

# INSPIRE - International Study Programme in Rosenheim

## Winter Semester (WS) & Summer Semester (SS)

### Faculty of Business Administration

#### Courses taught in English

##### Bachelor

Course No.	Course Title (Timetable Abbreviation)	WS/SS	Semester	ECTS
BM 6	Fundamentals of Economics/ Grundlagen der Volkswirtschaftslehre (VWL)	WS	1st	5 ECTS
BM 12	Starting a New Enterprise and Developing a New Enterprise/ SANE DANE (block course)	SS	FWPM	5 ECTS
B 19	Principles of Economic Policy/ Grundzüge angewandter Wirtschaftspolitik (GdzWirtPol)	SS	4th	5 ECTS
B 25	Business Management Seminar/ Betriebswirtschaftl. Seminar (BW-Seminar)	WS/SS	6th & 7th	5 ECTS
B 28	General Management Simulation/ Unternehmensplanspiel (Untplansp)	WS/SS	6th & 7th	5 ECTS
B 29	Business Case Studies/ Betriebswirtschaftliche Fallstudie (BWFallstud)	WS/SS	6th & 7th	5 ECTS
B 30	Mergers and Acquisitions / Unternehmenskoope- rationen und -aufkäufe (Untkoop)	WS	FWPM	5 ECTS
<b>B42</b> B 42.1 B 42.2	<b>Supply Chain Management</b> - Projekt- und Lieferantenmanagement/ Project- and Supplier Management in the Value Chain (ProjLiefMa) & - Working Capital- and LEAN-Management (LEAN- Man)	WS/SS	FWPM	10 ECTS
B 43.1	International Economics (InterEcon)	WS/SS	FWPM	5 ECTS
B 43.2	Policies for Developing Countries (PolDevCoun)	WS/SS	FWPM	5 ECTS

##### Master

Course No.	Course Title (Timetable Abbreviation)	WS/SS	Semester	ECTS
2.1	International Management and Global Sourcing (IntMana) (partly taught in English)	SS	1st – 2nd	3/5 ECTS
3.2	Digitalization and Integration of Value Creation/ Digitalisierung und Integration der Wertschöpfung (DigitalizationAndIntegrat, DigInteWer)	WS	1st – 2nd	5 ECTS
6.1	European Economics (EuropEcon)	SS	1st – 2nd	5 ECTS
7.1	International Marketing / Internationales Marketing (IntMark)	WS	1st – 2nd	3 ECTS

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# BACHELOR

## BM 6 Fundamentals of Economics

<b>No./ Code:</b>	BM6
<b>Module title:</b>	Fundamentals of Economics
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	1 semester
<b>Frequency of module:</b>	<b>Winter semester</b>
<b>Admission requirements:</b>	No prior subject-specific requirements. The education in the English-speaking course "Fundamentals of Economics" does require general skills in the English language used in the lectures and examinations.
<b>Usage of the module for other modules or degree programmes:</b>	The module is also aimed at students in related degree programmes, such as Healthcare Management or Business Information Systems, insofar as basic economics are included as part of basic studies.
<b>Responsible for module:</b>	Professor Dr. Stephan Hornig
<b>Lecturer:</b>	Professor Dr. Stephan Hornig
<b>Language of instruction:</b>	English
<b>Number of ECTS credits:</b>	5
<b>Total workload:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of preparation and study at home
<b>Hours per week:</b>	4
<b>Type of examination:</b>	A 90-minute written examination
<b>Weighting of the score in the overall grade:</b>	5 of 190 ECTS = 2.63%

### Qualification objectives of the module

- a) Subject-related qualification objectives
  - Students should master the basics of the elementary principles and causality chains of modern economics.
  - Students should be capable of developing a vital problem consciousness for current economic and societal relationships.
  - Students should learn to detect, categorise and independently evaluate basic framework conditions of economic theory and economic policy from the point of view of operational needs.
- b) Interdisciplinary qualification objectives
  - The discussion skills of students should be strengthened.

- Independent, pluralistic formation of opinions about socially relevant relationships should be practised.

### **Module contents**

1. Obtaining fundamental knowledge of basic central economic concepts, issues, instruments and methods.
2. Elementary microeconomics on goods and factor markets, price, market and competition theory
3. Elementary macroeconomics: ex-post cycle, value creation processes and economic accounting including balance of payments, criticism of traditional procedures as a measure of well-being.
4. Applied micro- and macroeconomics: example demonstration of current basic problems, crises, conflicts and economic policy solution approaches

### **Methods of teaching and learning within the module**

- Lectures, close reference to detailed lecture curriculum
- Hand-outs strongly related to current events
- References to relevant blogs and websites
- Case studies as homework to deepen understanding

### **Special features (e.g. online part, practical field visits,**

- Guest lectures
- Abstraction and theories with practically-relevant issues
- Current info on the website of the person responsible for the module

### **Recommended list of literature (teaching and learning materials, literature)**

- Samuelson, P.A. / Nordhaus, W.D., Economics, New York, 19th edition, 2010.
- Samuelson, P.A. / Nordhaus, W.D., Study Guide, New York, newest edition.
- Krugman, P. / Wells, R., Economics, New York, 2nd edition, 2009.
- Krugman, P. / Wells, R. / Graddy, K., Economics. European Edition, New York, 2007.

Alternative and numerous supplementary literary references including reference works, periodicals and websites are recommended in the up-to-date English-language (or parallel to the German-language) curriculum for the English or German lecture.

Hand-outs with current references to topics in individual lectures are distributed in the lectures on a case-by-case basis.

## BM 12 SANE/DANE

<b>No./ Code:</b>	BM 12
<b>Module title:</b>	Starting a New Enterprise and Developing a New Enterprise
<b>Length of the module:</b>	<b>block course / summer term 2018: June 5-8, 2018</b>
<b>Type of course: (compulsory, elective, etc.)</b>	FWPM-subject specific elective
<b>Frequency of module:</b>	Once a year - <b>summer semester</b>
<b>Admission requirements:</b>	No prior subject-specific requirements.
<b>Usage of the module for other modules or degree programmes:</b>	The module is also aimed at students in related degree programmes, such as Healthcare Management, Business Administration and Engineering, or Business Information Systems.
<b>Responsible for module:</b>	Prof.Dr. Ilonka Metze / Professor Dr. Bernd Gussmann
<b>Lecturer:</b>	Professor Dr. Bernd Gussmann, Professor Dr. Hacker
<b>Language of instruction:</b>	English
<b>Number of ECTS credits:</b>	5
<b>Total workload:</b>	150 hours total workload, of which 40 hours attendance in person and 110 hours of preparation and study at home
<b>Hours per week:</b>	Block course
<b>Type of examination:</b>	Seminar paper
<b>Weighting of the score in the overall grade</b>	5 of 190 ECTS = 2.63%

### Qualification objectives of the module

#### c) Subject-related qualification objectives

- Provide a self-evaluation critique of entrepreneurial personality competencies.
- Provide a self-evaluation critique of entrepreneurial leadership competencies.
- Critical knowledge of business growth and start-up competencies.

#### d) Interdisciplinary qualification objectives

- Concepts of Entrepreneurship and Enterprise behaviour applicable across all disciplines.
- Business growth and business start-up relevance to all disciplines

**Module contents**

- Entrepreneurial Competencies
- Entrepreneurial Leadership
- Entrepreneurial Planning
- Entrepreneurial Growth

**Methods of teaching and learning within the module**

The module utilises an interactive learning style making extensive use of student led experiences and real life entrepreneurial experiences using multimedia.

**Special features (e.g. online part, practical field visits)**

- Use of Multimedia content
- Interactive student based activities.

**Recommended list of literature (teaching and learning materials, literature)**

- Paul Burns Entrepreneurship and Small Business, Palgrave
- David Storey Understanding the Small Business Sector, Thomson Publishing

## B 19 Principles of Economic Policy

<b>No./ Code</b>	B19
<b>Module title:</b>	Principles of Economic Policy
<b>Lecturer:</b>	Prof. Dr. Stephan Hornig
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	1 semester
<b>Frequency of module:</b>	Once a year - <b>summer semester</b>
<b>Admission requirements:</b>	<p>Module B19 builds on the basic knowledge gained in module BM9 "Fundamentals of Economics" (or for students changing degree programmes, in equivalent lectures from other programmes).</p> <p>The education in the English-speaking course "<i>Principles of Economic Policy</i>" offered as a voluntary alternative does require general skills in the English language used in the lectures and examinations.</p>
<b>Usage of the module for other modules or degree programmes:</b>	The lectures in the module are clearly oriented to current economic life. Scientific depth is therefore mutually networked with the other modules of the degree programme.
<b>Responsible for module:</b>	Professor Dr. Stephan Hornig
<b>Lecturer:</b>	Professor Dr. Stephan Hornig and assistant lecturers, N.N.
<b>Language of instruction:</b>	English
<b>Number of ECTS credits:</b>	5
<b>Total workload:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of preparation and study at home
<b>Hours per week:</b>	4
<b>Type of examination:</b>	A 90-minute written examination.
<b>Weighting of the score in the overall grade:</b>	5 of 190 ECTS = 2.63%

### Qualification objectives of the module

- a) Subject-related qualification objectives:
- Students will gain professional evaluation and decision-making skills for current and historical trends and problems in the economic, political and social subsystems of Germany, the European Monetary Union and the EU, including its relationships with the global economy with special consideration of the role of the United States, China and other world economies.

- Students will learn the macroeconomic requirements for current economic policy from the national and/or European point of view.
- Students will learn the economic policy relationship between the goods, financial and factor markets (for example the labour market or natural resources).
- Students will gain evaluation skills with respect to the necessity, opportunities and risks of state influence over the economy – "market failure vs. state failure".
- Students will be able to categorise economic policy crises with respect to the origins of, solution alternatives for and political consequences of different policies.

b) Interdisciplinary qualification objectives:

- Independent, pluralistic formation of options about current issues of complex economic policy should be strengthened.
- Students will be capable of estimating the influence of higher-level political decisions on the needs of a company or individual economy and to discern and weigh up the consequences of possible options or alternative concepts.
- The discussion skills of students should be strengthened.

## Module contents

1. Current empiricism:  
Germany, the European Monetary Union, the EU, reference countries in the global economy, particularly the USA and China.
2. Economic policy intervention in factor markets: labour, natural resources, capital, finance, and discussion of market efficiency and/or state efficiency based on current case examples.
3. Foundations of applied macroeconomic theory (*ex ante analysis*):
4. Overview; consumption and investment; state expenditures and external contributions; aggregate demand (AD) and aggregate supply (AS); business cycle and employment; unemployment and inflation / deflation; overall economic equilibrium; multiplier models and fiscal policy; money, credit and currency as well as money policy in the European Monetary Union in comparison with the United States; the special role of financial markets and their effects on the real economy; labour market and employment, comparison of short-term and long-term strategies, in particular for economic growth
5. Financial market stabilisation and bank supervision
6. Economic crises: For example, the Great Depression 1929 – 33, global financial and economic crisis 2007 – 2011, debt crisis or public debt in the European Monetary Union, global crises and recoveries with causes and effects.
7. Introduction to applied economic policy:  
Selected case studies on current or historical state interventions in the economy and related conflicts: economic and growth policy, crises, economic ethics, state expenditures / revenue / debt, redistribution policy, environmental policy, competition



policy, introduction to rival strategies and philosophies such as demand orientation vs. supply orientation, *Keynes vs. Classics*, *short-term vs. long-term*, New Classical Macroeconomics, and others

### **Methods of teaching and learning within the module**

- Lectures
- Close reference to the detailed lecture curriculum
- Hand-outs strongly related to current events
- References to relevant blogs and websites
- Case studies as homework to deepen understanding

### **Special features (e.g. online part, practical field visits, guest lectures, etc.)**

- On-going current relationship between scientific abstractions and theories with practically-relevant issues.
- Guest lectures
- Current info on the website of the person responsible for the module

### **Recommended list of literature (teaching and learning materials, literature)**

Basic literature:

German and English lecture based on the following internationally known textbooks and course material with references listed for each teaching unit:

- Samuelson, P.A. / Nordhaus, W.D., Economics, New York, 19th edition, 2010
- Krugman, P. / Wells, R., Economics, New York, 2nd edition, 2009.
- Krugman, P. / Wells, R. / Graddy, K., Economics. European Edition, New York, 2007.
- German Council of Economic Experts, current annual report, [www.sachverstaendigenrat-wirtschaft.de](http://www.sachverstaendigenrat-wirtschaft.de)
- Alternative and numerous supplementary literary references, including reference works, periodicals and websites are recommended in the current English-language (or in parallel to the German-language) curriculum or lecture.
- Hand-outs with current references to topics in individual lectures are distributed in the lectures on a case-by-case basis.

## B 25 Business Management Seminar

<b>Module No./Code:</b>	B25
<b>Module title:</b>	Business Management Seminar
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	One semester
<b>Frequency of module:</b>	<b>Winter and summer semester</b>
<b>Responsible for module:</b>	Professor Dr. Bernd Hacker
<b>Lecturer:</b>	Supervision of various groups of max. 20 participants by lecturers of the faculty. At least one group will be taught in English. <b>English:</b> Prof. Dr. Ralph Kriechbaum, Prof. Dr. Bernd Hacker, or Prof. Dr. Eckhard Lachmann <b>German:</b> Prof. Dr. Ilonka Metze, Prof. Dr. Bernhard Grupp, Prof. Dr. Bernd Gussmann, Prof. Dr. Janett Höllmüller, Prof. Dr. Brigitte Kölzer, Prof. Dr. Stephan List, Prof. Dr. Heinrich Seidlmeier, or additional assistant lecturers of the Faculty
<b>Language of instruction:</b>	German or English (depending on lecturer)
<b>Number of ECTS credits allocated:</b>	5
<b>Total workload and its composition:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of individual and team preparation and study
<b>Hours per week:</b>	4
<b>Type of examination:</b>	Coursework with colloquium, oral examination
<b>Weighting of the score in the overall grade:</b>	5 of 190 ECTS = 2.63%

### Qualification objectives of the module

#### a) Subject-related qualification objectives:

- Introduction to scientific work
- Advanced introduction to a topic from the area of Business Administration

#### b) Interdisciplinary qualification objectives: The students will learn:

- To work independently in a specific topic
- To research
- To question it critically
- And then to prepare it for presentation to others and defend one's own solution in the discussion.
- Practice of presentation techniques.

### Module contents

- Introduction to the organisation of the seminar
- Introduction to the preparation of scientific works

- Preparing a scientific seminar paper and presentation
- Selected topics from the specific area of business administration
- Seminar-based presentation of theoretical course content in topical units as a group
- Orientation to current trends and methods in Business Administration

### **Methods of teaching and learning within the module**

- Seminar-based presentation of theoretical course content in topical units
- Active participation in introduction, with topic assignment and working out of topics alone or in small groups
- Coaching by the lecturers
- Submission of a scientific work and
- Presentation of the results to the entire group

### **Special features (e.g. online part, practical field visits, guest lectures, etc.)**

- Depending on the specific seminar
- Option of involving guest speakers, case studies and excursions
- Planned for individual groups: Regular participation in the GWA Junior Academy Award, so far in 2007, 2009 and 2011.
- Interactive use of the e-learning platform Moodle or the like possible

### **Recommended list of literature (teaching and learning materials, literature)**

Depends on the specific topic of the seminar

- Basic literature:
  - Theisen, Manuel René: Wissenschaftliches Arbeiten: Technik - Methodik – Form (2009), Vahlen

## B 28 General Management Simulation

<b>Module No./Code:</b>	B28
<b>Module title:</b>	General Management Simulation
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	One semester
<b>Frequency of module:</b>	<b>Winter and summer semester</b>
<b>Responsible for module:</b>	Professor Dr. Grupp
<b>Lecturer:</b>	<b>English:</b> Prof. Dr. Hacker <b>German:</b> Prof. Dr. Grupp, Prof. Dr. Gussmann, or assistant lecturers: Müller, Drexler, Heuel
<b>Language of instruction:</b>	Only if there are enough <u>regular</u> students who choose English as language of instruction one lecture group (out of three) will be offered in English. Otherwise, all three groups will be taught in German. However, as soon as a minimum of 3 exchange students registers, an English-speaking team will be formed. That is, the exchange students will receive all materials and reports in English and their team will also be supervised in English.
<b>Number of ECTS credits allocated:</b>	5
<b>Total workload and its composition:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of individual and team preparation and study
<b>Hours per week:</b>	4
<b>Type of examination:</b>	Written final examination lasting 90-120 minutes (80%) with integrated preparatory coursework (20%)
<b>Weighting of the score in the overall grade:</b>	5 of 190 ECTS = 2.63%

### Qualification objectives of the module

- a) Subject-related qualification objectives:
- Students will be capable of applying business administration knowledge on a realistic basis
  - They will be capable of formulating corporate objectives and strategies
  - They will be capable of interdisciplinary thought in all business functions and of making goal-oriented decisions in complex situations
    - They will master, control, and analysis of the implementation of their goals and strategies
- b) Interdisciplinary qualification objectives:
- Students will be sensitized to the significance of social competence and be able to evaluate it

- They will be able to formulate and follow common group goals
- Group work will permit communication to and leadership in the team to be learned

### **Module contents**

1. Leadership of a realistic corporate strategic planning simulation
  2. Direct market competition with other companies
  3. Working out of a set of planning tools
  4. Construction of transparent, goal-oriented decision-making processes in the team
  5. Optimum tuning of all areas of the company
  6. Involvement of economic framework conditions (scenarios)
  7. Interpretation and analysis of data from reporting
  8. Analysis of selected strategies in terms of corporate objectives
1. Efficient division of labor and cooperation

### **Methods of teaching and learning within the module**

- Simulation of a market with a supply oligopoly in a strategic simulation with multiple corporate teams (3-5 students)
- Role play
- Analysis of business problem situations from a business administration perspective
- Presentations of planning and analysis
- Teaching discussions in groups

### **Special features** (e.g. online part, practical field visits, guest lectures, etc.)

- Team coaching by social education specialists
- Support of the strategic simulation using the e-learning platform BW-Community

Exchange students have to sign up for the English-speaking event in the Community. Please inform the International Office during the Welcome Days if you have signed up for "General Management Simulation" and they will help you with the registration in the Community. Students also have to inform the lecturer about their participation within the first days of the semester and have to be present at the very first meeting in order to be admitted to the course. The attendance is compulsory for each group meeting/ simulation.

### **Recommended list of literature** (teaching and learning materials, literature)

#### Basic literature:

- Tata Interactive Systems GmbH: TOPSIM General Management II Teilnehmer Handbuch
- Will H.: Mini-Handbuch Vortrag und Präsentation, 6. Auflage, Belz Verlag, Weinheim/ Basel 2006, ISBN 3407226152
- Seifert J. W.: Visualisieren. Präsentieren. Moderieren, 23. Auflage, Verlag Gabal, Offenbach 2007, ISBN 3930799006

#### Optional additional literature:

- Kriz W., Nöbauer B.: Teamkompetenz, 3. Auflage

## **B 29 Business Case Studies (e.g. Project Management or Marketing Case Studies)**

<b>Module No./Code:</b>	B29
<b>Module title:</b>	Business Case Studies
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	One semester
<b>Frequency of module:</b>	<b>Winter and summer semester</b>
<b>Responsible for module:</b>	Prof.Dr. Brigitte Kölzer
<b>Lecturer:</b>	Supervision of various groups of max. 20 participants by one lecturer of the faculty. At least one group will be taught in English.  <b>English:</b> Prof. Dr. Eckhard Lachmann (e.g. Marketing Case Studies), Prof. Dr. Hacker (e.g. Project Management Case Studies) <b>German:</b> Prof. Dr. Brigitte Kölzer, Prof. Dr. Janett Höllmüller, Prof. Dr. Bernhard Gussmann, Prof. Dr. Ilonka Metze, Assistant lecturer Fritz Federkiel, Assistant lecturer Ulrich Clef
<b>Language of instruction:</b>	German or English (depending on lecturer)
<b>Number of ECTS credits allocated:</b>	5
<b>Total workload and its composition:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of individual and team preparation and study
<b>Hours per week:</b>	4
<b>Type of examination:</b>	Study/project work with final presentation
<b>Weighting of the score in the overall grade:</b>	5 of 190 ECTS = 2.63%

### **Qualification objectives of the module**

#### a) Subject-related qualification objectives:

- Get to know and apply methods of project and team management
- Get to know and structure typical project topics in companies
- Application of business administration knowledge in a concrete practical project from a company

#### b) Interdisciplinary qualification objectives:

- Students will be able to develop and professionally present concepts
- Students will be able to structure the content of projects and control their implementation

- They will be able to organize time and teams based on a concrete, market-oriented project
- Group work will teach leadership behavior and team orientation while providing practice with conflict management in the team

### **Module contents**

1. Introduction to project and team management
2. Introduction to presentation techniques
3. Briefing on the issue of a practical project / case study
4. Analysis of the initial situation of the company
5. Derivation of objectives and strategies
6. Development of concrete operational measures in selected business administration application fields
7. Final presentation

### **Methods of teaching and learning**

- Seminar-based presentation of theoretical course content in topical units as a group
- Project implementation in the form of group work
- Coaching by the lecturers in individual teams
- 2-3 presentations per team

### **Special features (e.g. online part, practical field visits, guest lectures, etc.)**

- Intensive involvement of guest speakers, case studies and excursions
- Interactive use of the e-learning platform Moodle
- Use of strategic simulations

### **Recommended list of literature (teaching and learning materials, literature)**

- Depends on the specific topic of the seminar

## B 30 Mergers and Acquisitions

<b>Module No./Code:</b>	3.2.5
<b>Module title:</b>	Mergers & Acquisitions
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	One semester
<b>Type of course:</b>	FWPM = subject specific elective (course offer depends on demand (min. 5 participants))
<b>Frequency of module:</b>	Winter semester
<b>Responsible for module:</b>	Marika Magda Weigle
<b>Lecturer:</b>	Marika Magda Weigle
<b>Language of instruction:</b>	English
<b>Number of ECTS credits allocated:</b>	5
<b>Total workload and its composition:</b>	120 hours total workload, of which 29 hours of theory in class + 7 hours of presentations = 36 hours of attendance in person + 84 hours of preparation and study at home (working on the case study incl. hand out and presentation)
<b>Hours per week:</b>	3
<b>Type of examination:</b>	case study with a high practical relevance and its presentation in English (75 - 90 minutes per group)

### Qualification objectives of the module

- Notifying reasons for cooperation's, acquisitions and mergers of companies
- Knowledge of the structure and members of the M&A market
- General understanding of cooperation's and M&A as a process, including the identification of opportunities and risks
- Applicability of theoretical knowledge in case studies

### Module contents

- Definitions
- Global acting companies
- The M&A market and its changes
- Terms and forms of cooperations, acquisitions, mergers and demergers
- Types of cooperations
  - Sequence of activities defined in a process
  - Opportunities and risks in different forms of cooperations
  - Acquisitions, mergers, demergers: Sequence of activities defined in a process
  - „Due Diligence“: importance, forms, checklists
  - Opportunities and risks in the M&A process
- Success and failure: working on questions and complete case studies



## **Methods of teaching and learning within the module**

Lectures, exercises, seminars, teamwork, experiments, project work, self-study

## **Special features (e.g. online part, practical field visits, guest lectures, etc.)**

If applicable: guests lectures

## **Recommended list of literature (teaching and learning materials, literature)**

### **Books/eBooks and papers:**

- Wiehle/Diegelmann, 100 IFRS Kennzahlen/IFRS Financial Ratios, Dictionary Deutsch/Englisch, Wiesbaden 2010
- DePamphilis, Mergers, Acquisitions, and Other Restructuring Activities, Burlington/San Diego/London 2013
- Jansen, Mergers & Acquisitions, Unternehmensakquisitionen und –kooperationen, Wiesbaden 2008
- Picot (Hrsg.), Handbuch Mergers & Acquisitions: Planung – Durchführung – Integration, Stuttgart 2012
- Galpin/Herndon, The Complete Guide to Mergers and Acquisitions, Process Tools to Support M&A Integration at Every Level, San Francisco 2007
- Gerds/Schewe, Post Merger Integration: Unternehmenserfolg durch Integration Excellence, Heidelberg 2014
- Davis, M&A Integration: How To Do It. Planning and delivering M&A integration for business success, Chichester/West Sussex 2012
- Gancel/Rodgers/Raynaud, successful mergers, acquisitions and strategic alliances, how to bridge corporate cultures, Glasgow 2002
- Grave, Mergers and Acquisitions: Cultural Due Diligence: Handlungsempfehlungen für die Entwicklung einer gemeinsamen kulturellen Identität: Integration von National- und Unternehmenskulturen, Saarbrücken 2013
- Keogh, e-Mergers, Merging, Acquiring and Partnering e-Businesses, Upper Saddle River 2001

### **Newspapers & magazines in our library (paper and electronic)**

- Business Spotlight
- Corporate Finance biz
- Euro
- (Euro am Sonntag)
- Financial Times
- Harvard Business Manager
- Manager Magazin
- The Economist
- Venture Capital Magazin
- Wirtschaftswoche

### **Internet:**

<https://www.cortalconsors.de/home>  
[www.deraktionaer.de](http://www.deraktionaer.de)

### **Additional recommended information sources:**

- ntv Wirtschafts- und Börse-Nachrichten
- Bloomberg TV

## **B 42 Supply Chain Management**

### **B 42.1 Project- and Supplier Management in the Value Chain**

**(Module B 42.1 can only be chosen in combination with module B 42.2)**

<b>Module No./Code:</b>	B 42.1
<b>Module title:</b>	Supply Chain Management Business Cases
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	One semester
<b>Frequency of module:</b>	<b>Winter and summer semester</b>
<b>Responsible for module:</b>	Professor Dr. Kriechbaum
<b>Language of instruction:</b>	English
<b>Number of ECTS credits allocated:</b>	5
<b>Total workload and its composition:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of individual and team preparation, and study
<b>Hours per week:</b>	4
<b>Type of examination:</b>	Written examination lasting 90 - 120 min
<b>Weighting of the score in the overall grade for the module:</b>	50%

#### **Qualification objectives of the course**

##### **a) Subject-related qualification objectives:**

- Participants will know that active management and leadership is necessary for change in the value creation chain and know the instruments available for this
- They will know the relationships and resulting tasks from procurement, storage and transport, provision, distribution and disposal
- Students will be capable of explaining the tools of Supply Chain Management and use them in a solution-oriented manner.
- Interdisciplinary qualification objectives:
- Students will be able to structure, prepare and present the content of projects

#### **Contents of the course**

- Change and project management
- Supplier management
- Total Cost Management in the value creation chain

#### **Methods of teaching and learning**

- Presentation of material in teaching units structured as seminars
- Exercises for preparation and homework
- Repetition questions
- Deepening of the material based on practical cases

**Special features (e.g. online part, practical field visits, guest lectures, etc.)**

Excursions to relevant companies in the region.

### **Recommended list of literature (teaching and learning materials, literature)**

- Kotter, J., Leading Change, McGraw-Hill 1996
- Chopra, S., Meindl, P., Supply Chain Management, Prentice Hall International 2009

## **B 42.2 Working Capital and LEAN-Management**

**(Module B 42.2 can only be chosen in combination with module B 42.1)**

<b>Module No./Code:</b>	B42,2
<b>Module title:</b>	Working Capital and LEAN-Management
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	One semester
<b>Frequency of module:</b>	<b>Winter and summer semester</b>
<b>Responsible for module:</b>	Professor Dr. Kriechbaum
<b>Language of instruction:</b>	English
<b>Number of ECTS credits allocated:</b>	5
<b>Total workload and its composition:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of individual and team preparation and study
<b>Hours per week:</b>	4
<b>Type of examination:</b>	Written examination lasting 90 - 120 min
<b>Weighting of the score in the overall grade for the module:</b>	50%

### **Qualification objectives of the course**

#### **a) Subject-related qualification objectives:**

- Participants will be able to describe Supply Chain Management in its overarching complexity
- Students will know the influences of Working Capital Management and LEAN Management
- Participants will know about the opportunities and challenges of Supply Chain Management

#### **b) Interdisciplinary qualification objectives:**

- Case studies in small groups will reinforce the discussion and argumentation skills of the students
- Seminar-based presentation of course content in topical units
- Interactive preparation of topics in groups
- Putting theoretical knowledge into practice using concrete case studies in group work

### **Contents of the course**

1. Working Capital Management
2. Inventory management
3. LEAN concepts and LEAN management

**Special features (e.g. online part, practical field visits, guest lectures, etc.)**

Excursions to relevant companies in the region

**Recommended list of literature (teaching and learning materials, literature)**

- Sagner, J. Essentials of Working Capital Management, Wiley 2010
- Walter, S., Working Capital Management, Grin 2007
- Womack, J., Jones, D., Roos, D., The Machine That Changed the World: The Story of Lean Production, Harper 1991
- Womack, J., Jones, Lean Thinking: Banish Waste and Create Wealth in Your Corporation, Simon & Schuster 2003

## B 43.1 International Economics

<b>Module No./Code:</b>	B43.1
<b>Module title:</b>	International Economics
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	One semester
<b>Frequency of module:</b>	<b>Winter and summer semester</b>
<b>Admission requirements:</b>	See general module description. At least one basic economics module must have been passed successfully. English will be assumed as the language in all lectures as well as in the examination. Pronounced interest is expected in international trends in the global economy.
<b>Responsible for module:</b>	Professor Dr. Stephan Hornig
<b>Language of instruction:</b>	English
<b>Number of ECTS credits allocated:</b>	5
<b>Total workload and its composition:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of individual and team preparation and study
<b>Hours per week:</b>	4
<b>Type of examination:</b>	A 90-minute written examination.
<b>Weighting of the score in the overall grade for the module:</b>	50 %

### Qualification objectives of the Course

#### a) Subject-related qualification objectives:

- Learning about *International Economics*, basically the study of *International Trade Economics* and *International Monetary Economics*, as a motivating science for any career plan in International Management or International Business Affairs.
- Understanding the Global Economy of our days, its rises and falls into crisis, as well as long run growth from the viewpoint of *International Economics*.
- Experiencing the political issues such as *Global Strategic Thinking vs. National Interest Policies*
- Understanding global crises, financial crises, Euro- crises and the role of Europe in contrast to Africa, Asia, South and North America

#### b) Interdisciplinary qualification objectives:

- In co - operation in between home and international students, in part from international partner universities, intercultural communication and understanding of different views will be strengthened.
- Team-orientation will be fostered.

## Contents of the course

- Real World Economy: Current Status and Outlook
- Financial World Economy: Current Status and Outlook
- Introduction into the classical *Ricardo* Model of international trade and comparative cost
- Introduction into the neo-classical *Heckscher-Ohlin* model of international trade and comparative cost
- Introduction into the modern *Krugman*-model of international trade, increasing returns to scale and imperfect competition
- International Factor Movements
- Introduction into Strategic Trade Policies
- Exchange Rates, Exchange Rate Systems and the
- International Financial System
- Euro in contrast to dollar, yen or yuan and other world currencies as strategic parameters
- The Euro-Crisis as a result of Financial Crisis
- The Stock Market and Efficient Market Theory
- Introduction into Global Environment Policy
- Introduction into Game Theory and Strategic Thinking

## Methods of teaching and learning

- Seminar-based lecture, seminar, exercises
- Hand-outs strongly related to current case studies
- Case studies or exercises for deeper study in homework
- Involvement of *blogs* and *websites*

## Special features (e.g. online part, practical field visits, guest lectures, etc.)

- Ongoing current relationship between scientific abstractions and theories with practically-relevant issues.
- Guest lectures
- Current info on the website of the university lecturers

## Recommended list of literature (teaching and learning materials, literature)

The English-speaking lecture will be primarily based on American textbook literature from Nobel prize winners and their co-authors, optionally with some of their German translations with pronounced relevance per teaching unit, as follows:

- Krugman, P., Obstfeld, M., International Economics, 8th edition, Boston, 2009. OR:
- Krugman, P., Obstfeld, M., Internationale Wirtschaft, Theorie und Politik der Außenwirtschaft, 8.akt. Auflage, München 2009, Translation of the 8th original American edition, 2009.
- Feenstra, R.C., Taylor, A.M., International Economics, New York 2008;
- Krugman, P., Obstfeld, M., Study Guide, newest edition
- Alternative and numerous supplementary literary references, including reference works, periodicals and websites are recommended in the current English curriculum for the course.
- *Hand-outs* with current references are distributed in the lectures on a case-by-case basis.

## B 43.2 Policies for Developing Countries

<b>Module No./Code:</b>	B43.2
<b>Module title:</b>	Policies for Developing Countries
<b>Semester/ Trimester:</b>	Semester
<b>Length of the module:</b>	One semester
<b>Frequency of module:</b>	<b>Winter and summer semester</b>
<b>Admission requirements:</b>	See general module description. At least one basic economics module must have been passed successfully. English will be assumed as the language in all lectures as well as in the examination. Pronounced interest is expected in the economics of underdeveloped nations and their interdependencies with the rest of the world.
<b>Responsible for module:</b>	Professor Dr. Stephan Hornig
<b>Language of instruction:</b>	English
<b>Number of ECTS credits allocated:</b>	5
<b>Total workload and its composition:</b>	150 hours total workload, of which 60 hours attendance in person and 90 hours of individual and team preparation and study
<b>Hours per week:</b>	4
<b>Type of examination:</b>	Coursework
<b>Weighting of the score in the overall grade for the module:</b>	50 %

### Qualification objectives of the Course

#### a) Subject-related qualification objectives:

- This course should promote a student's ability to understand real problems faced by *Developing Countries*. Focus therefore is on southern hemisphere *economies of Africa, Asia and South America* as well as of *Transition Economies* (Russia, Eastern Europe or Central Asia).
- Target is addressing some of the complex yet exciting challenges of doing business in *Less Developed Countries* (LDC) or even *Least Developed Countries* (LLDC) under the conditions of the 21<sup>st</sup> century's market place.
- Student will learn about economic, social, political and institutional mechanisms, both public and private, necessary to bring about rapid and sustainable large scale-improvement for living standards of the world's poor countries.

#### b) Interdisciplinary qualification objectives:

- It is central to learn in group work and presenting project work in group-assessments.
- Normative and ethical premises can be elaborated under very different views.
- Intensive co-operation in elaborating and presenting demanded for success.

- Economy is more than what we learn from our daily experience in the rich countries.

### **Contents of the course**

Dealing with case or area studies of highly current as well as controversial issues in *Development Economics*, such as: Principles and general concepts of *Development*

- World Economy and its crises: impact on LDC
- Poverty alleviation and income distribution
- Resources of growth for LDC and LLDC
- Population growth and demography economics
- Strategic geopolitics including the role of wars
- Rare Earth and strategic NR
- The UN and Human Development
- Human Rights and Capitalism
- Transition Economies and their Political Economy
- Eastern Europe case studies
- Migration including ethics and human rights
- The rise of Asia, China and India – shifting weights
- China's role in Africa
- South America and its new movements
- Africa and its never ending critical status
- Sub Sahara and the role of diseases
- OPEC – where does it go to?
- *Desertec* and other large scale projects
- National, regional, rural and urban development
- Global Governance: New players, new rules?
- NGO's: The better instrument for development?

### **Methods of teaching and learning**

- Seminar-based lecture, seminar, exercises
- Student presentations, guest lectures
- Hand-outs strongly related to current case studies
- Case studies or exercises for deeper study in homework
- Involvement of relevant *blogs and websites*

### **Special features (e.g. online part, practical field visits, guest lectures, etc.)**

- Ongoing current relationship between scientific abstractions and theories with practically-relevant issues.
- Guest lectures
- Current info on the website of the university lecturers

### **Recommended list of literature (teaching and learning materials, literature)**

- Todaro. M.P., Smith, S.C., *Economic Development*, Boston, 10th. ed., 2009,
- Human Development Report 2010, 20th Anniversary Edition, ed. By United Nations Development Programme (UNDP), October 2010.
- Myant, M., Drahokoupil, J., *Transition Economies, Political Economy in Russia, Eastern Europe, and Central Asia*, October 2010.
- Lomborg, Bjorn, (Ed.), *Global Crises, Global Solutions*, 2<sup>nd</sup> ed., Cambridge (UK, 2009).
- Hand-outs with current relevance and numerous other literature recommendations depending on the topic focus will be distributed on a case-by-case basis in the lectures



# MASTER

## 2.1 International Management and Global Sourcing

<b>Name of Professor:</b>	Professor Dr. Ilonka Metze Professor Dr. Eckhard Lachmann
<b>Frequency of module:</b> <b>Admission requirement:</b>	<b>Summer Semester</b> Students should have advanced knowledge of German.
<b>Usage of Module:</b>	This is an interdisciplinary Master's module. The module is also open to other Master's students, and is also appropriate for graduates interested in achieving other higher qualifications. All graduates who meet the subject-specific requirements, listed below are welcome to enroll.
<b>Language of instruction:</b>	<b>1. Part part</b> (3 ECTS / 2 hours per week): Int. Management (Strategies and Int. Management Activities) <b>taught in English</b> by Prof. Dr. Eckhard Lachmann: (lecture, case studies, presentation, as well as the written exam will be in English)  <b>2. Part</b> (2 ECTS / 2 hours per week): Int. Management and Global Sourcing ( <b>taught in German</b> ) by Prof. Dr. I. Metze (only the written exam at the end of the semester might be offered in English) → <b>German on a B1 level according to CEFR</b>
<b><u>Module Subject: Global Sourcing</u></b>	
<b>Objectives:</b>	On completion, the students should <ul style="list-style-type: none"><li>• appreciate the procedures and methods for Global Sourcing,</li><li>• understand the interface from purchase to distribution, research &amp; development and production,</li><li>• be able to identify which impact the different Global Sourcing methods have on quality and costs, and</li><li>• be able to make a choice of convenient methods and procedures depending on the scope and sector of industry.</li></ul>
<b>Content:</b>	<ul style="list-style-type: none"><li>• Fundamentals and relevance of Global Sourcing for international operating companies</li><li>• Generating a comprehensive process-model for Global Sourcing activities</li><li>• Facilitate the discrete processes of Global Sourcing with a focus on technical, organizational, economic and legal issues.</li></ul>

- Methods and procedures to optimize the Global Sourcing processes
- Compiling facts and implications for best practice.

**Mode of Delivery:**

- Advanced seminar, exercises
- Seminar paper in English, presentation in English
- Visits
- Interviewing experts working in this field

**Prerequisites for Assessment:**

The module will be assessed by the seminar paper (70%) and the presentation (30%)  
 German language proficiency on a B1 level according to CEFR for part 2 (Global Sourcing)

**Workload:**

5 ECTS Credits, 4 hours per week per semester

## 3.2 Digitalization and Integration of Value Creation

**Module Coordinator:** Prof. Dr. Heinrich Seidlmeier  
**Lecturer:** Prof. Dr. Ralph Kriechbaum

**Frequency of module:** **Winter Semester**

**Language of instruction:** English

**Objectives:**

- The participants should know the effects of digital information processing to business processes.
- The participants will explore the technical possibilities and the targeted design of modern digital information processing in the value of internal company processes and across-company processes.
- Participants should recognize that value can be integrated through the use of digital media with customer value in business processes.

**Interdisciplinary Objectives:**

- Students should develop an integrated (enterprise-wide) perspective .
- Conceptual thinking is to be linked with practical application.
- By developing concepts in the team discussion skills and reasoning ability should be strengthened and team orientation skills are learned.

**Content:**

1. Supply chains, - networks, - systems
2. EAI and B2B as the basis of further applications (e.g. supply chain management )
3. Inter-organizational information systems
4. Approaches of coupling information systems  
Practical realization of prototype solutions with current technologies

**Total workload and its composition:  
(e.g. self-study and contact time)** 150 hours total workload, of which  
- 60 hour attendance in person and  
- 90 hours of preparation and team work

**Hours per week:** 4

**Type of examination:** Exam seminar paper

<b>Weighting of the score in the overall grade for the module:</b>	50 %
<b>Mode of Delivery:</b>	Practical Prerequisites for Assessment Assignment (90-120 min.)
<b>Credit Points:</b>	5 ECTS credits
<b>Literature:</b>	<p>Haasis, K., Zerfaß, A. (Hrsg.), Digitale Wertschöpfung – Multimedia und Internet als Chance für den Mittelstand, 1999 (dpunkt)</p> <p>Kersten, W. (Hrsg.), E-Collaboration. Prozessoptimierung in der Wertschöpfungskette, 2003 (Gabler)</p> <p>Otto, A., Management und Controlling von Supply Chains. Ein Modell auf Basis der Netzwerktheorie, 2002 (DUV)</p>

## 6.1 European Economics

<b>Coordinator:</b>	Professor Dr. Stephan Hornig
<b>Module:</b>	Subject: European Economics
<b>Frequency of module:</b>	<b>Summer Semester</b>
<b>Language of instruction:</b>	English
<b>Learning Objectives:</b>	<ul style="list-style-type: none"><li>• “Tour of the world”, from a European perspective</li><li>• Vital contact with current economic events and effects relevant for Europe, adopting a globally oriented, open-economy approach incorporating full treatment of EU, EURO-Area, Germany or selected other national-economies</li><li>• Integrated view of modern macroeconomics and microeconomics within an up-to-date and understandable analytical framework with special respect to European policy, financial and labor institutions as well as markets</li><li>• Micro effects on the single firm with a special focus on medium-sized companies</li><li>• Short and long-term view on the European Economy contrasted with other global player-areas</li></ul>
<b>Content:</b>	<ul style="list-style-type: none"><li>• Thinking like a European economist.</li><li>• European long-term economic growth and global comparison.</li><li>• EU relations to other blocs, civilizations and regions of the world.</li><li>• EU-University developments, academic and business links, R&amp;D –climate.</li><li>• Advanced issues in EU-factor markets: Policies for Labor, Capital and Natural Resources.</li><li>• Advanced issues in applied EU-Microeconomics: Trade and protectionism, government taxation and expenditure, the environment, business de-regulation, efficiency vs. equality.</li><li>• Advanced issues in applied EU-Macroeconomics: Growth and business cycle, unemployment and inflation, fiscal and monetary policy, schools of thought.</li><li>• Specific country studies and political economy of the future national state.</li><li>• The future – what we know, don´ t know or will never know.</li></ul>
<b>Mode of Delivery:</b>	Seminar
<b>Prerequisites for Assessment:</b>	Written examination (90 – 120 Min.)
<b>Workload</b>	5 ECTS credits, 4 hours per week per semester

## 7.1 International Marketing

<b>Coordinator:</b>	Professor Dr. Eckhard Lachmann
<b>Lecturer:</b>	Professor Dr. Eckhard Lachmann
<b>Module:</b>	International Marketing (Part A / 3 ECTS) is a sub-module of the module “7.1 International Marketing and market research in SMEs (small and medium-sized enterprises)” (5 ECTS) and depending on demand it will be taught in English. Part B: International market research SMEs is taught in German only (2 ECTS).
<b>Frequency of module:</b>	<b>Winter Semester</b>
<b>Language of instruction:</b>	German or English (depending on demand)
<b>Admission Requirements:</b>	Basic understanding of international marketing.
<b>Usage of Module:</b>	The sub-module International Marketing in Medium Sized Companies imparts knowledge and skills in order to prepare medium sized companies for successful competition in international markets, especially with regard to market research, understanding the behavior of market participants and the deployment of the whole marketing mix.

### Module Subject: International Marketing

<b>Learning Objectives:</b>	<p>Students shall adopt the following abilities:</p> <ul style="list-style-type: none"><li>• to recognize and to analyze the driving forces and problems of cross-border trade,</li><li>• to decide the application of the tools of marketing mix in international markets, to plan and to structure them,</li><li>• to bring the marketing mix into action according to the target groups and to verify and to control the results.</li></ul>
<b>Content:</b>	<ul style="list-style-type: none"><li>• Analysis and evaluation of foreign markets</li><li>• Methods and means in order to enter international markets</li><li>• Planning, structuring and converting of marketing mix as well as translating it in action</li><li>• Consideration of economic, legal and cultural peculiarities</li><li>• Marketing controlling in international markets</li></ul>
<b>Mode of Delivery:</b>	Seminar
<b>Prerequisites for Assessments:</b>	Written Examination: 90 Minutes
<b>Workload:</b>	3 ECTS credits, 2 hours per week per semester