

Faculty of Business Administration and Law
Course Offer 2021/22 – English-taught Courses

(As of July 2021)

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Table of Contents

(All courses are subject to demand)

1 Undergraduate Level – Overview of English-taught Courses	4
1.1 Winter Term.....	4
1.2 Summer Term	6
2 Graduate Level – Overview of English-taught Courses	8
2.1 Winter Term.....	8
2.2 Summer Term	8
3 Course Descriptions	9
3.1 Undergraduate Level.....	9
Academic Practice and Writing	9
Basics of Project Finance for Global Projects.....	10
Business English (Business Administration).....	11
Business English (Real Estate Management)	13
Business German	15
Business Seminar Germany I.....	16
Business Seminar Germany II.....	18
Country Risk Analysis.....	20
Doing Business in the EU	21
English for Business Travel and Tourism	24
Firms’ Behaviour in Different Business Environments.....	26
German as a Foreign Language I	27
German as a Foreign Language II	28
German as a Foreign Language III	29
German as a Foreign Language IV	30
Intercultural Communication	31
International Marketing	32
International Negotiation	33
International Real Estate Development Project.....	35
International Sales.....	36
Introduction to Economics.....	40
Introduction to the European Union	41



Faculty of Business Administration and Law

Jobline	44
Legal Terminology (Legal English)	47
Negotiating in Multicultural Environments: Case Study EU.....	49
Real Estate English	51
Seminar / Case Study Current Trends in Real Estate	52
Seminar / Case Study International Real Estate Markets.....	53
Social Skills	54
The (Eur)Asian Challenge	56
TOPSIM – Business Simulation Game	58
Working Across Cultures	59
3.2 Graduate Level	62
Advanced International Marketing	62
Case Studies in International Management	63
Consumer Behaviour	64
Corporate Communication	65
International Competencies: Intercultural Cooperation and Communication	67
International Economics and Trade	70
International Digital Economy.....	72
International Human Resources Management	74
International Law	76
International Management	77
Marketing Research and Data Mining.....	78
Organizational Behaviour.....	79
Presentation and Moderation.....	79

1 Undergraduate Level – Overview of English-taught Courses

1.1 Winter Term

Course No.	Course Name	ECTS	Semester Hours	Additional Information
3837	Basics of Project Finance for Global Projects	5	4	
3448	Business Seminar: Germany I	5	4	Includes field trips and company visits
9007	Country Risk Analysis	3	2	
2218	Doing Business in the EU	5	4	Blended learning concept with some face-to-face lectures on our campus in Miltenberg
8771	Intercultural Communication	2.5	2	
3490	International Marketing	2.5	2	Blocked seminar during the lecture period
3811	Introduction to the European Union	5	4	Includes a field trip to Brussels
9050	Seminar / Case study Current Trends in Real Estate	5	4	
3454	The (Eur)Asian Challenge	5	4	

The language courses offered across our two faculties notwithstanding, each faculty also offers language courses specific to their degree programmes.

Course No.	Course Name	ECTS	Semester Hours	Additional Information
2051	Business English ¹ (Business Administration and Law)	5	4	
9033	Business English ¹ (Intl. Real Estate Management)	5	4	
2064	Legal Terminology ¹ (Legal English)	5	4	

Learning the language can be very useful when it comes to connecting with the locals. We offer German courses for all levels – whether you are starting out as a beginner or at a more advanced level.

Course No.	Course Name	ECTS	Semester Hours	Additional Information
8668	German as a Foreign Language I	5	4	
8669	German as a Foreign Language II	5	4	

¹ Not for English native speakers; not for students enrolled at a university in an English-speaking country (e.g. US, UK, Australia).



Faculty of Business Administration and Law

8670	German as a Foreign Language III	6	4	
8671	German as a Foreign Language IV	6	4	
8672	Business German	2.5/5	2	

Blocked seminars: PLVs

At Aschaffenburg UAS, some courses are conducted as compact courses, i.e. in one block instead of over the course of the semester.

This is often the case for so-called "Praxisbegleitende Lehrveranstaltungen" (PLVs). Almost all PLVs are offered outside the lecture and exam period, either at the beginning or at the end of the semester. In the winter term, you could participate in PLVs that run early to mid-February.

Some courses from the main lecture programme are also offered as blocked seminars. However, they take place during the lecture period.

Please note that the availability and exact dates of the PLVs will only be announced mid-semester.

Course No.	Course Name	ECTS	Duration	Additional Information
3834	Firms' Behaviour in Different Business Environments	2	2.5 days	
3833	Negotiating in Multicultural Environments: Case Study EU	2	2.5 days	Before Christmas/ during the Intl. Project Week
3821	Social Skills	2	2.5 days	
3828	TOPSIM – Business Simulation Game	2	2.5 days	



1.2 Summer Term

Course No.	Course Name	ECTS	Semester Hours	Additional Information
3461	Business Seminar: Germany II	5	4	Includes field trips and company visits
8771	Intercultural Communication	2.5	2	
3477	International Real Estate Development Project	5	4	
6074-1	International Sales – Conflict und Negotiation Management ²	3	2	
6074-2	International Sales – International Contracting ²	3	2	
6074-3	International Sales – Strategic Sales ²	3	2	
6076	International Sales – Seminar / Case Study International Sales ²	6	4	
9002	Introduction to Economics	5	4	
4208	Jobline – Applying and Working Abroad	2.5	2	
9052	Seminar / Case Study International Real Estate Markets	5	4	
3449	Working Across Cultures	5	4	

The language courses offered across our two faculties notwithstanding, each faculty also offers language courses specific to their degree programmes.

Course No.	Course Name	ECTS	Semester Hours	Additional Information
3107	Business English ³ (Business Administration)	5	4	
8016	English for Business Travel and Tourism	2.5	2	
9021	Real Estate English ³	5	4	

Learning the language can be very useful when it comes to connecting with the locals. We offer German courses for all levels – whether you are starting out as a beginner or at a more advanced level.

Course No.	Course Name	ECTS	Semester Hours	Additional Information
8668	German as a Foreign Language I	5	4	
8669	German as a Foreign Language II	5	4	
8670	German as a Foreign Language III	6	4	
8671	German as a Foreign Language IV	6	4	
8672	Business German	2.5 / 5	2	

² These courses are part of the focus studies module “International Sales”. The module consists of Seminar / Case Study International Sales (6076, 6 ECTS) and International Sales (6074, 9 ECTS). In turn, the course International Sales (6074) consists of three parts (3 ECTS each) that can be taken individually. If you decide to take the full 15 ECTS, the module will be shown as “International Sales” on your transcript of records.

³ Not for English native speakers; not for students enrolled at a university in an English-speaking country (e.g. US, UK, Australia).

Faculty of Business Administration and Law

Blocked seminars: PLVs

At Aschaffenburg UAS, some courses are conducted as compact courses, i.e. in one block instead of over the course of the semester.

This is often the case for so-called “Praxisbegleitende Lehrveranstaltungen” (PLVs). Almost all PLVs are offered outside the lecture and exam period, either at the beginning or at the end of the semester. In the summer term, you could participate in PLVs that run at end of July.

Some courses from the main lecture programme are also offered as blocked seminars. However, they take place during the lecture period.

Please note that the availability and exact dates of the PLVs will only be announced mid-semester.

Course No.	Course Name	ECTS	Duration	Additional Information
3126	Academic Practice and Writing	2	2.5 days	
3834	Firms' Behaviour in Different Business Environments	2	2.5 days	
3817	International Negotiation	2	2.5 days	
3833	Negotiating in Multicultural Environments: Case Study EU	2	2.5 days	Before Christmas/ during the Intl. Project Week
3821	Social Skills	2	2.5 days	
3828	TOPSIM – Business Simulation Game	2	2.5 days	



2 Graduate Level – Overview of English-taught Courses

These courses are offered in our English- taught Master programme “International Management”. For more information, please consult [our website](#).

2.1 Winter Term

Course No.	Course Name	ECTS	Semester Hours	Additional Information
2505	Advanced International Marketing	6	4	Blocked seminar during the lecture period; 5 ECTS for mercuri students
2510	Consumer Behaviour	6	4	Blocked seminar during the lecture period
2513	Corporate Communication	6	4	Blocked seminar during the lecture period; 5 ECTS for mercuri students
2517	International Digital Economy	6	4	5 ECTS for mercuri students
2506	International Human Resources Management	6	4	Blocked seminar during the lecture period
2522	Marketing Research and Data-mining	6	4	5 ECTS for mercuri students
2521	Organizational Behaviour	6	4	5 ECTS for mercuri students
2515	Presentation and Moderation	5	4	Blocked seminar during the lecture period

2.2 Summer Term

Course No.	Course Name	ECTS	Semester Hours	Additional Information
2501	Case Studies in International Management	6	4	
2503	International Competencies: International Cooperation and Communication	6	4	
2504	International Economics and Trade	6	4	
2502	International Law	6	4	
2500	International Management	6	4	
2515	Presentation and Moderation	5	4	Blocked seminar during the lecture period



3 Course Descriptions

3.1 Undergraduate Level

Academic Practice and Writing	
Course number	3126 (Business Administration)
Lecturer	Frau Jovy / Fr. Pavlidis
ECTS	2
Number of semester hours	2
Type	PLV
Duration	2.5 days
Prerequisites	None
Type of exam	Compulsory attendance and participation
Objectives	<ul style="list-style-type: none"> • Following completion of this module the student will be able to demonstrate that they can: • Find, evaluate and synthesize information from a variety of sources • Produce a piece of written academic work with appropriate referencing • Write a coherent and well-structured essay • Apply a proper format for referencing work • Use appropriate linguistic register • Demonstrate a mature writing style appropriate for term papers and bachelor master thesis • Develop working relationships using teamwork and recognizing and respecting different perspectives • Demonstrate high degree of professionalism e.g. initiative, motivation and self-management
Content	<ul style="list-style-type: none"> • Introduction to the requirements of academic work • Understanding the language of academic writing: vocabulary, grammar and style • Identify literary sources for research in the English language using libraries, databases and search engines • Presentation and practice of the most useful and frequently-used academic vocabulary and phrases • Structuring and referencing work • Practice of academic writing in real-life contexts including extracts from essays, reports and presentations
International applicability	Producing academic work in English speaking countries
Bibliography	<ul style="list-style-type: none"> • McCarthy, M. & O'Dell, F. (2008). Academic vocabulary in use. Cambridge University Press • Bailey, S. (2011). Academic writing a handbook for international students. Routledge
Forms of instruction	Workshop
Workload	60h
Language of instruction	English
Availability	Every summer semester



Basics of Project Finance for Global Projects	
Course number	3837
Lecturer	LB Christian Staab (PhD)
ECTS	5
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	None
Type of exam	Written exam 90 min
Objectives	<ul style="list-style-type: none">• Understanding the context, necessity and specifics of project finance• Learning the actors, instruments and strategies of global project finance in theory and practice.• Knowing the models and challenges of cash flow oriented project finance
Content	Project finance is a relevant source of funding, because it allows the financing of risky investments in emerging markets. This catalyzes sustainable development in new economies. By using real case studies from the vast experience of the lecturer in project finance, the students get the chance to apply their theoretical understanding to real world applications.
International applicability	Project finance has a large global impact, attracting high volumes of capital every year.
Bibliography	„Principles of Project finance“ by E.R. Yescombe
Forms of instruction	<ul style="list-style-type: none">• Lecture• Research/ Working paper/ Private study
Language of instruction	English
Availability	Every winter semester
Remarks	<ul style="list-style-type: none">• Case studies will be provided by lecturer• Media: Beamer presentation



Business English (Business Administration)	
Course number	3107 (summer term) (Business Administration) 2051 (winter term) (Business Administration and Law)
Lecturer	Prof. Dr. Link, Fr. Wagner, Fr. Feller
ECTS	5
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	At least 7 years of English at school level corresponding to B2 level with the aim of attaining C1 after successful completion of the course (http://europass.cedefop.europa.eu/LanguageSelfAssessmentGrid/de)
Conditions for admission to the examination	Oral exam/presentation
Type of exam	Written Exam (120 min)
Objectives	<p>The student is capable of expressing himself fluently and correctly in English both in speaking and writing (CEFR level B2/C1). He is able to identify and name relevant business terms and vocabulary in English.</p> <p>The student is capable of pointing out current economic and business trends in adequate English. He is enabled to prepare and to distinguish among various types of business correspondence ranging from business letters/ e-mails to summaries.</p> <p>The student is enabled to internationally apply the English language in a specialised and professional context. Training the basic competences of reading, listening, speaking and writing, he is able to interpret business- and economy-related facts and data from selected business areas (marketing, finance, management, HR, customer service, etc.) and current business-press articles. For his oral presentation on a business-related matter, the student is capable of working together in a team with other students within a certain time frame. He is enabled to engage in classroom discussions as well as simulations of typical business situations such as participating in a meeting or a negotiation, delivering a presentation, conducting telephone conversations by demonstrating a good operational command of English.</p> <p>The student is able to effectively interact with other students in English more confidently. He is capable of following English-taught courses and is prepared for academic studies and/or international business dealings in his future professional life.</p>
Content	Consolidation of the for basic language skills (listening, reading comprehension, speaking and writing) in a business context emphasizing the comprehension and application of English business texts, assorted extracts from specialist press articles and management



	<p>sources for developing and advancing study-course related technical vocabulary.</p> <p><u>Focus on:</u></p> <ul style="list-style-type: none"> • Communication (oral presentation on a business-related topic, business correspondence, meetings, negotiations) • International Marketing & Advertising • Finance & Banking • Sales & Purchasing • HR
International applicability	The student is capable of adequately applying the acquired language proficiency in an international specialised academic or professional environment and of recognising intercultural issues.
Bibliography	<p><u>Study course program:</u></p> <p>Online course SPEEXX C1.1 as well as assorted materials from the online course Intercultural Competence in English – ICE by elc European Language Competence.</p> <p>Recommended reading/course script: Besides SPEEXX, there will be further relevant materials uploaded to the university's e-learning platform (Moodle). www.h-ab.de/e-learning</p> <p>More recommended literature (see Semesterapparat Prof.Dr. Angress / Prof. Dr. Link in the university library)</p> <p>Among others: Ian Mac Kenzie English for Business Studies. A Course for Business Studies and Economics Students. Cambridge. 2007</p>
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice • Teamwork/ Simulation game/ Task-based learning • Private study
Workload	<ul style="list-style-type: none"> • workload 150h • contact time 60h • self-study 90h
Language of instruction	English
Availability	<p>Business Administration: Every summer term</p> <p>Business Administration and Law: Every winter term</p>
Further applicability	Prepares for Cambridge BEC Higher or study or internship abroad and further academic studies in English
Remarks	Not for English native speakers; not for students enrolled at a university in an English-speaking country (e.g. US, UK, Australia)



Business English (Real Estate Management)	
Course number	9033 (International Real Estate Management)
Lecturer	Prof. Dr. Angress / LB Fr. Vogt
ECTS	5
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	At least 7 years of English at school level corresponding to B2 level with the aim of attaining C1 after successful completion of the course. (http://europass.cedefop.europa.eu/LanguageSelfAssessmentGrid/de)
Conditions for admission to the examination	Oral exam/presentation
Type of exam	Written Exam (120 min)
Objectives	<p>Students will be able to use English in an international academic and professional context.</p> <p>Knowledge and Understanding:</p> <ul style="list-style-type: none"> • They are able to identify and name relevant business terms and vocabulary in English (depending on the course of study). • They will be capable of pointing out current economic and business trends in adequate English. • They are able to distinguish among and use various types of business correspondence ranging from business letters and emails to summaries. <p>Skills:</p> <ul style="list-style-type: none"> • The students are able to apply the English language in a specialised and professional international context. • Training the basic competences of reading, listening, speaking and writing, they will know how to interpret business- and economy-related facts and data from selected business areas (with a focus on real estate related topics/reports/articles) • They are capable of expressing themselves fluently, adequately and correctly in English both in speaking and writing (CEFR level B2/C1) <p>Transferable Skills:</p> <ul style="list-style-type: none"> • Team working skills as the focus of the oral presentations is on a real estate related company which will be presented by the students in a team • They are enabled to engage in classroom discussions as well as simulations of typical business situations such as participating in a meeting or a negotiation, delivering a presentation, demonstrating a good operational command of English in a wide range of business related situations. • Students are able to effectively interact with other students in English more confidently (also including international guest students and guest lecturers where possible). • They are capable of following English-taught courses



	<ul style="list-style-type: none"> • Students are prepared for academic studies and/or international business dealings in their future professional life.
Content	<p>Topics (selection)</p> <ul style="list-style-type: none"> • Building a business specific range of vocabulary • Describing Companies (with a focus on real estate related companies) • Comprehending and Describing Business process and Business Cases and relevant Case Studies • Comprehending and writing selected types of business correspondence • Oral company presentation • Presenting and discussing current business news and as well as active participating in meetings held in English <p>With a particular focus on the areas Business Communication; International Marketing; Finance; Customer Service; Management Styles; Working Across Cultures</p>
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice • Teamwork/ Simulation game/ Task-based learning • Private study
Workload	<ul style="list-style-type: none"> • workload 150h • contact hour 60h • private study 90h
Language of instruction	English
Availability	Every winter term
Further applicability	Prepares for Cambridge BEC Higher or study or internship abroad and further academic studies in English
Remarks	Not for English native speakers; not for students enrolled at a university in an English-speaking country (e.g. US, UK, Australia)



Business German	
Course number	8672
Lecturer	Prof. Dr. Link
ECTS	2.5 / 5 (bachelor) / 6 (master)
Number of semester hours	2
Type	Elective
Duration	1 Term
Prerequisites	<ul style="list-style-type: none"> • At least German as a Foreign Language II or comparable skills • Only open to non-native speakers of German
Type of exam	<ul style="list-style-type: none"> • 2.5 ECTS: Written exam (90 min.) • Additional oral exam and term paper for exchange students requiring 5 ECTS (bachelor) / 6 ECTS (master)
Objectives	<p>Competence of using the German language in a professional context; training of Business German skills in the four areas of listening, reading, speaking and writing according to the CEFR (Common European Framework of Reference for Languages) based on the level of B2+:</p> <ul style="list-style-type: none"> - The student is able to identify, name and apply relevant terms and vocabulary in level-adequate Business German. - The student is capable of level-adequate <ol style="list-style-type: none"> a) listening (e.g. to business news) b) reading (e.g. of business press articles) c) speaking (examples see below) d) writing (e.g. of business correspondence) - The student is enabled to prepare level-adequate language assignments in teams with other students. - The student is able to engage in simulations of typical business situations in level-adequate Business German (e.g. job interviews, presentations, telephone calls, meeting, negotiations). - The student is capable of effectively interacting with other students in level-adequate Business German more confidently. - The student is prepared for international business dealings with Germans in his future professional life.
Content	Selected areas of Business German suitable for the level of the students (CEFR B2+).
Bibliography	Will be communicated in the first session.
Forms of instruction	Lecture
Workload	150h
Language of instruction	German
Availability	Every summer and winter term



Business Seminar Germany I	
Course number	3448
Lecturer	Prof. Dr. Angress / Prof. Dr. Link
ECTS	5
Number of semester hours	4
Workload	150 h
Type	Elective
Duration	1 Term
Prerequisites	None
Type of exam	Research / Working paper and presentation
Objectives	<p>The student is able to identify current business-related historical, social, linguistic, cultural and economic trends and issues in Germany on a local, regional, national and international level. He is capable of explaining some German patterns and peculiarities probably realised first from outside such as punctuality, order, thoroughness etc.</p> <p>The student is enabled to qualify and to quantify Germany's culture and society. He is aware of and able to apply the basics of the German business language and business etiquette, to weigh German values, traditions and humour, to analyse the current political and media landscape, the social structure and to assess regional issues like education taking Bavaria as an example, but also the situation of Germany within the EU and the types of businesses in Germany etc.</p> <p>He is capable of practically applying his theoretical knowledge of modern Germany during guest lectures as well as study trips to nearby cities and major German companies.</p> <p>For his oral presentation and written assignment focusing on a selected range of German business related issues, the student is capable of effectively interacting and cooperating in an international team of students.</p> <p>He is able to make interpersonal use of his knowhow of the German business world in face-to-face meetings German business representatives.</p> <p>The student is able to interact with other international students in English more confidently.</p> <p>He is capable of following English-taught courses and prepared for further his academic studies in English and/or international business dealings, particularly in/with Germany.</p>
Content	<p>The core areas discussed vary in winter and summer term!</p> <p>This course aims to give an overview of current business-related issues of Germany's culture and society. We will start by looking more closely at some German peculiarities probably realised first from outside: punctuality, order, thoroughness etc., and will go into the historical backgrounds. In addition, we will deal with the basics of the German language, German traditions and humour, the current political and media landscape, the social structure, regional issues taking Bavaria as an example, but also the situation of Germany within the EU and the types of businesses in Germany.</p> <p>Excursions to nearby cities and major German companies will complement the course.</p> <p>Content: The course will seek to address the following topics, in particular:</p>



Faculty of Business Administration and Law

	<ul style="list-style-type: none">• Culture standards of Germany and their historical roots• German habits, traditions and festivals• Education in Germany• The political system of Germany• Federalism & regionalism in Germany• Germany's role in the EU Major media in Germany• Germany – a social state• German language & humour• Types of businesses in Germany
Bibliography	<ul style="list-style-type: none">• Handouts/Script (also via the e-learning platform moodle)• A selection of recommended literature will be given in class
Forms of instruction	Lecture
Language of instruction	English
Availability	Every winter term



Business Seminar Germany II	
Course number	3461
Lecturer	Prof. Dr. Angress / Prof. Dr. Link
ECTS	5
Number of semester hours	4
Workload	150 h
Type	Elective
Duration	1 Term
Prerequisites	None
Type of exam	Research / Working paper and presentation
Objectives	<p>The student is able to identify current business-related historical, social, linguistic, cultural and economic trends and issues in Germany on a local, regional, national and international level. He is capable of explaining some German patterns and peculiarities probably realised first from outside such as punctuality, order, thoroughness etc.</p> <p>The student is enabled to qualify and to quantify Germany's culture and society. He is aware of and able to apply the basics of the German business language and business etiquette, to weigh German values, traditions and humour, to analyse the current political and media landscape, the social structure and to assess regional issues like education taking Bavaria as an example, but also the situation of Germany within the EU and the types of businesses in Germany etc.</p> <p>He is capable of practically applying his theoretical knowledge of modern Germany during guest lectures as well as study trips to nearby cities and major German companies.</p> <p>For his oral presentation and written assignment focusing on a selected range of German business related issues, the student is capable of effectively interacting and cooperating in an international team of students.</p> <p>He is able to make interpersonal use of his knowhow of the German business world in face-to-face meetings German business representatives.</p> <p>The student is able to interact with other international students in English more confidently.</p> <p>He is capable of following English-taught courses and prepared for further his academic studies in English and/or international business dealings, particularly in/with Germany.</p>
Content	<p>The core areas discussed vary in winter and summer term!</p> <p>This course aims to give an overview of current business-related issues of Germany's culture and society. We will start by looking more closely at some German peculiarities probably realised first from outside: punctuality, order, thoroughness etc., and will go into the historical backgrounds. In addition, we will deal with the basics of the German language, German traditions and humour, the current political and media landscape, the social structure, regional issues taking Bavaria as an example, but also the situation of Germany within the EU and the types of businesses in Germany.</p> <p>Excursions to nearby cities and major German companies will complement the course.</p> <p>Content: The course will seek to address the following topics, in particular:</p> <ul style="list-style-type: none"> • Culture standards of Germany and their historical roots



Faculty of Business Administration and Law

	<ul style="list-style-type: none">• German habits, traditions and festivals• Education in Germany• The political system of Germany• Federalism & regionalism in Germany• Germany's role in the EU Major media in Germany• Germany – a social state• German language & humour• Types of businesses in German
Bibliography	<ul style="list-style-type: none">• Handouts/Script (also via the e-learning platform moodle)• A selection of recommended literature will be given in class
Forms of instruction	Lecture
Language of instruction	English
Availability	Every summer term



Country Risk Analysis	
Course number	9007 (International Real Estate Management)
Lecturer	Prof. Dr. Ruppert / Prof. Dr. Schöne
ECTS	3
Number of semester hours	2
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Type of exam	Written Exam (60 min.)
Objectives	Students are able to define different approaches to risk and they can describe risk measures. They are able to classify risks and opportunities in real estate transactions according to their systematic or unsystematic causes and whether they constitute country risk. Participants can apply this knowledge to foreign-exchange risks, transfer risks, macroeconomic, and structural risks in examples from practice. They can compare countries with regard to macroeconomic indicators from the national accounts and balance of payments statistics that are relevant for investment risk. They are able to conceptualize a simple country risk rating system and they can explain which aspects of a risk report are of particular importance for a specific country.
Content	Specific risks in cross-border real estate investment. Methods to analyze and evaluate foreign-exchange, transfer, macroeconomic, and structural risks. Introduction to the analysis of the national accounts and the balance of payments.
International applicability	The international aspect is intrinsic to all three courses through the focus on international markets, the use of international conventions on market indicators (in English) and through working on real estate case studies from locations in different nation-states.
Bibliography	<ul style="list-style-type: none"> • Krugman, Paul R.; Obstfeld, Maurice; Melitz, Marc J. (2012): International economics: Theory & policy, 9. ed., Boston, London • Hull, John C. (2012): Risk management and financial institutions, 3. ed., Hoboken, NJ
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice
Workload	90h
Language of instruction	English
Availability	Every winter term



Doing Business in the EU	
Course number	2218 (Business Administration for small and medium-sized enterprises, Bachelor of Arts/ B.A.)
Lecturer	Prof. Dr. Angress
ECTS	5
Number of semester hours	4
Workload	150h
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Type of exam	Term Paper/Project Paper with oral presentation on Doing Business in the EU (in English; the usage of German sources/material is also allowed).
Objectives	<ul style="list-style-type: none"> • Students will gain a basic understanding of how the EU as a market of 28 (27) members states operates and what this means especially for small and medium sized businesses to do business in the EU and with the EU as trading partner. • They will gain an understanding of how the EU works and get an overview with the key EU institutions and how they interact with Members States and how they can get in-volved themselves in decision making processes affecting business and citizens alike. • They will learn and understand the fundamentals of the single market as cornerstone of the EU with its underlying four fundamental freedoms (per-son, products, services and capital) and also get to know the major political and economic trading partners of the EU and underlying principles. Students will apply their understanding and knowledge by identifying relevant EU Programmes and initiativesfor en-terprises and analyse these within the framework of a con-crete business case /project. The latter will cover elements of how to do business in the and with the EU and how en-trepreneurial ideas can be promoted and financially sup-ported by the EU.
Content	<ul style="list-style-type: none"> • The main course objective is to introduce students to a basic understanding of the European Union and its practical relevance for business.It will consist of the following major interrelated thematic strands: <ol style="list-style-type: none"> 1) An Introduction to the history and main actors of the EU and decision making processes relevant for business Students will be introduced to the history and development of the EU and learn about the role of influence seek-ing/lobbying from a business perspective and learn which decisions and which key actors can be influenced in the law/decision making process and at what level. They will also learn about supporting mechanisms and intermediary bodies and organisations specialised to provide expertise and counselling to business/SMEs in particular one hand and how to get involved including influence seeking by business, on the other. 2) The EU and the Single Market (SM) Operating and benefiting in the EU Single Market as business is thus one cornerstone of the course as well as con-crete case studies and success stories of business that are



	<p>operating within the EU -and beyond. The European Single Market consists of Four Freedoms: free movement of people, goods, services and capital. Students will be introduced to all four freedoms and fundamental principles of the SM and its implications for business. Students will learn about the role of the Single Market for (small and medium sized) business also by way of practical business case studies. The SM also has an external dimension and an overview will also be given of doing business beyond Europe e.g. in the framework of so called Free Trade Agreements (FTA) between the EU and a third country.</p> <p>3) Doing business in practice (I): EU Funding Programmes for Business with a focus on SMEs A third thematic strand of this module is an overview of relevant EU funding programmes and how business can participate in these -either directly as entrepreneur, as coordinating organisation or as partner in a regional or European/transnational consortium. Students will be encouraged to learn and apply their knowledge through a practical case i.e. project proposal based on identification of suitable EU funding programmes/sources.</p> <p>4) Doing business in practice (II). Business Case Studies & Optional Additional Elements to gain insight into doing business in the EU (Study Trips to EU Institutions in Brussels/Frankfurt) A practical insight into how the EU works especially with regard to business and EU funding opportunities for SMEs as backbone of the European economy is at the heart of this course. Based on this rationale, business case studies will be complemented by practical insights (also by invited EU experts) on EU funding opportunities for business and preparing the basics of a EU project application. Students will also learn whom to address for specialised advice and counselling structures for business in the EU such as the European Enterprise Network (EEN) or relevant structures on regional level.</p>
International applicability	The international applicability is given (on several levels regarding topic, international dimension and language of instruction)
Bibliography	<p>Reading: A reader with material will be made available for this course via Moodle. A variety of relevant timely articles and literature can be accessed online particularly via the official Gateway of the European Union http://europa.eu</p> <p>Main course books:</p> <ul style="list-style-type: none"> • John Mc Cormick, Understanding the European Union: A concise introduction. Latest edition. Available as ebook via internal ProQuest Platform: https://ebookcentral.proquest.com/lib/th-ab/detail.action?docID=6273953 • Gabriele Suder. Doing business in Europe. SAGE Publications. 3rd edition. 2017 <p>Also recommended:</p>



Faculty of Business Administration and Law

	<ul style="list-style-type: none">Hartmut Marhold (ed.). Europe under Stress. Internal and External Challenges for the EU and its Members States. 2016.
Forms of instruction	Blended Learning
Language of instruction	English (Glossary and some support material in German)
Availability	Every winter term



English for Business Travel and Tourism	
Course number	8016
Lecturer	Prof. Dr. Link
ECTS	2.5
Number of semester hours	2
Workload	75 h
Type	Elective
Duration	1 Term
Prerequisites	Good English language skills
Type of exam	Oral examination (20 min.)
Objectives	<p>The student is able to name current trends on the tourism market. He is capable of differentiating among tourism- and business travel-specific terms.</p> <p>The student is enabled to deal successfully with typical business travel scenarios in English while training his oral and written business English including reception, production, mediation and interaction skills. He is able to compare tourism websites, describe tourism-related statistics and analyse organisational structures of tourism companies (a study trip to such a company is part of the course).</p> <p>For his oral presentation focusing on tourism marketing, the student is capable of working in teams and of drafting a concept for advertising a German tourist destination abroad with other students, at the same time avoiding intercultural misunderstandings.</p> <p>The student is enabled to interact more confidently on business trips to countries where German is not the native tongue. He is capable of following English-taught courses students and prepared for academic studies and/or an international working environment as well as visits to international trade fairs</p>
Content	<p>This course addresses students of all disciplines that are interested in enhancing their Business English skills and learning more about English for Travel and Tourism.</p> <p>The course takes a look at various tourism companies as well as travel-related situations and also includes an excursion to an international hotel in Frankfurt. Key travel-specific terms will be introduced and complemented by training reception, production, mediation and interaction skills.</p> <p>Content:</p> <ul style="list-style-type: none"> • Comparing tourism web-sites • Analyzing organisational structures of tourism companies • Preparing and making travel-related phone calls • Describing statistical tourism trends • Developing tourism-specific advertising strategies • Writing and dealing with travel-specific enquiries, offers, orders, complaints and applications (letters and emails) • Reserving hotel and conference rooms • Visiting trade fairs • Avoiding intercultural misunderstandings when travelling • Excursion to an international hotel in Frankfurt
International applicability	This module is particularly suited also for international students and students who would like to prepare for academic (i.e. tourism) studies



	and/or work abroad in the tourism/services industry and/or follow English-taught courses.
Bibliography	Link, Renate: English for Travel and Tourism, Winklers Verlag, 1st edition 2010. ISBN: 978-3-8045-5075-9. Handouts and downloads will be made available during term.
Forms of instruction	lecture + practice
Language of instruction	As far as possible, instruction in all language electives will be held in the target language including supplementing explanations in German and/or English. The only exceptions are Japanese I + II where the language of instruction is English
Availability	Every summer term
Further applicability	deal for preparing to study at an international English-speaking university or working in the tourism/services industry or preparing/complementing an English-taught major (e.g. International Sales Management)



Firms' Behaviour in Different Business Environments	
Course number	3834 (Business Administration)
Lecturer	Ken Heather, Simka Stefanova
ECTS	2
Number of semester hours	2
Type	Compulsory Module with elective studies - Guidance to Internship Academic Work
Duration	2.5 days
Prerequisites	A basic knowledge of introductory economics would be useful but not essential.
Type of exam	None but full involvement in all aspects of the course is essential.
Objectives	<ul style="list-style-type: none"> • Develop an understanding of how prices are set in competitive and oligopolistic markets. • Gain a deeper understanding of how rational business decisions are. • Examine how business decisions are modified as a result of environmental concerns. • Explore the effect of business decisions on the distribution of income.
Content	<ul style="list-style-type: none"> • Business in Competitive Markets • Oligopolistic Markets • Business and the Environment
Bibliography	<ul style="list-style-type: none"> • https://hbr.org/2015/05/outsmart-your-own-biases • K Heather (2002). The Economics of Industries and Firms. Pearsons.
Forms of instruction	<ul style="list-style-type: none"> • Lectures • educational films • business simulations
Language	English
Workload	60h



German as a Foreign Language I	
Course number	8668
Lecturer	Prof. Dr. Link
ECTS	5
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	Only open to non-native speakers of German.
Type of exam	Written Exam (90 min.)
Objectives	<p>Competence of using the German language in an everyday-life and professional context; training of German skills in the four areas of listening, reading, speaking and writing according to the CEFR (Common European Framework of Reference for Languages) level of A0/A1-A2:</p> <ul style="list-style-type: none"> - The student is able to identify and name relevant terms and vocabulary in level-adequate German (depending on the course of study). - The student is capable of level-adequate <ul style="list-style-type: none"> a) listening b) reading c) speaking d) writing - The student is enabled to prepare level-adequate language assignments in teams with other exchange students. - The student is able to engage in classroom discussions as well as simulations of typical everyday-life and business situations in level-adequate German. - The student is capable of effectively interacting with other students in level-adequate German more confidently. - The student is prepared for German-taught lectures and for academic studies/international business dealings in his future academic/professional life.
Content	Selected areas of everyday-life language and business/economic terminologies suitable for the level of the students (CEFR A0/A1-A2).
Bibliography	Schritte International, Hueber; the current edition will be communicated in the first session.
Forms of instruction	Lecture
Workload	150h
Language of instruction	German
Availability	Every summer and winter term
Further applicability	Prerequisite for German as a Foreign Language II.



German as a Foreign Language II	
Course number	8669
Lecturer	Prof. Dr. Link
ECTS	5
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	German as a Foreign Language I or comparable skills. Only open to non-native speakers of German.
Type of exam	Written Exam (90 min.)
Objectives	<p>Competence of using the German language in an everyday-life and professional context; training of German skills in the four areas of listening, reading, speaking and writing according to the CEFR (Common European Framework of Reference for Languages) level of A2-B1:</p> <ul style="list-style-type: none">- The student is able to identify and name relevant terms and vocabulary in level-adequate German (depending on the course of study).- The student is capable of level-adequate<ul style="list-style-type: none">a) listeningb) readingc) speakingd) writing- The student is enabled to prepare level-adequate language assignments in teams with other exchange students.- The student is able to engage in classroom discussions as well as simulations of typical everyday-life and business situations in level-adequate German.- The student is capable of effectively interacting with other students in level-adequate German more confidently.- The student is prepared for German-taught lectures and for academic studies/international business dealings in his future academic/professional life.
Content	Selected areas of everyday-life language and business/economic terminologies suitable for the level of the students (CEFR A2-B1).
Bibliography	Schritte International, Hueber; the current edition will be communicated in the first session.
Forms of instruction	Lecture
Workload	150h
Language of instruction	German
Availability	Every summer and winter term
Further applicability	Prerequisite for German as a Foreign Language III.



German as a Foreign Language III	
Course number	8670 (International Management)
Lecturer	Prof. Dr. Link
ECTS	6
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	German as a Foreign Language II or comparable skills. Only open to non-native speakers of German.
Type of exam	<ul style="list-style-type: none"> • Written Exam (90 min.) • Additional Oral Exam or Term Paper for Master students
Objectives	<p>Competence of using the German language in an everyday-life and professional context; training of German skills in the four areas of listening, reading, speaking and writing according to the CEFR (Common European Framework of Reference for Languages) level of B1-B2: The student is able to identify and name relevant terms and vocabulary in level-adequate German (depending on the course of study).</p> <ul style="list-style-type: none"> - The student is capable of level-adequate <ul style="list-style-type: none"> a) listening b) reading c) speaking d) writing - The student is enabled to prepare level-adequate language assignments in teams with other exchange students. - The student is able to engage in classroom discussions as well as simulations of typical everyday-life and business situations in level-adequate German. - The student is capable of effectively interacting with other students in level-adequate German more confidently. - The student is prepared for German-taught lectures and for academic studies/international business dealings in his future academic/professional life.
Content	Selected areas of everyday-life language and business/economic terminologies suitable for the level of the students (CEFR B1-B2).
Bibliography	Sicher! Hueber; the current edition will be communicated in the first session.
Forms of instruction	Lecture
Workload	<ul style="list-style-type: none"> • workload 180h • contact time 60h • self-study 120h
Language of instruction	As far as possible, instruction in all language electives will be held in the target language including supplementing explanations in German and/or English. The only exceptions are Japanese I + II where the language of instruction is English.
Availability	Every summer and winter term
Further applicability	Prerequisite for German as a Foreign Language IV.



German as a Foreign Language IV	
Course number	8671 (International Management)
Lecturer	Prof. Dr. Link
ECTS	6
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	German as a Foreign Language III or comparable skills - Only open to non-native speakers of German
Type of exam	<ul style="list-style-type: none"> • Written Exam (90 min.) • Additional Oral Exam or Term Paper for Master students
Objectives	<p>Competence of using the German language in an everyday-life and professional context; training of German skills in the four areas of listening, reading, speaking and writing according to the CEFR (Common European Framework of Reference for Languages) level of B2-C1:</p> <ul style="list-style-type: none"> - The student is able to identify and name relevant terms and vocabulary in level-adequate German (depending on the course of study). - The student is capable of level-adequate <ul style="list-style-type: none"> a) listening b) reading c) speaking d) writing - The student is enabled to prepare level-adequate language assignments in teams with other exchange students. - The student is able to engage in classroom discussions as well as simulations of typical everyday-life and business situations in level-adequate German. - The student is capable of effectively interacting with other students in level-adequate German more confidently. - The student is prepared for German-taught lectures and for academic studies/international business dealings in his future academic/professional life.
Content	Selected areas of everyday-life language and business/economic terminologies suitable for the level of the students (CEFR B2-C1).
Bibliography	Sicher!, Hueber; the current edition will be communicated in the first session.
Forms of instruction	Lecture
Workload	<ul style="list-style-type: none"> • workload 180h • contact time 60h • self-study 120h
Language of instruction	As far as possible, instruction in all language electives will be held in the target language including supplementing explanations in German and/or English. The only exceptions are Japanese I + II where the language of instruction is English.
Availability	Every summer and winter term



Intercultural Communication	
Course number	8771
Lecturer	Prof. Dr. Sylvana Krauß
ECTS	2.5
Number of semester hours	2
Type	Elective
Duration	1 Term
Prerequisites	successful completion of the required English courses
Type of exam	Oral presentation
Objectives	This course investigates basic concepts of intercultural competence. The students will gain a deeper understanding of cultural diversity and subsequent conflicts that can originate from misunderstandings. They are able to reflect on their own culture and apply strategies to deal with intercultural challenges.
Content	concept of culture, concept of intercultural competence, iceberg model, Hofstede's 6 cultural dimensions, different culture standards, stereotypes, communication styles, critical incidents, country profiles
Bibliography	Richard D. Lewis (2006): When cultures collide – Leading across cultures. 3rd edition, Nicolas Brealey International, Boston, etc. Geert Hofstede, Gert J. Hofstede and Michael Minkov (2010): Cultures and Organizations: Software of the Mind. Revised and expanded 3rd Edition. New York: McGraw-Hill
Forms of instruction	Interactive lecture
Language of instruction	English
Availability	Every summer and winter term



International Marketing	
Course number	3490
Lecturer	Prof. Dr. Wang-Nastansky
ECTS	2.5
Number of semester hours	2
Workload	75 h
Type	Elective
Duration	1 Term
Prerequisites	This module is recommended for students with good/very good English language skills (preferably B2-C1 level of the European Framework for Languages). Students shall possess basic knowledge business administration and marketing.
Type of exam	Oral proof/ presentation of academic achievement
Objectives	Targeted at students who have basic knowledge of business administration and entry level understanding of intercultural communication. Through this module, students are able to perform a country-analysis on macro, industry and micro level, to conduct an international market survey in order to assess foreign market opportunities and competition. When an enterprise considers a possibility to internationalize, the prerequisites of internationalization have to be thought as well. Company has to decide to which markets to enter, what kind of operation modes to use in these operations and what strategies to follow. This seminar also enable students to formulate market entry strategies, an international marketing plan and implement, coordinate and control the international marketing (and sales) programs and projects. In the marketing plan to enter foreign markets, students should be able to adapt their chosen products, prices, promotion and/or distribution channel(s) to the selected foreign market. Especially promotion issues have to be thought thoroughly because cultural differences play a very important role especially in personal communication. Last but not least, students are also enabled to create, develop and maintain profitable customer relationships.
Content	During this class we go through the most important issues connected to international marketing. When doing business in international context, cultural borders are crossed. This issue is one of the most important differences between domestic and international marketing. In order to succeed you have to understand other cultures to certain extent and adapt your marketing efforts to target market's cultural environment.
Bibliography	International Marketing: Philip R. Cateora & John L. Graham Routledge international handbook of consumer psychology: Jansson-Boyd, Cathrine V. [Herausgeber]; Zawisza, Magdalena J. [Herausgeber]. London ; New York, Routledge, 2017
Forms of instruction	Blocked Seminar (2 days)
Language of instruction	English
Availability	Every winter term



International Negotiation	
Course number	3817
Lecturer	Herr Prof. Dr. Nispen (Guest lecturer from the Netherlands)
ECTS	2
Number of semester hours	2
Type	Compulsory Module with elective studies - Guidance to Internship Academic Work
Duration	2.5 days
Prerequisites	None
Type of exam	Compulsory attendance and participation
Objectives	<p>The workshop on international negotiations gives you a general idea of international negotiations. Although the emphasis is on the role of states, negotiations in a business context will be discussed.</p> <p>The workshop starts with clarifying the international and European context because a proper understanding of the context shows limitations and possibilities.</p> <p>At the heart of the workshop is a simulation of negotiations between states within the EU context (a virtual state wants to become a member of the EU; simulation focuses on membership negotiations and policy co-ordination).</p> <p>Because negotiations take place within the context of communication and culture the concept of culture will be discussed, including a simulation on culture and negotiations.</p>
Content	<p>The workshop starts with two quizzes on the international and European context.</p> <p>This is followed by an introduction on negotiations, stressing the use of negotiations as a way to solve conflicts, the need to look at negotiations as a process and the essential difference between declarations and intentions. This introduction includes some exercises, such as the one-minute negotiator and diplomatic housing (distributive negotiating).</p> <p>The concept of culture is introduced with a focus on the difficulties in researching cultures, the triangle concept and cultural differences between states, including an exercise on the latter topic. This is applied through a simulation on culture and negotiations.</p> <p>A simulation on EU membership shows both the difficulties of policy co-ordination and of negotiations between sovereign states.</p> <p>Students will understand the characteristic elements and principles underlying successful international negotiations. They will now the transferable skills needed to succeed (self-awareness, self-management) and will be familiar with the main features relating to international negotiation patterns.</p> <p>Intellectual Skills: students will be able to apply this knowledge by taking actively part in role plays and simulation exercises. They will learn how to chair and/or participate in an international negotiation session and setting and learn to represent the interests of parties. Teamwork and interpersonal skills build an integral part of this workshop</p>



Faculty of Business Administration and Law

Bibliography	Hudson, D. and Lucas, G. (2010) The One Minute Negotiator, Bennett-Koehler Publishers, Inc. Fisher, R. and Ury, W. (2012) Getting to Yes, Cornerstone
Forms of instruction	Exercise
Workload	60h
Language of instruction	English
Availability	Every summer term



International Real Estate Development Project	
Course number	3477
Lecturer	Prof. Dr. Bodenbach
ECTS	5
Number of semester hours	4
Workload	150 h
Type	Elective
Duration	1 Term
Prerequisites	Previous experience in project development
Type of exam	Research / Working paper and presentation
Objectives	<p>The student is able to execute a market and location analysis.</p> <p>The student is able to work in a constructive and integrative way together with other students from other European countries.</p> <p>The student is able to conceptualise a real estate development project together with other students and to execute a development calculation.</p> <p>The student is able to identify the risks of a development project and is able to create solution approaches.</p> <p>The student is able to identify the challenges of international development projects and to evaluate them.</p>
Content	Development of a solution for a real estate project in the respective host country of the international event
International applicability	Event of the Hogeschool Rotterdam with students from Aschaffenburg, Rotterdam, Antwerp and Luzern.
Bibliography	Building plans, building description, site description of the property to be developed.
Forms of instruction	lecture + practice
Language of instruction	English
Availability	Every summer term
Further applicability	Especially well applicable for the focus studies "Real Estate Project Development"



International Sales	
Course number	6074 International Sales 6076 Seminar / Case Study International Sales
Lecturer	Prof. Dr. Balleis / Fr. Brehm / Prof. Dr. Schneider-Störmann / Prof. Dr. Wiggendorf / Prof. Dr. Krieger
ECTS	15
Number of semester hours	10
Type	Specialization Module/ In-Depth Study
Duration	1 Term
Prerequisites	Min. of English C1 (European Common Language Framework)
Type of exam	<ul style="list-style-type: none"> • Written Exam (120 min.) • Oral presentation with handout/written assignment ("mini" project): Seminar / Case Study International Sales
Objectives	<p><u>International Contracting</u> Knowledge: Students do have basic knowledge of the UN Convention on the international Sale of Goods (CISG). Students are able to better understand terms of international contracts as well as to support the process of designing and closing new contracts. Personal Competence: Students are able to discuss complex international legal matters with the teacher and other students. The student knows to weight arguments for the application of international sales law.</p> <p><u>Strategic Sales</u> After visiting the lectures students should understand the complexity of b2b sales and to know and execute several techniques and strategies for successfully offering products and services in those markets.</p> <p><u>Conflict and Negotiation Management</u> Knowledge: The students will be able to prepare negotiations of (technical) goods and products in B2B relations. They will know how to judge about important issues and to be specific about quantitative issues. Personal Competences: Students will be able to perform negotiations with improved communication skills in terms of strategic behavior and related tactics. Students will be able to analyse situations within the entire process of negotiations – from customers request until the given order.</p> <p><u>Seminar / Case Study International Sales</u> Intercultural Project Management International projects that reach beyond national boundaries are ubiquitous in all organizations around the globe. This is why competence in the management of international projects and teams is central to the strategic competences of today's organizations. In this seminar students will enhance their knowledge, skills and competences particularly in the following areas Knowledge: Comprehend the specific characteristics of an international project (as opposed to standard projects)</p>



	<p>Analyse and discuss key success criteria for the management of international projects Understand the concept of stakeholder management in an international context Comprehend the main components of a project lifecycle in an international context (including Work Breakdown Structure/milestones) Define and create milestones and apply a WBS and conceive the main Understand the concept of cultural diversity and cultural frameworks as well as the impact culture can have on the design and implementation of an international project Personal Competence: Students will be able to engage and interact effectively with international students in project related discussions and team sessions. They will be capable of following this English-taught seminar and process relevant academic and project management related sources, structure their work in teams and assign team roles, and deliver the results of their team work in a final project presentation.</p>
Content	<p><u>International Contracting</u> More than 70 countries, accounting for more than two-thirds of all world trade, have ratified the Convention on Contracts for the International Sale of Goods (CISG), in Germany well known as "UN-Kaufrecht" (UN Sales law). In Europe even around 80 % of all imports and nearly all exports are governed by UN Sales law. This lecture gives an introduction to the basic principles of the CISG in terms familiar to European lawyers. Students will get to know the most significant CISG decisions reported. Concrete examples are provided throughout.</p> <p><u>Strategic Sales</u> After an introduction about the nature of sales, including key components like products, players, competitors etc., the typical elements of sales organisations will be shown. Based on that knowledge, cornerstones of effective acting in the sales field, e.g. sales strategies and techniques, pricing strategy and psychological aspects, will be discussed.</p> <p><u>Conflict and Negotiation Management</u> Identify conflicts, set-up strategies and tactics for negotiations. Manage conflict situation in negotiations. Active role-playing as so to find arguments and to use them to improve the negotiation results. Prepare negotiations for conflict avoidance and with specific targets.</p> <p><u>Seminar / Case Study International Sales</u> International project management and working in international teams more efficient and effective on a global scale will be the emphasis of this seminar. Students will explore the stages of international project management and identify major critical success criteria for working across cultures. The different approaches and sessions will be structured around the following topics:</p> <ul style="list-style-type: none"> • International Project Management • The Cultural Context of Global/International Management • Organizational Frameworks and Strategy for International Operations/Projects



	<ul style="list-style-type: none"> • Defining International Projects • Planning and Organizing International Projects • Communicating in International Projects • Cooperating in International Projects • Learning in and Learning from International Projects
International applicability	International aspects are at the heart of the course. This seminar is particularly suitable also for international/ERASMUS students.
Bibliography	<p><u>International Contracting</u></p> <ul style="list-style-type: none"> • Huber/Mullins, The CISG. A new text book for students and practitioners, Sellier 2007 • Lookofsky, Understanding the CISG. Kluwer Law International 2008. • Schlechtriem/Schwenzer: Commentary on the UN Convention on the international sale of goods (CISG). 3rd edition, Oxford University Press 2010. <p><u>Strategic Sales</u></p> <ul style="list-style-type: none"> • Calvin, R. J. (2001): Sales Management: The McGraw Hill MBA. New York: McGraw Hill • Heiman, S. E. (2004): The New Strategic Selling, 3rd Ed. London: Kogan Page • Thull, J. (2003): Mastering the Complex Sale. Hoboken (N. J.): John Wiley & Sons <p><u>Seminar / Case Study International Sales</u></p> <p><u>Main Course books:</u></p> <ul style="list-style-type: none"> • Kathrin Köster. International Project Management. Sage Publications. London. 2010. 1st edition. • Let your projects fly. Next level consulting. Goldegg Verlag. 2009. ISBN:978-3-901880 57-5. <p><u>More:</u></p> <ul style="list-style-type: none"> • L.H. Chaney and J.S. Martin. Intercultural Business Communication. New Jersey. 2011. • Helen Deresky. International Management. Managing across Borders and Cultures. New York, 7th edition. Pearson.Longman. 2011 • L. Mc Dermott et al. World Class Teams – working across borders. Wiley. 2010. • D. Cleland/R. Garies, Global Project Management Handbook. Mc Graw Hill Professional. 2nd edition. 2006. • Geert Hofstede. Culture’s Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations. Sage. 2nd Edition. 2001. • R. Schmidt. In Search of Intercultural Understanding. Vienna. 2007. • R. Trompenaar. Riding the waves of culture. Understanding diversity in global business. 2000.



	<ul style="list-style-type: none"> • R. Gesteland. Cross-Cultural Business Behaviour. 4th edition. Copenhagen Business School. 2008. <p>Essential course material will be available on the e-learning platform for this seminar.</p>
Forms of instruction	<ul style="list-style-type: none"> • Seminar • Workshops • Task-based learning
Workload per Course Unit	<p>International Sales (6 SWS) / (9/15 ECTS)</p> <ul style="list-style-type: none"> – International Contracting (2 SWS)/ (3 ECTS) – Strategic Sales (2 SWS)/ (3 ECTS) – Conflict and Negotiation Management (2 SWS)/ (3 ECTS) <p>Seminar / Case Study International Sales (4 SWS) / (6/15 ECTS)</p>
Workload	450h
Language of instruction	English
Availability	Every summer term
Remarks	<p>The module consists of Seminar / Case Study International Sales (6076, 6 ECTS) and International Sales (6074, 9 ECTS). In turn, the course International Sales (6074) consists of three parts (3 ECTS each) that can be taken individually. If you decide to take the full 15 ECTS, the module will be shown as "International Sales" on your transcript of records.</p>



Introduction to Economics	
Course number	9002 (International Real Estate Management)
Lecturer	Prof. Dr. Ruppert
ECTS	5
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Type of exam	Written Exam (120 min)
Objectives	Students are able to explain important economic concepts and they can apply basic economic principals. They are able to contrast the behavioral assumptions for different economic subjects and question them. The participants can represent decision-making models for utility-maximizing households and profit-maximizing firms graphically and analytically and derive demand and supply functions. They describe market equilibria in different market forms and they can use comparative static methods to analyze the impact of changes in market forces on market outcomes. Students are able to classify market failures and to use them to justify government interventions in markets. They are facilitated in the discussion of economic policies under the perspective of basic welfare-theoretic models.
Content	Introduction to micro economics. Supply and demand: How do markets work? Essentials of the theory of the households and of the firm. Theory of economic welfare, market failures, and economic policy. Essentials in the economics of the public sector and of labour markets.
International applicability	The lectures are in English and work with examples from various countries. A basic understanding of economics is essential for real estate investment and portfolio management decisions, in particular if the scope is international.
Bibliography	<ul style="list-style-type: none"> • Mankiw, N. G.; Taylor, Mark P.; Mankiw, Nicholas G. (2014): Economics, 3. Aufl., Andover. • Krugman, Paul R.; Wells, Robin (2012): Economics, 3. Aufl., New York. [u.a.]. (jeweils neueste Auflage, sowie weitere aktuelle Mikroökonomie-Lehrbücher)
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice
Workload	150h
Language of instruction	English
Availability	Every summer term



Introduction to the European Union	
Course number	3811
Lecturer	Prof. Dr. Angress
ECTS	5
Number of semester hours	4
Workload	150 h
Type	Elective
Duration	1 Term
Prerequisites	Good/Very good English language skills (at least B2, preferably C1 level of European Reference Framework for Languages)
Type of exam	Oral presentation based on term paper (based on a list with identified topics)
Objectives	<p>The main course objective is to introduce students to a basic understanding of the European Union and its major actors and decision making processes in the EU shaping the context business in the EU is operating in.</p> <p>Each student selects a topic on the European Union for his/her oral presentation and term paper. A list with suggested topics will be made available during the first session by the lecturer.</p> <p>Learning Outcomes:</p> <p>Knowledge and Understanding:</p> <p>Students will acquire basic knowledge on relevant concepts and terminology characterising the European Union and develop an understanding of what multi-level governance means with regards to the EU.</p> <p>Students are able to analyse current political and economic developments in Member States of the European Union and relate them to concepts underlying the mechanisms of policy-making in the EU and European integration.</p> <p>They will understand and appraise key decision makers in the EU with a focus on Brussels - enhanced also via a 2- day study trip to Brussels</p> <p>Skills:</p> <p>The students will be able to use English effectively for academic purposes (publications, presentation and term paper) while at the same time being introduced to some relevant "Eurospeak" where appropriate in order to understand (business and political) press coverage on international level pertaining to present matters in and of the EU.</p> <p>This course is not an English language course. However, mostly correct and above all effective language usage is important.</p> <p>Students are able to hold informed discussions about current key policy trends and areas pertaining to the EU with peers and stakeholders.</p> <p>They will be able to draft papers and analyse a current topic of the EU both in a written term paper and in an oral presentation using relevant state of the art textbooks and trustworthy EU online sources thus also enhancing their English communication skills.</p> <p>Transferable Skills:</p> <p>The students will be able to interact with other (international) students in English on selected EU related topics in a more confident and fluent manner.</p>



	<p>They will also learn to organise themselves in teams when preparing a practical assignment on the EU before and during their study trip in Brussels and interview identified key stakeholder in the respective field.</p>
<p>Content</p>	<p>There is much talk about the current state of affair of the EU but do we really know how decisions are made and what is going on behind the scenes? This course addresses students of all disciplines that are interested in gaining an insight into current topics of debate and challenges the European Union with its member states are facing. Besides some basic understanding of its key decision-making actors, policies and processes students will understand how this shapes the context for business in the EU.</p> <p>The course will focus particularly, but not exclusively on state of the art developments by exploring and debating current topics and challenges the EU is facing. This will be introduced and complemented by a mix of inputs, discussions and critical reflections as well as practical assignments.</p> <p>Core topics to be addressed range from current trends and core issues of the European Union as the Single Market, key institutions, structures and decision-making processes in the EU as well as with its relationship to other global partners and players in the world.</p> <p>Current Trends/Core Issues of the EU</p> <p>Brief introduction to the European Union, basic facts, introduction of member states and major stages of the development of the European Union until today. Hot topics such as Brexit and migration will be addressed and reflected against the institutional set-up of the EU.</p> <p>The EU's institutional framework - in theory and practice: EU Institutions, Member States and decision -making including simulation exercise in the Council on a topical issue</p> <p>We will take a practical approach at the main institutions and actors of and in the EU (The European Commission, The Council of the European Union, The European Parliament, The European Central Bank, Interest groups in the European Union) and understand how this creates a framework affecting business and citizens alike. To illustrate how this works in practice a simulation game will form part of the course with participants taking on different roles.</p> <p>EU and the world: International Relations</p> <p>The EU context and its relationship with the rest of the world is relevant for actors of business. The business context will be analysed by way of selected policy fields such as the Economic and Monetary Union/Eurozone, Education and Employment (Erasmus+), Enlargement and the EU's international relations with the rest of the world.</p> <p>The EU in Practice: How does it work? Insights gained from the field</p> <p>An insight into how the EU works in practice can best be gained from the field. Based on this rationale, a two-day study trip to major EU institutions and decision-making bodies in the heart of the European capital Brussels forms an integral but strictly optional part of this course and is subject to university funding. This course also features a visit and lecture about current challenges of the Euro at the ECB in Frankfurt.</p>
<p>International applicability</p>	<p>This course is particularly suited for students who want to add an international dimension to their curriculum/ profile and those who would like to prepare for their academic studies or practical experience abroad by following and participating to an English-taught course.</p>



	This course is also particularly suitable for international host/Erasmus+ students.
Reading Material	<p>Recommended Reading:</p> <p>A variety of articles and literature can be accessed online particularly via the official Gateway of the European Union http://europa.eu . A selection of relevant press articles (Financial Times, Economist etc.) will be made available in class/via Moodle.</p> <p>The following publications are recommended and are available in the library and from the lecturer.</p> <ul style="list-style-type: none"> • Elisabeth Bomberg et al. The European Union. How does it work? Oxford University Press. 3rd edition. 2012. (partic. Chapters 1, 3, 5, 8 and 10). • Michelle Cini. European Union Politics. Oxford University Press. 5th edition. 2016. • John Mc Cormick, Understanding the European Union: A concise introduction. 6th edition. 2014. • New!Hartmut Marhold (ed.)- Europe under Stress. Internal and External Challenges for the EU and its Members States. 2016. • Andreas Staab. The European Union Explained. Institutions. Actors. Global Impact. 3rd edition. 2013. • Gabriele Suder. Doing business in Europe. SAGE Publications. 2nd edition. 2012./latest edition 2017 upon availability.
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice
Language of instruction	English
Availability	Every winter term
Further applicability	Ideal for preparing to study at an international/English-speaking study or working abroad term (e.g. International Business and Law; International Sales Management) as well as for international /Erasmus+ Incoming Students that would like to gain an understanding of the EU and Germany's place in this setting.
Remarks	<p>Forms of instruction:</p> <ul style="list-style-type: none"> • Course with a mix of inputs, discussions, practical assignments and documentary films as well as guest speakers from the ECB (visit to ECB, Frankfurt) and the EU institutions and a practical EU Negotiation Simulation with a EU expert/representative • An optional co-funded two-day field trip to Brussels (EU institutions and decision-makers e.g. European Commission, Council of the European Union, External Action Service, European Parliament, German Association of Industry) • Project work , independent studies and simulation exercise



Jobline	
Course number	4208
Lecturer	Prof. Dr. Angress
ECTS	2.5
Number of semester hours	2 h
Workload	75 h
Type	Elective
Duration	1 Term
Prerequisites	The students should have an entry level of English corresponding to at least B2 (ideally C1) of the European Common Language Framework. More information on the different language levels can be found on the following website http://europass.cedefop.europa.eu/LanguageSelfAssessmentGrid/en
Conditions for admission to the examination	In order to take the oral exam (= mock job interview) students have to submit a written assignment (which consists of several elements of an application and job-specific information).
Type of exam	Oral exam/oral proof of academic achievement
Objectives	<p>The aim of this blended-learning (= e-learning on a moodle platform complemented by modules from Jobline LMU website along with a series of workshops) is to empower students to successfully prepare an English application for a job or internship/work placement abroad.</p> <p>Knowledge and Understanding:</p> <p>Students will acquire the necessary knowledge, skills, and language competency to be able to prepare successfully a job/project application for a position in an English- speaking environment.</p> <p>They will be able to identify and apply relevant job specific terms in English in a written application and through an oral (mock) job interview. (knowledge)</p> <p>Skills:</p> <p>Students will be is capable of using English effectively and appropriately both in writing and speaking (min. B2/C1 level)</p> <p>Students will be capable of engaging in classroom discussions and simulation/role plays relating to job interview situations in English (social competences)</p> <p>Transferable skills:</p> <p>The student builds confidence in interacting with others in English more confidently (independence).</p> <p>They also gain organisational skills in learning how to prepare and engage in all stages of an application process in an international and EU context.</p>
Content	<p>The areas covered in this course comprise key aspects of the (job/internship) application process in general and also create an awareness for working and living in another culture/with other cultures.</p> <p>The course module consists of several parts that are described in more detail here below. Each of them will help students to develop the knowledge, skills and competencies necessary to act professionally in an international, English-speaking environment.</p> <p>Wherever possible, the course is complemented by practical inputs by guest lecturers from the world of academic or practice from abroad/for international students in Germany (using English).</p>



	<p>This is a blended-learning course that is complemented by to material developed within the framework of a project and course by the LMU (http://www.jobline.lmu.de) and supported by online material on Moodle with face-to-face sessions. This combination provides students with step-by-step information and training on key aspects of the job application procedure.</p> <p>The teaching modules consist of the following elements:</p> <p>1. Working abroad: This unit is about identifying the work opportunities available to students in English-speaking countries and the general job application procedure in working abroad. This unit also gives students an insight into what working abroad is really like with authentic student reports and case studies.</p> <p>2. Job search: In Job search students will read about and practice how to look for jobs in English-speaking countries, how to read and analyse English job advertisements and how to analyse and compile company information</p> <p>3. CVs: In this part students will learn how to lay out their CV in both reverse chronological order and in functional CV format. They will get training and practice in drafting and writing a final CV with a strong impact</p> <p>4. Cover(ing) letters: Cover Letters takes you step-by-step through the layout and content of a cover letter and shows you the differences between US and UK style. The module also provides you with language training for writing your own cover letter.</p> <p>5. Job interviews/SkypeTelephoning: This is the main focus of the interactive workshops. Interviews (generally now also via skype with experts from Finland/UK and Spain and Australia tbc) and role-plays provide students with information and practice for examples of different kinds of job hunter telephone calls and many practical tips for making a professional impression on the phone and in face-to-face job interviews.</p>
International applicability	<p>Students will be able to use the knowledge and skills learned and apply them in an international (academic/professional) context of applying for an internaional job or work placement in English.</p> <p>This course is particularly suitable for students who are preparing for an academic or professional work experience abroad as well for international incoming students.</p>
Bibliography	<p>Material will be made available online via a Moodle course "Jobline" and during the course/the face-to-face workshops</p> <p>Recommended Reading: www.jobline.lmu.de Martin Yate. Ultimate Cover Letters. A guide to job search letters, online applications and follow-up strategies. Kogan Page. Latest edition . Martin Yate. Ultime CV. Kogan Page. Latest edition Richard. N. Bolles. What Color is your Parachute. A Practical Gudie for Job-hunters and Career Changers. Ten Speed Press. Latest edition. Semesterapparat Prof. Angress Jobline (selection of relevant material available via Moodle and in the library)</p>
Forms of instruction	Blended learning with input/practical workshops with a focus on the preparation of of mock job/internship applications and job interviews
Language of instruction	English
Availability	Every summer term



Further applicability	Ideally prepares for a practical work experience abroad or for job applications abroad/in an international setting
Remarks	<ul style="list-style-type: none">• 1 compulsory Kick – off preparatory workshop + 4 intensive blocked workshops + final job interview = mock interview/role play = oral exam (all mandatory)• Self-study elements (via e-learning moodle course Jobline) <p>This course takes students through all important stages of applying for a job in an international context with a focus on (skype) interviews and active networking as key job search strategies. Besides it will also address (intercultural) aspects of working abroad with cultural-general and country-specific issues. The course will take students through online self-study units which form a major part besides the face-to-face workshops.</p> <p>More information will be given in the first kick-off session (mandatory).</p>



Legal Terminology (Legal English)	
Course number	2064 (Business Administration and Law)
Lecturer	LB Frau Wagner (Prof. Dr. Angress/Prof. Dr. Link)
ECTS	5
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Conditions for admission to the examination	Oral exam/presentation
Type of exam	Written Exam (120min)
Objectives	<p>Students are able to use English in an international juridical context. They are capable of writing regular legal text types in English, such as letters or memoranda. They are enabled to read and understand legal texts, such as legal periodicals, case studies, legal correspondence in English. They are capable of understanding, defining and explaining specific legal topics, concepts and systems in English discussed in class. They are also enabled to actively speak about them in English in discussions, role plays, presentations or interviews.</p> <p>They are able to prepare, analyse and present legal topics as a group. They are capable of explaining and/or defending their findings during class discussions.</p> <p>The students will strengthen and deepen their basic language and communication skills, such as reading, writing, understanding and speaking during class and in independent self-study, which will facilitate their preparation for a possible ILEC examination later on in their studies.</p>
Content	<p>This course is geared to consolidate existing English skills including the basic language skills listening, speaking, reading and writing in a legal context.</p> <p>There will be hands-on exercises to prepare for business meetings and discussions, to analyse various types of texts and to define one's position and/or facts of a legal nature.</p> <p>The course is focussed on several aspects of legal English such as the analysis and production of authentic legal texts, the language functions common to legal texts and active vocabulary learning mainly in the field of commercial law covering areas such as company law, contracts, copyright/intellectual property, real property law, employment law and sale of goods.</p> <p>There will be reading of current legal texts, training of basic skills for communication in business situations such as making presentations, writing summaries, business letters and e-mails and applying for jobs, interviews etc. as the course develops.</p>
International applicability	Students will be able to use their newly acquired knowledge and skills adequately in an international academic and/or professional environment.
Bibliography	<p>A Robin Widdowson, Market Leader (ML): Business Law - Business English B1-C1 level.</p> <p>Longman (Pearson Education). 2nd impression 2014. ISBN: 978-1-4082-2005-4</p>
Workload	150h



Faculty of Business Administration and Law

Forms of instruction	<ul style="list-style-type: none">• Lecture• Practice
Language of instruction	English
Availability	Every winter term
Further applicability	Basis for studying or a placement abroad. Prerequisite for Cambridge BEC. Suitable preparation for the International Legal English Certificate ILEC.
Remarks	Not for English native speakers; not for students enrolled at a university in an English-speaking country (e.g. US, UK, Australia)



Negotiating in Multicultural Environments: Case Study EU	
ECTS	3833
Lecturer	Prof.Dr. Angress / Prof.Dr. Balleis / Marcel Rother
ECTS	2
Number of semester hours	2
Type	Blocked seminar
Duration	2.5 days
Prerequisites	None
Conditions for admission to the examination	English B2 (CEFR)
Type of exam	Compulsory attendance
Learning Outcomes	<p>This workshop essentially features a simulated negotiation in the EU as a case study for negotiating in a multifaceted, multicultural setting with a set of EU specificities. This learning method can encourage students to gain a specific set of knowledge and competences:</p> <p>Knowledge and Understanding:</p> <p>Understanding the complexity of the real world and how to grasp and handle that complexity</p> <p>Factual knowledge through direct experience:</p> <p>About multilateral and multicultural settings and the EU as case study with its specific institutions and decision making processes</p> <p>About the multilevel nature of the specific EU decision making process i.e. the relationship between the central level /EU institutions and its member states</p> <p>Get to know key stakeholders that determine and influence and shape EU decision-making</p> <p>Skills and competences:</p> <p>Experience of intercultural interaction and collaboration via a simulation game (with ideally international)I participants assuming different roles: applying, reflecting and enhancing through this simulation their communication, debating, problem solving skills</p> <p>The ability to learn, observe and analyse the dynamics of international negotiation situations</p> <p>Research abilities with regards to specific EU related matters and transnational/-disciplinary problem solving (intercultural learning)</p> <p>The learning benefit for the students will be to gain an understanding of - as well as an insight into - how international/EU politics and decision-making - affecting business and citizens alike - work in practice.</p>
Learning Content	<p>This workshop offers a practical approach and insight into the complexity and institutional power dynamics of the European Union and the importance of cross-cultural negotiation skills.</p> <p>Unlike other courses on International Negotiation, the focus here is not on international negotiation theory or techniques but rather the practical stance adopted for and characteristic in the formal setting of EU decision making, drawing on different disciplines (international relations, EU Studies, EU law and economics).</p> <p>It essentially features a simulated negotiation exercise on decision-making in the EU (e.g. Council) that allows students to work and communicate in (multinational) teams. Besides some basic inputs about</p>



	<p>specificities of EU decision making and background to a selected topical issue of the EU participants will assume specific roles representing different stakeholders.</p> <p>Inputs and exercises will essentially focus on the following topics: Current Topics of the EU International/Cross-cultural negotiations EU Institutions and Decision Making in a Nutshell Negotiating in Practice: Case Study/Simulated Negotiation on Decision Making in the EU</p>
International applicability	Ideal for preparing regular students as well as international/incoming Erasmus+ students to use English and negotiation practices in future professional cross-cultural settings.
Bibliography	A reading list with recommended reading as well as relevant material will be provided in class and via Moodle.
Forms of instruction	Exercise
Workload	24 hours
Language of instruction	English
Availability	Winter term and summer term
Further applicability	The learning outcomes of this workshop - enhanced international negotiation skills - will be sought to achieve through a mix of inputs on the EU as a multicultural setting and negotiation techniques applied and rehearsed in a simulation exercise simulating decision making in the Council of Europe on a topical issue. It also ideally prepares for an international career/a career in an international institution or organisation.



Real Estate English	
Course number	9021 (International Real Estate Management)
Lecturer	Frau Jovy
ECTS	5
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	Business English (pass)
Conditions for admission to the examination	Oral presentation (pass)
Type of exam	Written Exam (120 min)
Learning outcomes	<p>Following completion of this module the student will be able to demonstrate that they can:</p> <ul style="list-style-type: none"> • Be familiar with and actively use professional real estate terminology • Communicate effectively in every-day business situations using appropriate and accurate real estate terminology • Understand and evaluate authentic texts and documents • Articulate an awareness of market conditions within the disciplinary field • Ability to outline and explain key location and property characteristics in the commercial and residential context
Content	<p>The four basic language skills (listening, reading, writing and speaking) are applied to real estate management in the following areas:</p> <ul style="list-style-type: none"> • Describing properties (terms and definitions, different asset types – physical and investment characteristics) • Real estate professions • International real estate markets • Acquisitions & sales • Letting and lease contracts • Land law and the planning process • Financing property • Managing property • Corporate real estate management
Bibliography	<p>Introduction: Peter Altmann/Alice Jovy. English for Real Estate. Cornelsen. 2008. (inkl. Audiodatei)</p> <p>Course: Focusing on Real Estate (Bd. 2) Englisch für die Immobilienwirtschaft. Hammonia Verlag. 2009</p> <p>Tutorial notes with additional teaching material / V-Drive</p>
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice • Task based learning
Workload	150h
Language of instruction	English
Availability	Summer Term
Remarks	Not for English native speakers; not for students enrolled at a university in an English-speaking country (e.g. US, UK, Australia)



Seminar / Case Study Current Trends in Real Estate	
Course number	9050 (International Real Estate Management)
Lecturer	Frau Jovy
ECTS	5
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Conditions for admission to the examination	Participation
Type of exam	Research/ Working paper
Learning outcomes	<p>Following completion of this module the student will be able to:</p> <ul style="list-style-type: none"> • Articulate an awareness of current trends in the real estate disciplinary field • Analyse the dynamic nature of real world situations and evaluate the impact of drivers for change • Find, synthesize and evaluate information from a variety of sources, contrast points of view and develop ensuring discussions • Produce written academic work demonstrating a mature writing style • Demonstrate high degree of professionalism e.g. initiative, motivation and self-management • Develop working relationships using teamwork recognizing and respecting different perspectives
Content	<ul style="list-style-type: none"> • Students work independently to identify and analyse national and international real estate trends and their impact on the real estate markets • Group work to identify and evaluate a range of sources suitable for academic work • Individual written assignment in English • Topics are discussed and chosen during the first lecture
International applicability	<ul style="list-style-type: none"> • A wide range of current international trends are analysed • Project work may include international examples
Bibliography	Students are provided with instruction and material for undertaking literature searches, evaluating sources and producing academic written work
Forms of instruction	The focus of the module is independent learning. Each project is however supported by seminar work and individual tutor meetings. Topics and module outline provided in the first lecture
Workload	150h
Language of instruction	English
Availability	Every winter term



Seminar / Case Study International Real Estate Markets	
Course number	9052 (International Real Estate Management)
Lecturer	Prof. Dr. Schöne / Prof. Dr. Bodenbach / Hr. Zöller
ECTS	5
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Conditions for admission to the examination	Participation
Type of exam	Research / assignment and presentation in English Seminar / Case Study International Real Estate Markets
Objectives	<p>The student can autonomously analyze international real estate markets and identify essential market determinants.</p> <p>The student is able to identify, find, read and interpret relevant data sources with respect to the research topic in the German and English language. He is able to critically evaluate the quality of information sources.</p> <p>The student is able to summarise research results in the English language and in an academic style.</p> <p>The student can prepare the results of his and his teams' analyses and present the findings in the English language.</p>
Content	Seminar regarding current trends in selected international real estate markets.
International applicability	Seminar regarding international real estate markets and topics.
Bibliography	Will be announced in the first lecture
Forms of instruction	Seminar Students are provided with instruction and material for undertaking literature searches, evaluating sources and producing academic written work
Workload	150h
Language of instruction	English
Availability	Every summer term



Social Skills	
Course Number	3821 (Business Administration)
Lecturer	Prof. Dr. Angress / Prof. Dr. Szebel-Habig / Prof. Dr. Wiggenhorn / Prof. Dr. Winter / Prof. Dr. Weithmann
ECTS	2
Number of semester hours	2
Type	Compulsory Module
Duration	2.5 days
Prerequisites	None
Type of exam	Compulsory attendance and participation
Objectives	<p>The students understand what social competence is and implies as well as its importance for their future professional success. They know the most important related transferable skills (e.g. methodological, self-management) and the underlying mechanisms of group processes as well as how to effectively moderate or chair a group. They are familiar with the main features regarding communication patterns and conflict resolution as well as social etiquette.</p> <p>Students are able to apply their knowledge of chairing a group and conducting staff appraisals, initiating mediation or conflict resolution as well as participating in brainstorming sessions. They are familiar with social etiquette and practice these skills through role-plays.</p> <p>Most of the exercises are conducted in teams so that students learn and comprehend together how reasonable results can be achieved in teams. Through chairing a session as well as learning how to present results, they also enhance their independence and self-efficacy.</p> <p>While this workshop on social skills focusses on teamwork and cooperation students are also trained to sustain an argument or position independently e.g. in conflict situations or to give clear guidance while acting as chairs of a meeting or session.</p>
Content	<p>Definitions of Social Skills/Social Competence: Self-management (soft skills, self-image vs public image, time and stress management), emotional intelligence and human , communication skills (e.g. with difficult communication partners, ability to resolve conflicts, voice constructive criticism and give/receive feedback), ability to cooperate in teams (especially how to moderate teams, roles in teams, brainstorming techniques in teams, how to deal with idea killers) mainly via case studies and role plays.</p> <p>The English version of the workshop "Social Skills" also focusses on interpersonal skills in an international context with regards to building intercultural awareness and communication skills. Social Skills here also refer to the cluster of personality traits, social graces, facility with language, personal habits, friendliness, and optimism that mark people when interacting internationally.</p>
Bibliography	<p>Birkenbihl, Vera: Kommunikationstraining, 29. Aufl., mvg 2007 Cerwinka, Gabriele/Schranz, Gabriele: Nervensägen, Linde 2005 Covey, Stephen: Der 8. Weg, Gabal, 2. Aufl. 2006 Gigerenzer, Gerd: Bauchentscheidungen, Bertelsmann, 2. Aufl.2007 Goleman, Daniel: Soziale Intelligenz, Droemer 2006 Gottman, John: Die 7 Geheimnisse der glücklichen Ehe, Econ 2000 Lauster, Peter: Persönlichkeit, Econ 2001 Rosenberg, Marshall B.: Gewaltfreie Kommunikation, Junfermann 2004</p>



Faculty of Business Administration and Law

	Seiwert, Lothar: Mehr Zeit fürs Glück, 3. Aufl. 2008 Seiwert, Lothar: Balance Your Life, Piper 2004 Sutton, Robert: Der Arschloch-Faktor, Hanser 2007 Wellhöfer: Peter: Schlüsselqualifikation Sozialkompetenz, UTB 200
Forms of instruction	Exercise
Workload	60h
Language of instruction	English
Availability	Every summer and winter term.



The (Eur)Asian Challenge	
Course number	3454
Lecturer	Prof. Dr. Link
ECTS	5
Number of semester hours	4
Workload	150 h
Type	Elective
Duration	1 Term
Prerequisites	This module is recommended for students with good/very good English language skills (preferably C1 level of European Framework for Languages).
Type of exam	Research / Working paper and presentation
Objectives	<p>The student is able to describe the historical, social, religious, economic and cultural background of selected Eurasian/Eastern Asian and/or Australasian countries.</p> <p>He is capable of interpreting key culture models and major intercultural techniques required for understanding the Eurasian/Eastern Asian and/or Australasian region.</p> <p>The student is enabled to interculturally assess various Eurasian/Eastern Asian and/or Australasian countries such as members of the former Soviet Union, China, Japan, India, Australia etc. He is able to anticipate and to quantify cross-cultural challenges a German/Western businessperson might be faced with when doing business with people from those countries.</p> <p>For his oral presentation and written assignment focusing on one Eurasian/Eastern Asian and/or Australasian country, the student is capable of working together in a team with other students.</p> <p>He is enabled to interactively examine illustrative intercultural articles, videos and case studies.</p> <p>He is able to argument in classroom discussions and during inputs of guest lecturers on relevant cross-cultural subjects.</p> <p>The student is able to interact with other students in English more confidently.</p> <p>He is capable of following English-taught courses students and prepared for academic studies and/or intercultural business dealings, particularly in/with Eurasian/Eastern Asian and/or Australasian countries.</p>
Content	<p>This course addresses students of all disciplines that are interested in enhancing their intercultural skills and have already travelled to a Eurasian, an Eastern Asian and/or an Australasian destination or plan to do so.</p> <p>Intercultural studies are a key element of the course.</p> <p>The main culture dimensions will be introduced and complemented by illustrative case studies (i.e. critical incidents), discussions, videos, presentations and project work.</p> <p>Content:</p> <ol style="list-style-type: none"> 1. Introduction to intercultural communication 2. Overview of key culture models and culture dimensions 3. Focus on selected Eurasian/Eastern Asian and/or Australasian countries and their culture
International applicability	This module is particularly suited also for international students and students who would like to prepare for academic studies and/or work(ed)



	in a Eurasian/an Eastern Asian and/or an Australasian country and/or follow English-taught courses.
Bibliography	<ul style="list-style-type: none">• Semesterapparat Link(in the library)• Handouts and Downloads will be made available during term.
Forms of instruction	<ul style="list-style-type: none">• Lecture• Practice
Language of instruction	English
Availability	Every winter term
Further applicability	Ideal for preparing to study at an international English-speaking university, particularly in Eurasia/Eastern Asia and/or Australasia or working in an in a Eurasian/an Eastern Asian and/or an Australasian country or preparing/complementing an English-taught major (e.g. International Sales Management)



TOPSIM – Business Simulation Game	
Course number	3828 (Business Administration)
Lecturer	Prof. Dr. Schädlich / Prof. Dr. Bauke / Prof. Dr. Alm / Prof. Dr. Reuter
ECTS	2
Number of semester hours	2
Duration	2.5 days
Prerequisites	None
Type of exam	Compulsory attendance and participation
Objectives	<p>Students can think and act in an entrepreneurial way, in accordance with strategic and share-value-oriented management</p> <p>Students are able to think more effectively about the links between different decision areas and to recognize external influences in a complex and interrelated environment</p> <p>Students are able to make goal-oriented decisions by correctly interpreting market situations and results</p> <p>Students are able to organize an efficient and effective decision-making process within the team</p>
Content	<p>The computer based management simulation „TOPSIM - General Management 2” is an interactive teaching and learning system based on the principle of: "Learning Business By Doing Business". It establishes a link between management theory and business practice and covers all the areas of a corporation like purchasing, production, HR, R&D, marketing and sales. Other topics covered by the simulation include product life cycles, personnel competence, productivity, reengineering, corporate identity, share price, rationing, as well as shareholder value-oriented management. One or two products can be sold in up to two markets representing the foreign and domestic markets.</p> <p>Students will form up to five business teams. Every team will take over the leadership of a company in the printing and copying industry. The simulation presents a realistic model of a company. All companies are competitors.</p> <p>As the Executive Boards students will have to make key decisions in all major fields of corporate activity: Sales, Research & Development, Purchase, Production, Human Resources and Finance & Accounting. The number and complexity of decisions will increase during the course of the seminar. Additionally, the decisions that students ultimately make will be highly dependent on the specific scenario conditions present in each period of the simulation.</p>
Bibliography	Participant handbooks
Forms of instruction	Lecture
Workload	60h
Language of instruction	English
Availability	Every summer and winter term



Working Across Cultures	
Course number	3449
Lecturer	Prof. Dr. Angress
ECTS	5
Number of semester hours	4
Workload	150 h
Type	Elective
Duration	1 Term
Prerequisites	min. level B2 according to Common European Framework of Languages, preferably C1 and after successfully completing the Business English compulsory course.
Type of exam	Oral presentation with corresponding term paper
Objectives	<p>The focus of this English-taught course will be blending inputs on intercultural and culture-specific topics with interactive teaching methods of effective communication and relationship building in an international context.</p> <p>Knowledge and Understanding: Students will be able to learn about relevant concepts of culture and gain an intercultural awareness in order to successfully and effectively communicate in an international business context. They will be able to define what they understand by the term culture and how culture can affect organisations in a business context. Also, they will recognise the extent to which culture affects the way they view themselves and appraise and apply recognised models and approaches to analyse different dimensions/aspects of culture.</p> <p>Intellectual Skills: They will learn how to master different interactions and critically reflect intercultural challenges that may arise in an international business context. Show their awareness and understanding of other cultures by way of analysing "critical incidents" (mini-case studies in an international context) Demonstrate an awareness and understanding and knowledge of a range of skills for dealing with different cultures in a business context .</p> <p>Practical Skills: Students will be encouraged to put this newly acquired knowledge into practice in case studies and role-plays: They will develop and demonstrate appropriate usage of communicative skills in English in intercultural business encounters They will interact and engage with others in an international setting e.g. through role plays on negotiations, presentations, meetings more confidently using English as "lingua franca" .</p> <p>Transferable Skills: They will be able to critically reflect themselves and acknowledge self-perception as opposed to their image in public and how their behaviour can impact international encounters.</p>
Content	<p>The course will focus in particular on the following aspects:</p> <p>Thematic Strand I: Culture</p> <ul style="list-style-type: none"> - Introduction: What's culture?



	<ul style="list-style-type: none"> - Different meanings of culture and self-awareness - Theories and Approaches for intercultural learning - Cultural dimensions - Business Organisations and Corporate Culture - Critical Incidents/Case studies <p>Thematic Strand II: Intercultural Awareness and Building Communicative Competence</p> <ul style="list-style-type: none"> - The role of communication in intercultural business encounters - Intercultural Communication and Challenges - Low/High Context Communication - Barriers to Communication and Dealing with Difference/Metacommunication. <p>Regular inputs will be complemented by small projects/ case studies and role plays and practical training elements/sessions.</p> <p>Students will present an analysis of selected/self- designed case studies (= critical incidents). A critical incident here refers to some kind of breakdown in an interaction between members of (usually) two different cultures as a result of cultural difference. This may relate to issues of communication, knowledge, beliefs, relationships or personality. Students will learn how to identify and analyse these with the help of selected tools and approaches and learn also critically to assess them.</p> <p>The focus is always on learning how to manage and master effective interpersonal communication and interaction across cultures.</p>
International applicability	<p>This course ideally also prepares for studies abroad or an internship in an international context/abroad or facilitates transfer of know-how upon return from such a stay abroad.</p>
Bibliography	<p>A detailed syllabus and bibliography will be provided in class. Complementary online material on the e-learning platform/moodle course "Working across Cultures" via the Moodle platform.</p> <p>Recommend literature (selection/available in the library & with lecturer):</p> <p><u>Recommended Reading: (Selection)</u></p> <ul style="list-style-type: none"> • L. H. Chaney. Intercultural Communication. 2011. 5th edition. Prentice Hall. • H. Deresky, International Management. Managing Across Borders and Cultures. 2011. 7th edition. Pearson. • R. Gesteland. Cross-Cultural Business Behaviour. Marketing. Negotiating and Managing across Cultures. 2008 .4th edition. Handelshojskolens Forlag. Copenhagen. • R. Gibson. Intercultural Business Communication. 2008. OUP. • G. Hofstede. Cultures and Organizations. Software of the Mind. 2010. Mc Graw-Hill. • E. Meyer. The culture map decoding how people think, lead, and get things done across cultures 2015. Public Affairs. • P.v. Nispen. Encyclopedia of Culture. 2018. Colofon. • P. Schmidt, P. In Search of Intercultural Understanding. 2007. Vienna.



Faculty of Business Administration and Law

	<ul style="list-style-type: none">• Alexander Thomas et al. Handook of intercultural communication and cooperation. 2010. 2nd edition. Vandenhoeck & Ruprecht.• F.Trompenaars, F. Riding the waves of culture. 2012. 3rd edition. Nicholas Brealey Publ.
Forms of instruction	<ul style="list-style-type: none">• Lecture• Practice
Language of instruction	English
Availability	Every summer term

3.2 Graduate Level

Advanced International Marketing	
Course number	2505 (International Management)
Lecturer	Prof. Dr. Pei Wang-Nastansky / Prof. Mäkeläinen
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Type of exam	2 working papers
Objectives	<p>By taking that course students will be enabled to:</p> <ul style="list-style-type: none"> • Understand the complexity of operational environment of International Business • Analyse the operational environment and make conclusions about operational marketing activities taking place in an international business environment • Create internationalisation strategies to guarantee long-term success in the chosen market / markets <p>Furthermore the didactical setting will enhance their abilities to:</p> <ul style="list-style-type: none"> • Work efficiently in teams • Give professional presentations • Analyse and observe situations and make conclusions from practical business cases
Content	<p>A selection of international marketing / business case studies will be analysed and discussed in the class. Areas which will be covered theoretically and through analysis of cases will be:</p> <ul style="list-style-type: none"> • International business environment • Adaptation of means of competition in international markets • Modes of business operation in international markets • Internationalisation strategies
International applicability	International marketing as a course is constructed to discuss all issues from an international perspective. In all aspects of the course practical arrangements are being developed to bring additional international elements to the class.
Bibliography	<p>Case studies (To be announced)</p> <p>Cateora, P; Graham, J.: International Marketing, Mc Graw, Hill / Irwin, (several editions work)</p>
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice
Workload	<ul style="list-style-type: none"> • contact time 60h • self-study 120h • workload 180h
Language of instruction	English
Availability	Winter term



Case Studies in International Management	
Course number	2501 (International Management)
Lecturer	Prof. Dr. Lauer / Prof. Dr. Wang-Nastansky
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	None Recommendation: Introduction to International Management should be taken in the same semester
Type of exam	2 working papers incl. presentation
Objectives	By taking that course students will be enabled to: <ul style="list-style-type: none"> • Understand the complexity of managing international companies in practice • Analyse case studies from existing companies • Create strategies to succeed in international environments Furthermore the didactical setting will enhance their abilities to: <ul style="list-style-type: none"> • Work efficiently in teams • Give professional presentations • Discuss results critically
Content	A selection of international case studies will be analyzed and discussed. Thereby typical challenges of going international will be addressed, including fields like: <ul style="list-style-type: none"> • Strategy formation • Organizing international companies • Leadership in international organizations • Cross-cultural management After a general introduction in international management and case study work students will have to analyze and present cases in teams.
International applicability	This course is international by its very nature, because challenges of going international are the main focus. Case studies are chosen from companies representing a variety of countries.
Bibliography	Yearly updated reader with a selection of international case studies Mintzberg, H.; Lampel, J.; Quinn, J.B. & Goshal, S. (2003): The Strategy Process. Concepts, Contexts, Cases, 4th Ed. Upper Saddle River (USA): Pearson, Pp. 272-293 De Wit, B. & Meyer, R. (2014): Strategy. An International Perspective, 5th Ed. Chertton House (UK): Cengage Learning, Pp. 591-642
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice
Workload	<ul style="list-style-type: none"> • contact time 60h • self-study 120h • workload 180h
Language of instruction	English
Availability	Summer term



Consumer Behaviour	
Course number	2510 (International Management)
Lecturer	Prof. Dr. Pei Wang-Nastansky
ECTS	6
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	None
Conditions for admission to the examination	Participation
Type of exam	Assignment (15-20 pages) and oral presentation (15-20 minutes). Link to subject-specific criteria for marks: www.miun.se/betygskriterier .
Objectives	The aim of this course is to give students increased knowledge and understanding of consumer behavior in a variety of contexts as well as its implications for marketing strategies and tactics. After the course the student should - have a general knowledge on the central theories and models in consumer behavior. - be able to use concepts and methods within the area to analyze a variety of consumers as well as purchasing and consumption situations. - be able to identify the implications of different consumers, purchasing and consumption situations on the marketing of businesses and organisations.
Content	This course comprises both the macro and the micro level of consumer behavior (i.e. the psychological as well as the sociological perspective). The starting point is that consumer behavior influences both our theoretical understanding as well as the practical implementation of marketing. The following are examples of questions which will be included in the course: why do we buy; how do we search for information and make purchase decisions; how does cultural and other social aspects influence consumers; and ethical issues as well as negative aspects of the consumption society of today will be discussed. The course also covers the effects of different dimensions of consumer behavior on marketing strategies.
Bibliography	Evans, M., Jamal, A. & Foxall, G., Consumer Behaviour, Wiley & Com, 2009, Second Edition, ISBN 978-0-470-99465-8 Selected articles as specified later.
Forms of instruction	Lecture
Workload	<ul style="list-style-type: none"> • contact time 120h • self-study 240h • workload 360h
Language of instruction	English
Availability	Every winter term



Corporate Communication	
Course number	2513 (International Management)
Lecturer	Päivo Laine
ECTS	6
Number of semester hours	4
Type	Elective
Duration	1 Semester
Prerequisites	None
Type of exam	Individual and group assignments/Company project/Presentation
Objectives	<ul style="list-style-type: none"> - The students are able to identify the international aspects of corporate communication (external, internal and marketing communication) - The students are able to find solutions to communication problems in international cases. - The students know how to develop a strategic plan for international communication in business. - The students know the meaningful use of traditional and new media in international corporate communication. - The students know how to use social media for stakeholder engagement and management of organizational reputation. - The students develop their understanding of the cross-cultural viewpoints on corporate communication
Content	<ul style="list-style-type: none"> - elements and functions of corporate communication (internal, external, marketing communication) - instruments of corporate communication - role of different media - use of social media for maintaining and developing stakeholder relationships - communication in the global context - cultures and corporate communication
International applicability	This module is particularly suited also for international master students and German master students who would like to prepare for academic studies and/or work(ed) in an international context at home and abroad.
Bibliography	<p>Cornelissen, J.: Corporate Communication: A Guide to Theory & Practice, 4th edition, Los Angeles, London, New Delhi, Singapore, Washington DC , 2014.</p> <p>Goodman, M. B & Hirsch, P.B. Corporate Communication: Strategic Adaptation for Global Practice, New York 2010.</p> <p>Selected articles and online material</p>
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice <p>The course includes a project in which the students assess and develop the web and social media communication strategy of a target company. The project results are presented and discussed in a workshop</p>
Workload	<ul style="list-style-type: none"> • contact time 120h • self-study 240h • workload 360h



Faculty of Business Administration and Law

Language of instruction	English
Availability	Every winter term
Further applicability	Ideal for preparation for working in an international context at home and abroad.



International Competencies: Intercultural Cooperation and Communication	
Course number	2503 (International Management)
Lecturer	Prof. Dr. Angress/Prof. Dr. Link
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	<ul style="list-style-type: none"> • Basic knowledge of intercultural communication theories, approaches, concepts and practices (cultural dimensions, typologies, standards etc.) • Requested reading to be completed before the 1st session: Gibson, Robert: Intercultural Business Communication. Fachsprache Englisch, Berlin, 2000. Schmidt, Patrick L.: In Search of Intercultural Understanding: A Practical Guidebook for Living and Working Across Cultures, Vienna, 2007. More material and a detailed list of required and recommended reading will be made available on Moodle.
Conditions for admission to the examination	Regular Workshop Attendance and Participation Due to the required awareness processes as well as behavioral and communication training regular attendance and participation are essential.
Type of exam	Research paper and presentation
Objectives	<p>This module aims to train students to master professional intercultural interactions with skill and sensitivity using (both verbal and nonverbal) language appropriately and effectively to succeed across borders.</p> <ul style="list-style-type: none"> - The students are able to interactively use the English language as a lingua franca in all areas of international business for written and oral communication thanks to a theoretical and practical knowledge of intercultural and economic terminology. - Based on the awareness and knowledge of intercultural differences and their own cultural identity the students are enabled to integrate an adequate acceptance of other cultural influences and varieties of expression as well as a necessary degree of tolerance of ambiguity in their business competence in management situations. - The students are capable of dealing successfully with different national business practices, leadership styles/qualities and corporate structures/patterns in interculturally complex business situations, communicating in differentiated and substantial English technical terminology with people from other horizons. - The students are able to analyse a variety of target cultures and ethical systems as well as culturally different approaches in management and the underlying social (e.g. historical, philosophical, religious) principles. - The students are enabled to apply intercultural conflict strategies for bridging cultural gaps successfully. - The students are capable of developing material/modules for intercultural training courses themselves. - The students are able to identify and critically evaluate scholarly research within the field of intercultural cooperation and communication.



	<p>- The students are enabled to articulate and employ key terminology/concepts in the field of intercultural cooperation and communication.</p> <p>-The students are capable of defining and critically considering problems, issues, challenges and implications for intercultural cooperation and communication, applying that knowledge and learning to empirical examples and research.</p> <p>- The students are capable of searching for, summarizing, reviewing and engaging reflectively and critically with research-based intercultural literatures.</p> <p>- The students are able to communicate effectively, orally and in writing, within an intercultural setting.</p> <p>- The students are enabled to work on ideas and issues independently and as part a group, communicating and presenting ideas effectively through class presentation and writing.</p>
Content	<p>Reasoning, discussing, team working, presenting and negotiating mechanisms etc. in an intercultural context of English as a lingua franca by using interactive and innovative intercultural teaching methods and tools (role-plays, simulations, culture assimilator, critical incidents, case studies, story-telling, improvisation, self-evaluation techniques etc.) from the angle of regional, sectorial and functional competencies</p> <p>- Contrastive analysis of</p> <ul style="list-style-type: none"> • country- and industry-specific topics: compilation, analysis and presentation of print and video critical incidents and case studies • cultural dimensions, typologies and standards and their impact on national business practices; national business labels • national leadership styles (values, priorities, expectations), corporate structures and team working • (business related) culturally influenced forms of communication such as presentation and negotiation patterns; trends in communication style which correlate with cultural differences <p>- Intercultural issues of human resources, personnel selection/recruitment and preparation for employment abroad (expatriation, culture shock, repatriation)</p> <p>- Intercultural issues of sales and marketing (advertising, PR)</p> <p>- Intercultural/global vs. local analysis of specific sectors and selected cases (corporate examples of best practices/ culture clashes)</p>
International applicability	Given
Bibliography (also see prerequisites)	<p>- Selected articles, texts & material (also on Moodle)</p> <p>- Hofstede, G.: Cultures Consequences: International Differences in Work-Related Values, Beverly Hills, CA, 1984.</p> <p>- Hofstede, Geert: Cultures and Organizations: Software of the Mind. Intercultural Cooperation and Its Importance for Survival, New York, 1997.</p> <p>- House, Robert J. et al.: Culture, Leadership, and Organizations: The Globe Study of 62 Societies, Thousand Oaks, 2004.</p> <p>- Lewis, Richard D.: When Cultures Collide. Managing Successfully Across Cultures, London, 1996, Revised Edition 1999, reprinted with corrections 2003.</p> <p>- Schroll-Machl, Sylvia: Doing Business with Germans. Their Perceptions, Our Perceptions. Bristol, CT, USA, 2013.</p>



	<p>- Trompenaars, Alfons & Hampden-Turner, Charles: Riding the Waves of Culture: Understanding Cultural Diversity in Global Business, Second Edition, New York, 1998.</p> <p>- Trompenaars, Alfons & Hampden-Turner, Charles: Building Cross-Cultural Competence, Chichester, 2000.</p> <p>- Country-specific literature</p> <p>- Journal of Intercultural Communication (http://www.immi.se/intercultural/)</p> <p>- Newsletter/Monthly journal of SIETAR (http://www.sietareu.org)</p>
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice <p>Teaching will be in the form of block workshops that combine a lecture-style tutor-input approach with seminar discussion, group work and ethnographic fieldwork.</p> <p>Methods such as applied improvisation practices are used to help students think “out of the box”, leaving their habitual thinking and recreating experienced but also imaginary intercultural scenarios. Possible reactions and responses will also be explored in playful ways, practicing methods of applied improvisation to increase students’ capacity to interact effectively across borders.</p> <p>During workshops, students will receive an input on selected key theories, concepts, debates, approaches and practices of intercultural communication. Students are expected to engage with the themes and issues covered through interaction and critical discussion, student presentations of the literature, and group work activities. In addition to the block workshops, students are expected to work independently on each session. This ‘out of class’ work will sometimes be directed by the lecturer, reading relevant to the next session, preparation for a discussion or research into a related area for instance. In addition to these directed tasks, students are expected to spend time developing their understanding of the intercultural ideas in the module. Preparation for individual or group assignments and independent reading and research as well as reflection on the ideas from the module support the development of key intercultural skills.</p>
Workload	<ul style="list-style-type: none"> • contact time 60h • self-study 120h • workload 180h
Language of instruction	English
Availability	Every summer term
Further applicability	Prepares students for international business encounters and interactions that form an integral part of the Master Degree Programme. Academic Master level qualifying for a profession.



International Economics and Trade	
Course number	2504 (International Management)
Lecturer	Prof. Dr. Erich Ruppert / Prof. Dr. Malte Krüger
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	Basic knowledge of economics
Type of exam	Written Exam (120 min.)
Objectives	<p>Students are aware of the specific risks in international transactions and they are able to develop strategies to manage these risks.</p> <p>In order to be prepared for an increasingly global work environment, students have command of an elementary knowledge on international economic relations. Course participants are familiar with empirical results on the increasing integration of the global economy in a real and monetary economic perspective (globalization).</p> <p>Students have a deeper understanding of the various forms and the advantages of the international distribution of labour and they have an elementary knowledge on the most important institutions in the field of trade and exchange rate policy. Students are able to apply theories to understand current and recent economic problems.</p> <p>Students can explain real economic and monetary phenomena and they can critically discuss the validity of the explanations offered by various schools of thought, i.e. they can evaluate the advantages and disadvantages of different exchange rate regimes. This enhances their aptitude to analyse and evaluate economic and economic policy developments and decisions in an international context. On this basis they can derive the consequences of economic policy measures in the area of foreign trade, monetary and exchange rate policies on the strategies of their enterprises.</p>
Content	<p>Overview over decision-making institutions, goals and instruments of international economic policy.</p> <p>Documentation of international economic relations in the balance of payments and their connection to the national accounts.</p> <p>Introduction to the importance of money, credit and international financial markets and the interrelation between the monetary and the real sector of the economy. The monetary, credit and foreign-exchange market related instruments of central banks, in particular of the European system of central banks.</p> <p>Open economy macroeconomics in particular the international transmission of economic shocks. Exchange rate theories exchange rate policies and international economic institutions. International currency, economic and debt crises.</p> <p>Foundations of the theory and politics of international trade and investment with perfect and imperfect markets as well as with foreign direct investment and the existence of multinational enterprises or of cross-border and fragmented value creation chains. Overview of instruments of trade policy. Relevant international organizations and stages of regional and global economic integration, in particular through the European Union.</p>



Bibliography	<p>Henk Jager, Catrinus Jepma: Introduction to International Economics, 2nd edition, Palgrave Macmillan, 2011.</p> <p>Robert C Feenstra; Alan M. Taylor: International Economics, third Edition, Macmillan, 2015.</p> <p>Krugman, Paul R.; Obstfeld, Maurice ; Melitz, Marc J.: International economics : theory and policy, 10. ed., Boston, Mass.: Pearson 2015.</p> <p>Blanchard, Olivier; Amighini, Alessia; Giavazzi, Francesco (2013): Macroeconomics: A European perspective, 2. ed., Harlow</p> <p>Bank for International Settlements: Triennial Central Bank Survey of Foreign Exchange and Derivatives Market Activity (latest issue).</p> <p>Bordo, Michael D. (1993): The Gold Standard, Bretton Wood and Other Monetary Regimes: A Historical Appraisal, Federal Reserve Bank of St. Louis Review, March/April, 123-191.</p> <p>European Central Bank: Review of the international role of the euro, Frankfurt (latest issue).</p> <p>Feldstein, Martin and C. Horioka (1980): Domestic Savings and International Capital Flows, The Economic Journal 90, June, 314-329.</p> <p>Friedman, Milton (1953): The Case for Flexible Exchange Rates, in: M. Freidman, Essays in Positive Economics, Chicago: University of Chicago Press, 157-203.</p>
Forms of instruction	Lecture
Workload	<ul style="list-style-type: none">• contact time 60h• self-study 120h• workload 180h
Language of instruction	English
Availability	Every summer term



International Digital Economy	
Course number	2517 (International Management)
Lecturer	Prof. Dr. Georg Rainer Hofmann
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Type of exam	Research / Working paper and presentation International Digital Economy
Objectives	<p>In the module, the students will get acquainted to, knowing and understanding the important aspects of the "International Digital Economy". The students will get an insight in the complex – economically as well technically – digital processes, markets and working conditions. The students learn to work on a specific problem of the Digital Economy, analyse it and present the results of the work. The overall goal is, that the students will acquire the ability "to find their way" in the Digital Transformation.</p> <p>In the module, the following competencies will be acquired by the students: The students are able, to apply the expertise and knowledge to practical problems – regarding recent developments in the Digital Economy. The students are able to work on specific problems on their own by using the methods – as they have been rendered in the module. The students may communicate the elaborated contents of the module. The students are able to recognize their abilities as well as their intellectual limits. The students realize and understand, what are the effects and consequences of their acting in the Digital Economy.</p>
Content	<p>Lecture</p> <ul style="list-style-type: none"> • History, Macro-economics and taxonomy of the International Digital Economy • Internet Service Provision and Data Centers • E-Commerce • New Work • Internet-based Crime • Social and ethical questions, sustainability <p>Case Study</p> <ul style="list-style-type: none"> • The students work on a „Real Case“, which is coined by an international problem context. The case study will preferably be performed in co-operation with a well-reputed partner, acting as a client for the students' work.
International applicability	The international applicability is given "per se" – since a "national digital economy" does simply not exist at all.
Bibliography	For the time being, there is no "established text book" in the field of the Digital Economy. As a relevant source, we may regard the archive of the dotmagazine. https://www.dotmagazine.online/issues



Faculty of Business Administration and Law

	More literature, however, will be provided, according to the cases which will be handled in the seminar and lecture.
Forms of instruction	Lecture Research / Working paper/ Private study
Workload per Course Unit	<ul style="list-style-type: none">• Contact time 60h• Self-study 120h• Workload 180h
Language of instruction	English
Availability	Every winter term



International Human Resources Management	
Course number	2506 (International Management)
Lecturer	Prof. Dr. Astrid Szebel-Habig / Prof. Wang-Nastansky
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	None
Conditions for admission to the examination	Participation
Type of exam	Written Exam (120 min)
Objectives	<p>The students know the main topics of an international human resources management. They can define the actual challenges of an international personnel department like global talent management and HR compliance. They learn by best practice examples how Human Resources Management can have a main impact on the business performance and how important it is to act as a business partner.</p> <p>The students get an understanding about the importance of human capital as the fundamental success factor of an enterprise. They will know f.ex. the main key performance indicators in HR tracking and the instruments of competence management.</p>
Content	<p>Overview of theories and instruments of human resources management with profound studies in the different functions of global HR:</p> <ul style="list-style-type: none"> • HR strategies • HR as business partner • Successful recruitment implementation • Employee appraisal • Compensation & Benefits • Personnel Development • Retention Management • Displacement/ Staff reduction • Talent Management / Succession Planning • Diversity & Inclusion • Shared Service Center in HR / Outsourcing • HR Compliance • Future of Work
International applicability	Part of International Management
Bibliography	<ul style="list-style-type: none"> - Armstrong, Michael/Taylor, Stephen (2014): Armstrong`s Handbook of Human Resource Management , 13th edition - Fitzenz, Jack (2009): The ROI of Human Capital, 2nd edition, - Groysberg, Boris (2012): Chasing Stars - Torrington, Derek/Taylor, Stephen (2014): Human Resources Management , 9th edition - Ulrich, Dave (2012): Global HR competencies
Forms of instruction	Lecture
Workload	<ul style="list-style-type: none"> • contact time 60h • self-study 120h • workload 180h



Faculty of Business Administration and Law

Language of instruction	English
Availability	Every summer and winter term
Further applicability	A subsequent master thesis makes sense. Academic level qualifying for a profession.



International Law	
Course number	2502 (International Management)
Lecturer	Prof. Dr. Kristina Balleis/ Prof. Dr. Harald Wiggenghorn
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Term
Prerequisites	Basic knowledge in Civil Law and Public Law on bachelor level
Type of exam	Written Exam (120 min.)
Objectives	<p>The student knows the principles and rules of European primary law and the most important rules of European secondary law including - inter alia - company law and competition law.</p> <p>In addition, the student has got knowledge of the most important rules and principles of international law, such as conflicts of laws, international litigation and arbitration and contract law including CISG.</p> <p>The student recognizes economic and legal implications of EU and international law and is able to implement such knowledge to practical cases and to develop legal solutions.</p> <p>The student is able to discuss complex legal problems with the lecturer and fellow students, taking deviating opinions into account. The student recognizes possible options for legal solutions and analyses the merits of different legal assessments.</p> <p>The student is able to develop an own solution to legal cases and to present and discuss the merits of such solutions in front of the lecturer and fellow students.</p>
Content	<ul style="list-style-type: none"> - Functioning of the EU - Internal Market and Fundamental Freedoms - European Company Law - European Competition Law - International Litigation - International Private Law including UN-Sales Law - International Arbitration - International Contracting
International applicability	The lecture concerns international law and is held in English.
Bibliography	<p>Selected international law texts, offered as pdf by the professors</p> <p>Provisional recommendations:</p> <p>Schütze, An introduction to European Law, 2012</p> <p>Bugg, Contracts in English, 2nd ed. 2013</p> <p>Kreis-Lindner, Introduction to International Legal English, 2013</p> <p>Balleis/Angress, Introduction to English Civil Law, Vol. 1 and 2, 2012 and 2011</p>
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice
Workload	<ul style="list-style-type: none"> • contact time 60h • self-study 120h • workload 180h
Language of instruction	English
Availability	Every summer term



International Management	
Course number	2500 (International Management)
Lecturer	Prof. Dr. Pei Wang-Nastansky
ECTS	6
Number of semester hours	4
Type	Compulsory Module
Duration	1 Semester
Prerequisites	None
Type of exam	Written exam (120 min.)
Objectives	<p>By taking that course students will be enabled to:</p> <ul style="list-style-type: none"> - Understand the importance and impacts of globalization - Define internationalization strategies for specific countries and industries - Increase their sensitivity towards typical challenges in international business environments - Develop an open and unbiased view on different cultures, overcoming prejudices - Communicate efficiently across cultures by avoiding typical misunderstandings - Lead international teams and companies - Develop suitable organizational settings for multinational units
Content	<p>The lecture is a general introduction to international management, concentrating on the basic challenges in internationalization. In this context especially the following topics will be focused:</p> <ul style="list-style-type: none"> • Global Environmental Analysis • Strategies and Routes of Internationalization • Country Analysis and Selection • International Leadership • Cross-Cultural-Management • Organization of Multinational Companies • Ethics and Corporate Social Responsibility in an Intl. Context
International applicability	This course is international by its very nature, because challenges of going international are the main focus.
Bibliography	Deresky, H. (2013): International Management, 8th Ed. Harlow: Pearson Mead, R.; Andrews, M. (2009): International Management, 4th Ed. Chichester: John Wiley
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice
Workload	<ul style="list-style-type: none"> • contact time 60h • self-study 120h • workload 180h
Language of instruction	English
Availability	Summer term
Further applicability	Due to the general character of the course the acquired knowledge and competencies can be used for nearly all following courses of the program. Academic level qualifying for a profession.



Marketing Research and Data Mining	
Course number	2522
Lecturer	tbd
ECTS	6
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	Recommended: Principles of marketing
Type of exam	<ul style="list-style-type: none"> • Written exam • Oral examination / presentation • Activity during lecture
Objectives	<p>The main objective of this course is to develop the students' expertise and methodological skills in marketing research. First of all, students will get to know which information about different market participants is needed in order to analyse the relevant market exhaustively. Furthermore, students will learn how to conduct qualitative and quantitative market research whereas the market research process will be used as a framework. They will get to know how to identify concrete research questions that are answered in a market research project. They will also learn how to design the data collection process and collect the required data. Concerning the data collection methods students will get knowledge about possibilities of gathering and analysing secondary data (especially big data management) and will learn about different research methods used to collect primary data such as qualitative and quantitative survey techniques, experiments, panel management. Finally, they will get to know fundamental possibilities how to describe collected data.</p>
Content	<ul style="list-style-type: none"> • Introduction to marketing research • Different perspectives of the marketing research <ul style="list-style-type: none"> - Market intelligence - Customer Intelligence - Competitive Intelligence • Market research process <ul style="list-style-type: none"> - Identification of research questions - Design of the data collection process - Data collection - Description of the collected data
Bibliography	<ul style="list-style-type: none"> • Mandatory readings: Sarstedt, M. / Mooi, E. (2019) A Concise Guide to Market Research, third Edition, Springer, chapters 1 – 5 & 10. • Suggested readings: <ul style="list-style-type: none"> - Iacobucci, D. / Churchill Jr., G. A. (2018) Marketing Research: Methodological Foundations, 12th edition, Earlie Lite Books, Inc. - Malhotra, N. K. (2020) Marketing research and applied orientation, seventh edition, Pearson. - Rajagopal, R. (2018) Marketing Research: Fundamentals, Process, and Implications, Nova Science Publishers, Inc.
Forms of instruction	Lecture and Self-study
Workload	
Language of instruction	English
Availability	Every winter term



Organizational Behaviour	
Course number	2521
Lecturer	Prof. Dr. Thomas Lauer
ECTS	6
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	None
Type of exam	<ul style="list-style-type: none"> • Written exam • Oral examination / presentation
Objectives	In the end of the course, students should understand the complex relationship between individuals, as part of organizational entities, and the inherent mechanisms of these entities as phenomenon of emergence. The course not only provides theoretical knowledge, based on psychological and sociological theories, but also enables students to apply these approaches to typical organizational issues that arise in business practice. Furthermore, the course will empower them to manage social situations successfully that occur in daily work life, and by that developing attitudes needed for taking over managing positions in the future.
Content	<ul style="list-style-type: none"> • General introduction • The individual in social situations <ul style="list-style-type: none"> - Diversity in organizations - Attitudes and job satisfaction - Emotions, moods and emotional intelligence - Personality and values - Perception and decision making - Motivation at work • Group behaviour <ul style="list-style-type: none"> - Foundations of group behaviour - Team work - Effective communication - Leadership - Power and politics - Conflict and negotiation - Corporate culture - Change Management
Bibliography	<ul style="list-style-type: none"> • Mandatory readings: Robbins, S.P. and Judge, T.A. W. (2016), Organizational Behaviour (17th Global Edition). Harlow, Essex: Pearson. • Suggested readings: Lauer, T. (2020), Change Management – Basics and Success Factors (International Edition). Wiesbaden: SpringerGabler.
Forms of instruction	Lecture and Self-study
Workload	
Language of instruction	English
Availability	Every winter term
Presentation and Moderation	
Course number	2515 (International Management)



Lecturer	Prof. Dr. Wang-Nastansky
ECTS	5
Number of semester hours	4
Type	Elective
Duration	1 Term
Prerequisites	None
Type of exam	Oral examination/presentation
Objectives	Effective presentation and moderation skills are key to students' ability to inform and persuade in an international business environment. In this course, students acquire verbal and non-verbal skills and expand their knowledge in digital tooling environment as well as their softskill spectrum with the aim of being able to give professional presentations, skillfully moderate and/or mediate meetings/interviews in business and research scenarios (e.g. business presentations, workshops, brainstorming sessions, research-oriented interviews, etc.)
Content	<p>As this module is a part of master thesis project, an important part of the learning content includes the basics of research methodology and guidelines. This will be integrated into the research presentation section.</p> <p>For the skill of presentation, after study, students are able to conduct:</p> <ul style="list-style-type: none"> • Innovative presentation style: Present your messages and materials in an innovative and attractive way • Holistic approach: Organize and view all your presentation contents and media assets as a whole • Infinite electronic canvas: Zoom on an infinite electronic canvas to focus in and unveil all the details • Intelligent structuring: Use prepared "Smart Structures" to easily arrange content with drag-and-drop • Free conversational navigation: Navigate freely and moderate your thoughts in a conversational presentation <p>In the moderation section, under both research and business settings (e.g. research interviews, business workshops, trainings, brainstorming, etc.) students are empowered to conduct:</p> <ul style="list-style-type: none"> • Productive moderation with a variety of moderation tools and methods to generate meaningful outcome; • Interactive moderation workshops, training, meetings, etc. with different techniques; • Non-intrusive moderation sessions lead workshops, training, meetings, etc. without personal, private judgement; • Team-oriented moderation: moderate via a team effort instead of a single person.
Bibliography	<p>Textbook:</p> <p>Seifert, Josef. W: Visualization, Presentation, Moderation: A Practical Guide to Successful Presentation and the Facilitation of Business Processes (English version needed), Second Edition, Pörnbach 2002</p> <p>Kumar, Ranjit: Research Methodology: A Step-by-Step Guide for Beginners. Publisher: Sage Publications (UK). Edition: 4th. Print ISBN: 9781446269978, 1446269973; eText ISBN: 9781473904606, 9781446297810, 1446297810</p> <p>Reference Literature:</p>



	<p>Van Emden, Joan(2016): Presentation skills for students Publisher: Palgrave (UK), London, Edition: 3rd. ISBN: 9781137576491</p> <p>Edmüller, Andreas (2000): Moderation. Publisher: STS-Verl. Planegg. ISBN: 3860272446</p> <p>Bell, Emma (2019): Business research methods. Publisher: Oxford University Press. Edition: 5th, 2019, Oxford ISBN: 9780198809876 , 0198809875</p> <p>Munter, Mary (2009): Guide to managerial communication effective business writing and speaking. Publisher: Pearson, Prentice Hall, Upper Saddle River, NJ. Edition: 8th internat. Ed. ISBN: 9780137130467, 0137130465</p> <p>Dignen, Bob (2007): Fifty ways to improve your presentation skills in English ... without too much effort! Publisher: Langenscheidt (Berlin - München), Edition: 1st. ISBN: 9781902741864, 9783526511908</p>
Forms of instruction	<ul style="list-style-type: none"> • Lecture • Practice • Teamwork/ Simulation game/ Task-based learning • Workshop
Workload	<ul style="list-style-type: none"> • contact time 60h • self-study 90h • workload 150h
Language of instruction	English
Availability	Every summer and winter term