

ITMK

Institut für Translation
und Mehrsprachige
Kommunikation

Technology
Arts Sciences
TH Köln

Technische Hochschule KÖLN

ITMK

MODULHANDBUCH

Modules Manual

MASTER

**„Internationales Management und
Interkulturelle Kommunikation“**

Overview of Modules

MA IMIK-01	Applied Intercultural Communication: Germany	3
MA IMIK-02	Concepts and Controlling of Global Business	10
MA IMIK-03	Applied Intercultural Communication: Poland	15
MA IMIK-04	Global and European Business I	21
MA IMIK-05	Global and European Business II.....	25
MA IMIK-06	Global Management Tools.....	30
MA IMIK-07	Global Management Methods.....	34
MA IMIK-08	Applied Intercultural Communication: China	37
MA IMIK-09	Global Business Strategies:.....	44
MA IMIK-10	Applied Intercultural Communication: USA	47
MA IMIK-11	Master Thesis and Defense	51

Module Description

Module name	Applied Intercultural Communication: Germany				
Module code	224-01				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Dr. Elke Schuch, Prof. Ragna Seidler-de Alwis, Prof. Dr. Ute Barbara Schilly				
Status	compulsory		duration	1 term	
Credit points	10		contact hours p/w entire module	8	
Courses	Form	code	course title	contact hours p/w	credits
<i>L = lecture T = tutorial S = seminar P = project O = other</i>	S/T	1	Intercultural Communication (+ Intercultural Training)	3	4
	S/T	2	Business Environment: Germany	3	3
	S/T	3	Applied Intercultural Communication: Germany	2	3
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	None				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course Description

Name of Module	Intercultural Communication (+ Intercultural Training)			Course Code	224- 01 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
4	3	45	75	120	
	Semester			Language	
	1			English	
Prerequisites	None				
Intended Learning Outcome	<p>Upon successful completion of this course, you will be able to:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the ways in which cultures differ • Identify challenges which arise from these differences • Analyse the relationship between communication products and processes and culture • Create and apply effective communications strategies to overcome obstacles in intercultural encounters • Assess the impact of one's own cultural conditioning on values, perception, assumptions, expectations, and behaviour • Interpret intercultural activities and contexts from different perspectives • Demonstrate an understanding of the constructed nature of cultural identities • Evaluate the diversity, complexity and fluidity of social identities, particularly with respect to the intersections of nationality, ethnicity, gender and class • Evaluate the role of context and power in intercultural settings • Analyse intercultural business encounters by applying intercultural terminology, theory and methods as well as methodological approaches from relevant disciplines • Construct team-building strategies • Analyse and evaluate the changes, challenges and opportunities of digitilization and new media on Intercultural Communication 				
Content	<p>International business requires the ability to communicate and co-operate effectively with people from different cultures. Understanding the effect of cultural difference on communication and social interaction is a vital prerequisite for acting in an interculturally competent manner. This course provides an extensive and in-depth introduction to the different intercultural theories and methodological approaches and to how they can be applied to understand, analyse and approach intercultural business encounters, focusing on the following subjects/course Outline:</p> <ul style="list-style-type: none"> • Different communication models and styles • Concepts of culture • Categories of cultural description and analysis • Identity and culture • Diversity in teams • Interculturality in multinational organisations • Differences in management styles • Global, culture-specific and Ethno-/advertising • Digital communication 				

Teaching Methods	The course is designed as an interactive seminar, integrating case studies from a wide range of business contexts, with the instructor in the role as facilitator of student discussions. It is preceded by a two-day mandatory cultural awareness- training designed to introduce the student to the basics of intercultural studies as well as to enhance team-building skills and group cohesiveness within the cohort
Assessment Method	Team (Poster) Presentation: 50% of the final grade Written exam: 50% of the final grade
Recommended Reading	<ol style="list-style-type: none"> 1. ADLER, Nancy (2003). „Communication across Cultural Barriers.“ In: Jürgen Bolten, Claus Ehrhardt (ed.). <i>Interkulturelle Kommunikation: Texte und Übungen zum Interkulturellen Handeln</i>, Sternenfels: Wissenschaft und Praxis, 247-273. 2. BILGE, Nurhayat and Maria Inés MARINO (2018). <i>Reconceptualizing New Media and Intercultural Communication in a Networked Society</i> (Advances in Linguistics and Communication Studies) . Hershey, USA: IGI Global. 3. REIDENBACH, JOANA, Pal NYIRI (2009). <i>Seeing Culture Everywhere, from Genocide to Consumer Habits</i>. Washington: University of Washington Press. 4. DE MOOIJ, Marieke (2013⁴). <i>Global Marketing and Advertising: Understanding Cultural Paradoxes</i>. Sage Publications. 5. FANG, Tony and Guy Oliver FAURE (2011). “Chinese communication characteristics: A Yin Yang perspective”. <i>International Journal of Intercultural Relations</i> (3), 320-333. 6. MARTIN, Roger L. and Tony GOLSBY-SMITH (2017). “Why Management Needs Philosophers” [Management is Much More Than a Science]. <i>Harvard Business Review</i>. September-October issue 2017. https://hbr.org/2017/09/management-is-much-more-than-a-science 7. PILLER, Ingrid (2011). <i>Intercultural Communication: A Critical Introduction</i>. Edinburgh: Edinburgh University Press, (esp. chapters 5 and 6). 8. SCHNEIDER, Susan and Jean-Louis BARSOUX (2003). <i>Managing Across Cultures</i>. Prentice Hall: Pearson Education. 9. THOMAS, Alexander, Eva-Ulrike KINAST, Sylvia SCHROLL-MACHL 10. (2010). <i>Handbook of Intercultural Communication and Cooperation</i>. Göttingen: Vandenhoeck & Ruprecht. 11. WELSCH, Wolfgang (1999). „Transculturality – the Puzzling Form of Cultures today“. At: http://www2.uni-jena.de/welsch/Papers/transcultSociety.html
Module Coordinator	Prof. Dr. Elke Schuch
Lecturers	Prof. Dr. Elke Schuch (seminar Intercultural Communication), Alex Scheitza (Intercultural Training)
Version	1

Course description

Name of Module	Business Environment: Germany			Course Code	224-01 2
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	3	45	45	90	
	Semester			Language	
	1			English	
Prerequisites	Basic knowledge in microeconomics, macroeconomics				
Intended Learning Outcome	<p>The students should gain a thorough understanding of the business environment in Germany and its impact on company operations, strategies and performance including new developments such as digitization, start-ups etc.. Upon successful completion of the course, the student will:</p> <ul style="list-style-type: none"> • Understand and be able to describe the major elements and factors of the German business environment as well as its impact on companies and company strategies, • Have a clear understanding of and be able to analyze and evaluate German industries and/or companies, • Be able to perform in-depth company and market analysis of a company's business environment. 				
Content	<p>This course is designed to give the participants a detailed and thorough understanding of the German business environment. After a general introduction of the German economy, the seminar deals with key success factors in the German economy which shape today's business environment and performance of German companies. In a further step, the international competitiveness in Germany will be discussed, turning then the view on how to effectively research the business environment in Germany with emphasis on market and company information. The course will be complemented by concrete examples through company visits and presentations from company executives.</p> <p>Course outline:</p> <ul style="list-style-type: none"> • Main facts and background information of the German business environment • Why is Germany so successful in exporting? • How German companies promote digitization and which companies are successful in doing so? • SME's: Germany's economic backbone • International competitiveness • Major industries in Germany • How to research the business environment in Germany? <p>Company visits:</p> <ul style="list-style-type: none"> • Chamber of Commerce Cologne • BAYER AG (life sciences) • DHL / Deutsche Post AG(Bonn) - (logistics) • TÜV Rheinland (Cologne) (mobility) 				
Teaching Methods	Interactive lectures (seminar), company visits including executive talks with representatives from selected German companies				
Assessment Method	Presentations, research papers				

Recommended Reading	<p>Required reading:</p> <ul style="list-style-type: none"> • Porter, Michael: <i>Competitive Strategy: Techniques for analyzing industries and competitors</i>. – Free Press, 2004 • Schwab, Klaus (ed.): <i>The Global Competitiveness Report 2015-2016</i>. – World Economic Forum, Geneva, 2015 (available online www3.weforum.org) <p>Recommended reading:</p> <ul style="list-style-type: none"> • Badke, William: <i>Research Strategies: Finding your way through the information fog</i>. – 5. ed. – i-Universe, 2014 • Blakeman, Karen: <i>Search Strategies for the Internet. How to identify essential resources more effectively</i>. – 6. Ed. RBA Information Services, 2006 • Dicken, Peter: <i>Global Shift. Mapping the Changing Contours of the World Economy</i>. – 7 ed.- London: Sage Publ., 2014 • Hedin, Hans; Hirvensalo, Irmeli; Vaarnas Markko: <i>The Handbook of Market Intelligence: Understand, compete and grow in global markets</i>. – 2. ed. – John Wiley & Sons, 2014 • Kahaner, Larry: <i>Competitive Intelligence: How to gather, analyze and use information to move your business to the top</i>. – Touchstone, 1998 • Seidler-de Alwis, R.: <i>Market and competitive analysis in an era of big data and digitization</i>. In: Georgy, U. / Schade, F. (eds.): <i>Praxishandbuch Informationsmarketing</i>. 2. Band. – Berlin, Boston: De Gruyter, 2018 • Simon, Hermann: <i>Hidden Champions of the Twenty-First Century: The success strategies of unknown world market leaders</i>. – Berlin: Springer, 2009 • Statistisches Bundesamt (ed.): <i>Data and publications</i>. – (available online www.destatis.de) • Latest articles on different German Industries incl. innovative subjects such as digitisation, predictive analytics etc. in the international press e.g. <i>The Economist</i>, <i>Financial Times</i>, <i>Businessweek</i>
Module Coordinator	Prof. Ragna Seidler-de Alwis, MBA
Lecturers	Prof. Ragna Seidler-de Alwis, MBA
Version	1

Course description

Name of Module	Applied Intercultural Communication: Germany			Course Code	224-01 3
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	2	30	60	90	
	Semester			Language	
	1			English	
Course	Applied Intercultural Communication: Germany				
Prerequisites	–				
Intended Learning Outcome	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Explain relevant facts about German history, society and culture. • Critically analyze and reflect on a range of contemporary business issues in the German context. • Analyze case studies within the German context based on cultural, historical and social explanations, as well as the students' own personal experiences. • Evaluate factors involved in the case studies and arrive at a personal conclusion. • Describe the evolution, coherence and distinctiveness of German business habits in order to act appropriately in a German business context. • Develop strategies for dealing with possible challenges related to German business habits. • Compose an intercultural diary based on the students' attentive observation of their German environment and the critical analysis of their observations (applying intercultural theories, where necessary). • Evaluate conflict management strategies as they relate to Human Resources-issues 				
Content	<p>The course aims to develop your knowledge and understanding of business with representatives of and/or within the German culture, with some comparative notions in order to assess its distinctiveness and develop skills for cross-border, cross-cultural management and business communication.</p> <p>Course outline:</p> <ul style="list-style-type: none"> • Overview of German culture: key concepts of history, religion, beliefs and customs • German business culture and attitudes: hierarchy, authority and pragmatism • Management and working styles for doing business in Germany • Communication, meeting and negotiation styles when doing business in Germany • Challenges and practical solutions for doing business in Germany 				

Teaching Methods	<p>The teacher/trainer provides a balance of structured input and discussion of case studies, critical incidents and scenarios. Students practice how to handle new situations in a low-risk setting while working on and discussing case studies with their peers.</p> <p>An important tool applied in the seminar is reflection to focus, firstly, on the (inter)cultural challenges that may arise in the German environment and, secondly, on a meta-level, on the (assumed different) communication and working/study patterns of the students due to their individual cultural backgrounds. The seminar will also include group work and student-led excursions, including media institutions and museums.</p>
Assessment Method	Intercultural journals, group presentations
Recommended Reading	<ol style="list-style-type: none"> 1. Facts about Germany. http://www.tatsachen-ueber-deutschland.de/en/ 2. MacGregor, Neil (2014): Germany. Memories of a Nation. Delaware/London: Penguin Random House, Downloadable episodes on BBC Radio4: "Germany. Memories of a Nation". http://www.bbc.co.uk/programmes/b04dwbwz/episodes/downloads 3. Schroll-Machl, Sylvia: Doing Business with Germans. 2011. Their Perception. Our Perception. <i>[Excerpts of this book will be read in class.]</i> 4. Thomas, Alexander, Eva-Ulrike Kinast, (2010): Handbook of Intercultural Communication and Cooperation: Basics and Areas of Application. Göttingen: Vandenhoeck & Ruprecht
Module Coordinator	Prof. Dr. Ute Barbara Schilly, Prof. Dr. Elke Schuch
Lecturers	Prof. Dr. Ute Barbara Schilly, Prof. Dr. Elke Schuch
Version	1

Module Description

Module name	Concepts and Controlling of Global Business				
Module code	224-02				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Dr. Harald Sander, Prof. Dr. Ridwan D. Rusli				
Status	compulsory		duration	1 term	
Credit points	9		contact hours p/w entire module	7	
Courses	Form	code	course title	contact hours p/w	credits
<i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	S	1	Global Economics (+ Thesis Seminar)	4	5
	S	1	International Management Accounting	3	4
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites					
Additional requirements	See course descriptions				
Requirements for performance assessment	See course descriptions				
Further Comments					

Course description

Name of Module	Global Economics and Thesis Seminar			Course Code	224-02 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
5	4	60	90	150	
	Semester			Language	
	1			English	
Prerequisites	Microeconomics, Macroeconomics				
Intended Learning Outcome	<p>The students will gain a thorough understanding of the globalization of production, trade and investments under the conditions of increasing digitalization, and its impact on company operations and performance. Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> • Understand and describe the major driving forces of globalization and its impact on people, organizations and countries. • Apply the major tools of international trade and investment theories to real world problems in major industries. • Analyze global business strategies of major international industries by means of performing an in-depth analysis in multicultural teams. • Evaluate the impact of national and international trade policies and its impact on company strategy and performance. 				
Content	<ol style="list-style-type: none"> 1. Understanding the Global Economy <ol style="list-style-type: none"> 1.1. The Wealth of Nations and the Global Income Distribution 1.2. Current Trends in Global Trade and Investment 1.3. The New Global Economy: Digitalization and the Rise of Global Superstar Firms 2. Global Trade: The Comparative Advantages of Nations 3. The Firm in the Global Economy: Trade, Foreign Direct Investment and Technology 4. Trade Policy 5. The International Trading System 6. Thesis Seminar "Global Industry Studies" 				
Teaching Methods	<p>The first part of the class is devoted to an in-depth discussion of the determinants and effects of global trade, investment and trade policies. Teaching methods include:</p> <ul style="list-style-type: none"> • Interactive lecturing • Case studies • Self-directed learning with follow-up (Flipped classroom) <p>In the second part of the course participants are required to prepare and present assigned industry case studies. In this stage, participants will have to work in multi-country teams on how technology, especially digitalization, and the globalization of trade and investment are impacting on competitive advantages of major global industries in practice and how these developments have shaped the internationalization strategies of these industries. These industry studies will form the base for the master thesis project.</p> <p>The instructor will assign the industry studies to teams of approximately 4 students. The teams are expected to perform like a professional consulting team with the task to provide an in-depth and up-to-date analysis of the current situation of the investigated industry.</p> <p>The teams have also the task to identify major challenges to the industry. Teaching methods include:</p> <ul style="list-style-type: none"> • Research-based learning (report writing) • Defending research in panel discussions 				

Assessment Method	<ul style="list-style-type: none"> • Individual Assignment (Global Industry Factsheet) 20% of final grade • Team project and presentation: 30% of final grade • Written examination (closed book) 1 hour: 50% of final grade
Recommended Reading	<p>Required Readings:</p> <ul style="list-style-type: none"> • Sander, H., <i>An Executive's Guide to Trade Globalization: A European Perspective</i>. Jean Monnet Chair at TH Köln: Cologne 2018. • Sander, H., <i>Europe in the New Global Economy: A Policy Paper</i>. Institute of Global Business and Society. TH Köln: Cologne. 2018 • Krugman, P.R., M. Obstfeld and M. Melitz. <i>International Economics. Theory and Policy</i>. latest edition. Pearson. • Dicken, P., <i>Global Shift. Mapping the Changing Contours of the World Economy</i>, 7th Edition, The Guilford Press 2015. <p>Recommended Readings:</p> <ul style="list-style-type: none"> • Amador, J. and F. Di Mauro (eds.), <i>The Age of Global Value Chains: Maps and Policy Issues</i>. A VoxEU.org eBook, CEPR Press 2015. • Baldwin, R., <i>The Great Convergence. Information Technology and the New Globalization</i>. Harvard University Press 2016. • Brynjolfsson, E. and A. McAfee, <i>The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies</i>. Norton 2014. • International Bank for Reconstruction and Development/The World Bank, <i>Global Value Chain Development Report 2017</i>, Washington DC 2017. • Helpman, E., <i>Understanding Global Trade</i>. Harvard University Press, 2011. • Hoekman, B., (ed.), <i>The Global Trade Slowdown: A New Normal? A VoxEU.org eBook</i>, CEPR Press, 2015. • Rodrik, D., <i>The Globalization Paradox Democracy and the Future of the World Economy</i>. W.W. Norton 2011. • UNCTAD, <i>World Investment Report 2017 – Investment and the Digital Economy</i>. United Nations Conference on Trade and Development 2017.
Module Coordinator	Prof. Dr. Harald Sander
Lecturers	Prof. Dr. Harald Sander
Version	1

Course Description

Name of Module	International Management Accounting			Course Code	224-02 2
Credit Points	SWS	Attendance (h)	Self-study (h)	Total workload (h)	
4	3	45	75	120	
	Semester			Language	
	1			English	
Prerequisites	Financial and cost accounting, (managerial) microeconomics				
Intended Learning Outcome	<p>Students should gain a thorough understanding of management accounting practices in the context of multinational companies and earlier stage technology companies and start-ups. The goal is to help students acquire the basic skills to:</p> <ul style="list-style-type: none"> • Understand and apply multinational and technology companies' cost-volume-profit calculations; planning, budgeting, controlling and performance measurement techniques; financial statement, accounting ratio and company valuation analyses; • Analyze, apply and evaluate multinational and technology companies' product mix, volume and pricing decisions; budgets, variances and performance measurement systems; cash flow projections and ratio analysis for investments, financings and company valuation. 				
Content	<p>MBA candidates need good knowledge in management accounting - no matter what main focus (marketing, finance, operations, logistics,...) they have chosen in their studies and for their future careers. Students will therefore learn the fundamentals of modern management accounting, planning and performance measurement as well as investment, financing and valuation decisions in multinational and technology company settings. Four Case Studies will expose students to the practice of international management accounting, particularly in relation to decisions about costing, pricing and production; multinationals and transfer prices; cash flows, investment, financing and valuation analysis; planning and controlling, operational and financial benchmarking, performance measurement.</p> <p>Part 1: Cost and volume decisions; overhead allocation; budgeting and controlling</p> <ul style="list-style-type: none"> • Case 1 on cost-volume-profit, budget and control decisions <p>Part 2: Multinationals and transfer prices</p> <ul style="list-style-type: none"> • Case 2 on multinational company transfer prices <p>Part 3: Financial statements, ratios and cash flows; capital investment decisions and financial analysis; financing and valuation of multinational and technology companies</p> <ul style="list-style-type: none"> • Case 3 on financial statement, cash flows, financing and company valuation analysis <p>Part 4: Strategy, accounting and decisions; performance measurement</p> <ul style="list-style-type: none"> • Case 4 on benchmarking, valuation and balanced scorecard. 				
Teaching Methods	<p>This course will be taught as a seminar in an interactive fashion with the instructor serving as a facilitator for student discussions of the various issues raised. Course activities shall include preparatory readings, interactive lectures and class discussions, 4 group case studies (incl. 2 group presentations) and an end-of-term written exam.</p>				

Assessment Method	<p>Grading will comprise two parts</p> <ul style="list-style-type: none"> • Written closed-book exam: 60% of weight, 60 minutes; non-programmable calculator and dictionary English/Mother tongue are allowed • Four group case write-ups incl. two group case presentations: 40% of grade.
Recommended Reading	<p>Textbooks:</p> <ul style="list-style-type: none"> • Bowhill, Bruce: Business Planning and Control: Integrating Accounting, Strategy and People, Wiley's 2013, 5th edition <p>Lecture and case notes:</p> <ul style="list-style-type: none"> • RD Rusli's Lecture Notes, to be distributed on Ilias course website before class • Four Case Notes by RD Rusli and others, to be distributed approximately 2-3 weeks before dates of write-up submissions, class discussions and, group presentations. <p>Selected reading:</p> <ul style="list-style-type: none"> • Cooper, R. and Robert S. Kaplan: Measure costs right: Make the right decisions (Harvard Business Review 1988) • Desache, G.: How to value a start-up? (HEC Paris 2016) • Kaplan, Robert S.: The Evolution of Management Accounting (The Accounting Review 1984) • Kaplan, Robert S. and David P. Norton: Using Balanced Scorecard as Strategic Management System (Harvard Business Review 2007) • Lessard, Donald R.: Transfer prices, taxes and financial markets: Implications for internal financial transfers within the multinational corporation (Research in international business and finance 1979) • Malmi, Teemu: Balanced scorecards in Finnish companies: A research note (Management Accounting Research 2001) • Miloud, T., A. Aspelund and M. Cabrol: Start-up valuation by venture capitalists (2012) • Tillmann, Katja and Andrew Goddard: Strategic management accounting and sense-making in a German multinational company (pages 13-16) • Wilson, P.G., Hubbard, R.G. and Joel Slemrod: The Role of Taxes in Location and Sourcing Decisions (Studies in International Taxation 1993) <p>Optional reading/references:</p> <ul style="list-style-type: none"> • (For exercises and examples): Drury, Colin: Management Accounting for Business, Cengage Learning 2016, 6th edition • (For reference only): Kieso, Donald E., Jerry J. Weygandt, and Terry D. Warfield (KWW): Intermediate Accounting, WileyPlus, Editions 11/16.
Module Coordinator	Prof. Dr. Ridwan D. Rusli
Lecturers	Prof. Dr. Ridwan D. Rusli
Version	1

Module Description

Module name	Applied Intercultural Communication: Poland				
Module code	224-03				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Alojzy Z.Nowak Ph.D , Prof. Lukasz Gruszczynski, Prof. Dr. Halina Grzymała-Moszczyńska				
Status	compulsory	duration	1 term		
Credit points	6	contact hours p/w entire module	5		
Courses	form	code	course title	contact hours p/w	credits
<i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	S	1	Business Environment: Poland	3	3
	S	2	Applied Intercultural Communication: Poland	2	3
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	See course descriptions				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course Description

Name of Module	Business Environment: Poland			Course Code	224-03 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	3	30	60	90	
	Semester			Language	
	2			English	
Prerequisites	None				
Intended Learning Outcome	<p>This module is delivered in two parts:</p> <ol style="list-style-type: none"> 1. European Business Law (1,5 ECTS) 2. Business Environment Poland (1,5 ECTS) <p>Part 1: European Business Law Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Critically analyse and assess the developments in EU law as well as currently functioning mechanisms • Demonstrate problem solving skills (i.e., be able to identify, analyse, and describe a legal problem related to EU business law) • Apply their knowledge of institutional structure and design of the EU and fundamental freedoms of the internal market (i.e. free movement of goods, services, workers and capital) • Demonstrate their knowledge and skills as well as an understanding of the need for constant learning (due to changing legal environment) <p>Part 2: Business Environment: Poland (1,5 ECTS) Upon successful completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Describe the business environment in Poland • Compare and contrast the business environment in the Poland with those of Germany, the United States and China • Compare and contrast the factors that continue to influence diverse business practices today • Describe the changing relative economics of the Poland and the implications for future business relationships as it continues to transition from communism to a market economy • Demonstrate the ability to research and analyze a company and present that research in a concise, engaging format 				

Content	<p>Part 1: European Business Law This course is intended to give the students a thorough grounding in the substantive economic law of the European Union as relevant for international business. The main focus is on the substantive provisions in the Treaty on the functioning of the European Union on the internal market. In this context, the course will address the basic principles of:</p> <ul style="list-style-type: none"> • free movement of goods (e.g. tariff and quantitative restrictions, measures having equivalent effect to quantitative restrictions, selling arrangements and exceptions), • free movement of workers and their family members (distinction between free movement of persons and workers, principle of non-discrimination, restrictions on taking up an occupation, restrictions on the pursuit of an occupation) • freedom of establishment, • free movement of services (concept of cross-border provision of services, basic rules and the Service Directive, specific restrictions (marketing and prices, regulated industries and professions), exceptions), and • free movement of payments and capital (scope of the free movement of capital (meaning of capital, applicable test), direct effect, exceptions (e.g. anti-avoidance and public policy, rule of reason) • The course will also provide basic information on the operation of the EU law as well as challenges of the European integration (migration crisis, security crisis, Euro crisis, rule of law crisis), without which it is not possible to understand the current developments of European business law. <p>Part 2: Business Environment: Poland</p> <ol style="list-style-type: none"> 1. Introduction Introduction to Polish and Central European countries <ul style="list-style-type: none"> - economic developments - financial systems - labour market - economics relations - political environment - business conditions - future challenges 2. Introduction to Russia and Eastern European countries <ul style="list-style-type: none"> - political and economical development - business conditions - future challenges 3. European Economic Transition countries vs. developed countries <ul style="list-style-type: none"> - differences and challenges 4. European Economic Transition countries vs other Emerging Markets countries 5. R&D and Technology Development in CEE countries 6. Startup Business in Poland
Teaching Methods	<p>Part 1: Interactive lecture combined with the discussion of legal problems resolved by the students during the lecture</p> <p>Part 2: Lecture, class discussion, case studies, business visits</p>
Assessment Method	<p>Part 1: Written exam (open book)</p> <p>Part 2: Essay (written assignment), class and business visits student participation</p>

Recommended Reading	<p>Part 1: Required Reading:</p> <ul style="list-style-type: none"> • Alina Kaczorowska, European Union Law, 3rd ed., Routledge 2013 • Catharine Barnard, Steve Peers (eds.), European Union Law, Oxford University Press 2014 • Nigel Foster, Foster on EU Law, Oxford University Press, Oxford 2015 • Paul Craig, Grainne de Burca, EU Law. Text, Cases, and Materials, 6th ed., Oxford University Press 2015 <p>Part 2: Required Reading:</p> <ul style="list-style-type: none"> • Friedman, Thomas L. The World is Flat, Expanded Edition. Anchor Books, New York, 2005. • Journal articles as assigned. • The European Wall Street Journal (subscription available through UNF portal). • The Warsaw Business Journal (bi-weekly). • Alina Kaczorowska, European Union Law, 3rd ed., Routledge 2013 • Catharine Barnard, Steve Peers (eds.), European Union Law, Oxford University Press 2014 • Nigel Foster, Foster on EU Law, Oxford University Press, Oxford 2015 • Paul Craig, Grainne de Burca, EU Law. Text, Cases, and Materials, 6th ed., Oxford University Press 2015 <p>Recommended Reading</p> <ul style="list-style-type: none"> • The Economist (current issues; library or subscription).
Module Coordinator	Prof. Alojzy Z.Nowak Ph.D , Prof. Lukasz Gruszczynski
Lecturers	Part 1: Prof. Lukasz Gruszczynski Part 2: Prof. Alojzy Z.Nowak Ph.D
Version	1

Course Description

Module Name	Applied Intercultural Communication: Poland			Course Code	224-03 2
Credit Points	SWS	Attendance (h)	Self Study (h)	Total Workload (h)	
3	2	30	60	90	
	Semester			Language	
	2			English	
Prerequisites	None				
Intended Learning Outcome	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Explain relevant facts about Polish history and their influence on contemporary Polish society and culture • Analyze case studies within the Polish context based on cultural, historical and social explanations • Analyze cultural differences between Poland, US, Germany and China and their impact on respective business solutions • Analyze differences between Polish culture and the culture of former socialist countries and their impact on business operations • Critically evaluate the Polish business context (involving legal, financial and cultural aspects) with a view to starting up a multicultural company • Critically reflect on the intercultural dynamic (including synergies and conflicts) in business collaborations with representatives of different cultures • Evaluate conflict management strategies as they relate to Human Resources-issues • Compose an intercultural diary based on the students' attentive observation of the Polish environment and their critical analysis of their observations, applying intercultural theories (where necessary) • The Impact of digitalization and social media on global migration: What do we gain and what do we lose? 				
Content	<p>The course aims to develop knowledge and understanding of the dynamic of business with representatives of Polish culture and provide comparative knowledge about Polish business with neighboring post-iron curtain countries.</p> <p>The course includes:</p> <ul style="list-style-type: none"> • Overview of Polish culture: key concepts of history, religion, beliefs and customs • Polish business culture and attitudes: transitional character of cultural dimensions describing Polish culture. • Assessment of cultural viability of different business ideas for Poland • Challenges and practical solutions for doing business in Poland (hands-on experience in setting up a company, including business plan and implementing it in Poland while passing through all stages of building start-up a multinational company) • Communication and negotiations as culturally specific interpersonal dynamics in the Polish context • Conflict management strategies as they relate to Human Resources-issues. 				

Teaching Methods	Lectures supplemented with analysis of cases related to Polish business context. Excerpts of films related to Polish history; simulation games on intercultural competence (Diversophy), field trip to Cracow as the cradle of Polish history and Nowa Huta as an example of embodied communist history of Poland and its influential legacy for contemporary Poland
Assessment Method	Intercultural diaries, group project, knowledge test.
Recommended Reading	<ul style="list-style-type: none"> • Davies, N. (2003). <i>God's playground: A history of Poland</i>. Oxford: Oxford University Press. • Klos-Sokol L. (2010). <i>Shortcuts to Poland</i>. Warsaw: IPS. • Hallam, A., Kaim-Kerth, J. (2008). <i>Trading Places-Intercultural Communication in Business</i>. British Council: Krakow. • Simpson, S. (2010), History and Mithology of Polish Vodka 1270-2007. <i>Food and History</i> 8,1,121-148 • Rozkwitalska M., Sułkowski Ł., Magala S. eds. (2017). <i>Intercultural Interactions in the Multicultural Workspace - Traditional and Positive Organizational Scholarship</i>. Switzerland: Springer
Module Coordinator	Halina Grzymała-Moszczyńska
Lecturers	Halina Grzymała-Moszczyńska
Version	1

Module Description

Module name	Global and European Business I				
Module code	224-04				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Dr. Beata Glinka, Dr: Michał Zdziarski				
Status	compulsory		duration	2 terms	
Credit points	6		contact hours p/w entire module	4	
Courses <i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	Form	Code	course title	contact hours p/w	credits
	L/T	1	Organizational Theory	2	3
	L/T	2	International Management and Strategy	2	3
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	See course descriptions				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course description

Name of Module	Organizational Theory			Course Code	224-04 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	2	30	60	90	
	Semester			Language	
	2			English	
Prerequisites	Basic knowledge on management and organizations				
Intended Learning Outcome	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of diversity of contemporary organizations, organization theories and management methods applied to address this diversity, • Identify challenges and opportunities which arise from diversity, as well as from the environmental trends, • Demonstrate an understanding of evolution of organization theory, • Assess the possibilities of utilisation of different organization/management concepts and fashions in a given situation, • Understand the systemic character of organizations, • Interpret organizational problems, challenges and opportunities from different perspectives, using different management tools and concepts, • Understand the nature of managerial work within contemporary organizations, • Identify and apply basic rules of organization design and change, • Evaluate the role of context and its impact on organizations and managers, • Create techniques for effective problem analysis and solving, • Demonstrate proficiency in intercultural teamwork. 				
Content	<p>International business requires the ability to analyse and address challenges in multinational context. The diversity of organization, as well as the diversity of concepts and methods of management requires analytical skills and understanding of systemic character of organizations and their relations with environment. Therefore the course presents main principles and concepts of contemporary management and organization theory. It aims to improve the understanding of organizations, their relations with complex environment, and main problems and dilemmas they face.</p> <p>Following topics are addressed during the course:</p> <ul style="list-style-type: none"> • Organizations and management – basic concepts. The nature of managerial work. • Management and organizations – past and present <ul style="list-style-type: none"> – the evolution of management theory, – what can we learn from the past? • The diversity of organizations. Metaphors and images of organizations and their practical implications. • Context – environment of contemporary organizations. Globalization. Technological Change. Organization and environment: interrelations. How to deal with uncertain environment? • Managers in contemporary organizations. Managerial work in uncertain world – typical mistakes of managers. Learning from experience. 				

	<ul style="list-style-type: none"> • Systems approach to organizational analysis: mainstream in contemporary management. Counterintuitive behavior of complex systems. Feedback loops and archetypes. Learning organizations. What blocks organizational learning? • Power and politics in organizations – why is it often neglected in organizational analysis? Fundamental bases of power in an organization. Faces of power. Games people play – examples and consequences of power games in organizations. • Organizing: organization design. How organizations change over time? Corporate entrepreneurship, smart organizations. <p>Invited guest lecturer(s) (from international business organizations or/and academia) offer supplementary perspective on topics discussed during classes.</p>
Teaching Methods	Interactive lecture, critical incidents, case study scenarios, assigned readings, group-based discussions, class presentations
Assessment Method	Participants are required to prepare presentations on selected concepts (e.g. holocracy, learning organizations, organizational change etc.).
Recommended Reading	<p>Jones, Gareth (2013) <i>Organizational theory, design, and change</i>. Pearson Education International.</p> <p>Additional sources:</p> <ul style="list-style-type: none"> • Mullins, Laurie J. (2005) <i>Management and organizational behaviour</i> (VII ed.). Prentice Hall. • Hatch, Mary Jo (1997) <i>Organization Theory: Modern, Symbolic, and Postmodern Perspectives</i>. Oxford University Press. • Morgan, Gareth (1986) <i>Images of Organization</i>. SAGE Publications. • Senge, Peter.M. (1990) <i>The Fifth Discipline</i>. ANCHOR BOOKS. <p>Selected articles from business and scientific journals (Harvard Business Review, European Management Review etc.)</p>
Module Coordinator	Beata Glinka
Lecturers	Beata Glinka
Version	1

Course description

Name of Module	International Management and Strategy			Course Code	224-04 2
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	2	30	60	90	
	Semester			Language	
	2			English	
Prerequisites	None				
Intended Learning Outcome	<p>Upon successful completion of this course students will be able to:</p> <ul style="list-style-type: none"> • Demonstrate an in-depth understanding of strategic choices made by example MNCs • Review theories of international trade and FDI • Describe and analyse modes of entry into the foreign markets • Evaluate opportunities and challenges offered by a variety of internationalization strategies (i.e. export, FDI, licensing, offshoring, global sourcing) • Understand potential social and environmental implications of international business activities • Analyze data and make decisions regarding: timing and mode of entry into foreign markets, managing international alliances, organizing foreign operations and international marketing, balancing the “global integration – local responsiveness” trade-off • Create an international market entry plan 				
Content	<ul style="list-style-type: none"> • Introduction to international business strategy • Global trends, challenges and opportunities for international business • Digitalization and Technology Strategy (AI, VR, AR and digital based business models) • Entry into foreign markets and international entrepreneurship • Managing across cultures • International strategic alliances • International social enterprises • Third wave of globalization • Project presentations and course wrap-up 				
Teaching Methods	The course will combine lectures with interactive methods, including case-study discussions, experiential learning, role playing, team workshops, e-learning and presentations.				
Assessment Method	Case study reports and activity – 50 %, group project – 50%				
Recommended Reading	<p>International Business by <u>Oded</u> HYPERLINK "https://www.amazon.com/s/ref=dp_byline_sr_ebooks_1?ie=UTF8&text=Oded+Shenkar&search-alias=digital-text&field-author=Oded+Shenkar&sort=relevancerank" <u>HYPERLINK "https://www.amazon.com/s/ref=dp_byline_sr_ebooks_1?ie=UTF8&text=Oded+Shenkar&search-alias=digital-text&field-author=Oded+Shenkar&sort=relevancerank"</u> <u>Shenkar, Yadong</u> HYPERLINK "https://www.amazon.com/Yadong-Luo/e/B001I2ZJF0/ref=dp_byline_cont_ebooks_2" <u>Luo, Tailan</u> HYPERLINK "https://www.amazon.com/s/ref=dp_byline_sr_ebooks_3?ie=UTF8&text=Tailan+Chi&search-alias=digital-text&field-author=Tailan+Chi&sort=relevancerank" <u>Chi (2013)</u></p> <p>Case studies and articles assigned before each session via e-learning module</p>				

Module Coordinator	Michał Zdziarski, Ph.D.
Lecturers	
Version	

Module Description

Module name	Global and European Business II				
Module code	224-05				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Anna Pawłowska , Dr. Andrzej Rutkowski				
Status	compulsory		duration	1 term	
Credit points	5		contact hours p/w entire module	4	
Courses	Form	code	course title	contact hours p/w	credits
<i>L = lecture</i>					
<i>T = tutorial</i>					
<i>S = seminar</i>					
<i>P = project</i>					
<i>O = other</i>					
	S	1	Human Resources Management	2	2
	L/T	1	Advanced Financial Management	2	3
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	See course descriptions				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course description

Name of Module	Human Resources Management			Course Code	224-05 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
2	2	30	30	60	
	Semester			Language	
	2			English	
Prerequisites	None				
Intended Learning Outcome	<p>Upon successful completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> • Evaluate the role of human capital • Demonstrate an understanding of different personnel management philosophies • Use and interpret basic human capital measures • Analyze a company's competence portfolio • Project recruitment and selection processes • Interview applicants • Create effective motivation systems • Built assessment criteria and give constructive feedback • Create general human resources strategies according to business goals 				
Content	<ul style="list-style-type: none"> • The role and importance of human capital. • Building competitiveness based on human capital. • Cost-effectiveness of investment in human capital. • Philosophies of personnel management. • Stages of development of the HR function • HR as a business partner • Strategic, political and operational actions in the personnel management • The instruments in HR management: <ul style="list-style-type: none"> – Recruitment and selection. – Employee assessment system. – Wage and non-wage motivators. – Development of employees. – Some aspects of the intangible motivation – Big Data in HRM. • Human resource strategy - types and principles of construction. • Selected aspects of competence management. • Measures in human capital management. • New Technologies and the Future of HRM. 				
Teaching Methods	Interactive lecture, case study scenarios, assigned readings, group-based discussions, class presentations, role playing				

Assessment Method	written exam
Recommended Reading	<p>Required reading:</p> <ul style="list-style-type: none"> • Armstrong, M. & S. Taylor (2014), <i>Armstrong's Handbook of Human Resource Management Practice</i>, London: Kogan Page • Boudreau, J.W., Jesuthasan, R., Watson T. (2011), <i>Transformative HR. How Great Companies Use Evidence-Based Change For Sustainable Advantage</i>, San Francisco: Jossey-Bass <p>Recommended reading:</p> <p>Lundy, O., Cowling, A. (1997), <i>Strategic human resource management</i>, Routledge</p> <p>Ulrich, D., Allen, J., Brockbank, W., Younger, J., Nyman, M. (2009) <i>HR transformation. Building Human Resources from the Outside In</i>, The RBL Institute</p> <p>Cascio, W., Boudreau, J. (...) <i>Investing in People. Financial Impact of Human Resource Initiatives</i>, Person Education</p>
Module Coordinator	Anna Pawłowska
Lecturers	Anna Pawłowska
Version	

Course description

Name of Module	Advanced Financial Management			Course Code	224-05 2
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	2	30	60	90	
	Semester			Language	
	2			English	
Prerequisites	Foundations of Corporate Finance				
Intended Learning Outcome	<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> Assess the financial condition of firms and identify hidden assets and hidden liabilities Identify relationships among operating, investment and financial decisions Identify relevant cash flows that are the effects of economic actions Analyse and describe ventures in terms of cash flow and risk Analyse and describe ventures in terms of cash flow (and cost of capital) from different stakeholders point of view Identify main sources of financial risk Assess a company's value using DCF methods under condition of certainty and uncertainty Analyse and assess the external financial needs to finance particular ventures Analyse and choose the optimal sources of financing in short and long-term, Identify and assess flexibilities using real option approach Analyse financial decisions and its results and prepare yourself to make financial decisions connected with opening new business, understand nature of financial risks and finally understand the basis of financial decisions. Understand impact of the new technologies on financial decisions 				
Content	<p>During the course, we shall revise and develop such concepts as corporate valuation, real option valuation, financing decisions, dividends and repurchases, mergers & acquisitions, corporate restructuring, risk management. Each topic will be illustrated with case studies. The analyses will be made from the perspective of the decision maker or the viewpoint of the analyst. The purpose of the decision will be to create value for the owners. During the course, we will analyze risk factors accompanying the decisions taken. For that end, the real option approach shall be used. Apart from these topics, further attention shall be paid to the global context of the financial and investment decisions taken. We shall also discuss the special problems of applying the general concepts of financial management in emerging markets.</p> <p>Course outline:</p> <ul style="list-style-type: none"> Organization and Functions of Financial Department in TNC Financing Decisions (Capital Structure Decisions, Hybrid Financing, Initial Public Offerings, Cost of Capital, Cost and Capital Budgeting) Distributions to Shareholders: Dividends and Repurchases (Dividends versus Capital Gains, Stock Repurchases, Dividends Policy) Corporate Value and Value-Based Management (Free Cash Flow Valuation and the Cost of Capital, Overview of Corporate Valuation and Value Based Management, Assessment of a Company's Financial Health, Quality of Earnings and Assets) 				

	<ul style="list-style-type: none"> • Working Capital Management • Mergers & Acquisitions, Corporate Restructuring (Reasons for Mergers, Estimating Merger Effects, Cross-Border M&A, Corporate Restructuring) • Technology Company Financing and Valuation • Start up Financing – risk of technological start up, costs of new business, financing start up, income forecasting, valuation of new business • Option Pricing with Application to Real Options (Introduction to Option Pricing Models, Introduction to Real Option, Valuing Real Options, Flexibility and Value)
Teaching Methods	Interactive lecture, class discussion, case analysis
Assessment Method	Written exam, team project work, written assignments
Recommended Reading	<ul style="list-style-type: none"> • Brigham E.F., Daves P.R., <i>Intermediate Financial Management</i>, 12th edition, Thompson-South-Western, Mason 2015. • Koller T., Goedhardt M., Wessels D. <i>Valuation, Measuring and Managing the Value of Companies</i>, 6th edition, Wiley, New York 2015 • Kester W.C., Ruback R.S., Tufano P. <i>Case Problems in Finance</i>, 12th edition, McGraw-Hill 2005. • Eiteman, Stonehill, Moffett, <i>Multinational Business Finance. A Custom Edition</i>. 13th Edition, Pearson 2013 (ESM) • Berk, DeMarzo, <i>Corporate Finance, 3rd Edition</i>, Pearson 2014 (BDM) • Paramasivan, Subramanian, <i>Financial Management, 1st Edition 2009 (PS)</i> • Selected articles from <i>Journal of Applied Corporate Finance</i> and <i>McKinsey on Finance</i>
Module Coordinator	Andrzej Rutkowski, Ph.D.
Lecturers	Andrzej Rutkowski, Ph.D.
Version	1

Module Description

Module name	Global Management Tools				
Module code	224-06				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Dr hab. Witold Chmielarz, Prof. Dr. Felix Miebs				
Status	compulsory		duration	2 terms	
Credit points	7		contact hours p/w entire module	5	
Courses <i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	Form	code	course title	contact hours p/w	credits
	S	1	Management Information Systems (MIS)	2	3
	S	2	Making Decisions with Data (Statistics)	3	4
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	See course descriptions				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course descriptions

Name of Module	Management Information Systems (MIS)			Course Code	224-06 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	2	30 h	60 h	90 h	
	Semester			Language	
	2			English	
Prerequisites	General information about foundations of IT				
Intended Learning Outcome	<p>Upon successful completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of the ways of MIS development • Identify the challenges facing the development of MIS • Analyse the relationship between MIS and organizations • Differentiate between types of demonstrate types of MIS • Assess the possibility of implementation given type of MIS in different organizations • Assess the quality of different kinds of MIS • Interpret the results of MIS evaluation for organizations • Analyse the usefulness of MIS • Understand the methods of MIS evaluation and the differences between them • Identify place and role of MIS in organizations • Demonstrate the functionality of integrated systems – case of IFS Applications 				
Content	<ul style="list-style-type: none"> • Systems definition, the role and place of MIS in organization. • Three ways of management system development: logic architecture complication, functional integration, the extent and form networks. • Digitalization in MIS, • E-commerce state and development. • E-banking and e-payments foundations. • Chosen methods of IT assessment – websites evaluation. • Introduction of the main concepts of effective use of IT in organization, • Enterprise architecture, • IT governance - IT portfolio management, • Technology management – typical concepts. • Analyzing of data inputs to ERP systems on chosen examples (RFID technology). 				
Teaching Methods	Interactive lecture, case study scenarios, MIS presentations, assigned readings, preparation to project realization				
Assessment Method	Written exam (test) and project realization in small teams (preferred multinational)				

Recommended Reading	<ul style="list-style-type: none"> • Turban E., at al.: <i>Information Technology for Management. Transforming Organizations in the Digital Economy</i>, John Wiley and Sons Inc. 6-th ed., 2011, • Laudon K. C., Laudon J. P.: <i>Management Information Systems</i>, Pearson Education Inc., Prentice Hall, NY, 9-th ed. 2010. • Chmielarz W.: <i>Information Technology Project Management</i>, Wydawnictwo Naukowe WZ UW, Dom Wydawniczy Elipsa, Warsaw, 2015, • Chmielarz W.: <i>Selected Problems of IT Development</i>, Wydawnictwo Naukowe WZ UW, Warsaw, 2005, • Stencil J. at al.: <i>CIO Best practises: Enabling Strategic Value with Information Technologies</i>, Wiley and SAS Business Series, 2007, • <i>Customer Data Integration: Reaching a Single Version of the Truth</i>, SAS Institute Inc., 2006.
Module Coordinator	Prof. dr hab. Witold Chmielarz, PhD
Lecturers	Prof. zw. dr hab. Witold Chmielarz, PhD, Oskar Szumski PhD
Version	

Course description

Name of Module	Making Decisions with Data			Course Code	224-06 2
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
4	3	45	75	120	
	Semester			Language	
	1			English	
Prerequisites	Basic knowledge in algebra and analysis				
Intended Learning Outcome	By the end of this module, students are able to draw data-based inferences in order to evaluate business and economic-related research questions. Students have by the end of the module an adequate understanding of the necessary statistical tools and know how to apply these tools for quantitatively analyzing current real-world situations and deriving recommendations for action. The covered tools represent the core concepts of business and predictive analytics and lay the foundation for the analysis of big data. The acquired methodical and technical skills are prerequisites for empirical research in the curriculum (such as the research paper for this course and the final thesis) as well as for data-based decision-making in a management environment.				
Content	<ul style="list-style-type: none"> • Probability calculus • Probability and sampling distributions • Confidence intervals • Hypothesis testing • Simple linear regression 				
Teaching Methods	Interactive lectures, tutorials				
Assessment Method	Exams				
Recommended Reading	David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams, J. Freeman, E. Shoemith: "Statistics for Business and Economics", 3rd ed., Cengage Learning EMEA, 2014.				
Module Coordinator	Prof. Dr. Felix Miebs				
Lecturers	Prof. Dr. Felix Miebs				
Version	1				

Module Description

Module name	Global Management Methods				
Module code	227-07				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Dr. Prof. Youngtae Choi, Prof. Dr. Crystal Owen				
Status	compulsory		duration	2 terms	
Credit points	7		contact hours p/w entire module	5	
Courses <i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	Form	code	course title	contact hours p/w	credits
	S	1	International Marketing	2	3
	S	2	Advanced Business Policy	3	4
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	See course descriptions				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course description

Name of Module	International Marketing			Course Code	224-07 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	2	30	60	90	
	Semester			Language	
	4			English	
Prerequisites					
Intended Learning Outcome	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> Identify and analyze global marketing opportunities and apply marketing concepts to a wide range of international business marketing and different cultural situations. Appraise and develop practical marketing decision-making skills to be successful in conducting business in culturally different international markets. Demonstrate the mastery of the nature and scope, as well as the practice, of a topic(s) and/or set of international marketing concepts covered in class. Apply emerging technologies such as AI (artificial intelligence) and social media to culturally different international marketing situations. 				
Content	<p>This course is an in-depth study and analysis of the role of marketing in international trade. This course requires students to focus on the functions of global marketing and the construction of global marketing strategies. Further, students will utilize marketing concepts and tools including artificial intelligence, digital and social media marketing, case studies and theories learned in class to develop a marketing plan as a group project in a culturally different international marketing environment.</p>				
Teaching Methods	Interactive lectures (seminar), in-class case studies, and group project.				
Assessment Method	Exams, case studies, group project, and group presentation				
Recommended Reading	<ul style="list-style-type: none"> Textbook: Warren J. Keegan and Mark C. Green (2017): Global Marketing 9th edition, Prentice Hall Lecture Notes (PPTs) and Articles on Canva. Additional articles (Harvard Business Review, Sloan Management Review, and McKinsey & Company) or materials (e.g., websites and YouTube) will be posted on Canvas. 				
Module Coordinator	Dr. Prof. Youngtae Choi				
Lecturers	Dr. Prof. Youngtae Choi				
Version	1				

Course description

Name of Module	Advanced Business Policy			Course Code	224-07 2
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
4	3	45	75	120	
	Semester			Language	
	4			English	
Prerequisites	Last semester of MBA coursework and 3.0 GPA in program of study				
Intended Learning Outcome	<p>By the end of this course the student should be able to:</p> <ol style="list-style-type: none"> 1. Evaluate alternative business strategies. 2. Recognize and evaluate the impact of ethical, social, and diversity issues on business decisions. 3. Develop and assess integrated technology solutions to improve key business function performance. 4. Assess the impact of global economic environments on business decisions and strategies. 5. Apply individual critical thinking and team management skills to solve business problems across multiple business functions. 				
Content	<p><i>Description:</i> Advanced Strategic Management (ASM) is the Capstone course of the MBA program. This course requires the student to assimilate and integrate the knowledge acquired from the functional disciplines through application utilizing a strategic framework. Further, students utilize various models and theories of firm structure and performance to understand how to evaluate, allocate, and deploy the various resources that an enterprise controls in order to develop and achieve integrated strategic objectives.</p> <p>Strategic management is defined by the question of <i>'Why are some companies successful while others fail?'</i> The course builds on and integrates the functional core area courses (accounting, finance, IT management, marketing, operations management, organizational behavior) to understand how firms <i>gain and sustain a competitive advantage</i>. Successful completion of this course enables you to view an organization from a strategic perspective as a general manager/executive and help it to gain and sustain a competitive advantage.</p>				
Teaching Methods	Interactive lectures (seminar), Group Project, Individual Project, in class case studies.				
Assessment Method	Exams, cases, papers				
Recommended Reading	<p>Strategic Management 4e by Frank T. Rothaermel Connect Access Card with eBook Access: 9781260141825 Loose Leaf Print Option: 9781260141863 NEW Rental option for Hardbound Textbook: 9781259927621</p>				
Module Coordinator	Dr. Tobias Huning				
Lecturers	Dr. Tobias Huning				
Version	1				

Module Description

Module name	Applied Intercultural Communication: China				
Module code	224-08				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Dr. Wenxue, Jiang, Prof. Dr. Qi Zhang, Prof. Dr. Boying Fu Prof. Dr. Chunfang, Guan, Prof. Dr. Xiaoyan, Yu, Prof. Dr. Yi, Qu, Prof. Dr. Sajal Kabiraj, Dr. Yan Liu				
Status	compulsory		duration	1 term	
Credit points	6		contact hours p/w entire module	6	
Courses <i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	Form	code	course title	contact hours p/w	credits
	L/T	1	Business Environment: China	3	3
	L/T	2	Applied Intercultural Communication: China	3	3
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	See course descriptions				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course description

Name of Module	Business Environment: China			Course Code	224-08 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	3	45	45	90	
	Semester			Language	
	3			English	
Prerequisites	Prerequisites: Basic knowledge in international economics and finance, Reasonably good level of English language proficiency Co-requisites: Attendance, participation, and actual field activities				
Intended Learning Outcome	<p>The main aim is to provide insights into China's international trade and financial policy, and how they affect the world.</p> <p>Module 1: Introduction to China's Foreign Trade System By the end of this lesson, students will be acquainted with China's foreign trade including the development of China's foreign trade, cross-border E-commerce in China, China's position in trade-related regulations, China's role in global economic governance, China's trade strategy, the effect of China's foreign trade to the world, etc.</p> <p>Module 2: Introduction to China's Financial System This module tries to provide a comprehensive review of China's financial system (banking sector, security market and insurance sector), and explore directions of future development. This module will discuss issues related to the further development of China's stock market and other financial markets. Monetary policies will also be introduced and illustrated in the course. With the discussion of Chinese financial market, financial institutions, monetary policy, etc., this lesson provides students with financial cognition and perspective, comprehensive understanding of financial theories and practical financial transaction, basic approaches of financial analysis, ability of realize financial theories and solving financial problems in practice. By the end of this course, students will be able to have a general idea of Chinese financial system, familiar with the effects of Chinese economic reforms, and encouraged to do some comparison with Chinese financial system and their own countries/regions in perspective.</p>				

Content	<p>Module 1: Introduction to China's Foreign Trade System</p> <ol style="list-style-type: none"> 1. The development of China's foreign trade <ul style="list-style-type: none"> – Development of China's trade volume – China's trade flow and trade in valued-added – China's trade partners – China's trade balance – China's trade products – China's trade and economic growth 2. Cross-border E-commerce in China <ul style="list-style-type: none"> – B2B – B2C and C2C – One Belt One Road Initiative 3. Trade-related regulations: China and the world <ul style="list-style-type: none"> – Anti-dumping and countervailing duties – TBT and environment protection – Intellectual properties – Labor standards – State-owned enterprises – Government procurement 4. China and global economic governance <ul style="list-style-type: none"> – China and multilateral trading systems – China and regional trading arrangements – Other forum such as APEC, G20, etc. – 5.China's Trade Strategy – Import substitution or export substitution – Building a new open economic system – The Belt and Road initiative 6. China and the world: Opportunity or Threat 7. Case Study about the Chinese International Trade and Financial System <ul style="list-style-type: none"> – The Financial Investment Environment of China – Chinese Banking System – Chinese Stock Market – Chinese Security Investment System 8. Harvard Business School Case Studies of Alibaba, Tencent (Wechat), Didi v/s Uber in China, ICBC, Huawei, Chinese Investments in Africa. <p>Module 2: Introduction to China's Financial System</p> <ol style="list-style-type: none"> 1. An introduction of China's banking sector 2. An introduction of China's bond market 3. An introduction of China's stock market 4. An introduction of China's insurance market 5. A reform of China's interest rate system 6. An introduction of China's monetary policy 7. A reform of China's foreign exchange system
Teaching Methods	Interactive lectures, group discussions, case study and analysis
Assessment Method	Examination (70%), Presentation & Essay (30%)

Recommended Reading	<ul style="list-style-type: none"> • Richard Herd, Charles Pigott and Sam Hill: "China's Financial Sector Reforms", Economics Department Working Papers No. 747, Feb. 2010 • Wang Guo-gang: "The Overall Framework and Policy Options for the Reform of China's Financial System", China Social Sciences Press, 2015 • Wang Xu: "RMB Exchange Rate System and the Financial Security of China", China Economic Press, 2011 • Recommended Periodicals and Newspapers: Bloomberg Newsweek, Financial Times Asia, China Daily, the Economist • Recommended Academic Journals: Harvard Business Review, International Business Review, California Management Review, The Economist, Sloan Management Review • Recommended Websites: Alibaba.com, taobao.com, ebay.com, flipkart.com, amazon.com, priceline.com
Module Coordinator	Prof. Dr. Sajal Kabiraj
Lecturers	Prof. Dr. Sajal Kabiraj, Dr. Yan Liu
Version	2

Course description

Name of Module	Applied Intercultural Communication: China (1)			Course Code	224-08 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3		45	75	120	
	Semester			Language	
				English	
Prerequisites	The students need to be efficient in the English language and have learned the course of Intercultural Communication.				
Intended Learning Outcome	<p>Upon successful completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> • Familiar with Chinese phonetic system. • Develop about 100 new words and phrases. • Communicate at an elementary level in Chinese language. • Articulate about 10 language points. • Demonstrate a better understanding of China and its people. • Be more familiar with the historical facts of China and major events in the long history of China. • Demonstrate a deeper understanding of Chinese cultural elements. • Demonstrate a deep understanding of the beliefs, customs and habits of the Chinese people. • Be more culturally sensitive in the context of China. • Be more competent to communicate successfully and effectively with people of a Chinese cultural background. • Adapt easily to the Chinese environment. • Be both culturally sensitive and linguistically competent. • Analyze the similarities and differences between different cultures. • Communicate more successfully and effectively in a cross-cultural context. • Understand China's digital transformation and its implications to Chinese society and business environment 				
Content	<ol style="list-style-type: none"> 1. Fundamental Communicative Chinese <ul style="list-style-type: none"> – Chinese phonetics: Pinyin – Brief introduction of Chinese character and some simple strokes of Chinese character. – Greeting & Self-introduction. – Expressing Date & Time. – Asking for directions. – Shopping & Ordering food 2. History of China <ul style="list-style-type: none"> – The slave society – The Period of Feudal Society – Modern China 3. Chinese Culture <ul style="list-style-type: none"> – Beijing Opera and Other Local Operas – Chinese Paintings – Chinese Calligraphy – Chinese Gardening – Chinese Festivals – The Famous Ancient Constructions – Ancient Cities and Historical Sites 				

	<ul style="list-style-type: none"> – Chinese Architecture – Chinese Folk Performance and Entertainment – Chinese Handicraft – The Four Treasures of Study – Sacred Mountains in China – The Wine Culture in China – The Tea Culture in China – The Food Culture in China – Chinese Wushu or Martial Arts – Chinese Folk Sports – Chinese Zodiac – Chinese Myths – Chinese Fables – Chinese Folklores – Eminent Personnel in the History of Chinese Culture (in Ancient Times) – Eminent Personnel in the History of Chinese Culture (in Modern Times) – Chinese Names – Famous Chinese Literary Works – Religions in China – Famous Scenic Spots in China – Modern Chinese Spots – The Digital Culture in China
Teaching Methods	Lectures, presentations and group discussions with an emphasis on practical, participative and interactive work
Assessment Method	Journal(10%), Presentations(20%), Oral tests(20%), Examination(50%)
Recommended Reading	<ul style="list-style-type: none"> • Li Yining (2010). <i>Economic Reform and Development—the Chinese Way</i>. Beijing: Foreign language Teaching and Research Press. • Yang Min, Wang Keqi and Wang Hengzhan (2006), <i>Chinese Culture: An Introduction</i>, Beijing: Higher Education Press. • Ye Lang and Zhu Liangzhi (2011), <i>Insights into Chinese Culture</i> Beijing: Foreign language Teaching and Research Press. • Zhang Ciyun (2015). <i>Ancient Chinese Who Left Their Marks on History</i>. Shangai: Shanghai Translation Publishing House • <i>Experiencing Chinese: Elementary Chinese</i>, by Hanban, Higher Education Press, 2007, Beijing, China. • <i>China's Digital Transformation: The Internet's Impact on Productivity and Growth</i>, MaKinsey Gload Institue (2014) At: https://www.mckinsey.com/~media/McKinsey/Industries/High%20Tech/Our%20Insights/Chinas%20digital%20transformation/MGI%20China%20digital%20Full%20report.ashx
Module Coordinator	Associated Prof. Chunfang Guan
Lecturers	Han Chunmei
Version	1

Course description

Name of Module	Applied Intercultural Communication (2) Fundamental Communicative Chinese			Course Code
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)
3	3	15	15	30
	Semester			Language
	1			English & Chinese
Prerequisites	Basic knowledge of English grammatical terms			
Intended Learning Outcome	<p>Mandarin Chinese is the most widely spoken language today and is spoken by over one billion people worldwide. "Fundamental Communicative Chinese" is designed to help students with little or no background in the subject to acquire survival fluency in spoken Mandarin. Learning this language as an important route into commerce, politics or international relations and opens up a much broader world and a rich cultural heritage. The course aims to introduce students to the complex historical and cultural background of China within the context of language teaching.</p> <p>Upon completion of this module students will be able to:</p> <p><u>Reading</u></p> <ul style="list-style-type: none"> Understand a set of basic notices, instructions or information in Pin-yin as well as some 150 Chinese characters / phrases. Develop a basic understanding and an appreciation of the salient linguistic features; <p><u>Listening/Speaking</u></p> <ul style="list-style-type: none"> Understand basic instructions or take part in a basic factual conversation on a predictable topic. <p><u>Writing</u></p> <ul style="list-style-type: none"> Complete basic forms, and write notes including times, dates and places. Be proficient in the use of Chinese digital dictionaries. Be equipped with basic skills to succeed in a digital life and develop familiarity with essential Chinese Apps & online sources. 			
Content	<ul style="list-style-type: none"> Chinese phonetics: Pinyin Counting 1-10 Greeting & Self-introduction. Expressing Date & Time. Asking directions (incl. use of online map services) & residence. Shopping & Ordering food Chinese digital payment and communication systems "Alipay" and "Wechat" and its use in daily life (New Media focus). 			
Teaching Methods	<ul style="list-style-type: none"> Direct-vision method Communicative method Situational teaching method Task-based teaching method Discussion and feedback via social media systems 			
Assessment Method	Presentations and Oral tests			

Recommended Reading	体验汉语-基础教程 Experiencing Chinese: Elementary Chinese, by Hanban, Higher Education Press, 2007, Beijing, China
Module Coordinator	Associated Prof. Chunfang Guan
Lecturers	Lecturer Han Chunmei
Version	1

Module Description

Module name	Global Business Strategies				
Module code	224-09				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Dr. Zongyang Sun, Dr. Prof. Dag Naslund				
Status	compulsory		duration	2 terms	
Credit points	8		contact hours p/w entire module	6	
Courses <i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	Form	code	course title	contact hours p/w	credits
	L/T	1	International Finance	3	4
	S	2	Modelling and Management of Operations	3	4
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	See course descriptions				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course description

Name of Module	International Finance			Course Code	224-09 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
4	3	45	75	120	
	Semester			Language	
	3			English	
Prerequisites	Introductory Macroeconomics, Corporate Finance, Introductory Econometrics				
Intended Learning Outcome	<p>Upon successful completion of this course students will be able to:</p> <ul style="list-style-type: none"> • Familiarize themselves with the international financial environment; • Know about the exchange rate behavior; • Master the technique of exchange rate forecast; • Be able to measure exchange rate fluctuations and manage exchange rate risks; • Gain an understanding of macroeconomic policy related to exchange rates; • Understand the function of currency derivatives; • Understand how to conduct international capital budgeting and financing decisions; • Enhance research ability in international finance issues; 				
Content	<ul style="list-style-type: none"> • International Flow of Funds and International Financial Markets • Exchange Rate Determination • Currency Derivatives • Governmental Influence on Exchange Rates • International Arbitrage & Interest Rate Parity • Relationships between Inflation, Interest Rates, and Exchange Rates • Forecasting Exchange Rates • Measuring Exposure to Exchange Rate Fluctuations • Foreign Direct Investment • Multinational Capital Budgeting • Current Issues of International Finance 				
Teaching Methods	Interactive lectures, seminars				
Assessment Method	Presentation, Final Exam				
Recommended Reading	Madura, Jeff (2014) <i>International Financial Management</i> , 11th Edition, Cengage Learning.				
Module Coordinator	Dr. Zongyang Sun				
Lecturers	Dr. Zongyang Sun				
Version	1				

Course description

Name of Module	Modeling and Management of Operations			Course Code	224-09 2
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
4	3	45	75	120	
	Semester			Language	
	4			English	
Prerequisites					
Intended Learning Outcome	<p>Upon successful completion of this course, students will be able to understand and describe key concepts and issues in Operations and Process/Supply Chain Management. The class is concerned with organizations' activities in the creation and distribution of products, and the provision of services to customers.</p> <p>The course focuses on the application of modelling techniques with software tools (MS Excel), which enables students to analyze large quantities of data resulting from the increasing digitalization of supply chains.</p> <p>In particular, students will be able to:</p> <ul style="list-style-type: none"> • Identify and analyse situations where quantitative techniques can be applied • Use linear programming models that optimize various resource allocation problems • Apply planning and control functions (e.g., forecasting, inventory management, quality management) related to production and distribution processes 				
Content	<p>This course provides an overview of methods and tools for planning and controlling the production and distribution of goods and services. The course includes an introduction to modeling techniques that are useful for allocating resources as well as evaluating and improving organizational processes and decisions across the firm. Managers in both manufacturing and service organizations need to understand these topics in order to increase firm value by reducing costs and required assets while maintaining or increasing output, quality, and customer service. The course includes an introduction to techniques that are useful for addressing problems in production and distribution, as well as problems in finance, marketing, and other areas of management.</p>				
Teaching Methods	The course will be conducted by a combination of lectures, online lessons, case discussions, and exams.				
Assessment Method	Written exams, homework, online assignments, discussion board posts and in-class participation.				
Recommended Reading	Course materials are available on Canvas (http://canvas.unf.edu) and MyEducator (https://www.myeducator.com).				
Module Coordinator	Dr. Nathan Kunz				
Lecturers	Dr. Nathan Kunz				
Version	1				

Module Description

Module name	Applied Intercultural Communication: USA				
Module code	224-10				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Dr. Paul Fadil and Prof. Dr. Andres Gallo				
Status	compulsory		duration	1 term	
Credit points	6		contact hours p/w entire module	6	
Courses <i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	Form	code	course title	contact hours p/w	credits
	S	1	Business Environment: USA	3	3
	S	2	Applied Intercultural Communication: United States	3	3
Learning Outcomes	See course descriptions				
Contents	See course descriptions				
Prerequisites	See course descriptions				
Additional requirements					
Requirements for performance assessment	See course descriptions				
Further Comments					

Course description

Name of Module	Business Environment: United States			Course Code	224-10 1
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	3	45	45	90	
	Semester			Language	
	4			English	
Prerequisites	Enrollment in the Global MBA Program or permission of the instructor.				
Intended Learning Outcome	<p>Upon successful completion of this course, the student will be able to :</p> <ol style="list-style-type: none"> 1. Describe the general business environment in the United States. 2. Compare and contrast the specific environments faced by several business and nonprofit organizations in the United States. 3. Compare and contrast the factors that continue to influence diverse practices of business and nonprofit organizations in the United States. 4. Describe the changing relative economic power of the United States and the implications for future business relationships. 5. Describe his or her reflections on business and culture as experienced in the GlobalMBA program. 6. Demonstrate the ability to research and analyze business and nonprofit organizations and present that research in a concise engaging format. 7. Become familiar with business and nonprofit organizational practices in the United States by completing the STAR program offered by the Coggin College and participating in the GlobalMBA service project. 				
Content	<p>In this course the core content is focused on the environments and practices of business firms and nonprofit organizations in the United States. The main activity of the course will be to compare and contrast the business environments and practices of firms located in the northeast section of Florida. Each student will develop a set of eight points of keen interest around which he/she will examine business materials obtained from (1) on line sources and visits to the firms' physical operations and discussions with executives of these firms and (2) discussions with community representatives of business support organizations.</p>				
Teaching Methods	Interactive lectures (seminar), company visits including executive talks with representatives from selected German companies				
Assessment Method	Papers, presentations, attendance, research reports, workshops.				
Recommended Reading	<ul style="list-style-type: none"> • Serwer, Andy (ed.) American Enterprise: A History of Business in America. Washington, D.C.: Smithsonian Institution, 2015. ISBN: 978-1-58834-496-0 • WebPages for all "Business Visit" firms. • Items provided in "Course Documents" on the blackboard ("Bb") site for the course https://blackboard.unf.edu/ 				
Module Coordinator	Prof. Dr. Andres Gallo				
Lecturers	Prof. Dr. Andres Gallo				
Version	1				

Course description

Name of Module	Applied Intercultural Communication: United States			Course Code	224-10 2
Credit Points	SWS	Attendance (h)	Self study (h)	Total workload (h)	
3	3	45	45	90	
	Semester			Language	
	4			English	
Prerequisites	Graduate standing in the Coggin College of Business				
Intended Learning Outcome	<p>Upon successful completion of the course, the student will be able to:</p> <ol style="list-style-type: none"> 1. Understand and explain the concepts of U.S. business management history, culture, communication, start-up procedures and planning, motivation, leadership and human resource management practices. 2. Understand relationships among the concepts of U.S. business management history, culture, communication, start-up procedures and planning, motivation, leadership and human resource management practices. 3. Understand and be able to apply the four frame taxonomy of U.S. business systems. 4. Apply the knowledge and understandings acquired in objectives one and two to the development of a complete plan for the start-up of a business enterprise to be located in the U.S. 5. Synthesize conclusions drawn from the development of a complete plan for the start-up of a business enterprise to be located in the U.S. utilizing digital recommendations for specific improvements in the value of the firm for its stakeholders. 6. Demonstrate skill in verbal, written and electronic communication of the activities involved in the development, and the assessments that result from a complete plan for the start-up of a business enterprise to be located in the U.S. 7. Think imaginatively and critically about how digitalization and social media can be developed and act as a driver of the strategy of a start-up business enterprise in the U.S. 				
Content	<p>The content of this course is based upon those principles of business development and management which have been especially prominent in the United States. The core materials of the course focus on development of a complete plan for the start-up of a business enterprise to be located in the U.S. Special emphasis is given to human resource, cultural and communication principles which underlie business development and management practices in the U.S. In general the ultimate purpose of such principles is to achieve goals and enhance the value of the business to relevant stakeholders. As the University Catalog indicates, this course investigates the link between U.S. culture and U.S. business practices with a focus on communication issues. Foundations of U.S. business culture, based upon national cultural orientations and their impact on organizational cultures are explored along with structural variables; cultural contrasts among business practices of U.S. organizations and business practices of organizations from other countries are also analyzed. The general purpose of the course, then, is to provide the student with a thorough understanding, and opportunities to apply, principles of business management especially as they relate to the management and development of business activities in the U.S. This is not a course in which conventional management wisdom is packaged into either-or and right-wrong categories; rather it is a course in which there will be</p>				

	<p>very few "right" answers, easy solutions or clear-cut examples. Hence the course will help develop informed, imaginative and critical thinking about the development and management of successful business enterprises in the U.S. with special attention given to human resource, cultural and communication issues. An equally important specific purpose will be to facilitate the development of oral, written and electronic skills for the reporting of organizational analyses -- important skills for organizational managers and leaders. The course format involves not only lecture and presentations by the instructor but also active participation by the student. This active role includes preparing, and being willing to discuss in class, an outside project, participation in approximately fifteen unannounced class exercises and taking two noncumulative exams.</p>
Teaching Methods	Interactive lectures (seminar), company visits including executive talks with representatives from selected US companies
Assessment Method	Papers, presentations, attendance, research reports, workshops.
Recommended Reading	<ul style="list-style-type: none"> • Bolman, Lee G. and Terrence E. Deal Reframing Organizations: Artistry, Choice and Leadership. 5th Edition. Jossey-Bass, 2013. ISBN: 978-1-118-57333-4 • See Course Documents listed on the Course Schedule below ("Bb Document") and provided on the blackboard ("Bb") site for the course https://blackboard.unf.edu/
Module Coordinator	Prof. Dr. Paul Fadil
Lecturers	Prof. Dr. Paul Fadil
Version	1

Module Description

Module name	Master Thesis				
Module code	224-11				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Dr. Harald Sander				
Status	compulsory		duration	term	
Credit points	20		contact hours p/w entire module	1 term	
Courses <i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	Form	code	course title	contact hours p/w	credits
Learning Outcomes	Students are able to an in-depth and thoughtful investigation of developments in and strategies of major global industries that is properly-grounded in academic methodology. Moreover, they demonstrate that they are able to function effectively over time in an internationally diverse team.				
Contents					
Prerequisites					
Additional requirements					
Requirements for performance assessment					
Further Comments					