

Syllabus

MA „International Management and Intercultural Communication“ (Global MBA)

Course: Intercultural Communication (+ Intercultural Training)

Lecturer: Prof. Elke Schuch

ECTS Credits: 4

Contact Hours: 3 per week

Prerequisites: Workshop “ Intercultural Basics”

Type: 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. Regular classroom attendance and active participation is required.

Course Description: 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.

Objectives: Upon successful completion of this course, the student will be able to:

- 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

Course Outline:

- 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 and culture-specific advertising

Syllabus

MA „International Management and Intercultural Communication“ (Global MBA)

Course:	Business Environment: Germany
Lecturer:	Prof. Ragna Seider-de Alwis
ECTS Credits:	3
Contact Hours:	3 per week
Prerequisites:	Microeconomics, Macroeconomics (see list of textbooks)
Type:	Interactive lecture, company visits, executive talks from German companies, homework assignments and seminar presentations

Course Description: 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 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.

Objectives: The students should gain a thorough understanding of the business environment in Germany and its impact on company operations, strategies and performance. Upon successful completion of the course, the student will:

- understand the major elements and factors of the German business environment as well as its impact on companies and company strategies,
- have a clear knowledge of German industries and or companies
- be able to perform an in-depth company and market analysis of a company's business environment

Course Outline:

- Main facts and background information of the German business environment
- Why is Germany so successful in exporting
- SME's : Germany's economic backbone
- International competitiveness
- Major industries in Germany
- How to research the business environment in Germany
- Company visits:
 - Evonik (Essen) – (speciality chemicals business)
 - DHL / Deutsche Post (logistics)
 - TÜV Rheinland (Mobility)

Syllabus

MA „International Management and Intercultural Communication“ (Global MBA)

Course: Applied Intercultural Communication: Germany

Lecturer: Prof Ute-Barbara Schilly, Prof. Dr. Elke Schuch

ECTS Credits: 3

Contact Hours: 2 per week

Prerequisites: None

Type: Interactive Lecture

Course Description:

- Spotlights on German History
- German Cultural Standards
- German Society Today

Objectives:

- Understanding German cultural standards
- Understanding the historical experience of Germany
- Being able to move with confidence in a German environment

Course Outline: The approach is a mixture of lectures, intensive group work, and student's presentations of projects (Group Quests outside the classroom). The course includes an excursion to the "House of History" (Haus der Geschichte: <https://www.hdg.de/>) in Bonn as well as to Deutsche Welle Broadcast (<https://www.dw.com>) with English speaking guides.

Textbooks:

A reading list and handouts will be ready for download on the learning platform.

Syllabus

MA „International Management and Intercultural Communication“ (Global MBA)

Course:	Global Economics (+ Thesis Seminar)
Lecturer:	Prof. Harald Sander
ECTS Credits:	5
Contact Hours:	4 per week
Prerequisites:	Microeconomics, Macroeconomics (see list of textbooks)
Type:	Interactive lecture (1 st part) and seminar (2 nd part), homework assignments, seminar presentations, and discussions

Course Description: This course is designed to give the participants a detailed and thorough understanding of the global business environment, organisation are confronted with in the 21st century. The major driving forces of globalization and regionalization in the global economy are analyzed and their impact on nations, organization and people is discussed. In particular, the course offers an in-depth inquiry of the determinant and consequences of international trade and investment and the role of national and international trade policies. On the base of this acquired knowledge, participants will analyze how globalization of trade and investment affects competitive advantages and strategies of major global industries in practice.

Objectives: The students should gain a thorough understanding of the globalization of production, trade and investments and its impact on company operations and performance.

Upon successful completion of the course, the student will be able to:

- Understand the major driving forces of globalization and its impact on people, organizations and countries.
- Able to assess the impact of national and international trade policies and its impact on company strategy and performance.
- Perform in-depth analysis of global business strategies of major international industries.

Course Outline: 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. The discussed topics include:

- Globalization and regionalization of production, trade and investment.
- Determinants and effects of international trade
- Trade policies in industrial and developing countries
- The multilateral trading system and the World Trade Organization (WTO)
- Regional integration
- Determinants and effects of foreign direct investments
- Globalization and regional production networks

In the second part of the course participants are required to prepare and present assigned industry case studies. In particular, participants will have to work in multi-country teams on how globalization of trade and investment have impacted on competitive advantages of major global industries and how these developments have shaped the internationalization strategies of these industries. The teams are expected to perform as 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.

Syllabus

MA „International Management and Intercultural Communication“ (Global MBA)

Course:	International Management Accounting
Lecturer:	Prof. Ridwan D. Rusli
ECTS Credits:	4
Contact Hours:	3 per week
Prerequisites:	Financial and cost accounting (see list of textbooks)
Type:	Interactive lectures, 3 individual and 1 group Case Study, class discussions, group presentations.

Course Description: Business students need for their professional life good knowledge in management accounting - no matter what main focus (marketing, finance, operations, logistics, ...) they have chosen in their studies. Students will therefore be given an introduction to the fundamentals of modern management accounting, or in other words in planning and control. Four Case Studies will expose students to the practice of international management accounting, particularly in relation to decisions about costing and production; budgeting, transfer prices and performance measurement; financial and investment analysis; organic vs. M&A growth strategy.

Objectives: Students should gain a thorough understanding of management accounting practices and problems in multinational organizations. The goal is to help students acquire the basic skills to:

- Analyze, benchmark and develop international company-, division- (business unit-) and product-level revenue, cost, P&L and B/S as well as cash flow and valuation information; which will enable them to
- Derive, formulate and implement multinational company decisions about international product-, business unit- and corporate strategies as well as business plans, budgets, investments, mergers & acquisitions and financings.

Course Outline:

- Part 1: Cost, overhead and volume decision making (Bowhill Ch. 1-3, 5-6)
 - Case 1 on International Costing, Overhead and Production Decisions;
- Part 2: Budgeting, standard costing and variances, transfer prices (Bowhill Ch. 7-10),
 - Case 2 on Multinational Company Budgeting and Transfer Prices;
- Part 3: Strategy and business plan (Bowhill Ch. 11, 13-18),
 - Case 3 on International Financial Analysis and Ratios;
- Part 4: Corporate finance (Bowhill Ch. 4, 12, 21),
 - Group Case 4 on Multinational Company Strategy, Business Plan and Acquisition Financing.

This class will be taught as a seminar in an interactive fashion with the instructor serving as a facilitator for student discussion of the various issues raised (planning and control, managerial decision making, international issues).

Syllabus

MA „International Management and Intercultural Communication“ (Global MBA)

Course: Making Decisions with Data (Statistics)

Lecturer: Prof. Felix Miebs

ECTS Credits: 4

Contact Hours: 3 per week

Prerequisites:

- Basic knowledge in algebra and analysis (as covered in Earl W. Swokowski, Jeffrey A. Cole: "Algebra and Trigonometry with Analytic Geometry", 13th ed., South-Western Cengage Learning, 2011)
- Basic knowledge of descriptive statistics (as covered in Anderson, Sweeney, Williams, Freeman, and Shoemith chapters 1-3)

Type: Interactive lecture and case studies

Course Description: The relevance of data analysis and data-driven decisions increases with the digitalization of the economy. This module provides students with the building blocks to analyze data and to derive data-driven decisions such that students will participate effectively on the ongoing digitalization.

Objectives: Students acquire the methodical and technical skills to describe and explore data as well as to draw data-based inferences by applying statistical methods. By the end of the module, students will be able to derive independently data-driven answers to business and economic-related questions as they appear in a research or management environment.

Course Outline: The first part of the module is devoted to probabilistic foundations of statistics with direct applications to real-world situations. The covered topics include:

- Probability calculus
- Probability distributions
- Sampling
- Hypothesis testing

The second part of the module focuses on linear regression, which serves as a major tool for the data-driven evaluation of business and economic-related questions and management decisions. The covered topics include:

- Simple linear regression
- Multiple regression
- Residual Analysis
- Dummy variables

The final grade consists of a mid-term exam (multiple choice) and a 90-minute, computer-based final written exam, using specialist statistics software. The mid-term exam will account for 40% and the final exam for 60% of the final grade

Suggested Text:

- David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, J. Freeman, and E. Shoemith: "Statistics for Business and Economics", 3rd ed., Cengage Learning EMEA, 2014.
- Damodar Gujarati: "Econometrics by Example", 2nd ed., Palgrave, 2014.