

International Business Management & Sustainability

Master of Business Administration

Module Manual

Study and examination regulations (PO) 12

Valid from: SoSe26

Content Modules

Master studies

Academic Writing & Empirical Research Methods
Controlling & Finance Management
Integrated Business Process Management
Behavioral Science & Leading Yourself
International / National Business Project
International Economic Structures & Compliance
International Project Management & Sustainability
Behavioral Science & Leading People
International Value Chain Management
Strategic Management
Sustainable Business Models & Innovations
Digital Transformation & Business Development
Key Account Management
Leading Sustainable Organizations
Master's Seminar and Thesis
Strategic Career Development with Purpose and Resilience (Elective)
Sustainable Marketing and Personal Branding (Elective)
Sustainable Operations (Elective)
Sustainable Capstone Project (Elective)
Business Consulting Project (Wahlfach nur für DD Studierende)
Company & Networks

Program Objectives

The part-time master's program International Business Management & Sustainability (IBS) is a business administration program for graduates of business and non-business bachelor's programs with professional experience (degree: Master of Business Administration, MBA). It is designed for (future) managers and provides them with a comprehensive and in-depth portfolio of competencies, whereby the transfer of specialist knowledge in the area of "Sustainability" is taken up in all modules.
The overall objective of the program is to train managers for companies in business www.rwu.de markets with a social, economic and, in particular, ecological understanding of sustainability for future organizational and market requirements in an international context. international context. The study program objectives can be summarized as follows:
Leadership competency: Acquiring an overarching and in-depth, sustainable and value-based understanding of leadership, starting from self-leadership, to employee leadership, to leadership of the entire organization.
Personality building: The personality-building objectives occupy an extensive place in the framework of this MBA, as they represent the basis for successful leadership competence, in addition to the competencies listed below.
- Ability to develop one's own personal career as well as leadership style.
- Ability to increase resilience
- Ability to further develop one's own intercultural understanding as well as working in one's own and foreign cultures
- Ability to further develop one's international sphere of influence
Social competence: Deepening of skills required to work in the international business management & sustainability environment that facilitates or enables interaction with others, especially the ability:
- Facilitate diverse stakeholders,
- address diversity and inclusion, and successfully engage affected employees in a sustainable manner,
- build interpersonal communication and interaction multilaterally and sustainably, and
- collaborate successfully and sustainably in agile and multicultural teams.

Technical/methodological competence: Acquisition of in-depth technical and methodological competence for use in, sustainable business management function types and areas.
Problem analysis and solution competence:
- Ability to independently and professionally analyze problems in professional practice and to develop goal-oriented recommendations for action in order to shape organizations in (international) business markets in a sustainable and value-creating manner.
- Ability to transfer learned solution approaches or to apply them to new challenges in everyday professional life.

- Ability to sustainably unite actors, resources and activities as well as structures and processes n organizations in relation to the strategic thrust of the company as well as the associated long-term corporate goals.

International competence and language skills:

- Ability to operate confidently in English in an international business environment, to lead discussions confidently in English, and to lead teams and customer meetings confidently in English.
- Ability to present scientific papers, documentation and presentations professionally in English, both orally and in writing.
- Ability to perform confidently in business management in an international environment according to the cultural context and to behave appropriately in the cultural context.

Connection of the modules

All modules contain business knowledge in varying depths and impart the expertise and impart technical and methodological competence at their core.
The three dimensions of sustainability (economic, ecological and social dimensions) are dimensions) are found in almost all modules and link them together. The leadership competence goals are pursued in different semesters, building on each other. on each other in different semesters. The personality development competence can be found in different modules in all semesters and is modules in all semesters and are linked to each other via the modules. The problem analysis and solution competence is applied in all modules of the study program. application. It represents a core element of the MBA that enables students to, to formulate individual solutions and conceptual recommendations for action independently of of the subject in a sustainable way. International competence and language skills are increased throughout the semesters. In semesters 1 and 2, one module each is held in English, whereas in semesters 3 and 4 all courses are held in English. The master's thesis can be written in English as well as in German.

Examination Concept

Implementation of RWU mission statement

COURSE CONTENTS

INTERNATIONAL BUSINESS MANAGEMENT & SUSTAINABILITY

SEM.	MODULE OVERVIEW				
1 (WS)	Academic Writing & Empirical Research Methods 5	Controlling & Finance Management 5	Integrated Business Process Management 5	Behavioral Science & Leading Yourself 5	**20**
2 (SS)	International Business Project 5	International Economic Structures & Compliance 5	International Project Management & Sustainability 5	Behavioral Science & Leading People 5	**20**
3 (WS)	International Value Chain Management 5	Strategic Management 5	Sustainable Business Models & Innovations 5		**15**
4 (SS)	Digital Transformation & Business Development 5	Key Account Management 5	Leading Sustainable Organizations 5		**15**
5 (WS) (SS)	Master Seminar & Thesis 20				**20**
	Sustainable Capstone Project (Elective)* 5				
	**The elective course "Sustainable Capstone Project" can be chosen alternatively to module 5 (International Business Project) or module 11 (Sustainable Business Models & Innovations). It can also be chosen in addition to all modules as an extra module with a Sustainable Capstone Project Certificate.*				**90**

Lecture subjects Projects and internship Thesis

Academic Writing & Empirical Research Methods

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	01
Modul title:	Academic Writing & Empirical Research Methods
Module responsible:	Prof. Dr. rer. pol. Barbara Niersbach
Language of lecture:	english
Typ of module:	Mandatory module

Module Content:	The module covers scientific activity in general, as well as empirical research methodologies in specific. In order to achieve long-term qualification success, the module subjects are not only taught and assessed, but also used by students under supervision in order to learn from their own actions and mistakes, as well as those of their peers. Students do independent study on an issue of ecological, economic, and/or social sustainability that necessitates the use of the scientific methods introduced in the module. The topics chosen are those whose research falls within the scope of a master's degree in business administration. Academic Writing: In Academic Writing, the focus in the research project is on the following: - Types, methods, and criteria of scientific work - Areas and methods of gaining knowledge - Time management in scientific work - Topic identification - Topic delimitation - Literature research and material selection - Material evaluation - Correct handling of other intellectual property (Avoidance of plagiarism) - Outline preparation - Presentation of results in a written paper - Presentation of results in a lecture In the Academic Writing part, students learn how to use the literature management program Citavi and concrete application possibilities for structured knowledge organization and literature management. Empirical Research Methods: In Empirical Research Methods, a qualitative or quantiative study is conducted using a practice-relevant research question from business markets. This study is executed using previously gained theoretical knowledge. These include: - Introduction to qualitative and quantitative research methods - Methodological approach: • Quality criteria of qualitative or quantiative research • Define a research question • Triangulation • Research process of a qualitative content analysis or a quanitative approach • Guideline questionnaire or designing a survey • Data collection and analysis • Validity and reliability • Presentation of results - Recommendations for action based on the findings - Critical reflection - Limitations and Outlook The module serves intensively as preparation for the requirements set in the course of the studies in case studies and above all the master's thesis.

Courses:	10023 Academic Writing & Empirical Research Methods
Teaching and learning forms:	LS | Lecture and Seminar
Prerequisites for participation:	Bachelor degree or University degree with knowledge in Academic Writing
Prerequisites allocation ECTS:	Portfolio For the Academic Writing part, 50% total, of which: - Presenting a draft outline for the short-term paper 5%. - Short essay in form of an academic paper 45% For the Empirical Research Methods part, 50% in total, of which: Conducting a qualitative or quantitative study, documented with PowerPoint as well as a presentation (40%) and individual Q&A Session (10%).
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	Academic Writing: - Lecture notes - Shaheen, N. (2012), International students at UK universities: Critical thinking-related challenges to academic writing (Doctoral dissertation, University of Huddersfield). - Silvia, P. J. (2007), How to Write a Lot: A Practical Guide to Productive Academic Writing. American Psychological Association - Strobl, C., Ailhaud, E., Benetos, K., Devitt, A., Kruse, O., Proske, A., & Rapp, C. (2019), "Digital support for academic writing: A review of technologies and pedagogies," Computers & education, 131, 33-48. - Swales, J. M., & Feak, C. B. (2004), Academic writing for graduate students: Essential tasks and skills (Vol. 1). Ann Arbor, MI: University of Michigan Press. - Oshima, A., & Hogue, A. (2000), Writing academic english. Pearson longman, London Empirical Research Methods: - Lecture notes - Kuckartz, U. (2014), Qualitative Inhaltsanalyse. Methoden, Praxis, Computerunterstützung. Juventa Paperback. Weinheim, Bergstr: Beltz Juventa. - Spiggle, S. (1994), "Analysis and Interpretation of Qualitative Data in Consumer Research," Journal of Consumer Research, 21 (December), 491–503. - Voss, Rödiger (2020), Wissenschaftliches Arbeiten leicht verständlich, UVK Verlag München, 7. Auflage - Woodside, A. G. and E. J. Wilson (2003), "Case study research methods for theory building," Journal of Business & Industrial Marketing, 18 (6/7), 493–508. - Yin, R. K. (2009), Case study research. Design and methods. Applied social research methods series, Vol. 5. Los Angeles, Calif.: Sage Publications.

Compulsory attendance:	yes
Reason:	Attendance is voluntary except for individual presentations.

Competence dimensions Academic Writing & Empirical Research Methods

Knowledge and understanding: Deepening of individual components of knowledge

After this module graduates have developed knowledge of methodology for scientific work, empirical quantitative and qualitative research methods. In the qualitative anaylsis part the focus lies on qualitative content analysis in theory and application. Students can describe methodological elements of scientific work as well as quantitative and qualitative data analysis.

Use, application and generation of knowledge/art: Scientific innovation

Graduates are equipped to develop a research question, select a method for data collection and build up an understanding of data analysis. Students test these basic skills by preparing, conducting and interpreting a guided interview or establishing a survey. Students are fully capable to gain an overview of a subject area by means of research. They are qualified to select and utilise the material found which is essential for the topic. They have the organisational skills to prepare correct source references. They can use the selected material to develop their own understanding of the topic and generate useful ideas.

Communication and cooperation

Graduates possess analytical competence and can critically and systematically deal with different empirical research methods with whose problems they are familiar with. They are qualified to adequately present the research method and the results obtained. Furthermore, the students are capable to structure their findings and present them in a lecture, in discussions and in a written paper under time and/or space constraints.

Scientific / artistic self-image and professionalism

Graduates are analytically competent and can deal critically and systematically with different empirical research methods whose problems they are familiar with. Graduates are qualified to develop a subject area, generate a concrete topic, work on it using scientific methods and present their results adequately in writing and orally.

Controlling & Finance Management

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	02
Modul title:	Controlling & Finance Management
Module responsible:	Prof. Dr. rer. pol. Peter Philippi-Beck
Language of lecture:	english
Typ of module:	Mandatory module

Module Content:	Part 1: Finance Management - Basic principles of accounting according to HGB and IFRS - Interrelationships between accounting, controlling and finance - Corporate finance - Financing and risk - Interrelationships between operational decisions and financing Part 2: Controlling - Introduction to controlling: • Controlling fundamentals • Costs management and cost concepts • Financial accounting vs. management accounting • Manufacturing costs • Product costing and systems • Variable vs. fixed costs - Analysis and management of variances: • Variance analysis for direct costs • Variance analysis for flexible overhead budgets • Accounting for cost variances • Fixed overhead volume variance - Transfer pricing: • Impact of transfer pricing on organizations • Creating behavioural congruence • Transfer pricing methods - Internal work order - The case of Airbus: • Project management basic concepts • Internal trading work process • The role of the project controller - Case-Study: • The Case-Study relates to all topics of Part 2 Part 3: Sustainability controlling - Controlling and sustainability controlling in the context of sustainable development - Goals of the United Nations - Environmental cost accounting (operational sustainability controlling) - Sustainability Balanced Scorecard (strategical sustainability controlling) - Corporate Responsibility Reporting and Sustainable Value Focus on Sustainability in the Module: The module deals on the one hand with sustainable finance management, on the other with sustainability controlling and development.
Courses:	10022 Controlling & Finance Management

Teaching and learning forms:	LS | Lecture and Seminar
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge in Controlling, Finance Management, Balancing
Prerequisites allocation ECTS:	K60: - Finance Management: Written exam (K30 - 50%) - Controlling: Written exam (K30 - 50%)
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	- Principles of Corporate Finance, von Richard Brealey, Stewart Myers, Franklin Allen, Alex Edmans, 14. Edition, 2022, McGraw Hill, ISBN: 978-1 2650-7415-9 - Atrill, P., Financial Management for Decision Makers, 9th Edition, Pearson, 2019, ISBN: 978-1-292-31146-3 - Berkau, C., Financial Statements, International Accounting (IFRS), 6th Edition, 2021, ISBN: 978-3-7398-3182-4 - Britzelmeier, Controlling, Pearson 2017 - Coenenberg, A.G., Haller A., Schultze W., Jahresabschluss und Jahresabschlussanalyse: Betriebswirtschaftliche, handelsrechtliche, steuerrechtliche und internationale Grundlagen - HGB, IAS/IFRS, US-GAAP, DRS, 2021 - Ditlev-Simonsen, Caroline (2022): A Guide to Sustainable Corporate Responsibility - From Theory to Action. Palgrave McMillan / Springer Nature, Cham, Switzerland. - Müller S., Saile P., Internationale Rechnungslegung (IFRS), 2018 - Sailer, Ulrich (2020): Nachhaltigkeitscontrolling – Was Controller und Manager über die Steuerung der Nachhaltigkeit wissen sollten. 3. Auflage UVK Verlag München. - Ruhnke K., Simons D., Rechnungslegung nach IFRS und HGB: Lehrbuch zur Theorie und Praxis der Unternehmenspublizität mit Beispielen und Übungen, 2018 - Wellbrock, Wanja; Ludin, Daniela; Krauter, Sina (2020): Nachhaltigkeitscontrolling - Instrumente und Kennzahlen für die strategische und operative Unternehmensführung. Springer Fachmedien Wiesbaden. - Wöhe, Günter et al. Einführung in die Allgemeine Beriebswirtschaftslehre, 27. Auflage 2020 - Wouters, Selto, Hilton, Maher, Cost Management, Mc Graw Hilll, 2012 - Zantow, Rofer et al., Finanzwirtschaft der Unternehmung, 4. Auflage 2016
Compulsory attendance:	no

Competence dimensions Controlling & Finance Management

Knowledge and understanding: Broadening of prior knowledge

Graduates can reproduce the essential information on controlling, including sustainability controlling, and finance. They can combine their knowledge from the areas of finance and (sustainability) controlling with the knowledge of corporate governance.

Use, application and generation of knowledge/art: Use and transfer

Graduates can make qualitative and quantitative judgements for entrepreneurial decisions based on analyses of given financial facts. This involves scrutinising information, comparing and evaluating alternatives. It is necessary to determine this information independently and in a structured manner.

Communication and cooperation

Graduates are capable to structure, organise and apply their knowledge in discussions in heterogeneous teams. The goal is to develop a coordinated decision.

Scientific / artistic self-image and professionalism

Graduates are equipped to integrate knowledge from related areas of business administration. This enables them to evaluate or resolve possible conflicts of objectives in decisions and to make successoriented decisions.

Integrated Business Process Management

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	03
Modul title:	Integrated Business Process Management
Module responsible:	Prof. Dr. rer. pol. Nils Hagen
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	Elementary understanding of business process management: - Integrated business process management as a strategic field within the context of entrepreneurial action - Definitional basics as a management system and reflection in the context of sustainable corporate development and other management systems (QM, UM, etc.) - Process visualisation forms including ARIS (EPK, FZD, eEPK, WKD, etc.) and BPMN - Vertical and horizontal process structuring as a means of organisational design - Methods for process identification and validation of the results. Use of reference process models for the development and design of process-based organisational structures - Process controlling and process-based potential derivation - Value creation and quality management as well as lean management Focus on Sustainability in the Module: The module includes the investigation of sustainability process management and sustainable corporate development processes.
Courses:	10021 Integrated Business Process Management
Teaching and learning forms:	LP | Lecture and Practice
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge in Process Management, Project Management and Controlling
Prerequisites allocation ECTS:	Portfolio: Three case study presentations (equally weighted)
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Winter semester only

Literature:	- Aalst, Wil van der, 1966- (2011): Process mining: discovery, conformance and enhancement of business processes. Berlin, Heidelberg [u.a.]: Springer. - Draheim, Dirk (2010): Business process technology : a unified view on business - processes, workflows and enterprise applications. Berlin, Heidelberg: Springer. - Scheer, August-Wilhelm eds. (2003): Business process change management : ARIS in practice. Berlin, Heidelberg [u.a.]: Springer. - van der Aalst, Wil (2000): Business process management : models, techniques, and empirical studies. Heidelberg: Springer. - vom Brocke, Jan (20XX): Handbook on business process management. Berlin, Heidelberg [u.a.]: Springer (International handbooks on information systems). - Weske, Mathias (2007): Business process management : concepts, languages, architectures. Berlin, Heidelberg [u.a.]: Springer. - Wirtz, Bernd W., (2020): Business model management : design - process - instruments. Second edition. Cham, Switzerland: Springer.
Compulsory attendance:	yes
Reason:	Compulsory (due to the group exercise parts in the case study).

Competence dimensions Integrated Business Process Management

Knowledge and understanding: Broadening of prior knowledge

Students can model processes, describe them textually and draw them with the software tool ARIS Express. Graduates are capable of naming the essential features of process management and describing the procedure for process analysis. They are equipped to identify potential for process improvement from a management perspective. They can describe and design the contribution of integrated process management to sustainable corporate development.

Use, application and generation of knowledge/art: Use and transfer

Students can reflect the significance of business process management, record and visualize processes independently and identify starting points for optimizing them. They recognize challenges, identify problems in international supply chains and can discuss starting points for a digitalization of processes.

Communication and cooperation

Students can understand and discuss processes without being process owners, detect weaknesses and offer mutual assistance.

Scientific / artistic self-image and professionalism

Students are also able to evaluate processes based on their business significance and their impact on digitalization for the company. They can design processes independently without losing focus on the essentiality of process management.

Behavioral Science & Leading Yourself

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	04
Modul title:	Behavioral Science & Leading Yourself
Module responsible:	Prof. Dr. rer. pol. Eberhard Hohl
Language of lecture:	english
Typ of module:	Mandatory module

Module Content:	Behavioural Science: - The module deals with psychological theories and concepts of work motivation and job satisfaction (e.g., self-determination theory, the Zurich model of job satisfaction) as well as psychological health (dimensions and development of burnout, job-demands-resources model). (A) The contents discussed will be directly applied to case studies from business practice expand to better address the issues of digitization and sustainability. (B) In addition, it will be discussed to what extent the theories and concepts discussed can contribute to sustainable business success in the three dimensions of social, ecological, and economic. Leading Yourself: - Role as a "leader in globally operating and agile companies" - Personal assessment, personality preferences, career anchors, values, and behaviour - Value-oriented leadership - Successful self-leadership (elements, concepts) - Resilience and dealing with stress - Leadership workshop: "Clarification help" / coaching (in a team) on concrete situations from everyday working life - Insights, learning transfer and action planning Know Yourself and Lead Yourself: - Unconscious bias and diversity - Confirmation bias - Halo effect bias - Horn effect bias - Expectation bias - Affect bias - Similarity attraction bias - Overconfidence bias - Affinity bias - Beauty bias - Conformity bias - Intuition bias - Contrast bias - Implicit bias - Strategies to minimize Bias in Recruiting - Strategies to reduce your own bias The module includes the compulsory participation in the two guest lectures of the Innovation Lounge. Focus on Sustainability in the Module: The module includes different approaches of social sustainability aspects, as it reveals how an individuum can behave and lead him/herself in a sustainable manner.
Courses:	10027 Behavioral Science & Leading Yourself
Teaching and learning forms:	LS | Lecture and Seminar
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge in Management Systems and Leadership

Prerequisites allocation ECTS:	Portfolio: - Behavioural Science: Term paper (50%) - Leading Yourself: Presentation with handout (50%) The topic of diversity is included in either one of the above parts of the portfolio exams.
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Winter semester only

Literature:	Behavioral Science: - Anderson, N. (2008). Handbook of Industrial, Work and Organizational Psychology. London: Sage. - Brandstätter, V., Schüler, J., Puca, R.M. & Lozo, L. (2018). Motivation und Emotion. 2. Auflage. Berlin: Springer. Kauffeld, S. (2019). Arbeits-, Organisations- und Personalpsychologie für Bachelor. Berlin: Springer. - Gagné, M. (2014). The Oxford handbook of work engagement, motivation, and self-determination theory. Oxford: Oxford University Press. - Laloux, F. (2014). Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness. Nelson Parker. - Nerdinger, F.W. et al. (2019). Arbeits- und Organisationspsychologie (4. Auflage). Berlin: Springer. - Rose, N. (2019). Arbeit besser machen: Positive Psychologie für Personalarbeit und Führung. Freiburg: Haufe. - Thaler, R.H. (2018). Misbehaving – The Making of Behavioral Economics. New York: W. W. Norton & Company. - In addition, articles from relevant scientific journals are discussed (e.g. Personnel Psychology, Journal of Organizational Behavior, International Journal of Selection and Assessment, The Leadership Quarterly, Journal of Occupational and Organizational Psychology, European Journal of Work and Organizational Psychology). In the selection of articles, explicit attention is paid to current research results with references to the three dimensions of sustainability (social, ecological, and economic). Leading Yourself: - Berndt, C.: Resilienz: Das Geheimnis der psychischen Widerstandskraft, Was uns stark macht gegen Stress, Depressionen und Burn-out, München 2015 (dtv Verlagsgesellschaft Verlag) - Comfort and Franklin (2014). The Mindful International Manager: How to Work Effectively Across Cultures. London: Kogan Page - Covey (2020). The 7 Habits of Highly Effective People. New York: Simon & Schuster - Fischer-Epe, M. et al.: Coaching zu Führungsthemen: Modelle und Anregungen für die Praxis, Hamburg 2017 (Rowohlt Taschenbuch Verlag) - Gilan, D. et al.: Resilienz - die Kunst der Widerstandskraft: Was die Wissenschaft dazu sagt, Freiburg im Breisgau 2021 (Verlag Herder) - Grün, A. et al.: Im Wandel wachsen: Wie wir freier, authentischer, gelassener und hoffnungsvoller werden können, Freiburg im Breisgau 2022 (Verlag Herder) - Hanson, R. (2018) Resilient – Find Your Inner Strength, Penguin Pandom House, UK - Neck et al. (2019). Self-Leadership: The Definitive Guide to Personal Excellence. New York: SAGE Publishing - Pink (2009). Drive: The Surprising Truth About What Motivates Us. New York: Riverhead Books - Zenger and Folkman (2019). The New Extraordinary Leader, Turning Good Managers into Great Leaders, 3rd Edition. New York: McGraw Hill Diversity: - Bass, Bernard M.; Riggio, Ronald E. (2005): Transformational Leadership. ISBN-13: 978-0805847628 - Dobelli, Rolf (2014): The Art of Thinking Clearly: Better Thinking, Better Decisions ISBN-13: 978-1444759563 - Drucker, Peter F. (2006): The Effective Executive: The Definitive Guide to Getting the Right Things Done. revised edition ISBN-13: 978-0060833459 - Kahneman, Daniel (2012): Thinking, fast and slow. ISBN-13: 978- 0141033570 - Lombardo, Michael M.; Eichinger, Robert W. (2006): FYI. For Your Improvement. ISBN-13: 978-0974589237# - Malik, Fredmund (2015): Managing Performing Living: Effective Management for a New World. ISBN-13: 978-3593502632

	- Pfläging, Nils (2012): Organize for Complexity: How to Get Life Back Into Work to Build the High-Performance Organization. ISBN-13: 978-0991537600 - Pfläging, Nils (2020): Essays on Beta, Vol. 1: What´s now & next in organizational leadership, transformation, and learning. ISBN-13: 978-3948471002 - Sagmeister, Simon (2018): Business Culture Design. Develop Your Corporate Culture with the Culture Map. ISBN-13: 978-3593508405 - Seligman, Martin (2011). Flourish. New York: Free Press. ISBN-13: 978-1439190760
Compulsory attendance:	yes
Reason:	Voluntary

Competence dimensions Behavioral Science & Leading Yourself

Knowledge and understanding: Broadening of prior knowledge

Students will be able to describe the methods and concepts of value-oriented leadership as well as successful self-leadership and can name the adequate options for action. They know and understand the psychological principles of work motivation and satisfaction.

Use, application and generation of knowledge/art: Use and transfer

Students will be able to apply the knowledge they have gained about strategies, concepts and tools for successful self-leadership, stress management and resilience building. They learn how they should confidently position themselves within a modern, agile and sustainable organization in order to be sustainably successful for themselves and the organization.

Communication and cooperation

Students are capable of describing projects from their everyday professional and management life, present them in a team and receive feedback. Furthermore, they are equipped to use communication tools professionally in their role as team coaches.

Scientific / artistic self-image and professionalism

Students are empowered to integrate knowledge from the sub-areas of self-leadership and personal development, establish criteria for the assessment of options for action, rate, evaluate and select alternatives. They gain a self-understanding of psychological fundamentals in Behavioral science and can thus effectively guide and ideally influence their personal development.

International / National Business Project

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	05
Modul title:	International / National Business Project
Module responsible:	Prof. Dr. rer. pol. Barbara Niersbach
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	The International/National Business Project plays an outstanding role in the transfer of practice into one's own field of activity. It links academia to practice and vice versa. Within this module students will develop practical business skills and put their knowledge into practice. This takes place in an international or national setting, where cultural characteristics are worked out in the project. The module consists of an international or national study week, which foresees a preparatory and follow-up event. The students gain an insight into the actions of globally operating companies, as well as an insight into different international or national guest lectures as well as into the culture of the respective country. Main content: -Preparation of the international/national study week and the theoretical framework for a project group work (RWU location). -International: Visit the partner university in the respective country and lecture at the partner university in the respective country where the project assignment is handed over to the students. -National: Guest lectures of experienced lecturers/managers on site -Visit companies, meet business professionals and gain valuable insights into a global, multicultural context (theory-practice transfer) -Understanding cultural components and learning cultural competences of the respective country. -Insight into the topic of sustainability in the respective country -Presentation of the first results (base structure) of the project task -Debriefing of the international/national study week, final presentation of results as well as personal exchange of experiences and "lessons learned" (RWU location) For students who cannot take part in the trip there is an alternative option for coursework with an international and/or intercultural background. This exception needs to be discussed with the person responsible for the module. Focus on Sustainability in the Module: During the visits of partner universities/lectures and companies, sustainability topics in academic and practice will be included and discussed in depth in an international and intercultural setting.

Courses:	Pre- and debriefing at RWU as well as participation in the events in the target country. The country is determined by the person responsible for the module.
Teaching and learning forms:	PL | Project-based Learning format within an intercultural context.
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge in Project Management, Intercultural Competences, Strategic Marketing
Prerequisites allocation ECTS:	Documentation or Case study presentation
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS 4 SWS compulsory
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	- Hofstede, G. (2011), "Dimensionalizing Cultures: The Hofstede Model in Context," Online Readings in Psychology and Culture, 2 (1). - Kadam, N., Niersbach, B., and Ivens, B.S. (2022), "The cultural factors in global account management: the case of Indian buyers and German suppliers," Journal of Business & Industrial Marketing, ahead-of-print (ahead-of-print). - Meyer, E. (2016), The Culture Map, decoding how people think, lead and get things done across cultures, Public Affairs - Schein, Edgar H. (2010), Organizational culture and leadership. The Jossey-Bass business & management series, 4th ed. San Francisco, Calif.: Jossey-Bass; Chichester: John Wiley. - Yip, G. S. (2009), Managing global customers. Inaugural addresses research in management series, EIA-2009-038-STR. Rotterdam: Erasmus Research Institute of Management, ERIM. - Yip, G.S. and Bink A. J. M. (2007), "Managing global accounts," Harvard business review, 85 (9), 102-11, 150. - Yip, G.S. and Madsen T. L. (1996), "Global account management: the new frontier in relationship marketing," International Marketing Review, 13 (3), 24–42.
Compulsory attendance:	yes
Reason:	Voluntary

Competence dimensions International / National Business Project

Knowledge and understanding: Knowledge Comprehension

Students have an integrated knowledge of practice-oriented project group work with reference to theoretical framework knowledge. Students acquaint methods of project group work. They gain a deeper understanding of intercultural competences regarding cultural differences and codes of conduct. Students are familiar with business codes of the target country. They obtain insights into the topic of sustainability in the respective country. In addition, the students learn about the challenges in international markets (of the visited country). They can define the project work in an international context, elaborate and explain it. The students create a transfer of theoretical knowledge into an international project work. They can describe the basics about the structure and process of projects and create work breakdown structures and the project plans derived from them.

Use, application and generation of knowledge/art: Scientific innovation

Students collect, assess and interpret the information from the international study week. Thus, they get a comprehensive foundation with a mixture of lecture-company-culture, based on which they can develop their own ideas for solving the challenges of everyday international business. The theoretical frameworks on which the project work of the international study week roots, is based on extensive academic literature.

Communication and cooperation

Students learn about challenges they may face in international business relationships. In addition, they have to solve possible conflicts in cooperation with others and structure themselves across situations, always adapt to the international specifics. They ensure through constructive, conceptual action the implementation of solution processes appropriate to the situation.

Scientific / artistic self-image and professionalism

The expert knowledge acquired during the international study week enables a development in many ways:
on an individual level, on a cultural level and on a corporate level, which the students reflect on while executing their professional role. Furthermore, students learn about conditions and peculiarities of theleadership culture in the target country and gain insights into how and whether sustainable leadership is practiced in the respective culture.

International Economic Structures & Compliance

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	06
Modul title:	International Economic Structures & Compliance
Module responsible:	Prof. Dr. rer. pol. Peter Philippi-Beck
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	International Economic Structures: - Structures of international trade and economic models for understanding internationalisation - Trade policy measures and their effects - Monetary systems - Systematisation of the problem areas of international management - Analysis of internationalisation risks and their classification within political systems - Dealing with risks in international business - Examining the attractiveness of countries as procurement and sales markets - Strategies for internationalisation Compliance: - Meaning and purpose of compliance - Compliance risks for companies and employees - Relevant criminal offences and fines - Structure and content of a compliance management system - Creation of necessary internal structures - Selection and organisation of suitable external consultants Focus on Sustainability in the Module: The module deals with sustainable international economic structures, and how they can be built best in an international surrounding. In the field of compliance, students get an insight on economically and socially sustainable structures.
Courses:	10024 International Economic Structures & Compliance
Teaching and learning forms:	LS | Lecture and Seminar
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge in Economics, Balancing, Finance Management and Law
Prerequisites allocation ECTS:	Exam 60 minutes
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS

Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	- Cavusgil et al, International Business, Pearson 2017 - Krugman P., Melitz M., Obstfeld M., International Economics: Theory and Policy, Global Edition, Edition 12, Pearson 2022, ISBN: 978-1- 292-40979-5 - Krugman et al, Internationale Wirtschaft. Pearson 2015 - Welge / Holtbrügge, Internationales Management, Schaeffer Poeschel 2015
Compulsory attendance:	no

Competence dimensions International Economic Structures & Compliance

Knowledge and understanding: Knowledge Comprehension

The students can present and describe the basic structures of international economics. They can connect their acquired knowledge about management of a company with the challenges of internationalization. Furthermore, they are equipped to classify compliance issues as national and international problems.

Use, application and generation of knowledge/art: Use and transfer

The students are enabled to make qualitative and quantitative judgements for entrepreneurial decisions based on analyses of given market situations. They are qualified to assess the consequences regarding compliance rules. This involves questioning information critically, comparing and evaluating alternatives. This information is obtained independently and in a structured manner.

Communication and cooperation

Graduates are qualified to present the results and defend the concepts they have developed.

Scientific / artistic self-image and professionalism

The students are equipped to integrate knowledge from related fields of economics and business administration, to deal with the complexity of internationalization and the regulations in law and statute. This enables them to evaluate or resolve possible conflicts of objectives in decision-making and to decide successfully.

International Project Management & Sustainability

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	07
Modul title:	International Project Management & Sustainability
Module responsible:	Dr. Opas Piansoongnern
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	This course is structured along the phases of typical "classical" project management: Initiation -> Planning -> Execution -> Completion Methods and tools as well as the specifics of "international" projects are discussed, where different cultural background and often major distances or time zone differences between team members and/or stakeholders often provide additional complexity. Part of the learning experience in each phase are small case studies. The students work on those cases in small teams and discuss the results with the group. Agile project management methods like SCRUM, which originally were developed for IT projects, become popular for non-IT projects, too. The differences to "classic" project management methods as well as commonalities are explained and discussed. The module also aims to focus on the key components of an innovative entrepreneurial leader in sustainable organizations who must manage a project in a physical and virtual, diverse and complex context. The content includes the art and science of building a team of talent, the key elements of effective communication, a framework for bridging social distance, benefits of conflict, and a social contract for a team that fosters innovation. This includes: - Key components of an innovative entrepreneurial leader - Leadership skills for international projects - The key elements of effective communication - The art and science of building a team of talent - Frameworks for bridging the social distance - The benefits of conflict and a social contract to foster team innovation Thus, the module links the knowledge of classical project management with the concepts of sustainable team building concepts in modern organizations. Focus on Sustainability in the Module: The module focuses in different approaches on ecological, economic and social sustainability aspects; the last-mentioned especially in the field of leadership. It also discusses the challenges of running complex business and projects successfully in a multi-cultural and highly dynamic environment.
Courses:	International Project Management & Sustainability
Teaching and learning forms:	LS | Lecture and Seminar
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge in Project Management and Leadership

Prerequisites allocation ECTS:	Portfolio: Case study presentation (70%) and oral exam (30%)
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	- Caporarello, L, and Magni, M. (2022). Team Management: Creating and Managing Flexible and Resilient Teams. Milan: Bocconi University Press. - Clifton, A. (2019). Team Management: Harness the Power of the Collective. New Delhi: Rupa Publications. - Dyer, J., Furr, N., and Lefrandt, C. (2019). Innovation Capital: How to Compete--and Win--Like the World's Most Innovative Leaders, Boston: Harvard Business Review Press. - Koester, Kathrin (2010): International Project Management; London: SAGE Publications Ltd.; - Kuster, Jürg et.al (2019): Handbuch Projektmanagement; 4. Auflage; Berlin: Springer Gabler - Jakoby, Walter (2019): Projekt Management für Ingenieure; 4. Auflage; Wiesbaden: Springer Vieweg - Zwikael, Ofer et.al (2019): Project Management; Cham, CH: Springer Nature Switzerland AG
Compulsory attendance:	yes
Reason:	Voluntary

Competence dimensions International Project Management & Sustainability

Knowledge and understanding: Deepening of individual components of knowledge

The students can distinguish project tasks from routine tasks and develop project proposals ready for decision. A "classic" project can be structured; time, resources and costs can be planned. The different organizational models are chosen depending on the cultural circumstances of the project environment. Roles and responsibilities of the different project participants are understood. The students understand the influence of cultural differences on project management and can set meaningful milestones during the processing of the international project, measure the project progress with the help of a reporting system and react appropriately in the event of deviations.

Use, application and generation of knowledge/art: Use and transfer

The phase model of "classic" project management and the differences to "agile" project management methods are understood. Also, the challenges in leading sustainable and virtual project teams are discussed in depth, so that students gain a substantial understanding of this conceptual approach.

Communication and cooperation

Interactive group work.

Scientific / artistic self-image and professionalism

The graduates learn to deal with the challenges of cultural differences, large distances and time differences on leadership, motivation, communication, and cooperation and to understand which core competencies a future manager of international projects should develop.

Behavioral Science & Leading People

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	08
Modul title:	Behavioral Science & Leading People
Module responsible:	Prof. Dr. Dirk Steffens
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	Behavioral Science: - The module deals with empirically based, partly psychological theories and concepts of teamwork (e.g., IMO models) and leadership. (A) The content covered will be directly applied to case studies from current business practice, which also includes the topic of digitalization. (B) In addition, it will discuss to what extent the theories and concepts dealt with contribute to sustainable business success in the three dimensions of social, ecology and economy. Leading People: - Leadership: contribution to success, understanding of leadership and legitimacy - Leadership map (strategy, structure, corporate culture) - Leadership roles and competencies - Role and competence model of leadership - Communication and conflict management - Team management with focus on international teams/ team development - Leadership theories and models (incl. "new leadership") - Leadership tools in practice - Leader as personnel developer, coach & mentor - Talent management and management development Inclusive Leadership & Diversity: - Leadership – Capabilities – Talent – Diversity - Facilitator – Networker – Coach – Trainer - Cast your shadow as a leader. Focus on Sustainability in the Module: The module includes different approaches of social sustainability aspects, as it reveals how other actors o an organization can behave and be led in a sustainable manner. The transfer can be given to actors outside of the own organization.
Courses:	10026 Behavioral Science & Leading People

Teaching and learning forms:	LS | Lecture and Seminar
Prerequisites for participation:	Bachelor's degree or University degree with basic knowledge in Leadership and Management
Prerequisites allocation ECTS:	Portfolio: - Behavioral Science: Oral presentation, 50% weightage - Leading People: Leadership homework, 50% weightage
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	Behavioral Science: - Anderson, N. (2008). Handbook of Industrial, Work and Organizational Psychology. London: Sage. - Brandstätter, V., Schüler, J., Puca, R.M. & Lozo, L. (2018). Motivation und Emotion. 2. Auflage. Berlin: Springer. - Gagné, M. (2014). The Oxford handbook of work engagement, motivation, and self-determination theory. Oxford: Oxford University Press. - Laloux, F. (2014). Reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage in Human Consciousness. Nelson Parker. - Kauffeld, S. (2019). Arbeits-, Organisations- und Personalpsychologie für Bachelor. Berlin: Springer. - Nerdinger, F.W. et al. (2019). Arbeits- und Organisationspsychologie (4. Auflage). Berlin: Springer. - Rose, N. (2019). Arbeit besser machen: Positive Psychologie für Personalarbeit und Führung. Freiburg: Haufe. - Thaler, R.H. (2018). Misbehaving – The Making of Behavioral Economics. New York: W. W. Norton & Company. - In addition, articles from relevant scientific journals are discussed (e.g., Personnel Psychology, Journal of Organizational Behavior, International Journal of Selection and Assessment, The Leadership Quarterly, Journal of Occupational and Organizational Psychology, European Journal of Work and Organizational Psychology). In the selection of articles, explicit care is taken to include current research findings with references to the three dimensions of sustainability (social, ecological, and economic). Leading people: - Blanchard (2010). Leading at a Higher Level: Blanchard on How to be a High Performing Leader. New Jersey: FT Prentice Hall - Emerson, B.; Loehr, A. (2008) A Manager's Guide To Coaching – Simple and Effective Ways to Get the Best out of your Employees, AMACOM, USA - Glasl, F.: Konfliktmanagement, Bern 2020 (Haupt Verlag) - Hodges (2021). Managing and Leading People Through Organizational Change: The Theory and Practice of Sustaining Change Through People. London: Kogan Page - Keller (2013). The One Thing: The Surprisingly Simple Truth Behind Extraordinary Results. London: John Murray - Kotter (2012). Leading Change. Boston, Massachusetts: Harvard Business Review - Malik, F.: Führen, Leisten, Leben, Frankfurt/Main 2013 (Campus Verlag) - Schweickhardt, A.: Teamkultur entwickeln: Das Tool- und Mindset für Führungskräfte, damit Teamarbeit Spaß macht und produktiv ist, Bonn 2018 (managerSeminare Verlag) - Tichy and Cardwell (2019). The Leadership Engine. New York: HarperCollins - Weisbach, Chrisitan-Rainer (2015) Leadership in Professional Conversation. Beck-Wirtschaftsberater im dtv - Yukl, G.: Leadership in Organizations, New York 2013 (Pearson) Inclusive Leadership and Diversity: - Bass, Bernard M.; Riggio, Ronald E. (2005): Transformational Leadership. ISBN-13: 978-0805847628 - Dobelli, Rolf (2014): The Art of Thinking Clearly: Better Thinking, Better Decisions ISBN-13: 978-1444759563 - Drucker, Peter F. (2006): The Effective Executive: The Definitive Guide to Getting the Right Things Done. revised edition ISBN-13: 978-0060833459 - Kahneman, Daniel (2012): Thinking, fast and slow. ISBN-13: 978-0141033570 - Lombardo, Michael M.; Eichinger, Robert W. (2006): FYI. For Your Improvement. ISBN-13: 978-0974589237# - Malik, Fredmund (2015): Managing Performing Living: Effective Management for a New World. ISBN-13: 978-3593502632 - Pfläging, Nils (2012): Organize for Complexity: How to Get Life Back Into Work to Build the High-Performance Organization.

	ISBN-13: 978- 0991537600 - Pfläging, Nils (2020): Essays on Beta, Vol. 1: What´s now & next in organizational leadership, transformation, and learning. ISBN-13: 978- 3948471002 - Sagmeister, Simon (2018): Business Culture Design. Develop Your Corporate Culture with the Culture Map. ISBN-13: 978-3593508405 - Seligman, Martin (2011). Flourish. New York: Free Press. ISBN-13: 978- 1439190760 - Charta der Vielfalt e.V. (2022). Factbook Diversity - Standpoints, Figures, Arguments. Available at: https://www.charta-der-vielfalt.de/fileadmin/user_upload/Diversity-Tag/2022/Deutscher_Diversity-Tag_2022/Factbook_2022_EN.pdf
Compulsory attendance:	yes
Reason:	Compulsory

Competence dimensions Behavioral Science & Leading People

Knowledge and understanding: Broadening of prior knowledge

The students can describe important concepts of communication and team management and illustrate their importance for sustainable corporate success. They understand the psychological basics necessary for this. The students can describe the concepts and methods of personnel management and name the courses of action.

Use, application and generation of knowledge/art: Use and transfer

The students can identify strengths and weaknesses of theories and concepts of teamwork and team leadership in terms of practical application. This facilitates the implementation of what has been learned in leadership practice. The students are equipped to apply the knowledge they have gained about strategies, concepts and tools for leadership, communication, and teamwork according to the situation.

Communication and cooperation

The students are competent to discuss the advantages and disadvantages of the theories and concepts regarding sustainable business success in a professional manner with different actors in the business context. Furthermore, they can incorporate them into their work practice with heterogeneous teams. The students are capable of recognizing the motives of their interlocutors and to use them effectively in their actions (also in conflict situations). They can explain their point of view, represent themselves confidently in team/project meetings and in problem-solving and decision-making situations.

Scientific / artistic self-image and professionalism

The students can combine what they have learned with their other knowledge. In this module, the focus is on the transfer of basic psychological knowledge to economic issues. Consequently, graduates are supported in developing an understanding of leadership that is appropriate to current social, economic and ecological challenges in the economic context. The students are capable of applying knowledge from various sub-disciplines of personnel management and relevant neighboring disciplines. Also, they can establish criteria for the assessment of options for action, consider, evaluate, and select alternatives.

International Value Chain Management

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	09
Modul title:	International Value Chain Management
Module responsible:	Prof. Dr. rer. pol. Nils Hagen
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	Cross-company optimisation of international value creation processes as well as development of process competence in the field of value chain and supply chain management using simulation. Supplier relationship management in a global context, in particular - Classification and positioning of purchasing and procurement in a global corporate environment - Characterisation and evaluation of different strategies in purchasing and procurement - Instruments of strategic purchasing, in particular supplier management and supplier evaluation - Organisation of purchasing and procurement logistics within the corporate structure Distribution systems and networks - Requirements for internationally operating distribution systems - Design of goods flow networks Carrying out the simulation of an international value chain includes - Analysis and optimisation of value chain structures - Systematic integration of customers and suppliers - Benchmarking of logistics systems and processes - Impact of logistics measures on the success of the company e.g., business value contribution, balance sheet values, cash flow Focus on Sustainability in the Module: The module implies the aspects of sustainability management in all parts, e.g. in supplier relationship management, in the management of distribution systems and networks, and in the internal value chain management. This implies especially the economic and ecological sustainability management.
Courses:	10032 International Value Chain Management
Teaching and learning forms:	LP | Lecture and Practice
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge in Logistics and Supply Chain Management
Prerequisites allocation ECTS:	Portfolio: - Interim and final presentation (25% each) - Up to 4 short presentations during the simulation

ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS 4 SWS compulsory
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	- Fornasiero, R., Sardesai, S., Barros, A.C., Matopoulos, A. eds. (2021): Next generation supply chains: a roadmap for research and innovation. Cham, Switzerland: Springer (Springer eBook Collection). - Martin, C. (2005): Logistics and supply chain management: creating value- adding networks. Harlow [u.a.]: Financial Times/Prentice Hall. - Simchi-Levi, D.; Kaminsky, P.; Simchi-Levi, E. (2004): Managing the Supply Chain: The Definitive Guide for the Business Professional. New York: McGraw Hill - Stadtler, H.; Kilger, C. eds. (2008): Supply chain management and advanced planning: concepts, models, software, and case studies. 4. ed. Berlin, Heidelberg: Springer
Compulsory attendance:	yes
Reason:	Compulsory due to the group exercise components in the simulation.

Competence dimensions International Value Chain Management

Knowledge and understanding: Deepening of individual components of knowledge

Students are capable of presenting the content, systemic aspects and structures of value chain management (VCM) in a coherent manner and identify references to sustainable corporate management. They can independently evaluate and assess content systemically in the context of SCM. Students acquire an understanding of the cross-company optimization of value creation processes as well as the development of process competence about supply chain and operations management.

Use, application and generation of knowledge/art: Use and transfer

Students are capable to coherently evaluate systemic aspects and structures in value chain management supported by suitable methodological approaches. They can analyse, evaluate and optimise practical issues in a structured manner.

Communication and cooperation

Graduates are equipped to communicate and cooperate with representatives from inside and outside the subject in order to solve a task in a responsible manner.

Scientific / artistic self-image and professionalism

Graduates are competent to integrate knowledge from related areas of value creation management and relationship management and apply it in real-life situations.

Strategic Management

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	10
Modul title:	Strategic Management
Module responsible:	Prof. Dr. rer. pol. Heike Willax
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	Gain a deep understanding of strategic management: - Elements of strategic management - Strategy process: Analysis and forecasting • Segmentation • External analysis (environmental analysis) • Internal analysis (company analysis) - Strategy process: evaluation and selection • Methods for strategy definition • Empirical findings on strategic regularities • Portfolio analysis • Examples of strategy types / standard strategies - Strategy process: Implementation and controlling - Modern concepts of strategic management as case study (e.g., Blue Ocean strategies) - Sustainability and strategic management Focus on Sustainability in the Module: The module combines the aspects of strategic and sustainability management so that organizations can establish a long-term competitive position in the market.
Courses:	10029 Strategic Management
Teaching and learning forms:	LS | Lecture and Seminar
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge in Marketing and Controlling
Prerequisites allocation ECTS:	(Group) Presentation: - Presentation 75% - Discussion 25%
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS

Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	- Aaker, David A.: Strategic Market Management, latest edition, John Wiley & Sons Inc., ISBN: 978-1118582862 - Grant, Robert M.: Contemporary Strategy Analysis, latest edition, John Wiley & Sons Inc., ISBN: 978-1119120834 - Stern, Carl W. and Stalk, George (eds.): Perspectives on Strategy from the Boston Consulting Group, latest edition, John Wiley & Sons Inc., ISBN: 978- 0471248330 - Porter, Michael E.: Competitive Strategy: Techniques for Analyzing Industries and Competitors, latest edition, Free Press, ISBN: 978- 0743260886 - Script of Prof. Dr. Heike Willax
Compulsory attendance:	no

Competence dimensions Strategic Management

Knowledge and understanding: Deepening of individual components of knowledge

The students know the elements of the strategy process and can apply the strategic concepts to case-specific issues.

Use, application and generation of knowledge/art: Scientific innovation

The students can analyze strategic issues based on qualitative and quantitative information supported by a toolbox of strategic concepts. The aim is to identify and interpret the essential information. They are equipped to assess independently strategic problems from different perspectives. In doing so, they focus on the essential / decision-relevant facts. The aim is to systematically derive a strategic decision through logical conclusions from the fragmented results of the analysis phase.

Communication and cooperation

The students are competent in structure and apply their knowledge whilst working in heterogeneous teams. The objective is to communicate, present and defend the results of their analysis convincingly in discussions. In addition to the lecture, graduates directly apply new concepts or definitions on little exercises. These exercises are done alone or in small groups.

Scientific / artistic self-image and professionalism

The students justify professional action with theoretical and methodological knowledge and reflect on it considering alternative concepts.

Sustainable Business Models & Innovations

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	11
Modul title:	Sustainable Business Models & Innovations
Module responsible:	Prof. Dr. rer. nat. Frank Ermark
Language of lecture:	english
Typ of module:	Mandatory module

Module Content:	Sustainable Business Models & Innovations: Current topics, scientific findings, and practical challenges of innovation management, in the context of sustainability, digitalisation and associated business model innovations. - Introduction to innovation management: definitions, contemporary design elements and success factors - Innovation in the context of business models for sustainability - Innovations as drivers for more sustainability (e.g., frugal innovation) - Integral perspectives of innovations, business models and sustainability International case studies on innovation will critically reflect the potential and contribution for more sustainability. Professional Scrum Master Training: - Agile basics - Wat is "Agile" and how has it evolved? - Agile theory - Why does "Agile" work and what are the main principles and values? How are these different from traditional approaches and what is the impact? - Scrum framework and theory - How Scrum is implemented using timeboxes, events, roles (accountabilities), artifacts, and rules. How can these be used most effectively? - Scrum and Change - Scrum is different. What does this mean to products, projects, and organizations? How to best adopt Scrum given the change that is expected? - Key Patterns for the Scrum Master – Swarming - Handling Interrupts - Emergency Procedure – No Multitasking - Scrumming the Scrum – Done Increment - Scrum Teams – Scrum Teams are self-organizing and cross-functional. This is different from traditional development groups. How to start with Scrum teams and how to ensure their success? - Scrum Planning - Plan a project/product and estimate its cost and completion date. - Predictability, Risk Management, and Reporting – Scrum is empirical. How can predictions be made, risk be controlled, and progress be tracked using Scrum. - Scaling Scrum – Scrum works very effective with one team. But how is scaling best accomplished using Scrum? - Review and Evaluation of Learning objectives. Students have the possibility to achieve a Scrum Master certificate (Scrum.org) Focus on Sustainability in the Module: The module investigates sustainable business models as innovative business models as an added and/or critical value for the customer.
Courses:	10025 Sustainable Business Models & Innovations
Teaching and learning forms:	S | Seminar
Prerequisites for participation:	Bachelor degree or University degree with basic knowledge on Marketing, Sales and Innovation Management
Prerequisites allocation ECTS:	Portfolio: SB&I (40% presentation, 30% oral examination); Scrum Training (30% written examination K60)
ECTS credits:	5
Grading:	graded

Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Winter semester only
Literature:	- Detailed lecture script + additional material - Aagaard, A., Lüdeke-Freund, F., & Wells, P. (Eds.) (2021). Springer eBook Collection. Business Models for Sustainability Transitions: How Organizations Contribute to Societal Transformation (1st ed. 2021). - Brandes, U. et al.: Management Y: Agile, Scrum, Design Thinking & Co.: So gelingt der Wandel zur attraktiven und zukunftsfähigen Organisation, Frankfurt 2014 (Campus Verlag) - Gausemeier J. et al. (2019), Innovationen für die Märkte von morgen, Hanser,1. Aufl. - Linz C., Müller-Stewens G., & Zimmermann A. (2021). Radical business model transformation. London: KoganPage (2nd ed.); especially Part 3 Case Studies - Tidd, J./ Bessant, J. (2018): Managing Innovation, 6. Edition, Wiley. - Trott P. (2017): Innovation Management and New Product Development, FT Prentice Hall, 6th ed. - Vahs, D./ Brehm, A. (2015): Innovationsmanagement, 5. Auflage, Schäffer- Poeschel. Further literature sources, see notes during the lecture and if applicable in the accompanying Moodle course.
Compulsory attendance:	yes
Reason:	In general voluntary – for the Scum Master certificate, the attendance is compulsory.

Competence dimensions Sustainable Business Models & Innovations

Knowledge and understanding: Broadening of prior knowledge

The students are equipped to interpret innovation and sustainability in their professional and application- related depth and can name and evaluate different doctrinal opinions.

Use, application and generation of knowledge/art: Use and transfer

The students are capable of applying more complex methods of generating and implementing ideas to current questions and problems in practice, such as the transformation to more sustainability in society and the economy. They can independently carry out practice-related innovation management projects in teams and, if necessary, acquire further knowledge for the analysis and solution of corresponding problems, especially in the context of innovations for sustainability.

Communication and cooperation

The students are qualified to present, defend, critically evaluate their possible solutions and constructively integrate alternative solutions to representatives from different disciplines in science and business.

Scientific / artistic self-image and professionalism

The students are skilled in evaluating the potential and risks of new approaches in innovation management and identify and assess possible solutions for companies. They consider company-specific boundary conditions and the current state of research. Furthermore, graduates are enabled to understand the social and economic drivers as well as the implications of innovations in relation to their own professional activities.

Digital Transformation & Business Development

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	12
Modul title:	Digital Transformation & Business Development
Module responsible:	Prof. Dr. rer. nat. Frank Ermark
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	Digital Transformation highlights the challenges faced by companies to adapt their established business models to digital markets. Furthermore, this module looks at current trends and future perspectives. In addition to theoretical basics, knowledge is expanded by means of various industry sectors and practical examples. Business development focuses on the development of new business fields in the context of digitalisation. - Methods and techniques of new (digital) business development, including lean start-up as an example of an agile procedure model and frameworks - Digital markets and digital business models - Digital ecosystems - Digital business innovation culture (optional) - Real world business examples and case studies Using international practical examples and case studies, the theoretical foundations and empirical findings of current research will be discussed. Focus on Sustainability in the Module: The module discusses how sustainability aspects can be combined with digital transformation in the setting of business development.
Courses:	10028 Digital Transformation & Business Development
Teaching and learning forms:	S | Seminar
Prerequisites for participation:	Bachelor's degree or University degree with basic knowledge on Digital Transformation, Digitization, Business Models, Marketing or Business Development
Prerequisites allocation ECTS:	Digital Transformation & Business Development: Portfolio (50% presentation, 50% written examination (K45))
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester

Frequency of offering:	Summer semester only
Literature:	Digital Transformation: - Kesse: Silicon Germany: Wie wir die digitale Transformation schaffen - Kim, Behr, Spafford, Phoenix Project: A Novel About It, Devops, And Helping Your Business Win (optional) - Siebel, Digital Transformation: Survive and Thrive in an Era of Mass Extinction- Schmarzo: The Economics of Data, Analytics, and Digital Transformation - Westerman, Bonnet and McAfee (2014): Leading Digital: Turning Technology into Business Transformation Business Development: - Aulet B. (2013), Disciplined Entrepreneurship, Wiley - Aulet B. (2017), Disciplined Entrepreneurship Workbook, Wiley - Grichnik D., Brettel M., Koropp Ch., Mauer R. (2017), Entrepreneurship, Schäffer-Poeschel - Gatziu Grivas, S. (2020). Digital Business Development. Springer Gabler - Soltanifar, M., Hughes, M., & Göcke, L. (2021). Digital Entrepreneurship. Springer - Wirtz, B. W. (2021). Digital Business and Electronic Commerce: Strategy, Business Models and Technology. Springer
Compulsory attendance:	no

Competence dimensions Digital Transformation & Business Development

Knowledge and understanding: Broadening of prior knowledge

The students can understand the design features and specifics of digital transformation and digital business development in their professional and application-related depth. They are equipped to interpret, name and evaluate different doctrinal opinions.

Use, application and generation of knowledge/art: Use and transfer

The students have the methodological expertise as well as the conceptual skills to deal with complex problems and challenges of digital transformation and digital business development in practice. They are capable of identifying and evaluating new business opportunities in terms of products, services and/or business models. They are equipped to work independently in teams and implement practice-related projects in digital transformation and digital business development. If necessary, they can acquire further knowledge to analyze and solve the corresponding problem.

Communication and cooperation

The students are qualified to present and defend their solutions to representatives from different disciplines in science and business. They can critically evaluate and integrate alternative solutions.

Scientific / artistic self-image and professionalism

The students can assess and identify the potential as well as the risks and inhibitions of new approaches due to digital transformation and digital business development. They are equipped to evaluate possible solutions for companies, considering company-specific boundary conditions and the current state of research. Graduates understand social and economic drivers as well as implications of the digital transformation and business development and are qualified to reflect on their own professional actions.

Key Account Management

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	13
Modul title:	Key Account Management
Module responsible:	Prof. Dr. rer. pol. Barbara Niersbach
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	The content of the course is an introduction into the philosophical construct of Key Account Management (KAM). Complex questions regarding the conception, the implementation, the intra-organisational & inter-organisational significance of KAM will be explained. Main focus: - Introduction to KAM - Identification of key accounts - Success factors for a successful KAM system - Leadership styles in KAM - Digitalisation in KAM - Current trends in KAM - Sustainable KAM - Agile KAM - Intercultural challenges in KAM - Global Account Management The introduction to the module is based on theoretical aspects of KAM. During the course there is a detailed transfer to different industries. Focus on Sustainability in the Module: The module introduces KAM as a sustainable business model, investigating ecological, economic and social sustainability. The students have to include sustainability aspects in their case study presentation and term paper.
Courses:	10033 Key Account Management
Teaching and learning forms:	LS | Lecture and Seminar The module either takes place in a regular manner during the semester, or in a block seminar together with an international partner university
Prerequisites for participation:	Bachelor's Degree or University degree with basic knowledge in Marketing and Sales
Prerequisites allocation ECTS:	Individual case study presentation (40%) with oral examination (10%) and term paper (50%)

ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	- Guesalaga, R. (2014). "Top management involvement with key accounts: The concept, its dimensions, and strategic outcomes". Industrial Marketing Management, 43 (7), 1146–1156. - Håkansson H., Snehota, I. (1995), Developing Relationshipsin Business Networks, London : Routledge, pp.1-62, 119-147, 182-204, 261-284, 319-329.- Ivens, B.S., Pardo, C., Niersbach, B., Leischnig, A. (2016), Firminternal key account management networks: Framework, case study, avenues for future research, Industrial Marketing Management. - Ivens, B. S. and Pardo, C. (2007). "Are key account relationships different? Empirical results on supplier strategies and customer reactions". Industrial Marketing Management, 36 (4), 470–482. - Ivens, B.S., Pardo, C., Leischnig, A., Niersbach, B. (2017), Key account management as a firm capability: A two-level theoretical foundation, Industrial Marketing Management. - Jones, E., Dixon, A.L., Chonko, L.B., and Cannon, J.P. (2005). "Key Accounts and Team Selling: A Review, Framework, and Research Agenda". Journal of Personal Selling & Sales Management, XXV (2). - Kleinaltenkamp, M., W. Plinke, I. Wilkinson, I.Geiger(2015) Fundamentals of Business-to-Business Marketing, Mastering Business Markets, Springer Verlag - Leischnig, A., Ivens, B.S., Niersbach, B., Pardo, C. (2017), Mind the Gap: A Process Model for Diagnosing Barriers to Key Account Management Implementation, Industrial Marketing Management. - McDonald, M., Millman, T., and Rogers, B. (1997). "Key Account Management: Theory, Practice and Challenges". Journal of Marketing Management, 13 (8), 737–757. - Ojasalo, J. (2001). "Key account management at company and individual levels in business-to-business relationships". Journal of Business & Industrial Marketing, 16 (3), 199–218. - Pardo, C., Ivens, B.S., Niersbach, B. (2020), An Identity Perspective on Key Account Managers as Paradoxical Relationship Managers, Industrial Marketing Management, 89, 355-372. https://doi.org/10.1016/j.indmarman.2019.10.008 - Pardo, C., Ivens, B.S., and Wilson, K. (2014). "Differentiation and alignment in KAM implementation". Industrial Marketing Management, 43 (7), 1136–1145. - Speakman, J.I.F. and Ryals, L.J. (2012). "Key Account Management: the inside selling job". The journal of business & industrial marketing, 27 (5), 360–369
Compulsory attendance:	no

Competence dimensions Key Account Management

Knowledge and understanding: Deepening of individual components of knowledge

The students can summarize the basics of B2B marketing, in particular KAM. Graduates are equipped to explain the elements of KAM. They are qualified to explain its meaning and approach and define its objectives.

Use, application and generation of knowledge/art: Use and transfer

The students have the specialist knowledge and conceptual skills to critically question the strategic construct of KAM, explain its objectives and apply KAM to current organizational problems.

Communication and cooperation

The students work in groups. The content is communicated, exchanged and developed in teams together with the lecturer. Profound group dynamic and in-depth communicative exchange is indispensable in this module.

Scientific / artistic self-image and professionalism

The students are qualified to develop concrete KAM constructs for the respective business types of B2B marketing. These meet the requirements of everyday business and are underpinned with scientific methods. The students have a profound understanding of what "sustainable KAM" means as a strategic, philosophical approach in their own organization as well as in the customer organization.

Leading Sustainable Organizations

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	14
Modul title:	Leading Sustainable Organizations
Module responsible:	Prof. Dr. Dirk Steffens
Language of lecture:	english
Typ of module:	Mandatory module

Module Content:	The module deals with versatile topics of modern, agile, and sustainable organizations. It focuses on the challenges in leading and developing a sustainable organization as a whole, and especially on how to lead change and innovation in such a dynamic field (incl. key aspects regarding the successful implementation). Hereby it discusses different approaches in an international and intercultural setting. It is threefold and illuminates the fields of (1) sustainable corporate management and leadership, (2) intercultural communication and (3) diversity in organizations. The part (1) of leadership and management of sustainable organizations reveals theoretical aspects as well as practical insights. It discusses possibilities how to develop, support, coach, review and monitor the sustainable learning organization as a whole. In the field (2) of intercultural communication, it deals with the clarification of the context of intercultural encounters: - Method K-P-S-I to deal with difficult situations in intercultural contacts - Basics of communication models to clarify intercultural problems - Cultural dimensions according to Hofstede - Intercultural case studies to clarify cultural peculiarities Within the scope of (3) diversity & social responsibility, it deals with the following issues: - What organizations in APAC, EMEA, North America, in LATAM, need to do differently to make progress on DE&I - Accountability – Awareness – Leadership - Talent pool The module includes the compulsory participation in the two guest lectures of the Innovation Lounge. The module also includes an excursion to a sustainable company where students are able to discuss the challenges of a sustainable organization with top management. Focus on Sustainability in the Module: The module includes different approaches of sustainability aspects, as it reveals how organizations can be managed and led in a sustainable manner. Sustainability has received a spotlight within the past few years in the corporate environment, since various regulatory developments have increased in Europe (e.g. EU Green Deal) and on international level. Furthermore climate-change initiatives around the global have set a competitive framework for economic transformation. Corporations therefore need to focus on the nearby future not just on fulfilling complex obligatory regulatory or risk management requirements, in reporting and financing corporate needs on ESG (Environment, Social and Governance). More important, how can Sustainability lead to new business opportunities (e.g. Circular Economy) and supports business on its way to economic transformation.
Courses:	Leading Sustainable Organizations
Teaching and learning forms:	LS I Lecture and Seminar
Prerequisites for participation:	Bachelor's degree or University degree with basic knowledge on Management and Leadership, Organizational Behavior

Prerequisites allocation ECTS:	Portfolio: - Written Exam K30 (40%) - Insights Journal (60%)
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	- Script of the lecturers Part (1) and (2): - Bruhn, J. G. (2001), Trust and the Health of Organizations. Clinical Sociology, Research and Practice. Boston, MA: Springer US. - Burdett, J. O. (1994), "The Magic of Alignment," Management Decision, 32 (4), 59–63. – Covey, S. R. (1999), "High-trust cultures," Executive Excellence, 1 (9), 3–4. - Carnevale, D. G. (1995), Trustworthy government: Leadership and management strategies for building trust and high performance. San Francisco, CA: Jossey-Bass. - Cheung-Judge and Holbeche (2021): Organization Development. A practitioner's guide for OD and HR. Kogan Page - Erll, A., & Gymnich, M. (2017). Interkulturelle Kompetenzen: Erfolgreich kommunizieren zwischen den Kulturen. (4. Auflage). Stuttgart: Klett. - Murphy (2021) Sustainable Leadership: Lessons of Vision, Courage, and Grit from the CEO's who dared to build a better World. Wiley - Kumbier, D., & Schulz von Thun, F. (2017). Interkulturelle Kommunikation: Methoden, Modelle, Beispiele. (9. Auflage). Reinbek: Rowohlt. - Schein (2019: The Culture Survival Guide. Whiley - Shaules, J (2007). Deep Culture: The Hidden Challenges of Global Living. Clevedon: Multilingual Matters LTD. - Shore, L.A. et al. (2009), Diversity in organizations: where are we now and where are we going? Human Resource Management Review 19, 117-133. - Sveningsson and Sörgörde (2019): Managing Change in Organizations. Sage Publications - Weelen et al. (2017): Concepts in Strategic Management and Business Policy. Globalization, Innovation and Sustainability. Pearson Part (3): - Bass, Bernard M.; Riggio, Ronald E. (2005): Transformational Leadership. ISBN-13: 978-0805847628 - Dobelli, Rolf (2014): The Art of Thinking Clearly: Better Thinking, Better Decisions ISBN-13: 978-1444759563 - Drucker, Peter F. (2006): The Effective Executive: The Definitive Guide to Getting the Right Things Done. revised edition ISBN-13: 978-0060833459 - Kahneman, Daniel (2012): Thinking, fast and slow. ISBN-13: 978-0141033570 - Lombardo, Michael M.; Eichinger, Robert W. (2006): FYI. For Your Improvement. ISBN-13: 978-0974589237# - Malik, Fredmund (2015): Managing Performing Living: Effective Management for a New World. ISBN-13: 978-3593502632 - Pfläging, Nils (2012): Organize for Complexity: How to Get Life Back Into Work to Build the High-Performance Organization. ISBN-13: 978- 0991537600 - Pfläging, Nils (2020): Essays on Beta, Vol. 1: What´s now & next in organizational leadership, transformation, and learning. ISBN-13: 978- 3948471002 - Sagmeister, Simon (2018): Business Culture Design. Develop Your Corporate Culture with the Culture Map. ISBN-13: 978-3593508405 - Seligman, Martin (2011). Flourish. New York: Free Press. ISBN-13: 978- 1439190760
Compulsory attendance:	no

Competence dimensions Leading Sustainable Organizations

Knowledge and understanding: Deepening of individual components of knowledge

The students can understand and summarize sustainable organizations and their diverse challenges. Graduates are equipped to explain the elements of sustainable and agile organizations. They can describe the meaning and approach and define their objectives. Furthermore, graduates understand the three sectors of integrative sustainability (economic, ecological and social) and their importance for an equal coexistence as well as correlations in the field of "sustainable organizations."

Use, application and generation of knowledge/art: Use and transfer

The students have the specialist knowledge and the conceptual skills to critically question sustainable organizations, their development and management, explain their objectives and apply the multifaceted components necessary for sustainable organizations. They are equipped to apply the “trias model” (TBL) of integrative sustainability to modern business management.

Communication and cooperation

The students have a special interaction with the lecturers in this module, which is particularly facilitated through the project days/excursions. The content and questions are communicated practice-oriented and then worked out in the team. Profound group dynamic and in-depth communicative exchange is indispensable in this module.

Scientific / artistic self-image and professionalism

The students are competent to understand the challenges of sustainable organizations and take them up within the framework of their own understanding of leadership. Thus, they meet the requirements for sustainable organizational leadership and development. The students develop in this module a profound understanding of what is required in "sustainable organizations" and are consequently trained for modern and sustainable organizational management and development.

Master's Seminar and Thesis

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	15
Modul title:	Master's Seminar and Thesis
Module responsible:	Prof. Dr. rer. pol. Barbara Niersbach
Language of lecture:	english
Typ of module:	Mandatory module
Module Content:	With the master's thesis, students prove that they can apply their professional and methodological knowledge to a specific problem in the field of economics and business administration. Students examine a concrete, real world case which is related to the learning content from the previous modules of the degree programme and the principles of sustainability. Students use scientific literature and/or empirical analysis to underpin their research. The master seminar prepares students theoretically, conceptually, and empirically for the requirements of the master's thesis. The master thesis includes: - Independent, scientific research and problem analysis - Structure a research topic in the scientific environment - Independent, result-oriented processing based on scientific findings - Assess scientific findings - Find solutions to problems based on scientific knowledge Focus on Sustainability in the Module: Students are invited and have the possibility to deepen their gained knowledge of sustainability with the corresponding selection of their master thesis topic.
Courses:	
Teaching and learning forms:	S | Seminar, MT | Master Thesis Master's thesis with final colloquium. Possible in English as well as in German. Students are required to hand in a minimum of 5 pages as a written proposal.
Prerequisites for participation:	Students must acquire a minimum of 50 ECTS to complete the master thesis.
Prerequisites allocation ECTS:	The master's thesis is to be submitted no later than six months after the issue date in the examination office of Ravensburg-Weingarten University and to the examiner.
ECTS credits:	20
Grading:	Graded: - Master Thesis 2/3 of the final grade - Colloquium 1/3 of the final grade
Workload:	The topic, task and scope of the master's thesis should correspond to 20 ECTS.

Duration of the module:	one semester
Frequency of offering:	Every semester
Literature:	
Compulsory attendance:	no

Competence dimensions Master's Seminar and Thesis

Knowledge and understanding: Knowledge Comprehension

Graduates have gained a deep understanding in a chosen field and can explain and analyse the corresponding subject content. Furthermore, they are equipped to present their acquired knowledge from both practical and academic perspectives and can discuss them with scientific literature.

Use, application and generation of knowledge/art: Scientific innovation

Graduates are capable to apply their knowledge and assess the application procedure and / or application result.

Communication and cooperation

Graduates are qualified to present their results to professionals of different fields and to explain and defend their identified innovation or recommendations for action.

Scientific / artistic self-image and professionalism

Graduates develop a deep understanding and an expertise of their degree topic and form their professional self-image. They can justify their research results and reflect on them ethically and for society. Sustainability aspects acquired during the degree programme influence the scientific analysis of the master's thesis and consequently form a bridge to the various facets of sustainability learnt during the degree program.

Strategic Career Development with Purpose and Resilience (Elective)

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	16
Modul title:	Strategic Career Development with Purpose and Resilience (Elective)
Module responsible:	Prof. Dr. rer. pol. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module

Module Content:	Purpose and Meaning: This module equips students to enter the German job markets with confidence and purpose. It focuses on mastering the application process, building key skills, and articulating their unique selling proposition (USP). Students develop personal and soft skills, discover and enhance their inner strengths, and learn to adapt to multicultural and diverse ecosystems, enabling them to pursue meaningful and resilient careers. Goals: • Learn methods of job application specific to the German hiring and recruiting process. • Build interpersonal and negotiation competencies. • Develop adaptability and resilience in German working culture. • Expand soft skills to succeed in multicultural and diverse business environment. • Discover, assess, and foster their inner strengths for personal and professional growth. The module is divided into three key components, each of which is described as follows. 1. Building Inner Strength for Personal and Professional Growth - The behavior of successful people: Finding & developing inner strength with resilience (7 pillars) - Mindfulness and resilient mind-sets, habits & strategies - Personal assessment & SWOT-/Force-Field Analysis - Professional self-management skills, habits & tools - Career anchors, values, personality preferences, learning and behavioral styles - Recruitment interview, group assessment (on the basis of requirements profile for young talents) - Coaching by peers and trainers in concrete situations, reg. job application, recruitment process & expectations by the companies - Self-marketing: Branding and selling yourself successfully („Me as a brand") – Recruitment fair, pitches / presentations / job interview - My personal self-marketing project (incl. feedback & coaching) - Talent management and career success factors: Networking & mentoring - Insights / learning transfer and action planning for my career journey 2. Strategies and Insights for Job Application - Best practices and common pitfalls in application processes - Matching competencies, strengths, and motivation to job roles - Navigating key application platforms and job boards (For example, LinkedIn, Xing, etc.) - Adapting communication styles for the German workplace - Building and maintaining a professional online presence - Creating and nurturing your personal career guides ("Board of Directors") - Mock / selection interviews and feedback sessions - Building resilience in challenging job market conditions - Industry-specific application strategies and experiences - Behavioral and psychological differentiation strategies (For example, persuasion, bias effects, charisma, etc.) 3. Negotiations - Negotiation, principles, and negotiation processes - Parties / actors involved: Balancing interests and goals

	- Win-win / win-lose negotiations - Effective communication in the negotiation process - Negotiation strategies: Reaching agreement / resolving conflict, exchanging proposals and compromises - Recognizing and dealing with unfair / difficult negotiation partners - Successful negotiation: Cases, recommendations and actions
Courses:	PS2 Strategic Career Development with Purpose and Resilience
Teaching and learning forms:	LP | Lecture and Practice
Prerequisites for participation:	Bachelor's degree or University degree with a interest on career advancement and a commitment to developing resilience.
Prerequisites allocation ECTS:	Portfolio: Individual Presentation (60%) Participation, motivation and engagement (40%)
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	Strategic Career Development with Purpose: - Frankl, V. E. (2017). Man's Search for Meaning: Young Adult Edition: Young Adult Edition. Beacon Press, Boston. - Shahar, A. (2016). Create New Futures: How Leaders Produce Breakthroughs and Transform the World Through Conversation. Energy Word PR - Bridges, W., & Bridges, S. (2019). Transitions: Making sense of life's changes. Hachette UK. - Duckworth, A. (2016). Grit: The power of passion and perseverance (Vol. 234). New York, NY: Scribner. - Tuhovsky, I. (2018). The Science of Self Talk: How to Increase Your Emotional Intelligence and Stop Getting in Your Own Way: Positive Psychology Coaching Series. - García, H., & Miralles, F. (2017). Ikigai: The Japanese secret to a long and happy life. Penguin, London. - Elrod, H., & Billon, C. (2016). Miracle Morning. Hachette, UK. - Chamine, S. (2012). Positive intelligence: Why only 20% of teams and individuals achieve their true potential and how you can achieve yours. Greenleaf Book Group. Austin, Texas, USA. - Haig, M. (2020). The Midnight Library: The No. 1 Sunday Times bestseller and worldwide phenomenon. Canongate Books. Edinburgh, UK Resilience: - Brooks, R., Goldstein, S., Sklar, A. (2003). The Power of Resilience. Mcgraw Hill Professional - Brown, B. (2015). Rising Strong: How the Ability to Reset Transforms the Way We Live, Love, Parent, and Lead. Spiegel & Grau. - Brown, B. (2012). Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead. Avery. - Dietrich, A. (2003). Functional Neuroanatomy of Altered States of Consciousness. In J. A. Hobson (Ed.), Sleep and Dreaming: Scientific Advances and Reconsiderations (pp. 339-360). Springer - Dweck, C. S. (2006). Mindset: The New Psychology of Success. Ballantine Books - Holiday, R. (2014). The Obstacle Is the Way: The Timeless Art of Turning Trials into Triumph. Portfolio. - Levine, P. A. (1997). Waking the Tiger: Healing Trauma. North Atlantic Books. - Mogi, K. (2018). The little book of Ikigai. Quercus. - Reivich, K., & Shatte, A. (2002). The Resilience Factor: 7 Keys to Finding Your Inner Strength and Overcoming Life's Hurdles. Broadway Books. - Sandberg, S., & Grant, A. (2017). Option B: Facing Adversity, Building Resilience, and Finding Joy. Knopf.
Compulsory attendance:	yes
Reason:	Compulsory due to the interactive nature of the course.

Competence dimensions Strategic Career Development with Purpose and Resilience (Elective)

Knowledge and understanding: Deepening of individual components of knowledge

Students will understand the value of knowing their personal goal in their life, and how to pursue this individual goal. Moreover, they can find out about their own, maybe hidden talents, and how to develop them. The module focuses on resilience and different methods on how to become (more) resilient in today's business world with increasing dynamics. It offers a comprehensive exploration of resilience and focuses on enhancing participants' ability to adapt and thrive in the face of life's challenges. Students will engage in self-assessment, self-reflection, and various activities designed to build resilience in three key dimensions: mind, body, and emotional resilience.

Use, application and generation of knowledge/art: Use and transfer

Broaden knowledge. Understand and intensify.

Communication and cooperation

Development of interpersonal skills.

Scientific / artistic self-image and professionalism

Students will have a toolbox of strategic career development methods and can work on their identity on their own responsibility through career guidance and coaching.

Sustainable Marketing and Personal Branding (Elective)

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	17
Modul title:	Sustainable Marketing and Personal Branding (Elective)
Module responsible:	Prof. Dr. Steffen Jäckle
Language of lecture:	english
Typ of module:	Elective module

Module Content:	Sustainable Marketing: Sustainability and Marketing • Sustainability - Definitions, foundations & challenges - The sins of marketing • Sustainable marketing - Relevance, scope & metrics - Insights from research & business cases Responsible Consumption • Understanding RC - Importance & types of responsible consumption - Ecosystem for action • Driving RC - Insights from research & business cases - Individual behaviour vs social practice Circular Marketing • Circular economy - Foundations & the R framework - Sustainable supply chain • Sustainable innovation - Business models for sustainability -Products & services development Branding and Communication • Sustainable branding - Brand identity & purpose - Employee & customer engagement • Credible communication - Greenwashing - SFIR & other approaches Co-creating for Sustainability • Stakeholder management - Internal & external actors - Collaborating for sustainable development • Marketing's role - Distinctive marketing resources & capabilities - Readiness & key challenges Personal Branding:

	Personal Branding • Branding • Personality Key Objective • Creating Awareness • Evoked Set • Preferred Set Convincing others • Effective Presentation Skills • Choosing the right channels • Watch outs
Courses:	PS3 Sustainable Marketing and Personal Branding
Teaching and learning forms:	LP | Lecture and Practice
Prerequisites for participation:	Bachelor's degree or University degree with a strong interest for sustainable marketing and personal branding.
Prerequisites allocation ECTS:	Portfolio: - Sustainable Marketing: Case Study Presentation & Oral Exam (50%) - Personal Branding: Presentation (50%)
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	Sustainable Marketing: - Challagalla, G., & Dalsace, F. (2022). Moving the Needle on Sustainability. Harvard Business Review, 100(11-12), 130-137. - Joubert, A. M., Gonzalez-Arcos, C., Scaraboto, D., Sandberg, J., & Guesalaga, R. (2022). No more plastic bags: overcoming consumer resistance to sustainability regulation. NIM Marketing Intelligence Review, 14(1), 37-41. - Love, C., & Eccles, R. G. (2022). How Leaders Can Move Beyond Greenwashing Toward Real Change. Harvard Business Review, 25. - Rodríguez-Vilá, O., Bharadwaj, S., Morgan, N. A., & Mitra, S. (2020). Is your Marketing organization ready for what's next? Harvard Business Review, November-December, 105-113. - Sheth, J. N., & Parvatiyar, A. (2021). Sustainable marketing: Market-driving, not market-driven. Journal of Macromarketing, 41(1), 150-165. - Short, J. L., & Toffel, M. W. (2021). Manage the suppliers that could harm your brand. Harvard Business Review, March-April, 108-113. - Sidibe, M. (2020). Marketing meets mission. Harvard Business Review, May-June, 134-144. - Geradts, T. H. & Bocken, N. (2018). Driving sustainability-oriented innovation. MIT Sloan Management Review, November, 28. - Villena, V. H., & Gioia, D. A. (2020). A more sustainable supply chain. Harvard Business Review, March-April, 84-93. - White, K., Hardisty, D. J., & Habib, R. (2019). The elusive green consumer. Harvard Business Review, 11(1), 124-133. Personal Branding: - Burmann, C. et al. (2021) Identity -Based Brand Management. Fundamentals – Strategy – Implementation – controlling Second Edition Springer Gabler - Johnson, K.M. (2017) The Importance of Personal Branding in Social Media: Educating Students to Create and Manage their Personal Brand. International Journal of Education and Social Science Vol 4 No. 1 January 2017 - Lee, J.W., Cavanaugh, T. (2016) Building your brand: The integration of infographic resume as student self-analysis tools and self-branding resources. Journal of Hospitality, Leisure, Sport & Tourism Education Vol 18, pages 61-68. Department of Leadership, School Counseling and Sport Management, University of Florida. https://www.sciencedirect.com/science/article/abs/pii/S1473837616300053?vi a%3Dihub - Martins, N. Raposo, D. (2023) Communication Design and Branding A Multidisciplinary Approach. Springer Series in Design and Innovation 32 - Rangarajan, D., Betsy D., Gelb, A. V. (2017) Strategic personal branding-—And how it pays off. Business Horizons Volume 60 Issue 5 September-October 2017 Pages 657-666 Kelley School of Business. Indiana University. https://www.sciencedirect.com/science/article/abs/pii/S0007681317300678?vi a%3Dihub - Zabojnik, R. (2018) PERSONAL BRANDING AND MARKETING STRATEGIES European Journal of Science and Theology December 2018 Vol 14 No. 6 Paages 159-169. University of Ss. Cyril and Methodius Faculty of Mass Media Communication
Compulsory attendance:	no

Competence dimensions Sustainable Marketing and Personal Branding (Elective)

Knowledge and understanding: Deepening of individual components of knowledge

Students understand Marketing aspects in a sustainable way. Whereas the first part of the module focuses on sustainable Marketing in an organization, the second part of the module illuminates the personal marketing approach. So, the module offers a holistic approach with enduring impacts.

Use, application and generation of knowledge/art: Use and transfer

Broaden knowledge.

Communication and cooperation

Strengthening of rhetoric skills.

Scientific / artistic self-image and professionalism

Students will have miscellaneous skills in Marketing methods.

Sustainable Operations (Elective)

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	18
Modul title:	Sustainable Operations (Elective)
Module responsible:	Prof. Dr. Andreas Pufall
Language of lecture:	english
Typ of module:	Elective module
Module Content:	Sustainable Operations module is divided into two parts, with the following course content for each. Sustainable Operations (Part 1): - Introduction to Operations Management (History, Modern Concepts, Basic Terms) - Organization of Manufacturing (and Service) Processes (Input- Transformation-Output Concept) - Process Analysis and Improvement (Worker and Machine Paced Lines) Sustainable Operations (Part 2): - Introduction to Sustainability (History, Basic Terms, Indicators, evaluations) - Applying a sustainability lens to manufacturing and process improvement - Determining the most tradeoffs, advantages, costs and benefits of sustainable manufacturing and processes
Courses:	PS4 Sustainable Operations
Teaching and learning forms:	LS | Lecture and Seminar
Prerequisites for participation:	Bachelor's degree or University degree with a strong interest in processes, operations, as well as sustainability.
Prerequisites allocation ECTS:	Portfolio:
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only

Literature:	Sustainable Operations (Part 1): - Cachon, G., Terwiesch, C. (2020) Operations Management, New York: McGraw-Hill. - Jacobs, F. R., Chase, R., B. (2018) Operations and Supply Chain Management, New York: McGraw-Hill. - Nahmias, S. (2009) Production and Operations Analysis, New York: McGraw-Hill. Sustainable Operations (Part 2): - Bruntland, G.H. (1987) Our Common Future: Report of the World Commission on Environment and Development. Geneva, UN- Dokument. A/42/427 - Seghezzo, L. (2009) The five dimensions of sustainability, Environmental Politics, 18(4) 539-556. https://www.tandfonline.com/doi/full/10.1080/09644010903063669 - Tesla (2023) Tesla Master Plan Part 3: Sustainable Energy for all of earth. Available at: https://www.tesla.com/ns_videos/Tesla-Master- Plan-Part-3.pdf
Compulsory attendance:	yes
Reason:	Attendance is voluntary except for individual presentations.

Competence dimensions Sustainable Operations (Elective)

Knowledge and understanding: Deepening of individual components of knowledge

Students will have a broad understanding of Operations Management, with a focus on sustainable practices. They will be familiar with the history, relevant principles, and essential vocabulary in Operations Management and Sustainability. Students will understand the notion of Input-Transformation-Output in the context of both manufacturing and service operations.
Students will gain knowledge about Process Analysis and Improvement, as well as how sustainability fits into these processes.

Use, application and generation of knowledge/art: Use and transfer

Students will be able to assess and improve manufacturing and service processes through the perspective of sustainability, evaluating costs, benefits and downsides. They will utilize real-world case studies and hypothetical scenarios to fully understand the operational implications of sustainable practices. Students will be competent in utilizing key performance indicators and evaluations to measure operations' sustainability.

Communication and cooperation

Students will be able to present complex concepts regarding sustainable operations in a plain and understandable manner. Students will learn to work cooperatively in teams, particularly for assignments involving sustainability assessment.

Furthermore, students can explain the costs, benefits, and trade-offs associated with sustainable manufacturing and processes.

Scientific / artistic self-image and professionalism

Students will have the analytic skills necessary to evaluate critically various sustainable operations methods and approaches. In addition to learning the complexities of sustainable operations, they will be able to contribute to the field through written and oral presentations. Students are able to apply their specialized knowledge in professional contexts, promoting sustainable practices in real-life operations.

Sustainable Capstone Project (Elective)

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	19
Modul title:	Sustainable Capstone Project (Elective)
Module responsible:	Prof. Dr. rer. pol. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Module Content:	The Sustainable Capstone Project is intended as a culminating and integrative project work with collection of experiences from the different modules of the study program. The main part of the Sustainable Capstone Project takes place with a project partner of either the industry or academics within Europe or outside of Europe. Theoretical aspects and practical knowledge are brought together in an interactive manner. Questions which are discussed in depth with the project partner: -The meaning of vision and mission -Ecological, economic, and social sustainability aspects as a cornerstone for strategic orientation -The understanding of adaptation and mitigation -From idea to actions, from start-up and foundation to large projects -Challenges in collaboration and alignment between project partners -Collaboration instead of competition -Successful sustainable business models -Sustainable network management and (customer) management Focus on Sustainability in the Module: Throughout the whole module, sustainability topics in a national and international setting play a role. This includes ecological, economic and social responsibility aspects. The students combine theoretical frameworks with practical input given by the project partner and managers from different companies.
Courses:	Sustainable Capstone Project in interactive learning hubs or field studies
Teaching and learning forms:	PL | Project-based Learning format
Prerequisites for participation:	Bachelor's degree or University degree with basic knowledge in Project Management, Intercultural Competencies, Sustainability Management, Market and Customer Management
Prerequisites allocation ECTS:	Portfolio: Case Study Presentation and Project Documentation (60%), Q&A (20%), Participation and motivation (20%)

ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	Documents from the modules as well as learning material by the project partner.
Compulsory attendance:	yes
Reason:	Attendance is necessary due to an on-site project visit.

Competence dimensions Sustainable Capstone Project (Elective)

Knowledge and understanding: Deepening of individual components of knowledge

Students have an integrated knowledge of practice-oriented project group work with reference to theoretical framework knowledge. They will become familiar with methods of project group work. They will gain insights into the topic of sustainability in the target country through the project partner, either in an academic framework and learning hub, or in a field study guided by the project partner. The students are able to define, process and explain the project work in an international context. The students are able to transfer theoretical knowledge into an international project work. They can describe the basic rules about the structure and process of projects and create work breakdown structures and the project plans derived from them.

The students can apply the knowledge gained from individual modules during their studies in context. They are able to transfer theory to practice, particularly in the areas of, as for example, Sustainable Business Models, International Project Management & Sustainability, or Key Account Management, and to identify current developments and trends, as well as risks, and place them in the overall context of the value chain.

Use, application and generation of knowledge/art: Use and transfer

Project-oriented learning based on a sustainable business case in an international environment.

Communication and cooperation

Graduates are able to present the results and defend their developed concepts.

Scientific / artistic self-image and professionalism

Graduates can evaluate potentials of start-ups and these with regard to the benefits and risks. They can develop and interpret concepts for sustainable start-ups in teams.

Business Consulting Project (Wahlfach nur für DD Studierende)

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	20
Modul title:	Business Consulting Project (Wahlfach nur für DD Studierende)
Module responsible:	Prof. Dr. rer. pol. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Module Content:	The Business Capstone Project is intended as a culminating and integrative practical project with a collection of experiences from the different modules of the study program. The main part of the Business Consulting Project takes place with a project partner of the industry or another practical partner on site. Theoretical aspects and practical knowledge are brought together in an interactive manner. The aim of the business project is to investigate a given phenomenon in depth and give academic or practical recommendations. Questions which are discussed in depth with the project partner: - Defining the purpose of business consulting - Introducing the (business) case - Investigation of the given phenomena - Formulate recommendations, actions and a conceptual approach Focus on Sustainability in the Module: Throughout the whole module, sustainability topics in a national and international setting play a role. This includes ecological, economic and social responsibility aspects. The students combine theoretical frameworks with practical input given by the project partner and managers from the case company or case partner.
Courses:	Business Consulting Project in interactive learning hubs or field studies
Teaching and learning forms:	PL | Project-based Learning format
Prerequisites for participation:	Bachelor's degree or University degree with basic knowledge in Project Management, Intercultural Competencies, Sustainability Management, Market and Customer Management
Prerequisites allocation ECTS:	Portfolio: Case Study Presentation (60%), Q&A (20%), Project Documentation (20%)
ECTS credits:	6
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester

Frequency of offering:	Every semester
Literature:	Documents from the modules as well as learning material by the project partner.
Compulsory attendance:	yes
Reason:	Attendance is necessary due to an on-site visit of the case company or partner.

Competence dimensions Business Consulting Project (Wahlfach nur für DD Studierende)

Knowledge and understanding: Deepening of individual components of knowledge

The students have an integrated knowledge of practice-oriented project group work with reference to theoretical framework knowledge. They will become familiar with methods of project work. They will gain insights into the topic of business consulting in the target country through the project partner, either in an academic framework and learning hub, or in a field study guided by the project partner. The students are able to define, process and explain project work in an international context. The students are able to transfer theoretical knowledge into international project work. They can describe the basic rules about the structure and process of projects and create work breakdown structures and the project plans derived from them.

The students can apply the knowledge gained from individual modules during their studies in context. They are able to transfer theory to practice, particularly in the areas of, for example, Sustainable Business Models, International Project Management & Sustainability, or Key Account Management, and to identify current developments and trends, as well as risks, and place them in the overall context of the value chain.

Use, application and generation of knowledge/art: Use and transfer

Project-oriented learning based on a sustainable business case in an international environment.

Communication and cooperation

The students are able to present the results and defend their developed concepts.

Scientific / artistic self-image and professionalism

Graduates can evaluate the potential of start-ups and these with regard to the benefits and risks. They can develop and interpret concepts for sustainable start-ups in teams.

Company & Networks

Course of study:	International Business Management & Sustainability
Degree:	Master of Business Administration (MBA)
Modul number:	PS1
Modul title:	Company & Networks
Module responsible:	Prof. Dr. rer. pol. Barbara Niersbach
Language of lecture:	english
Typ of module:	Elective module
Module Content:	This module is the key element of the placement semester as it brings students in contact with industry network partners of the MBA program. It consists of a kick-off event and introduction round with companies on campus where students receive a project task from selected industry partners. During the whole semester, students work in groups on the project and will present their final results to the industry partners in the closing event. This event at the end of the semester can be considered a recruitment fair with individual job dating and networking opportunities. A highlight of the closing event is a high-quality guest lecture of a practically relevant topic. During the semester students get accompanied by the lecturers of the module who also overtake a coaching role. The content of the topics introduced and discussed are as follows: - Basic understanding of team projects - Diagnosis strength and potential analysis - Self-assessment and coaching - Self-marketing - Basic communication (Sender – Receiver – Barriers) - Successful intercultural communication - Preparation for recruitment fair: • Professional presentation & communication • Confident appearance • Successful job application • Designing a purposeful CV and presenting it with glance - Survival kit in doing successful business in Germany - Code of Conduct in German Business Behavior & Comparison with other cultures The module is accompanied by a German intense course, starting with A1, followed by A2 and ending with B1 organized by CLIC.
Courses:	PS1 Company & Networks
Teaching and learning forms:	PL | Project-based Learning format

Prerequisites for participation:	Bachelor's degree or University degree with a strong interest in networking and job placement.
Prerequisites allocation ECTS:	Portfolio: Individual project presentation (50%), documentation (30%), personal commitment and motivation (20%)
ECTS credits:	5
Grading:	graded
Workload:	Approximately 30h/ECTS
Duration of the module:	one semester
Frequency of offering:	Summer semester only
Literature:	- Beals, J. (2011): Self Marketing Power: Branding yourself as a Business of One, New York (Keynote Publishing) - Brooks, R., Goldstein, S. (2004): The Power of Resilience, New York (McGraw Hill) - Covey, S. M. R. (2008): The Speed of Trust, New York (Free Press) - Dewhurst, S. / Fitzpatrick, L. (2022): Successful employee communications, London (Kogan Page) - Dignen, B. / McMaster, I. (2013): Communication for international Business. The Secrets of excellent interpersonal communication, London (Harper Collins Publishers) - Fieldhouse, A. (2020): Getting Teamwork Right, Norfolk/UK (Rethink Press) - Gesteland, R. R. (2012): Cross-Cultural Business Behavior, Copenhagen (Copenhagen Business School Press) - Gribben, S. (2016): Key Coaching Models, Harlow (Pearson Education) - Hanson, R. (2018): Resilient. Find your Inner Strength, London (Rider) - Kintish, W. (2014): Business Networking, Harlow (Pearson Business) - Lustberg, A. (2018): How to sell yourself: Preparing a job interview, Franklin Lakes USA (Career Press) - Morrison, T. / Connaway, W. A. (2012): Kiss, Bow or Shake Hands. The Essential Cultural Guide, New York (McGraw Hill) - Pink, D. H. (2020): Drive. The Surprising Truth What Motivates 4s, New York (ecowing 7. Edition) - Renata, C. (2019): The Actor's Guide to Self-Marketing, New York (Allworth) - Reynold, G. (2020): Presentation Zen. Simple Ideas on Presentation and Delivery, Harlow (Pearson Education) - Schein, E. H. (2013): Humble Inquiry, San Francisco (Berreth-Koehler Publishers)
Compulsory attendance:	yes
Reason:	Attendance is necessary due to an on-site visit of the case company or partner.

Competence dimensions Company & Networks

Knowledge and understanding: Deepening of individual components of knowledge

Students will dive into the German business landscape and get to know German business behavior. They learn how to present themselves professionally as well as communicate on a sophisticated and adequate level. The focus of the module is on fostering the personal and interpersonal skillset of the students. A special feature is the accompanied intense German language course which will prepare students to enter the German business market more easily.
Focus:
• Broaden knowledge
• Sensitization for the German culture and business behavior
• Preparation for the recruitment fair
The aim in this module is to bring students into an employment situation in one of our partnered companies. The achievement of this goal depends on the individual skills of the student, and whether the partnered company are in search of a person with the individual skill set.

Use, application and generation of knowledge/art: Use and transfer

Students get equipped to successfully start their career in a company of the region.

Communication and cooperation

Students learn how to communicate and cooperate in business networks, and especially focus on understanding German communication specialties.

Scientific / artistic self-image and professionalism

Students are able to apply their specialized knowledge in professional contexts and promoting practices in a real-life setting.

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