods.</li> <li>– formulate suitable strategies of intercultural HRD in global organisations (e.g. regarding international recruiting, expatriation, global mobility, international talent management, etc.), using non-essentialist approaches (e.g. cosmopolitanism).</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– What is intercultural competence</li> <li>– Working in global organisations</li> <li>– Organisational power dynamics</li> <li>– Intersectional identities and social positions in organisations</li> <li>– Managing culturally diverse teams</li> <li>– Intercultural training and development activities</li> <li>– International HRM</li> </ul>
Teaching and learning methods of the module	Interactive lectures, case studies
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lecture, training units
<b>Literature</b> (Required reading/supplementary recommended reading)	<u>Required readings:</u> All the required readings are uploaded at Moodle

## **Arabic 1**

**Status: December 2021**

Module-Nr./ Code	ARA1
Module title	Arabic 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ARA2 and ARA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Alaa Khalil
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> <li>• know the basics of the Arabic alphabet and, with guidance, structure simple sentences and classify individual elements,</li> <li>• know the basics of the phonetic system and name the most important differences between the Arabic language and their own language using examples,</li> <li>• produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• The alphabet (sounds and written), the article, gender, the nominal sentence, numbers, the adjective, radical, the broken plural, declination and conjugation, prepositions.</li> <li>• The house; the telephone conversation; in town; breakfast with the family; at the market; giving directions; receiving somebody; going out; the Arab League; Europe.</li> <li>• The phonetic and graphic code of the foreign language.</li> <li>• The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles.</li> <li>• Basic vocabulary.</li> <li>• Learning aids.</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.



Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Required reading:</u>  <b>Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011):</b> Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

## **Chinese 1**

**Status: December 2021**

Module-Nr./ Code	CHI1
Module title	Chinese 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with CHI2 and CHI3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Xiaojun Gundermann-Han
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 %

	Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> <li>• know the basics of the Chinese alphabet and, with guidance, structure simple sentences and classify individual elements,</li> <li>• know the basics of the phonetic system and name the most important differences between the Chinese language and their own language using examples,</li> <li>• produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• The phonetic and graphic code of the foreign language.</li> <li>• The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles.</li> <li>• Basic vocabulary.</li> <li>• Learning aids.</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required literature (respective textbook will be announced before semester starts)</u></p> <p><b>Chen, Fu, Zhu, Zhiping, Cordes, Ruth</b> (2005): Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination)</p>

	<p><b>Zhang, Hong, Zhu, Xiaoxing</b> (2007): Chinesisch erleben. Beijing: China Book Trading. (Medienkombination)</p> <p><b>Gu, Wen, Meinshausen, Frank</b> (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.</p>
--	---

## **French 1**

**Status: December 2021**

Module-Nr./ Code	FRA1
Module title	French 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with FRA2 and FRA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Ariane Fleuranceau Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>• deal with simple everyday situations in the spoken language,</li> <li>• understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>• understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>• use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>• draw up accompanying written documents.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Communication skills in everyday situations</li> <li>• Pronunciation and intonation</li> <li>• General vocabulary</li> <li>• Basic grammar</li> <li>• Business vocabulary</li> <li>• Simple application of the language in professional situations</li> <li>• Production of simple texts</li> </ul>

	<ul style="list-style-type: none"> <li>• Initial contact with the civilisation and culture of the French-speaking world</li> </ul> <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> <li>• The basics of the phonetic and written form of the foreign language</li> <li>• Basic grammatical structures</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>• More complex grammar structures and varieties</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level B1 and B2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Extension of the general vocabulary and the basics of business vocabulary</li> <li>• Specialised texts</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading (due to respective level):</u></p> <p><b>Girardet, Jacky, Pécheur, Jacques (2010) : Écho A1 : méthode de français.</b> Paris : CLE International.</p>

	<p><b>Girardet, Jacky, Pécheur, Jacques (2010)</b> : Écho A2 : méthode de français. Paris : CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques (2010)</b> : Écho B1.1 : méthode de français. Paris : CLE International.</p> <p><b>Carlo, Catherine, Causa, Mariella (2010)</b> : Civilisation Progressive du Français : Niveau Débutant. Paris : CLE International.</p> <p><b>Penfornis, Jean-Luc (2004)</b> : Vocabulaire Progressif du Français des Affaires. Paris : CLE International.</p> <p><b>Steele, Ross (2004)</b> : Civilisation Progressive du Français : Niveau Intermédiaire. Paris : CLE International.</p>
--	--



## **Italian 1**

**Status: December 2021**

Module-Nr./ Code	ITA1
Module title	Italian 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ITA2 and ITA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Jacqueline Lo Mascolo
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 %

	Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>• deal with simple everyday situations in the spoken language,</li> <li>• understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>• understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>• use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>• draw up accompanying written documents.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Communication skills in everyday situations</li> <li>• Pronunciation and intonation</li> <li>• General vocabulary</li> <li>• Basic grammar</li> <li>• Business vocabulary</li> <li>• Simple application of the language in professional situations</li> <li>• Production of simple texts</li> <li>• Initial contact with the civilisation and culture of the Italian-speaking world</li> </ul> <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> <li>• The basics of the phonetic and written form of the foreign language</li> </ul>

	<ul style="list-style-type: none"> <li>• Basic grammatical structures</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>• More complex grammar structures and varieties</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level B1 and B2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Extension of the general vocabulary and the basics of business vocabulary</li> <li>• Specialised texts</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	<p>Task-based learning</p> <p>Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	<p>Special features are specified at the beginning of the semester.</p>
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p><b>Zorzan, Lorenza (2010):</b> Con Piacere A1: Lehr- und Arbeitsbuch. Stuttgart: Klett.</p> <p><b>Rovere-Fenati, Beatrice (2011):</b> Con Piacere A1: Trainingsbuch. Stuttgart: Klett.</p> <p><b>Zorzan, Lorenza (2011):</b> Con Piacere A2 : Lehr- und Arbeitsbuch. Stuttgart: Klett.</p>

## **Russian 1**

**Status: December 2021**

Module-Nr./ Code	RUS1
Module title	Russian 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with RUS2 and RUS3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Mila Koretnikov
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>• know the Cyrillic alphabet and read simple texts,</li> <li>• deal with simple everyday situations in the spoken language,</li> <li>• understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• The phonetic and graphic code of the Russian language.</li> <li>• Basic grammatical structures</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p><b>Loos, Harald, Berditschewski, Anatoli (2008):</b> Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination)</p> <p><b>Sokolowa, Ludmila, Zeller, Heiner (2001):</b> Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> <p><b>Sokolowa, Ludmila, Zeller, Heiner (2004):</b> Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p>

## **Spanish 1**

**Status: December 2021**

Module-Nr./ Code	SPA1
Module title	Spanish 1
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	Placement test. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	Interconnections with SPA2 and SPA3. This module is part of all the undergraduate programs at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Maritza Bayona Pilar Cañeque Gabriela Farah de Günther
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2)

	and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>• deal with simple everyday situations in the spoken language,</li> <li>• understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>• understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>• use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>• draw up accompanying written documents.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Communication skills in everyday situations</li> <li>• Pronunciation and intonation</li> <li>• General vocabulary</li> <li>• Basic grammar</li> <li>• Business vocabulary</li> <li>• Simple application of the language in professional situations</li> </ul>

	<ul style="list-style-type: none"> <li>• Production of simple texts</li> <li>• Initial contact with the civilisation and culture of the Spanish-speaking world</li> </ul> <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> <li>• The basics of the phonetic and written form of the foreign language</li> <li>• Basic grammatical structures</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>• More complex grammar structures and varieties</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level B1, B2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Extension of the general vocabulary and the basics of business vocabulary</li> <li>• Specialised texts</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Required literature (due to respective level, will be announced before semester starts)</u>



	<p><b>González Salgado, C. (2007):</b> ene A1: der Spanischkurs; Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C., Sanz Oberberger, C. (2010):</b> ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber.</p> <p><b>González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E. (2010):</b> ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C. et al. (2012):</b> ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>Gelabert, Maria J. (Hrsg.) (2007):</b> Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.</p> <p><b>Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López (2007):</b> Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen. Ismaning: Hueber.</p>
--	--

## **Managerial Accounting**

**Status: September 2021**

Module-Nr./ Code	MACC
Module title	Managerial Accounting
Semester or trimester	4 <sup>th</sup> semester
Duration of module	One semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules – Introduction to Management – Basic Principles in Strategic Management – Resources: Financial Resources, Human Resources, Organization is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programmes	This module is part of the Bachelor programs International Business and Management
Person responsible for the module	Prof. Frank Widmayer
Name(s) of the instructor(s)	Michelle Olufeso Joachim Scheiderer Thomas Steinert
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180

	(contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Written examination (180') § 14 (2) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module are able to</p> <ul style="list-style-type: none"> <li>– present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company's business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting),</li> <li>– define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance,</li> <li>– understand budgeting and accrual accounting from a financial management as well as from a political perspective,</li> <li>– describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc.,</li> <li>– present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation),</li> <li>– understand the implications of Economic Value Added (EVA) and</li> </ul>

	related concepts from a shareholder and from a stakeholder perspective.
Content of the module	<ul style="list-style-type: none"> <li>– Module 1 - Balance Sheet &amp; Cases</li> <li>– Module 2 - Income statement &amp; transaction analysis</li> <li>– Module 3 - Cost Volume Profit Analysis including BEP</li> <li>– Module 4 - Job order costing</li> <li>– Module 5 - Budgeting</li> <li>– Module 6 - Accrual accounting and M&amp;A</li> <li>– Module 7 - Cash Flow and M&amp;A</li> <li>– Module 8 - EVA (shared value)</li> </ul>
Teaching and learning methods of the module	Interactive lectures, business simulations, exercises, case studies, self-study
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Blended learning supported by an online learning platform including learning videos, quizzes and exercises
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><u>Recommended reading:</u></p> <p><b>Jones, J., Mowen, M.; Hansen, D.</b> (2011): Financial and managerial accounting: the cornerstones of business decisions. 2. ed., Mason: South-Western Cengage.</p> <p><b>Atrill, P., McLaney, E.</b> (2017). Accounting and finance for non-specialists. 10.ed. Harlow: Pearson Education.</p> <p><b>Baker, L.</b> (2017). Truth, Lies &amp; Statistics: How to Lie with Statistics. Ebook: Independently Published.</p> <p><b>Brealey, R., Myers, S., Allen, F.</b> (2016). Principles of Corporate Finance. 12. ed., New York: McGraw-Hill Education.</p> <p><b>Levitin, D.</b> (2018). A Field Guide to Lies and Statistics: A Neuroscientist on How</p>

	<p>to Make Sense of a Complex World. London: Penguin.</p> <p><b>Watson, D., Head, A.</b> (2016). Corporate Finance. Principles and Practice. 7<sup>th</sup> ed., Harlow (u.a.): Pearson Education.</p> <p><b>Wong, D.</b> (2013). The Wall Street Journal Guide to Information Graphics. New York: Norton &amp; Company.</p>
--	--

## **Advanced Project**

**Status: September 2021**

Module-Nr. / Code	APRO
Module title	Advanced Project
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module IPRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform,
Applicability of the module	<p>This module is targeted at the transfer between theory and practice and has interconnections to all earlier and simultaneous modules of the program, especially to IPRO.</p> <p>This module is part of all the Bachelor programs at Karlshochschule International University. The subject of the project varies according to the program specialization of the students.</p>
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Prof. Dr. Dr. Björn Bohnenkamp Coaches
Teaching language	English/other (depends on the subject of the project and the host country)
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	Project work § 14 (11) CER
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected political, social or business project in an international context, with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.
Content of the module	Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3 <sup>rd</sup> semester.
Teaching and learning methods of the module	Project work in a team of 5-6 participants (tutored)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p>The selection of literature is carried out by the students with the guidance of their tutors. The following is a list of optional general background reading:</p> <p><b>Armstrong, Michael</b> (2012): Armstrong's handbook of management and leadership: developing effective people skills for better leadership and management. 3. ed., London: Kogan Page.</p> <p><b>Bentley, Colin</b> (2009): Prince 2: a practical handbook. 3. ed., Oxford (u.a.): Butterworth-Heinemann.</p> <p><u>Further reading:</u></p>

	<p><b>Hölzle, Philipp</b> (2007): Projektmanagement: professionell führen, Erfolge präsentieren. 2. ed., Freiburg: Haufe.</p> <p><b>Sutherland, Jeffrey Victor (2014)</b>: Scrum. A revolutionary approach to building teams, beating deadlines, and boosting productivity. Random House Business</p> <p><b>Kappler, Ekkehard, Seibel, Johannes J., Sterner, Siegfried</b> (1983): Entscheidungen für die Zukunft: Instrumente und Methoden der Unternehmensplanung. Frankfurt: Frankfurter Allgemeine Zeitung GmbH.</p> <p><b>Mees, Jan, Oefner-Py, Stefan, Sünemann, Karl-Otto</b> (1995): Projektmanagement in neuen Dimensionen: das Helogramm zum Erfolg. 2. ed., Wiesbaden: Gabler.</p> <p><b>Michalko, Michael</b> (2006): Thinkertoys: A handbook of creative-thinking techniques. 2. ed., Berkeley (u.a.): Ten Speed Press.</p>
--	--



## **International & Sustainable Finance**

**Status: September 2021**

Module-Nr./ Code	IFAS
Module title	International & Sustainable Finance
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module RESO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programmes	
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Olaf Rottke Dr. Wolfgang Spiess-Knafl
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Seminar Paper § 14 (5) CER

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- discuss financial management and market theories and their applications in practice</li> <li>- illustrate the implications of financial planning, long-term financial decisions, working capital management and currency risk management for international sustainable business</li> <li>- interpret the concept of sustainable finance and investment, explain diverse sources of finance and critically evaluate different approaches to sustainability controlling</li> <li>- recognize the critical role of capital markets and fiscal policy in moving towards sustainability</li> <li>- critically reflect on the ethical “blindness” of capital markets from various disciplinary perspectives</li> <li>- analyse the financial process related to at least one specific and complex international management issue</li> </ul>
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none"> <li>- Financial planning, capital budgeting and strategic long term financing decisions</li> <li>- Working capital management</li> <li>- Currency markets and currency risk management</li> <li>- Financial Value Drivers and Sustainable Return on Investment</li> <li>- Sustainability accounting, information requirements and integrated information systems</li> <li>- The role of capital markets and sustainable and ethical financial products</li> <li>- Islamic banking and financing</li> <li>- Public finance and fiscal reform</li> </ul>

	<ul style="list-style-type: none"> <li>- Environment and Natural Resource Taxation</li> <li>- The System of Environmental – Economic accounting (SEEA)</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Class presentations, cases
Literature (Required reading/supplementary recommended reading)	<p><b><u>Required reading</u></b></p> <p><b><u>Recommended Reading</u></b></p> <p><b>Krugman, Paul R.; Obstfeld, Maurice; Melitz, Marc (2017):</b> International Finance Theory and Policy, 11 ed., Global ed., Malaysia: Pearson,</p> <p><b>Hayat, Usman; Malik, Adeel (2014):</b> Islamic Finance: Ethics, Concepts and Practice, CFA Institute Research Foundation.</p> <p><b>Jeuken, Marcel H. (2015):</b> Sustainable Finance &amp; Banking, New York: Taylor &amp; Francis.</p> <p><b>Richardson, Benjamin J. (2011):</b> From fiduciary duties to fiduciary relationships for socially responsible investing: responding to the will of beneficiaries. In: Journal of Sustainable Finance &amp; Investment, 1(1), 5-19.</p> <p><b>Waygood, Steve (2011):</b> How do the capital markets undermine sustainable development? What can be done to correct this? In: Journal of Sustainable Finance &amp; Investment, 1(1), 81-87.</p> <p><b>Eun, Cheol S.; Resnick, Bruce G. (2014):</b> International financial management. 7. ed., Boston: McGraw-Hill/Irwin.</p> <p><b>Tantram, Joss (2017):</b> Capitalism: what's the point? A pioneering book about sustainable economics, sustainable</p>

	<p>business and sustainable finance, Terrafiniti</p> <p><b>Messy, Yves G. A.</b> (2016): Sustainable Finance: Investment strategies for the Ethical and Sustainable Purpose Investor,</p>
--	---



## **Digital Channel Management**

**Stand: September 2021**

Module-Nr./ Code	DCMA
Module title	Digital Channel Management
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the modules RESO and MSIC is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module has links to all modules in the Marketing Specialization as well as RESO and MACC in the same semester.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Dr. Markus Gahler Janina Kleine Frauke Klos
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 Hours (Contact hours = 42 hours, Self study = 138 Hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– describe the concept, structures and flows of marketing channels including indirect, direct, multi-level, distant and especially digital channels</li> <li>– carry out suitable steps to establish digital channels and develop business both strategically and operationally</li> <li>– manage cultural differences affecting the marketing operations and channels</li> <li>– apply tools and methods how to do research on marketing channels and operations manage them actively</li> <li>– set up solutions for digital marketing channels</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Concepts, structures and flows of marketing channels including</li> <li>– Analysing and creating customer touch points</li> <li>– Technology watch: How technologies like augmented reality, local based services affect marketing channels</li> <li>– Intermediation: Supply chain, logistics, value added services, etc.; tensions between dis- and re-intermediation</li> <li>– Current case-studies digital marketing channels and operations, including supporting operations</li> <li>– Tools and methods how to manage marketing channels and operations actively</li> <li>– Measuring and controlling of digital channel and operational performance (Goal Setting, KPIs)</li> <li>– Interrelation between digital marketing channels and business models</li> </ul>
Teaching and learning methods of the module	Paper readings, case studies, group discussions, project development
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	

<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required literature:</u></p> <p><u>Recommended literature:</u></p> <p><b>Brunner, F.</b> (2015): Toward cross-channel management: A comprehensive guide for retailing firms. Berlin: de Gruyter. (excerpts)</p> <p><b>Coughlan, Anne T. et al.</b> (2014): Marketing channel strategy, 8. ed., Upper Saddle River: Pearson/Prentice Hall. (excerpts)</p> <p><b>Kushwaha, T., &amp; Shankar, V.</b> (2013). Are multichannel customers really more valuable? The moderating role of product category characteristics. <i>Journal of Marketing</i>, 77(4), 67-85.</p> <p><b>Li, H., &amp; Kannan, P. K.</b> (2014). Attributing conversions in a multichannel online marketing environment: An empirical model and a field experiment. <i>Journal of Marketing Research</i>, 51(1), 40-56.</p> <p><b>Mathur, M.</b> (2013). Drivers of channel equity: Linking strategic marketing decisions to market performance. <i>The Marketing Review</i>, 13(4), 393-414.</p> <p><b>Valentini, S., Montaguti, E., &amp; Neslin, S. A.</b> (2011). Decision process evolution in customer channel choice. <i>Journal of Marketing</i>, 75(6), 72-86.</p>
--	--



## **Circular Economy & Lifecycle Management**

**Status: September 2021**

Modul-Nr./ Code	CELM
Module title	Circular Economy & Lifecycle Management
Semester or trimester	4th Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the IB program, Responsible Business specialization
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	Matthias Brey Martin Neuhold
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Assessment type / requirement for the award of credits	Written Assignment § 14 (4) CER
Qualification objectives of the module	Students who have successfully participated in this module will:

	<ul style="list-style-type: none"> <li>– present an introduction to the history of ecological and entropy thinking in economics</li> <li>– discuss the most basic concepts that define the circular economy, industrial ecology, and the cradle2cradle approach</li> <li>– present theories and models that facilitate the analysis of material flows and lifecycle data of products and services in both production as well as the use phase of products</li> <li>– describe the environmental factors, major institutions and basic regulations that effect circular economy activities on the national, regional and global level</li> <li>– understand and evaluate lifecycle oriented business models and strategies as a core part of a firm's sustainability commitment</li> </ul>
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none"> <li>– Introduction to ecology and entropy as economic concepts</li> <li>– Industrial ecology between product-, process- and user-orientation</li> <li>– Cradle2cradle thinking and design for environment</li> <li>– Approaches to lifecycle assessment and lifecycle product management (including services)</li> <li>– Legal requirements for the circular economy</li> <li>– Collaborative approaches to the circular economy</li> <li>– Re-use, re-design and re-manufacturing as new business models for corporate sustainability</li> <li>– Circular economy, re-distribution and global supply chains</li> <li>– The maker movement, do-it-together, repair cafés and their impact on circular economy initiatives</li> </ul>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Cases, guest speakers, field visits,
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><u>Recommended Reading:</u></p>

	<p><b>Lacy, Peter; Jakob Rutqvist</b> (2015): <i>Waste to Wealth: The Circular Economy Advantage</i>. New York: Palgrave Macmillan.</p> <p><b>Stark, John</b> (2011): <i>Product Lifecycle Management</i>. Springer: London.</p> <p><b>Ehrenfeld, John</b> (2004): Industrial ecology: a new field or only a metaphor? <i>Journal of Cleaner Production</i>, 12(8–10): 825–831.</p> <p><b>Frankl, Paolo; Rubik, Frider</b> (2013): <i>Life Cycle Assessment in Industry and Business: Adoption Patterns, Applications and Implications</i>. Springer Science &amp; Business Media.</p> <p><b>Preston, Felix</b> (2012): <i>A global redesign? shaping the circular economy</i>. Energy, Environment and Resource Governance. London: Chatham House.</p> <p><b>Tukker, Arnold</b> (2015): Product services for a resource-efficient and circular economy – a review. <i>Journal of Cleaner Production</i> 97, 76–91.</p>
--	---

## **Diversity and Management**

**Status: September 2021**

Module-Nr. / Code	DIMA
Module title	Diversity and Management
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory / elective
If relevant, course units within the module	-
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module IHRD is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is in relation with ICBC and IHRD as well as connected to RESO.
Person responsible for the module	Prof. Dr. Ella Salome Roininen
Name(s) of the instructor(s)	Prof. Dr. Ella Salome Roininen
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Written Assignment § 14 (4)
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– explain and critically analyze processes of social categorization.</li> <li>– describe and critically discuss the origins of DM in the USA und in Europe</li> <li>– recognize factors of inequality and discrimination in the society and in organizations.</li> <li>– formulate integration processes as business case and as a task of social sustainability.</li> <li>– develop and apply managerial strategies of diversity and inclusion in institutional and organizational context.</li> </ul>
Content of the module	<p>The course content includes:</p> <ul style="list-style-type: none"> <li>– A historical view on the development of DM</li> <li>– The main approaches, theories and current organizational issues in D&amp;I management</li> <li>– D&amp;I frameworks and their application</li> <li>– Social categorization: inclusion, exclusion, prejudice, stereotyping, othering</li> <li>– Inequality and discrimination</li> <li>– Specific D&amp;I topics such as gender, LGTB+, disability, mental health, age</li> <li>– Biases research, biases in digitalized economy</li> <li>– Analyzing diversity in organization, specific diversity actions, programs and their implementation</li> <li>– D&amp;I and social sustainability</li> <li>– Global power relations, cultures and intersectionalities</li> <li>– Integration research</li> </ul>
Teaching and learning methods of the module	<p>The course is organized around lectures and case studies aimed at illustrating important concepts and then debating them in class.</p> <p>Session outline and study materials are available at Moodle.</p>

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guest lecturers
<p>Literature (Required reading/supplementary recommended reading)&lt;</p>	<p><b><u>Required reading (selected chapters):</u></b></p> <p><b><u>Recommended reading:</u></b></p> <p>Alvesson, M. and Billing Y.D. (2009) <i>Understanding Gender and Organizations, Second Edition</i>. London: Sage.</p> <p>Alvesson, M., Willmot, H. (2009). <i>The Oxford Handbook of Critical Management Studies</i>. London: Sage.</p> <p>de Aquino, C.T.E. and Robertson, R.W.(eds.) (2018) <i>Diversity and Inclusion in the Global Workplace: Aligning Initiatives with Strategic Business Goals</i>. Palgrave Macmillan.</p> <p>Centeno M.Á. and Newman, K.S. (eds.) (2010). <i>Discrimination in an unequal world</i>. Oxford: Oxford University Press.</p> <p>Dovidio, J.F., Glick P. and L.A. Rudman (eds.) (2005) <i>On the nature of prejudice: fifty years after Allport</i>. Malden: Blackwell.</p> <p>Hall, S. (ed.) (1997) <i>Representation: Cultural Representations and Signifying Practices</i>. London: Sage.</p> <p>Hearn, J., Blagojevic, M. and K. Harrison (eds.) (2015) <i>Rethinking Transnational Men. Beyond, Between and Within Nations</i>. London: Routledge.</p> <p>Kirton, D.K. and Greene, A-M. (2010) <i>The Dynamics of Managing Diversity. A Critical Approach</i>. Oxford: Elsevier.</p> <p>Nakayama, T.K. and Halualani, R.T. (eds.) (2010) <i>The handbook of critical intercultural communication</i>. Malden: Wiley-Blackwell.</p>

	<p>Plummer, D.L. (2003) <i>Handbook of Diversity Management. Beyond Awareness to Competency Based Learning</i>. Lanham: University Press.</p> <p>Rao, A., Sandler, J, Kelleher, D. and C. Miller (2016) <i>Gender at Work: Theory and Practice for 21st Century Organizations</i>. London: Routledge.</p> <p>Westwood R. and Linstead S. (eds) (2001) <i>The Language of Organization</i>. London: Sage.</p> <p><i>Selected chapters from these books and further study material such as journal articles are available at Moodle under each section headline.</i></p>
--	--

## **Arabic 2**

**Status: December 2021**

Module-Nr./ Code	ARA2
Module title	Arabic 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ARA1 and ARA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Alaa Khalil
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER).



Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> <li>• have an extended knowledge of the fundamentals of the Arabic alphabet,</li> <li>• identify a suitable number of individual elements,</li> <li>• deduct meaning from contexts,</li> <li>• carry out simple dialogues in everyday situations.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• The perfect, the verb sentence, the nisbe ending, the genitive link, the suffixed personal pronouns, determination (summary), the adverb, the imperfect, the demonstrative pronouns, conjunctive and apocopate, the imperative, negation.</li> <li>• A personal letter; at the travel agent's; at the grocer's; in a restaurant; international news; in a bookshop; my university; in a hotel.</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Required literature</u>  <b>Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard</b> (2011): Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

## **Chinese 2**

**Status: December 2021**

Module-Nr./ Code	CHI2
Module title	Chinese 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with CHI1 and CHI3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Xiaojun Gundermann-Han
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>• have an extended knowledge of the basics of the Chinese alphabet,</li> <li>• identify a suitable number of individual elements,</li> <li>• deduct meaning from contexts,</li> <li>• carry out simple dialogues in everyday situations.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Further phonetic and graphic characteristics of the foreign language code</li> <li>• Basic grammar</li> <li>• Extension of basic vocabulary</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Required literature (due to respective level, will be announced before semester starts):</u>  <b>Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005):</b> Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination)  <b>Zhang, Hong, Zhu, Xiaoxing (2007):</b> Chinesisch erleben. Beijing: China Book Trading. (Medienkombination)  <b>Gu, Wen, Meinshausen, Frank (2005):</b> Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.

## **French 2**

**Status: December 2021**

Module-Nr./ Code	FRA2
Module title	French 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with FRA1 and FRA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Ariane Fleuranceau Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension)

	and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>• deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>• write standard texts (e.g. lists) autonomously in French</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>• use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>• draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>• use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>• draw up accompanying simple written documents (handouts, short reports)</li> <li>• follow complex business communication situations and take part in them using the spoken language,</li> <li>• write longer texts with analytical contents in French</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the</li> </ul>

	<p>progressive development of listening comprehension skills and written and spoken production skills.</p> <ul style="list-style-type: none"> <li>• Information on culture and civilisation is also included regularly in the course.</li> <li>• Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>• More complex grammar structures and varieties</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Extension of the general vocabulary and the basics of business vocabulary</li> <li>• Specialised texts</li> <li>• Colloquial language</li> <li>• Learning aids</li> </ul> <p>Target C1, specifically:</p> <ul style="list-style-type: none"> <li>• Specialist business vocabulary</li> <li>• Different styles and degrees of formality</li> <li>• Advanced writing</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.

Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p><b>Girardet, Jacky, Pécheur, Jacques (2010):</b> Écho A1: méthode de français. Paris: CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques (2010):</b> Écho A2: méthode de français. Paris: CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques (2010):</b> Écho B1.1: méthode de français. Paris: CLE International.</p> <p><b>Carlo, Catherine, Causa, Mariella (2010):</b> Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.</p> <p><b>Pécheur, J. (2010):</b> Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.</p> <p><b>Penfornis, Jean-Luc (2004):</b> Vocabulaire Progressif du Français des Affaires. Paris: CLE International.</p> <p><b>Steele, Ross (2004):</b> Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.</p>

## **Italian 2**

**Status: December 2021**

Module-Nr./ Code	ITA2
Module title	Italian 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ITA1 and ITA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Jacqueline Lo Mascolo
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2)



	and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>• deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>• write standard texts (e.g. lists) autonomously in Italian</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>• use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>• draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>• use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>• draw up accompanying simple written documents (handouts, short reports)</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>• Information on culture and civilisation is also included regularly in the course.</li> </ul>

	<ul style="list-style-type: none"> <li>• Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>• More complex grammar structures and varieties</li> <li>• Basic lexis</li> <li>• Learning aids</li> </ul> <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Extension of the general vocabulary and the basics of business vocabulary</li> <li>• Specialised texts</li> <li>• Colloquial language</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required literature</u></p> <p><b>Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N.</b> (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.</p>

## **Russian 2**

**Status: December 2021**

Module-Nr./ Code	RUS2
Module title	Russian 2
Semester or trimester	4th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with RUS1 and RUS3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Mila Koretnikov
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> <li>• deal with simple to more complex everyday situations and simple business situations in the spoken language</li> <li>• write standard texts (e.g. lists) autonomously in Russian.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Specific phonetic characteristics of Russian</li> <li>• More complex grammar structures</li> <li>• Extension of basic vocabulary</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p><b>Loos, Harald, Berditschewski, Anatoli (2008):</b> Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination)</p> <p><b>Sokolowa, Ludmila, Zeller, Heiner (2001):</b> Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p> <p><b>Sokolowa, Ludmila, Zeller, Heiner (2004):</b> Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)</p>

## **Spanish 2**

**Status: June 2021**

Module-Nr./ Code	SPA2
Module title	Spanish 2
Semester or trimester	4 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory (if Spanish has been selected as second foreign language)
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with SPA1 and SPA3.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Maritza Bayona Pilar Cañeque Gabriela Farah de Günther
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension)

	and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>– write standard texts (e.g. lists) autonomously in Spanish</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> <li>– follow complex business communication situations and take part in them using the spoken language,</li> <li>– write longer texts with analytical contents in Spanish.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> </ul>

	<ul style="list-style-type: none"> <li>– Information on culture and civilisation is also included regularly in the course.</li> <li>– Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>– More complex grammar structures and varieties</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the basics of business vocabulary</li> <li>– Specialised texts</li> <li>– Colloquial language</li> <li>– Learning aids</li> </ul> <p>Target C1, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Specialist business vocabulary</li> <li>– Different styles and degrees of formality</li> <li>– Advanced writing</li> <li>– Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><u>Language textbooks:</u></p>

	<p><b>González Salgado, C.</b> (2007): ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C., Sanz Oberberger, C.</b> (2010): ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber.</p> <p><b>González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E.</b> (2010): ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C. et al.</b> (2012): ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>Gelabert, Maria J.</b> (Hrsg.) (2007): Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.</p> <p><b>Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López</b> (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p><b>Gelabert, Maria J., Isa, David, Menéndez, Mar</b> (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p><b>Castro, Genis, Ianni, José, V.</b> (2011): Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p>
--	--



## **Change and Innovation**

**Status: September 2021**

Module-Nr. / Code	CHIN
Module title	Change and Innovation
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of APRO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the Bachelor programs International Business and Management at Karlshochschule International University.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N.N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Learner's Portfolio § 14 (7) CER

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– enable stakeholders in the context of a change and/or innovative project</li> <li>– analyze and respond to social issues and translate them into conceptual, creative and innovative solutions.</li> <li>– implement appropriate project, creative and coaching tools depending on the situation in order to fulfil the demands of the stakeholders.</li> <li>– to summarize and structure their projects and present them in class</li> </ul>
Content of the module	Autonomous enablement of a change and innovation project under supervision. If relevant, students can base their project on work carried out in the community projects in the 3 <sup>rd</sup> and 4 <sup>th</sup> semester.
Teaching and learning methods of the module	Project work in a team of 4-5 participants (tutored)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p>The selection of literature is carried out by the students with the guidance of their tutors and dependent on the projects.</p> <p><u>Recommended reading:</u></p> <p><b>Gray, D., Brown, S. and Mananufu, J.</b> (2010): Gamestorming. A playbook for innovators, rulebreakers, and changemakers. Sebastopol: O'Reilly.</p>

	<b>Lewrick, M., Link, P., and Leifer L.</b> (2018). The Design Thinking Playbook: Mindful Digital Transformation of Teams, Products, Services, Businesses and Ecosystems. Hoboken: Wiley.
--	--

## **Current Issues in ReThinking Management and Society**

**Status: September 2021**

Module-Nr./ Code	CIRM
Module title	Current Issues in ReThinking Management and Society
Semester or trimester	5 <sup>th</sup> semester
Duration of the module	Single semester
Course type (mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module SCIE is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programmes	Bachelor International Business Bachelor Management
Person responsible for the module	Prof. Dr. Dirk Nicolas Wagner
Names of instructors	Professors of the Karlshochschule Krenz, Marcel
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study + contact hours)	Total workload = 180 (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type/ requirement for the award of credits	Written assignment § 14 (4) CER

Weighting of the grade within the overall grade	3 %
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– identify and analyse selected current issues of management and society, taking into account international trends in academia and practice</li> <li>– develop a research question and work on it in an academic manner and, as a result, contribute towards developing theoretical approaches for disciplines and fields in management and social studies</li> <li>– present, explain and discuss their study results with peers (=&gt; academic discourse)</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Exemplary discussion of current issues in fields of management and society, especially trends and movements in theory and practice</li> <li>– Definition of research questions</li> <li>– Evaluation of status of research and reading for the respective research question</li> <li>– Development of appropriate scientific methodologies to operationalize the respective research question</li> <li>– Feedback and group discussion of the selected issues and the respective progress of work</li> <li>– Creation of ... <ul style="list-style-type: none"> <li>... an extended abstract</li> <li>... a draft</li> <li>... the final paper</li> </ul> </li> </ul>
Teaching and learning methods of the module	<ul style="list-style-type: none"> <li>- Academic colloquium</li> <li>- Topics to be prepared by the students</li> <li>- Presentation and discussion of scientific methods and status of work in progress</li> <li>- Exercises on academic writing</li> </ul>
Special features (e.g. online activities, event/company visits, guest speakers etc.)	If possible, professionals and scholars will be invited to participate and introduce issues (and trends) to be discussed in class

<p>Literature (Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p>Depending on the selected issues of each study year, required reading will be indicated in the course.</p> <p><u>Recommended reading:</u></p> <p><b>Davis, Martha; Davis, Kaaron J.; Dunagan, Marion M.</b> (2012): Scientific Papers and Presentations. 3. ed., Amsterdam [u.a.]: Elsevier, Academic Press.</p> <p><b>Flick, Uwe</b> (2014): An Introduction to Qualitative Research. 5. ed., London: Sage.</p> <p><b>Saunders, Mark N.K.; Lewis, Philip; Thornhill, Adrian</b> (2015): Research Methods for Business Students. 7. ed., Harlow: Pearson.</p> <p><b>Soles, Derek</b> (2009): The Essentials of Academic Writing. 2. ed., Boston: Wadsworth.</p> <p><b>Yin, Robert</b> (2018): Case Study Research and Applications: Design and Methods. 6. ed., London: Sage Publications</p>
--	--

## **Current Issues in International Business**

**Status: September 2021**

Module-Nr./ Code	CIIB
Module title	Current Issues in International Business
Semester or trimester	5 <sup>th</sup> Semester
Duration of module	One Semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the modules - Global Economy - International Business Ventures and - Introduction to Management is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N.N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total work load = 180 hours (Contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Essay § 14 (6) CER

Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Following the successful completion of this course, students should be able to</p> <ul style="list-style-type: none"> <li>– understand contemporary international business issues from an international and cross-cultural perspective in any one of the following discipline areas: marketing, finance, entrepreneurship, culture, leadership, international relations and politics.</li> <li>– have a better appreciation of international business strategies and business operations in conditions of market diversity.</li> <li>– develop a better awareness and sensitivity to cultural differences in behaviour in order to enhance skill levels for working in multi-cultural organisations and markets.</li> <li>– analyse and discuss current topics and trends in international business.</li> </ul>
Content of the module	<p>Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programmes in the partner institution.</p>
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Cases
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p>Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.</p>



--	--

## **Marketing Elective**

**Status: September 2021**

Module-Nr./ Code	MELE
Module title	Marketing Elective
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Compulsory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	Part of the major/minor marketing strategy.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	N.N. Thomas Zorbach
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– understand contemporary marketing issues from an international and cross-cultural perspective</li> <li>– develop marketing strategies and operations in conditions of market differences</li> <li>– analyse and discuss current topics and trends in marketing strategy</li> <li>– synthesize contents from different research/ scientific areas in the field of marketing depending on their own professional and academic interest</li> </ul>
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Experiences abroad
Literature (Required reading/supplementary recommended reading)	<p>Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.</p> <p>Required reading:</p> <p>Recommended reading:</p>

## **Current Issues in International Sustainability Management**

**Status: September 2021**

Modul-Nr./ Code	CISM
Module title	Current Issues in International Sustainability Management
Semester or trimester	5th Semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory module
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module RESO is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the IB program, Sustainable Development & Responsible Business pillar
Person responsible for the module	Prof. Dr. Robert Lepenies
Name(s) of the instructor(s)	N.N.
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	Depends on partner university
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.

Qualification objectives of the module	<p>Students who have successfully participated in this module will:</p> <ul style="list-style-type: none"> <li>– understand contemporary issues in International Sustainability Management from a global and cross-cultural perspective.</li> <li>– have a better appreciation of sustainability strategies and their implementation under conditions of social and market diversity.</li> <li>– develop a better awareness and sensitivity to cultural differences in behavior in order to enhance skill levels for working in multi- cultural organizations and markets.</li> <li>–</li> </ul>
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programs in the partner institution.
Teaching and learning methods of the module	Theoretical components will interact with case studies and exercises (group and individual).
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required reading:</u></p> <p><u>Recommended reading:</u></p> <p>Reading requirements depend on international offers and on the learning agreement. Recommendations will be given at the latest in the opening session of the course.</p>

## **Contemporary Society**

**Status: September 2021**

Module-Nr. / Code	CSOC
Module title	Contemporary Society
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module, however, successful completion of the module ARST (Area Studies) is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	Interconnections with all specific International Business modules
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	depends
Teaching language	English – however, the module will be taught in one of the languages spoken in the region if the students are sufficiently proficient in the language (level C1)
Number of ECTS credits	6

Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3
Assessment type / requirement for the award of credits	depends
Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– present the fundamentals of a selected area of social and political sciences (politics, sociology, communication studies etc.) and distinguish functions from management studies</li> <li>– formulate detailed links between aspects of intercultural management</li> <li>– synthesise statements on foreign cultures in an abstract manner</li> </ul>
Content of the module	Contents depend on international offers and on the learning agreement. Aforementioned outcomes will be guaranteed through selected course programmes in the partner institution.
Teaching and learning methods of the module	
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	<p><b><u>Required reading:</u></b></p> <p><b><u>Recommended reading:</u></b></p> <p>Reading requirements depend on international offers and on the learning</p>

	agreement. Recommendations will be given at the latest in the opening session of the course.
--	--



## Area Studies

**Status: December 2021**

Module-Nr./ Code	ARST
Module title	Area Studies
Semester or trimester	3rd semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module to other programs	This module is part of the intercultural cycle and has particular references to the language courses and the semester abroad. It is applicable to many Bachelor study programs at the university.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Alaa Khalil Svenja Osmers Prof. Dr. Anthony Teitler Dr. habil. Patrick Ziegenhain
Teaching language	English
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 42, self-study = 138 hours)
Hours per week	3 %

Assessment type / requirement for the award of credits	The Assessment type is a Presentation according to § 14 (9) Course and Examination Regulation (CER); see appendix.
Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully completed this module are able to:</p> <ul style="list-style-type: none"> <li>• describe the social, economic, ecological, legal, cultural, technological and political factors relevant in a particular area</li> <li>• discuss the mutual influence of global processes and local developments in a particular area</li> <li>• explain typical business practices and economic dynamics in a particular area</li> <li>• reflect patterns of injustice, inequality and conflict in different social fields (e.g., health, education, democracy, gender relationships) in a particular area</li> <li>• question established discourses, narratives and images about a particular area</li> <li>• develop respect und understanding against foreign cultures</li> <li>• assess the potential of political, cultural, social, educational and other forms of civic engagement and business activities in the particular area</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Social, economic, ecological, legal, cultural, technological and political aspects of a particular area, e.g.</li> </ul>

	<p>poverty, inequality, market structures, population structure and growth</p> <ul style="list-style-type: none"> <li>• Global dynamics and challenges (digitisation, sustainability etc.) and their crystallization in local processes</li> <li>• Postcolonial perspectives on regional conflicts, conflict lines and conflict zones</li> <li>• Global and regional imaginaries and stereotypes</li> </ul> <p>The culture specific part of the module will be offered in blocks for</p> <ul style="list-style-type: none"> <li>• Latin American studies</li> <li>• Anglo-American studies</li> <li>• Arabic studies</li> <li>• East /South-East Asian studies</li> <li>• Sub-Saharan African studies</li> </ul> <p>Further area studies can be provided depending on students' interest abroad.</p>
Teaching and learning methods of the module	Interactive lectures. Case studies.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Area experts as co-lecturers
Literature (Required reading/supplementary recommended reading)	<p><u>Required reading:</u></p> <p><b>Schäfer, Wolf (2010):</b> Reconfiguring Area Studies for the Global Age. In: <i>Globality Studies Journal</i>, 22, 31.12.2010.</p> <p><b>Flemes, Daniel (ed.) (2010):</b> <i>Regional Leadership in the Global System: Ideas, Interests and Strategies of Regional Powers.</i> Farnham (u.a.): Ashgate.</p> <p><i>Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)</i></p>

	<p><u>Recommended readings:</u></p> <p><i>Diverse (depend on the business and cultural area selected, recommendations will be given at the beginning of the course)</i></p>
--	---

## **Arabic 3**

**Status: December 2021**

Module-Nr./ Code	ARA3
Module title	Arabic 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ARA1 and ARA2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Alaa Khalil
Teaching language	Arabic (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER) see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> <li>• read and write brief standard texts,</li> <li>• carry out dialogues in everyday situations with a suitable level of complexity.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Revision of the conjunctive, the imperative, apocopate, and negation.</li> <li>• The dual, the numbers 1 and 2, question pronouns “how many”, the months, cardinal numbers, year numbers, the perfect form of verbs with و and ى conjunctive and apocopate of verbs with و or ى word order: <b>إن</b> and the subject of the sentence.</li> <li>• At my university; in a hotel; about Islam and Muslims; registering with the authorities; the President’s speech; interview with the President.</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Required literature</u>  <b>Krahl, Günther, Reuschel, Wolfgang, Schulz, Eckehard (2011):</b> Lehrbuch des modernen Arabisch. 1. Aufl., Leipzig: AKV Edition Hamouda.

## **Chinese 3**

**Status: December 2021**

Module-Nr./ Code	CHI3
Module title	Chinese 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with CHI1 and CHI2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Xiaojun Gundermann-Han
Teaching language	Chinese (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully completed this module are able to: <ul style="list-style-type: none"> <li>• read and write brief standard texts,</li> <li>• carry out dialogues in everyday situations with a suitable level of complexity.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Extension of basic grammar forms</li> <li>• Extension of basic vocabulary</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Required literature (due to respective level, will be announced before semester starts)</u>  <b>Chen, Fu, Zhu, Zhiping, Cordes, Ruth (2005):</b> Wir lernen Chinesisch. Beijing: Verlag für Volksbildung. (Medienkombination)  <b>Zhang, Hong, Zhu, Xiaoxing (2007):</b> Chinesisch erleben. Beijing: China Book Trading. (Medienkombination)  <b>Gu, Wen, Meinshausen, Frank (2005):</b> Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Stuttgart: Schmetterling.



## **French 3**

**Status: December 2021**

Module-Nr./ Code	FRA3
Module title	French 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with FRA1 and FRA2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Ariane Fleuranceau Marine Roland-Hohenstein
Teaching language	French (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>• deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>• write simple texts in French.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>• use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>• draw up accompanying simple written documents (handouts, short reports)</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>• follow complex business communication situations and take part in them using the spoken language,</li> <li>• write longer texts with analytical contents in French</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>• Use of language in business situations.</li> </ul> <p>Target level A2 and B1, specifically:</p> <ul style="list-style-type: none"> <li>• Complex grammatical structures and varieties</li> <li>• Extension of general vocabulary,</li> <li>• Specialist business language and texts</li> </ul>

	<ul style="list-style-type: none"> <li>• Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Specialist business vocabulary</li> <li>• Different styles and degrees of formality</li> <li>• Advanced writing</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.

<p><b>Literature</b> (Required reading/supplementary recommended reading)</p>	<p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p><b>Girardet, Jacky, Pécheur, Jacques (2010):</b> Écho A1: méthode de Français. Paris: CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques (2010):</b> Écho A2: méthode de Français. Paris: CLE International.</p> <p><b>Girardet, Jacky, Pécheur, Jacques (2010):</b> Écho B1.1: méthode de Français. Paris: CLE International.</p> <p><b>Carlo, Catherine, Causa, Mariella (2010):</b> Civilisation Progressive du Français: Niveau Débutant. Paris: CLE International.</p> <p><b>Penfornis, Jean-Luc (2004):</b> Vocabulaire Progressif du Français des Affaires. Paris: CLE International.</p> <p><b>Steele, Ross (2004):</b> Civilisation Progressive du Français: Niveau Intermédiaire. Paris: CLE International.</p> <p><b>Pécheur, J. (2010):</b> Civilisation Progressive du Français : Niveau avancé. Paris: CLE International.</p>
---	--

### **Italian 3**

**Status: December 2021**

Module-Nr./ Code	ITA3
Module title	Italian 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with ITA1 and ITA2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Jacqueline Lo Mascolo
Teaching language	Italian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3) Course and Examination Regulation (CER); see appendix.

Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>• deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>• write simple texts in Italian.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>• use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>• draw up accompanying simple written documents (handouts, short reports)</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>• follow complex business communication situations and take part in them using the spoken language,</li> <li>• write longer texts with analytical contents in Italian</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>• Use of language in business situations.</li> </ul> <p>Target level A2 and B1 specifically:</p> <ul style="list-style-type: none"> <li>• Complex grammatical structures and varieties</li> <li>• Extension of general vocabulary,</li> <li>• Specialist business language and texts</li> </ul>

	<ul style="list-style-type: none"> <li>• Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Specialist business vocabulary</li> <li>• Different styles and degrees of formality</li> <li>• Advanced writing</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required literature (due to respective level, will be announced before semester starts)</u></p> <p><b>Errico-Reiter, Rosa, Esposito, Maria A., Grandi, N.</b> (2010): Campus Italia A1/A2: Lehr- und Arbeitsbuch, Stuttgart: Klett.</p>

## **Russian 3**

**Status: December 2021**

Module-Nr./ Code	RUS3
Module title	Russian 3
Semester or trimester	5th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with RUS1 and RUS2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Dr. Mila Koretnikov
Teaching language	Russian (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) / § 14 (3) CER 01.02.2014



Grading & weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>• deal with a suitable range of everyday situations in the spoken language</li> <li>• understand oral communication in a business context and make simple contributions in the spoken language</li> <li>• write short texts (e.g. letters) autonomously in Russian.</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>• Extension of knowledge of grammar system</li> <li>• Extension of basic vocabulary</li> <li>• Basic business vocabulary</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
Literature (Required reading/supplementary recommended reading)	<u>Required literature (due to respective level, will be announced before semester starts)</u>  <b>Loos, Harald, Berditschewski, Anatoli (2008):</b> Projekty: ein Russischlehrwerk für Beruf und Alltag. Ismaning: Hueber. (Medienkombination)  <b>Sokolowa, Ludmila, Zeller, Heiner (2001):</b> Kljuci 1: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)  <b>Sokolowa, Ludmila, Zeller, Heiner (2004):</b> Kljuci 2: ein Russischlehrwerk für Erwachsene. Ismaning: Hueber. (Medienkombination)

## **Spanish 3**

**Status: December 2021**

Module-Nr./ Code	SPA3
Module title	Spanish 3
Semester or trimester	5 <sup>th</sup> semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory Elective
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	For participation in this module, the successful completion of the preceding language level is required. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all Bachelor's programs. Interconnections with SPA1 and SPA2.
Person responsible for the module	Prof. Dr. Anthony Teitler
Name(s) of the instructor(s)	Maritza Bayona Pilar Cañeque Gabriela Farah de Günther
Teaching language	Spanish (English or German, according to the students' linguistic proficiencies)
Number of ECTS credits	6
Total workload and its breakdown (e.g. self-study and contact hours)	Total workload = 180 hours (contact hours = 56, self-study = 124 hours)
Hours per week	4
Assessment type / requirement for the award of credits	80 % written examination (90'), 20 % test (15' oral form: listening comprehension and oral expression) according to § 14 (2) and (3)

	Course and Examination Regulation (CER); see appendix.
Grading & Weighting of the grade within the total grade	3 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>• deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>• write simple texts in Spanish.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>• use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>• draw up accompanying simple written documents (handouts, short reports) .</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>• follow complex business communication situations and take part in them using the spoken language,</li> <li>• write longer texts with analytical contents in Spanish.</li> </ul>
Content of the module	<p>The contents in general:</p> <ul style="list-style-type: none"> <li>• Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>• Use of language in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>• Complex grammatical structures and varieties</li> </ul>

	<ul style="list-style-type: none"> <li>• Extension of general vocabulary,</li> <li>• Specialist business language and texts</li> <li>• Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>• Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>• Specialist business vocabulary</li> <li>• Different styles and degrees of formality</li> <li>• Advanced writing</li> <li>• Learning aids</li> </ul>
Teaching and learning methods of the module	Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Special features are specified at the beginning of the semester.
<p>Literature</p> <p>(Required reading/supplementary recommended reading)</p>	<p><u>Required literature (due to respective level, will be announced before semester starts):</u></p> <p><b>González Salgado, C. (2007):</b> ene A1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C., Sanz Oberberger, C. (2010):</b> ene A2: der Spanischkurs. Medienkombination. 2. Aufl., Ismaning: Hueber.</p> <p><b>González Salgado, C., Alcántara Alcántara, F., Sanz Oberberger, C., Douterelo Fernández, E. (2010):</b> ene B1.1: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>González Salgado, C. et al. (2012):</b> ene B1.2: der Spanischkurs. Medienkombination. Ismaning: Hueber.</p> <p><b>Gelabert, Maria J. (Hrsg.) (2007):</b> Prisma avanza (B2): prisma del alumno. Madrid: Ed. Edinumen. Ismaning: Hueber.</p>

	<p><b>Pacheco, Azucena Encinas, González, Ana Hermoso, Espinosa, Alicia López</b> (2007): Prisma avanza (B2): prisma de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p><b>Gelabert, Maria J., Isa, David, Menéndez, Mar</b> (2011): Nuevo Prisma: C1, libro del alumno. Madrid: Ed. Edinumen, Ismaning: Hueber.</p> <p><b>Castro, Genis, Ianni, José, V.</b> (2011): Nuevo Prisma: C1; libro de ejercicios. Madrid: Ed. Edinumen, Ismaning: Hueber.</p>
--	---

## Internship

**Status: December 2021**

Module-Nr./ Code	INTS
Module title	Internship
Semester or trimester	6th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	There are no formal requirements for participation in this module. However, successful completion of the preceding modules according to the curriculum overview is recommended. For preparation, please refer to the required and recommended literature in this module description and to the university's internal learning platform.
Applicability of the module	This module is applicable to all the Bachelor programs at Karlshochschule International University. It is targeted at the transfer between theory and practice and has interconnections to all earlier modules of the program, especially to CPRO and CCPR.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Professors acting as mentors in accordance with § 11 parag. 5 of the study and examination regulations
Teaching language	Depends on the location of the company/English (consultation)
Number of ECTS credits	18
Total workload and its breakdown (e.g. self-study and contact hours)	540 hours (3 months = 480 hours internship and 60 hours for preparation, consultation, and follow-up assignment)

Hours per week	3 hours per week for preparation, consultation and follow-up assignment
Assessment type / requirement for the award of credits	The assessment type of this module is an Internship analysis according to § 14 (10) CER; see appendix
Grading & weighting of the grade within the total grade	9 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	<p>Students who have successfully participated in this module will be able to (in accordance with the study and examination regulations):</p> <ul style="list-style-type: none"> <li>– apply and transfer the theoretical knowledge they acquired during their studies to practical problems and use their academic knowledge to critically question their practical experience</li> <li>– describe processes and structures in the institution where they carry out the internship</li> <li>– analyse the purpose, position and strategies of the institution where they carry out their internship</li> <li>– put into context and reflect their own experiences in the institution, generate ideas from practice for their own (lifelong) learning and their bachelor thesis and critically question practice with the methods of their subject</li> <li>– identify problems and obstacles when trying to implement what they've learnt in practice and develop criteria for a successful transfer between theory and practice</li> <li>– draw up an implementation plan to support this transfer on the basis of self-evaluation of their own strengths and weaknesses and organise learning partnerships, networks to exchange experiences or follow-up measures</li> </ul>
Content of the module	<ul style="list-style-type: none"> <li>– Contents in accordance with the study and examination regulations:</li> <li>– Practical activity in an institution, company, association or comparable organisation.</li> </ul>

	<ul style="list-style-type: none"> <li>– Analytical reflection of practical experience</li> <li>– Identification of relevant questions for the Bachelor Thesis</li> <li>– Analysis of problems/obstacles when applying what they have learnt</li> <li>– Development of factors of success when transferring into practice</li> <li>– Development of an implementation plan</li> </ul>
Teaching and learning methods of the module	<ul style="list-style-type: none"> <li>– Practical activity</li> <li>– Mentoring by a professor for the preparation and the follow-up assignment and guidance with reflection during the activity</li> </ul>
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	Guidance with reflection during the activity is provided online in the form of e-learning
Literature (Required reading/supplementary recommended reading)	Appropriate use of the literature given in prior modules.



## **Bachelor Thesis including its Defense**

**Status: December 2021**

Module-Nr./ Code	BACH
Module title	Bachelor Thesis including its Defense (in accordance with §§ 15 and 16 of the study and examination regulations)
Semester or trimester	6th semester
Duration of module	Single semester
Course type (Mandatory, elective, etc.)	Mandatory
If relevant, course units within the module	
Frequency of module	Once a year
Entry requirements	The students must have acquired 150 ECTS credits. For preparation, please refer to the required and recommended literature in all prior modules, especially in SCIE and to the university's internal learning platform.
Applicability of the module	This module is applicable to all the Bachelor programs at Karlshochschule International University. It has connections to all earlier modules, especially to SCIE.
Person responsible for the module	Prof. Dr. Dr. Björn Bohnenkamp
Name(s) of the instructor(s)	Supervisor in accordance with § 15 parag. 4 of the study and examination regulations
Teaching language	English
Number of ECTS credits	12 (11 + 1)
Total workload and its breakdown (e.g. self-study and contact hours)	360 hours (thesis: 2 months plus preparation of the thesis defence)
Hours per week	

Assessment type / requirement for the award of credits	Bachelor Thesis (weighting: 80 %) and Defence of the Bachelor Thesis (weighting: 20 %) §§ 15 + 16 CER; see appendix
Grading & weighting of the grade within the total grade	16 % Grading according to §§ 19 & 20 Course and Examination Regulation (CER); see appendix.
Qualification objectives of the module	In accordance with § 15 parag. 1 and § 16 parag. 1 of the study and examination regulations students who have successfully participated in this module will be able to: <ul style="list-style-type: none"> <li>– investigate and answer an academic question independently using academic methods within a given time period</li> <li>– summarise the results of their work and defend it with informed academic arguments in a discussion</li> </ul>
Content of the module	Bachelor Thesis and defence of the Bachelor Thesis in accordance with §§ 15 and 16 of the study and examination regulations.
Teaching and learning methods of the module	Self-directed learning, support, if needed by the professor in charge, oral presentation without slides summarising the results of their work (max. 10 mins) and defend it with informed academic arguments in a discussion (max. 20 mins)
Special features (e.g. online activities, event/company visits, guest speakers, etc.)	
Literature (Required reading/supplementary recommended reading)	No special requirements, appropriate use of literature given in prior modules and relevant for chosen topic.

## **Appendix**

Excerpt from the Study and Examination Regulations

### **§ 14 Forms of examinations**

- (1) Possible forms of examinations during the course of study are - without prejudice to different weighting - written examinations, tests, written assignment, seminar papers, essays, learner's portfolios, oral examinations, presentations, internship analysis, project work and case studies.
- (2) Written examinations are supervised written work. The duration of the examinations shall be at least 60 and at most 240 minutes in accordance with the respective module description. In written examinations, students shall demonstrate in a limited time and with limited aids that they have achieved the qualification objectives documented in the module descriptions.
- (3) Tests are written or oral quizzes. Their duration is 15, 30 or 45 minutes according to the respective module description. In tests, students should in particular prove that they are able to correctly reproduce, differentiate and apply what they have learned.
- (4) A written assignment is an independent written elaboration in which a scientific question is dealt with. The length of the student research project should be between 30,000 and 40,000 characters including spaces (+/- 15%). In seminar papers, students should prove that they can scientifically work on a problem corresponding to the qualification goals of the respective module.
- (5) A seminar paper consists of an independent, in-depth written examination of a topic from the work context of the module, taking into account the relevant scientific literature, as well as a presentation and a discussion of the paper and its results. The written paper should comprise between 16,000 and 24,000 characters including spaces (+/- 15%); the oral presentation and the discussion together should not exceed 20 minutes. In the presentation, the students prove that they are able to deal with a specific subfield in depth, to structure the chosen topic, to process the state of the literature and to present the findings and results in an oral presentation.

- (6) An essay is a critical examination of a scientific position. The essay should contain between 10,000 and 20,000 characters including spaces (+/- 15%). With essays, students show that they are able to present scientific positions, weigh them up against each other argumentatively, question them critically, take a stand independently and make connections.
- (7) A learner's portfolio is a written presentation of the student's own work, selected by the student according to previously defined criteria, with which he or she demonstrates his or her learning progress and level of achievement at a certain point in time and in relation to a defined content. The selection of the work, its relation to the student's own learning progress and its significance for the achievement of the qualification objectives must be justified. In the learning portfolio, students should prove that they have taken responsibility for their learning process and have achieved the qualification objectives documented in the module description. Depending on the module description, the components of successful self-learning checks of the learning portfolio can be, in particular, works with application relevance, websites, weblogs, bibliographies, analyses, thesis papers as well as graphical preparations of an issue or a question. The learning portfolio usually comprises 40,000 to 60,000 characters including spaces (+/- 15%).
- (8) An oral examination is a time-limited examination discussion on specific topics and concrete questions to be answered. In oral examinations, students should prove that they have achieved the qualification objectives documented in the module descriptions, recognise the interrelationships of the examination area and are able to classify specific questions in these interrelationships. The duration of the examination shall be at least 10 and at most 20 minutes. The essential subjects and the result of the examination shall be recorded in a protocol. The result shall be communicated immediately.
- (9) A presentation is a systematic, structured oral presentation visually supported by suitable media (such as beamers, slides, posters, videos), in which specific topics or results are illustrated and summarised and complex issues are reduced to their essential core.

- (10) The internship analysis is an analysis of the internship position with the help of the qualifications acquired during the studies. The subject of the analysis is the strategy, the business model or the organisational purpose, the value chain or the political processes or an equivalent field of investigation of the internship position and a classification/reflection of one's own experience in the internship. The internship analysis consists of a systematic, structured oral presentation visually supported by appropriate media, followed by a discussion and a written management summary. The written presentation should be between 6,000 and 10,000 characters including spaces (+/- 15%); the oral presentation and the discussion together should not exceed 20 minutes. In the internship analysis, students should show that they are able to transfer the theoretical knowledge acquired in their degree programme to practical problems and to scientifically scrutinise their practical experience, as well as the processes and structures of the practical workplace.

If a 6-month compulsory internship is planned in the degree programme, the management summary in the appendix must be supplemented by a topic-specific analysis with a length of between 5,000 and 8,000 characters including punctuation marks (+/- 15%). Details are specified in the module description.

- (11) The course-related project work is a group work with which a defined goal is to be achieved in an interdisciplinary manner in several phases (initiation, problem definition, role allocation, idea generation, criteria development, decision, implementation, presentation, written evaluation) in a defined time. In the project work, the students should prove that they are able to solve complex tasks from their professional field in a team. The contribution to be assessed as examination performance in each case must be clearly individually recognisable and assessable. This also applies to the individual contribution to the group result. Project work includes a presentation of the results. The essential objects and results of the project work as well as the reasons for the assessment shall be recorded in a protocol. The result shall be communicated immediately.
- (12) A case study is a written treatment of a case study. The duration of the processing shall be at least 36 and at most 60 hours in accordance with the respective module description. In case studies, students shall prove that they are

able to master an entrepreneurial design task in a limited period of time with the help of their analytical knowledge and methodological competences corresponding to the qualification objectives.

- (13) Other forms of course-related examinations are permissible with the consent of the examination board. They must be announced to the university public before the beginning of the semester, stating the assessment criteria and processing time.
- (14) The assessment procedure for written examinations shall not exceed four weeks.

### **§ 18a Award of ECTS credits**

- (1) ECTS credit points are granted for a module if the in the module description intended performance in connection with these examination regulations is proven.
- (2) The award of ECTS credit points does not necessarily require an examination, but the successful completion of the respective module.

### **§ 19 Assessment of examination results, module grades, overall grade**

A Assessment of the examination performance

- (1) The grades for the individual examination performances to be graded are determined by the respective examiners. The following grade levels are to be used:
  - 1 = very good (excellent performance)
  - 2 = good (performance significantly above average)
  - 3 = satisfactory (performance that meets average requirements)  
meets)
  - 4 = sufficient (performance which, despite its deficiencies, still  
meets the requirements)
  - 5 = insufficient (performance that no longer meets the requirements  
due to significant deficiencies)

For the differentiated evaluation of the graded examination performances, intermediate values with one decimal place are permissible.

- (2) A graded module is successfully completed if the module examination has been assessed with at least "sufficient" (4.0), an ungraded module is successfully completed if the module examination has been assessed with "passed" or if the performances provided for in the module description have been proven.
- (3) If an ungraded examination performance is assessed by several examiners, it is deemed to have been completed if it has been assessed as "passed" by each examiner. If a graded examination is assessed by several examiners, it is deemed to have been passed if it has been assessed with at least "sufficient" (4.0) by each examiner.
- (4) If a graded examination performance is assessed by several examiners with at least the grade "sufficient" (4.0), the grade of the examination performance

is calculated from the arithmetic mean of the grades awarded by the examiners in accordance with paragraph 1.

#### B Module grades

- (5) The module grade is calculated from the weighted average of the grades of all associated graded examinations. The weighting is regulated in the module description. This also applies to the Bachelor's thesis and its defence. Paragraph 1, sentences 2 and 3 apply accordingly.

#### C Overall grade

- (6) The Bachelor's examination is passed if the module examinations of all modules specified in the respective curriculum overviews in the special section and the Bachelor's thesis including its defence have been passed. Certificates of achievement in additional voluntary modules are not taken into account.
- (7) The overall grade is calculated from the weighted average of the module grades and the grade for the Bachelor's thesis including its defense. Paragraph 1, sentences 2 and 3 apply accordingly. The individual module grades and the Bachelor's thesis including its defence are weighted as follows within the framework of the overall Bachelor's grade:
- Each module grade is included in the overall grade with the percentage corresponding to the number of ECTS points assigned to the module multiplied by 0.5.
  - The Bachelor's thesis, including its defence, is included in the overall grade with a percentage of 16 %.
  - Insofar as study and examination achievements are credited in accordance with § 5 Para. 4 Sentence 2, but are not included in the calculation of the overall grade due to the lack of identity of the grading systems, or insofar as modules are only assessed as "passed" / "failed", the weighting of the remaining module grades in each case results from the multiplication of the ECTS points assigned to the module by 90 % divided by the total number of ECTS points included in the calculation:



- The correspondingly calculated weight of the Bachelor's thesis including its defence is increased by 10 %:

$$\frac{12 \times 90 \%}{\text{Gesamtzahl der in die Berechnung eingehenden ECTS Punkte}} + 10 \%$$

(8) The overall grade is:

- With an average up to and including 1.5  
= very good;
  - with an average of 1,6 up to and including 2,5  
= good;
  - with an average of 2.6 up to and including 3.5  
= satisfactory;
  - with an average of 3.6 up to and including 4.0  
= sufficient;
- if such an average is not reached = not sufficient.

(9) In the case of outstanding performance (overall grade of at least 1.3), the overall grade "passed with distinction" is awarded.

## **§ 20 Bachelor's Certificate, Bachelor's Degree, Certificate, Diploma Supplement**

- (1) A certificate is issued for the passed Bachelor examination. The module grades and the ECTS credits allocated to the modules, the topic of the Bachelor thesis and the overall grade are to be included in the certificate.
- (2) In addition, a relative ECTS overall grade will be included in the transcript. Thereafter, the successful students will receive the grade
  - A the best 10 %
  - B the next 25
  - C the next 30
  - D the next 25
  - E the next 10%.

The reference group for the calculation of relative grades is all students of the current and the two preceding cohorts of the degree program. If a degree program has not yet completed the years required according to sentence 3, the graduates of the current and the two preceding year cohorts of all Bachelor's degree programs at Karlshochschule International University are

used as the reference group.

- (3) The certificate shall bear the date of the last examination. It shall be signed by the President and by a member of the Examining Board. On request, an English translation of the certificate will be provided.
- (4) Karlshochschule International University Karlsruhe awards the degree "Bachelor of Arts (B.A.)" after passing the Bachelor's examination.
- (5) At the same time as the certificate, the certificate of the Bachelor's degree with the date of the certificate is handed out. This certifies the award of the Bachelor's degree. The certificate is signed by the President and bears the seal of Karlshochschule International University Karlsruhe.
- (6) In addition, the graduate is issued with a "Diploma Supplement" in English, which contains information on the course content, the course of study and the academic and professional qualifications acquired with the degree, as well as the overall grade according to Paragraph 1 and the relative ECTS overall grade according to Paragraph 2. Certificates of achievement from additional modules are shown separately.
- (7) The "Diploma Supplement" bears the date of the certificate and is signed by a member of the examination board.