

Degree course
"Europäisches Management"
Master of Arts

Programme description



As of September 2023

For the academic year 2023/24

Europäisches Management - Matrix - Full time	4
Europäisches Management - Matrix - Part time	6
1. Semester	8
<i>Compulsory modules</i>	8
Project Management in Europe	8
European Public Policy	11
Research Methods and Academic Writing	13
<i>Elective modules</i>	16
European Identities I (Spanish)	16
European Identities I (French)	19
European Identities I (English)	22
<i>Specialization modules</i>	25
International Financial Management I	25
International Human Resources Management I	28
International Marketing Management I	31
2. Semester	34
<i>Compulsory modules</i>	34
International Business Project I	34
Negotiations and Conflict Management	36
European Economic Policy	39
<i>Elective modules</i>	42
European Identities II (Spanish)	42
European Identities II (French)	45
European Identities II (English)	48
<i>Specialization modules</i>	50
International Financial Management II	50
International Human Resources Management II	52
International Marketing Management II	55

3. Semester	58
<hr/>	
<i>Elective modules</i>	58
International Business Project II	58
International Business Law	60
European Labour Law	64
International Commercial Mediation	67
International Trade and Investment	70
Introduction to the German Economy	73
Entrepreneurship and Business Plan	76
Global Challenges of the 21st Century from a European Perspective	79
Intercultural communication in a multilingual context	82
<hr/>	
<i>Specialization modules</i>	85
International Financial Management III	85
International Human Resources Management III	88
International Marketing Management III	90
<hr/>	
4. Semester	93
<hr/>	
<i>Compulsory modules</i>	93
Master's Thesis	93
Master's Thesis defense	95
<hr/>	

Europäisches Management - Matrix - Full time

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
International Business 1 - Specialization									
International Financial Management I	SMP	1	5	2	2	0	0	0	4
International Financial Management II	FMP	2	5	2	2	0	0	0	4
International Financial Management III	SMP	3	5	2	2	0	0	0	4
International Business 2 - Specialization									
International Human Resources Management I	FMP	1	5	2	2	0	0	0	4
International Human Resources Management II	KMP	2	5	2	2	0	0	0	4
International Human Resources Management III	KMP	3	5	2	2	0	0	0	4
International Business 3 - Specialization									
International Marketing Management I	FMP	1	5	2	2	0	0	0	4
International Marketing Management II	SMP	2	5	2	2	0	0	0	4
International Marketing Management III	SMP	3	5	2	2	0	0	0	4
International Business Project I - Compulsory									
International Business Project I	SMP	2	5	0	0	0	4	0	4
International Business Project II - Elective									
International Business Project II	SMP	3	5	0	0	0	4	0	4
General Management Competences - Compulsory									
Project Management in Europe	SMP	1	5	2	2	0	0	0	4
Negotiations and Conflict Management	SMP	2	5	2	2	0	0	0	4
European Competences - Compulsory									
European Public Policy	FMP	1	5	2	2	0	0	0	4
European Economic Policy	FMP	2	5	2	2	0	0	0	4
European Identities I - Elective									
European Identities I (Spanish)	SMP	1	5	2	2	0	0	0	4
European Identities I (French)	SMP	1	5	2	2	0	0	0	4
European Identities I (English)	SMP	1	5	2	2	0	0	0	4
European Identities II - Elective									
European Identities II (Spanish)	SMP	2	5	2	2	0	0	0	4
European Identities II (French)	SMP	2	5	2	2	0	0	0	4
European Identities II (English)	SMP	2	5	2	2	0	0	0	4

Europäisches Management - Matrix - Full time

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
Research Methods and Academic Writing - Compulsory									
Research Methods and Academic Writing	SMP	1	5	2	2	0	0	0	4

Elective Modules I, II und III - Elective									
International Business Law	FMP	3	5	2	2	0	0	0	4
European Labour Law	FMP	3	5	2	2	0	0	0	4
International Commercial Mediation	SMP	3	5	2	2	0	0	0	4
International Trade and Investment	SMP	3	5	2	2	0	0	0	4
Introduction to the German Economy	SMP	3	5	2	2	0	0	0	4
Entrepreneurship and Business Plan	SMP	3	5	2	2	0	0	0	4
Global Challenges of the 21st Century from a European Perspective	SMP	3	5	2	2	0	0	0	4
Intercultural communication in a multilingual context	SMP	3	5	2	2	0	0	0	4

Academic credits									
Master's Thesis	SMP	4	24						
Master's Thesis defense	SMP	4	6						

Total semester hours per week				32	32	0	8	0	72
Total credit points to be achieved from WPM			30						
Total credit points from PM			30						
Total credit points to be achieved from SPM			30						
Sum of academic achievements			30						
Total credit points			120						

V - Lesson

Ü - Exercise

L - Laboratory

P - Project

PA - Examination type

CP - Credit Points

PM - Compulsory modules

WPM - Elective modules

SPM - Specialization modules

SMP - Examination during the semester

KMP - Combined module examination

FMP - Fixed module examination

Europäisches Management - Matrix - Part time

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
International Business 1 - Specialization									
International Financial Management I	SMP	3	5	2	2	0	0	0	4
International Financial Management II	FMP	4	5	2	2	0	0	0	4
International Financial Management III	SMP	5	5	2	2	0	0	0	4
International Business 2 - Specialization									
International Human Resources Management I	FMP	3	5	2	2	0	0	0	4
International Human Resources Management II	KMP	4	5	2	2	0	0	0	4
International Human Resources Management III	KMP	5	5	2	2	0	0	0	4
International Business 3 - Specialization									
International Marketing Management I	FMP	3	5	2	2	0	0	0	4
International Marketing Management II	SMP	4	5	2	2	0	0	0	4
International Marketing Management III	SMP	5	5	2	2	0	0	0	4
International Business Project I - Compulsory									
International Business Project I	SMP	4	5	0	0	0	4	0	4
International Business Project II - Elective									
International Business Project II	SMP	5	5	0	0	0	4	0	4
General Management Competences - Compulsory									
Project Management in Europe	SMP	3	5	2	2	0	0	0	4
Negotiations and Conflict Management	SMP	2	5	2	2	0	0	0	4
European Competences - Compulsory									
European Public Policy	FMP	1	5	2	2	0	0	0	4
European Economic Policy	FMP	2	5	2	2	0	0	0	4
European Identities I - Elective									
European Identities I (Spanish)	SMP	1	5	2	2	0	0	0	4
European Identities I (French)	SMP	1	5	2	2	0	0	0	4
European Identities I (English)	SMP	1	5	2	2	0	0	0	4
European Identities II - Elective									
European Identities II (Spanish)	SMP	2	5	2	2	0	0	0	4
European Identities II (French)	SMP	2	5	2	2	0	0	0	4
European Identities II (English)	SMP	2	5	2	2	0	0	0	4

Europäisches Management - Matrix - Part time

Module name	PA	Sem.	CP	V	Ü	L	P	S	Tot.
Research Methods and Academic Writing - Compulsory									
Research Methods and Academic Writing	SMP	1	5	2	2	0	0	0	4

Elective Modules I, II und III - Elective									
International Business Law	FMP	7	5	2	2	0	0	0	4
European Labour Law	FMP	7	5	2	2	0	0	0	4
International Commercial Mediation	SMP	7	5	2	2	0	0	0	4
International Trade and Investment	SMP	7	5	2	2	0	0	0	4
Introduction to the German Economy	SMP	7	5	2	2	0	0	0	4
Entrepreneurship and Business Plan	SMP	7	5	2	2	0	0	0	4
Global Challenges of the 21st Century from a European Perspective	SMP	7	5	2	2	0	0	0	4
Intercultural communication in a multilingual context	SMP	7	5	2	2	0	0	0	4

Academic credits									
Master's Thesis	SMP	6	24						
Master's Thesis defense	SMP	6	6						

Total semester hours per week				32	32	0	8	0	72
Total credit points to be achieved from WPM			30						
Total credit points from PM			30						
Total credit points to be achieved from SPM			30						
Sum of academic achievements			30						
Total credit points			120						

V - Lesson

Ü - Exercise

L - Laboratory

P - Project

PA - Examination type

CP - Credit Points

PM - Compulsory modules

WPM - Elective modules

SPM - Specialization modules

SMP - Examination during the semester

KMP - Combined module examination

FMP - Fixed module examination

Project Management in Europe

Module name Project Management in Europe	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. rer. pol. Christian Schultz	
As of 2023-09-28	Language English
Type Compulsory	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 30,0 h	Projects 40,0 h	Exam 20,0 h	Total 150 h

Project Management in Europe

Learning objectives

Knowledge

- Students will gain a thorough understanding of
 - - the important differences between national and international project management
 - - the most important cultural dimensions and success factors to be considered in international projects
 - - ways of dealing and coping with international peculiarities in projects
 - - a guide to conduct international projects
 - - a process model for international projects with particular references to Europe

Skills

- Students will be able
 - - to analyze and evaluate problems and situations related to selected areas of managing European projects
 - - to develop, explain and implement solutions
 - - to initiate and coordinate solutions

Social

- Students will be able,
 - - to do project work and teamwork with at least a mid-level of difficulty in a constructive manner
 - - to lead projects with at least a mid-level of difficulty
 - - to argue with respect to their project solutions
 - - to develop their solutions in dialog with team members and their lecturer respectively

Autonomy

- Students will be able,
 - - to define goals they want to satisfy by means of their work
 - - to choose methods and tools for the tasks they have to do
 - - to analyze and evaluate their learning and work processes
 - - to define and improve their learning and work processes autonomously

Project Management in Europe

Content

1. Introduction to International Project Management
2. Project Management as a Business Process (Project Model, PMBoK, Framework for International Projects)
3. Starting and Planning International Projects
4. Cross-Cultural Collaboration (Communication, Co-operation, Stakeholder Management)
5. Risk Management
6. Quality Management
7. Implementing and Controlling International Projects
8. Leading International Projects
9. Completing International Projects (incl. Success Factors in International Projects and Lessons Learned)
10. Case Studies and Students Project Work

Compulsory literature

- Binder, J. (2009). *Global project management : communication, collaboration and management across borders* (Repr.). Aldershot, England : Gower.
- Project Management Institute. (2013). *A guide to the project management body of knowledge : (PMBOK guide)* (5. ed.). Newtown Square, Pa. : PMI, Project Management Inst.
- Köster, K. (2009). *International project management*. London : SAGE Publications Ltd.

Suggested literature

European Public Policy

Module name European Public Policy	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Hederer, Christian	
As of 2023-09-27	Language English
Type Compulsory	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basic knowledge of EU institutions and European law; basic understanding of international business.
Special regulations <p>The course offers an advanced introduction to topics of European Public Policy, combining theoretical with practical perspectives that are partly based on the lecturer's professional experience as a government official of an EU Member State. The first part is devoted to an overview of EU history and an analysis of the core institutions of the European Union. The second part will focus on a choice of specific topics in line with students' preferences. The course format is a combination of lecture parts, group work, and individual study. Students will be asked to engage into a variety of tasks, including the preparation of discussions, presentations, and briefings, based on primary EU sources as well as secondary material such as media reports.</p>

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

European Public Policy

Learning objectives

Knowledge

- Students acquire knowledge of ...
- ... the background of the European Union in terms of history and political philosophy;
- ... the institutional framework and policy process of the European Union: main institutions and their interaction, principles of representation and conflict solving, role of organized interests;
- ... selected policy fields according to students' choice.

Skills

- Students are able to ...
- ... read and assess primary EU sources (e.g. legislative proposals, press statements) based on the acquired knowledge of EU policies and institutions;
- ... evaluate EU policy decisions and developments with respect to their possible effects on business;
- ... apply EU terminology and the language of policy analysis in English in dialogues and presentations.

Social

- Students are able to ...
- ... articulate, discuss and defend policy positions in a professional communication style;
- ... organize group discussions to develop and defend common positions, including a division of tasks.

Autonomy

- Students are able to ...
- ... read and analyse English texts under a tight timeframe;
- ... synthesize course materials and learning experiences to develop, express, and defend a personal opinion on policy measures;
- ... assume a professional mindset and role identities as analyst, negotiator, and representative.

Content

1. Historical development and key structural features of the European Union
2. Working and interaction of core EU institutions and EU decision making processes
3. Selected policy fields

Compulsory literature

Suggested literature

Research Methods and Academic Writing

Module name Research Methods and Academic Writing	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) M.A. John Paul O Donoghue & Prof.Dr.rer.pol.habil. Iciar Dominguez Lacasa	
As of 2023-08-11	Language English
Type Compulsory	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites English C1 level
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 75,0 h	Projects 10,0 h	Exam 3,0 h	Total 148 h

Research Methods and Academic Writing

Learning objectives

Knowledge

- Students know and understand the importance of sound research methodology. They are able to recognize "good" research and renowned academic and / or scientific journals.
- Students know how to manage a literature review
- Students know how to structure a research paper
- Students know how to cite sources according to academic standards.

Skills

- Students are able to select and utilize selected qualitative and quantitative research methods.
- Students know how to develop a clear and answerable research question and how to go from a question to a finished piece of written work. Students can write clear, well-structured, and well-reasoned texts.
- Students can find relevant and appropriate sources and know how to manage them.
- Students can choose and analyse research papers relevant for a selected research topic.
- Students are able to evaluate the quality of information in academic texts critically.

Social

- Students can successfully and appropriately discuss the shortcomings, relevance, and merit of both their own and others' academic research.

Autonomy

- Students value academic integrity and can identify plagiarism in others' texts and know how to avoid it in their own. They can form, develop, and express original ideas successfully.

Content

1. Introduction to Research Methods
 - 1.1 Qualitative research methods
 - 1.2 Quantitative research methods
2. English Language for Academic Writing
3. Information Quality and Data Management
4. Use of Scientific Sources and Literature Management
5. Research Article Analysis

Research Methods and Academic Writing

Compulsory literature

- Saunders, M, Lewis, P & Thornhill, A. (2016). *Research methods for business students* (7. ed.). Harlow [u.a.] : Pearson.
- Creswell, J. (2009). *Research design : qualitative, quantitative, and mixed methods approaches* (3. ed.). Los Angeles [u.a.] : Sage.
- Wallwork, A. (2016). *English for writing research papers* (Second edition). Cham ; Heidelberg ; New York ; Dordrecht ; London : Springer.
- Hewings, M., & Thaine, C. (2012). *Cambridge Academic English C1 Advanced Student's Book: An Integrated Skills Course for EAP Advanced*. Cambridge: Cambridge University Press.

Suggested literature

- Herkenhoff, L & Fogli, J. (2013). *Applied statistics for business and management using Microsoft Excel*. New York, NY : Springer.
- Dean, S., Holmes, A. & Illowsky, B. (2017). *Introductory Business Statistics* OpenStax. <https://open.umn.edu/opentextbooks/textbooks/509>

European Identities I (Spanish)

Module name European Identities I (Spanish)	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Veronica Bertinotti de Fiddicke	
As of 2023-09-27	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Set 1: Level B1 in Spanish acquired (teaching language: Spanish) Set 2: none (teaching languages: English and Spanish)
Special regulations Set 1: none Set 2: participation in an intensive Spanish course level A2 in February/March 2024 is recommended

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

European Identities I (Spanish)

Learning objectives

Knowledge

- SET 1: Students acquire a complex and in-depth knowledge in Spanish of the definition of Europe, it's identity and symbols, the international affairs of European companies, the economic and social development of selected European regions and the European labor market. They understand Europe and the EU in its complexity and diversity.
- Set 2: Students understand Europe from the point of view of it's geography, history, culture, politics and economy. They have a basic knowledge of Spanish: vocabulary, grammar, reading and communicative competences in the field of European contents. They reach the corresponding level of the European Framework of Reference for Languages GER (A1/A2) in Spanish.

– .

Skills

- SET 1
- Students are able to understand television interviews, podcasts specialized and complex texts, and reproduce them orally and in writing and discuss them.
- Students are able to describe economical and political situations in their context, and summarize the main points.
- Students are able to analyze economic developments of European regions and countries, reflect, argue and defend their position.
- SET 2
- Students are able to discuss European issues in English. They can communicate constructively, effectively and consciously orally and in written form.
- Students are able to express themselves appropriately in Spanish when speaking and writing according to the A1/A2 level.
- Students are able to articulate information needs, locate data, get information an content in digital form, create and update searching strategies.

Social

- Students are able to demonstrate their teamwork skills in the context of group work.
- They are able to argue in English and Spanish and to work out and present solutions in teams.
- Students know and understand the differences between cultures and treat them with respect and tolerance, They know and understand how different political, economic and social views influence thinking. They respect other values and opinions.

Autonomy

- Students are able to independently acquire and deepen the basics of the Spanish language
- Students from both sets (Set 1 -Set 2) are able to analyse and work on a complex field independently. They are able to take and defend their position on topics related to Europe. They can discuss freely and argue complex topics.

European Identities I (Spanish)

Content

1. European Identities: Definitions of Europe from a geographical, historical, cultural, political and economic perspective.
Symbols of Europe
2. European Union: economy and social development of different regions.
European companies and global players.
Mobility and working in the EU
Press reviews of actual and relevant topics in Europe and the world
3. Additional content for Set 2 in Spanish
 - 3.1 A0: Pronunciation, introducing oneself, giving information such as nationality, age, numbers, time
4. A1: making appointments: making calls, writing e-mails, organising trips, organising an agenda, describing daily routines
5. A2: applying for a job, writing a CV and letters of application, introducing a company (branch, key figures, organisation chart)
Working in the past and today.

Compulsory literature

- Díaz Gutiérrez, E. (o.D.). *Meta profesional A1 - A2 : Spanisch für den Beruf* (Edición alemana). Stuttgart : Klett.
- (o.D.). *Uso de la gramática española : [gramática y ejercicios de sistematización para estudiantes]*. Madrid [u.a.] : Edelsa.
- Bulmer, S, Parker, O, Bache, I, George, S & Burns, C. (2020). *Politics in the European Union* (Fifth edition). Oxford, United Kingdom : Oxford University Press.

Suggested literature

European Identities I (French)

Module name European Identities I (French)	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Demarchi, Marie-Noelle	
As of 2023-09-22	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Set 1 : Level B1 acquired in French (teaching language: French) Set 2: None (teaching languages: English and French)
Special regulations The course will be split into two sets. Set 1 requires Level B1 knowledge of French and will be taught exclusively in French. Set 2 does not require previous knowledge of French and will be taught both in English and (after acquisition of a minimum of language competence) French. In order to attend "European Identities II", set 2, in summer semester, Level A2 French is necessary. For this, participation in an intensive French course, which will be offered in February 2024, is recommended.

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

Learning objectives Knowledge
<ul style="list-style-type: none"> – Set 1 – Students acquire a complex and in-depth knowledge in French of the definition of Europe, its identity and symbols, the international affairs of European companies, the economic and social development of selected European regions, the European labor market. – They understand Europe and the European Union in its complexity and diversity. – Set 2

European Identities I (French)

- Students understand Europe from the point of view of its: geography, history, culture, politics and economy.
- They have a basic knowledge of French: vocabulary, grammar, reading and communicative competences in the field of European contents.
- They reach the corresponding level of the European Framework of Reference for Languages CEFR (A1/A2)

Skills

- Set 1
- Students are able to understand television interviews, podcasts, specialized and complex texts, reproduce them orally and in writing and discuss them.
- They are able to describe economic situations in their context, and summarize the main points.
- They are able to analyze economic developments, reflect, argue and defend their position.
- Set 2
- Students are able to discuss European issues in English. They communicate constructively, effectively and consciously, both orally and in writing.
- They are able to express themselves appropriately in a second European language (French) when speaking, writing comprehensibly according to CEFR level (A1/A2).
- Students are able to articulate information needs, locate data, information and content in digital environments, access them and navigate between them. Create and update personal search strategies.

Social

- Students are able to demonstrate their teamwork skills in the context of group work. They are able to argue in two foreign languages and to work out and present solutions in teams.
- Students know and understand the differences between cultures and treat them with respect and tolerance. They know and understand how different political, economic and social views influence thinking. They respect other values and opinions.

Autonomy

- Students in both Set 1 and 2 are able to analyze and work on a complex field independently. They are able to take and defend their position on economic topics, mainly related to Europe, to discuss freely complex subjects, to argue. They are able to take on specialized and complex knowledge and to analyze it critically afterwards.
- Students from Set 2 are able to independently acquire and deepen the basics of the language (vocabulary, grammar).

European Identities I (French)

Content

1. European identities

Definitions of Europe from a geographical historical, cultural, political and economical perspective

European Identities, symbols of Europe

European Union: economy and social development of different regions European companies and European global players

Mobility and working in the European Union and Schengen countries

Press reviews of actual and relevant topics in Europe and the world

2. Additional content for Set 2 in a European second language

A0: Pronunciation, introducing oneself, nationality, profession, personal details, age, numbers and times

A1: making appointments: telephoning, writing e-mails, organising trips, describing daily routines and organising an agenda

A2: Applying for a job, writing a CV and letters of application, introducing a company (sector, organisation chart history key figures) work in the past and today

Compulsory literature

Suggested literature

- Lang, F & Lang, B. (2007). 101 fiches pour comprendre l'Europe. Paris : Belin.
- Newspapers and magazines: Le Figaro, Le Point, Libération, Le Monde, La Revue de la presse
- Website of TV Channel and Radios: TV5 Monde, Arte TV, RFI, FranceInfo

European Identities I (English)

Module name European Identities I (English)	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Bond, Gregory	
As of 2023-09-26	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

European Identities I (English)

Learning objectives

Knowledge

- Students know and understand different historical, cultural and political concepts of what constitutes Europe.

Skills

- Students are able to view Europe from different perspectives, and to critically understand and assess concepts of Europe. They are able to greatly improve their academic reading and writing, and their critical faculties when looking at histories of ideas.

Social

- Students are able to enhance their team-working abilities, they gain experience in leading and moderating group discussions and team work.

Autonomy

- Students are able to reflect on their identities within Europe, and they gain self-confidence in formulating their own positions vis a values and concepts in intellectual and cultural discourse, and thus in critical thinking in general.

Content

1. The first module of two will concentrate on definitions of Europe as seen through the lenses of history, geography, culture, and views from the inside and outside.
2. Identity, nation states, community
3. What is Europe?
4. Ways of life in Europe - defining European daily life
5. Symbols of Europe
6. Myths of Europe
7. The Enlightenment - European constitutions, European values
8. Mapping Europe - European borders
9. Images of Europe from outside Europe
10. European history, particularly twentieth-century history
11. Religions in Europe
12. Academic writing - research, sources, references, developing own ideas; by way of preparation for the examined paper.
13. This course also includes trips to events and lectures on Europe held in English (or German) in Berlin, film events, museums, theatre, visits to art galleries - whatever is topical and relevant at the time.

European Identities I (English)

Compulsory literature

- Johan Fornas, Signifying Europe, Bristol 2012
- Tony Judt, Postwar: A History of Europe Since 1945, London 2006
- Ian Kershaw, Roller-Coaster: Europe, 1950-2017, London 2018
- Benedict Anderson, Imagined Communities, London 1983

Suggested literature

International Financial Management I

Module name International Financial Management I	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. rer. pol. Stefan Trencsik	
As of 2023-08-23	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basic knowledge of Excel Basic knowledge in financial theory, financial products, and risk management. Good quantitative understanding. Basic knowledge of accounting (in particular IFRS) and accounting terms is required.
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 0,0 h	Projects 90,0 h	Exam 0,0 h	Total 150 h

International Financial Management I

Learning objectives

Knowledge

- Students will get to know advanced techniques in financial statement analysis and forecasting
- Students will get to know crucial IFRS and US-GAAP standards, which are required for analysing financial statements
- Students will get to know classical management tools to assess the business environment of analysed corporations

Skills

- By analysing real world problem sets from various areas in finance they directly learn to apply their theoretical tools in practice.
- The course is fully based on Excel which is the most prominent software in the financial industry. Students acquire a solid, advanced knowledge in Excel that goes well beyond typical "homemade" skills.
- The seminar is organised in multicultural groups. Students have to interact and solve different research questions as a team and collectively present and discuss their approach as well as results with the other student groups
- Graduates are able to select, interpret and critically evaluate information and create novel answers using advanced scientific methods.
- Graduates are able to independently solve problems and direct their own learning processes.

Social

- Students will be able to
- develop solutions in dialog with their class mates and the lecturer and
- present and discuss their work and solutions in class and in writing with the audience's needs in mind

Autonomy

- Students will be able to apply various methods of analysis to financial problems, present their work and interpret the results

Content

1. Framework for Financial Statement Analysis
2. Industry Economics and Corporate Strategy Analysis
3. Assessing Accounting Quality
4. Profitability and Credit Risk Analysis
5. Analysing Operating, Financing, and Investing Activities
6. Financial Statements Forecasting

International Financial Management I

Compulsory literature

- Easton, McAnally, Sommers; Financial Statement Analysis & Valuation, 6th edition, 2021.
- Palepu, Healy, Peek; Business Analysis and Valuation: 5th IFRS Edition; 2019
- Wahlen, Baginski, Bradshaw; Financial Reporting, Financial Statement Analysis, and Valuation - A Strategic Perspective; 9th edition, 2018.

Suggested literature

- Benninga (2014), Financial Modeling, 4th Edition

International Human Resources Management I

Module name International Human Resources Management I	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. Petra Poljsak-Rosinski & M. Sc. Marcel Herold	
As of 2023-08-31	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basics of HR Management and Organizational Design, English
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

International Human Resources Management I

Learning objectives

Knowledge

- Students are able to explain and summarize the general aspects of the employee life cycle, as well as pinpoint selected comparative international differences;
- Students learn about the significant challenges and opportunities in International Human Resource Management (IHRM);

Skills

- Students acquire the skills to analyze and evaluate different issues concerning selected topics of HR Management in an international context;
- Students learn to critically evaluate the pros and cons of "Internationalization Models";
- Students get acquainted with reading and analyzing scientific publications;

Social

- Students learn to manage interpersonal relationships more effectively in a professional context;
- Students acquire the competence to evaluate their international career options;

Autonomy

- Students enhance their personal and professional development skills, as well as teamwork competence;
- Students are assisted in developing critical reflection skills by means of combining different theoretical, ethical and professional viewpoints;

Content

1. International and European HRM
2. International recruitment and personnel selection
3. Expatriate management and repatriation
4. Internationalization models
5. Motivating in the international context
6. Compensation and benefits at European companies / Global Players
7. Leading in the international context
8. Comparison of management, organizational culture and leadership styles in different European companies
9. Global HRM opportunities and challenges

International Human Resources Management I

Compulsory literature

- Bauer, T, Erdogan, B, Caughlin, D & Truxillo, D. (2020). *Human resource management : people, data, and analytics*. Los Angeles ; London ; New Delhi ; Singapore ; Washington, DC ; Melbourne : Sage.
- Dowling, P, Festing, M & Engle, A. (2008). *International human resource management : managing people in a multinational context* (5. ed.). London : Cengage Learning.
- Holt Larsen, H. (2006). *Managing human resources in Europe : a thematic approach* (1. publ.). London [u.a.] : Routledge.
- Human Resource Management Development International
- Harvard Business Review
- Evidence-based Human Resource Management

Suggested literature

International Marketing Management I

Module name International Marketing Management I	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. rer. pol. Sandra Haas	
As of 2023-07-25	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 1	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basic knowledge of marketing (such as module EM/01-06-03-1) is recommended but not mandatory for completing this module. Lecturer will advise on preparation needed.
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

International Marketing Management I

Learning objectives

Knowledge

- Students have a broad knowledge of basic long-term decisions and the main influencing factors of international marketing (with a particular focus on the European market).
- Students recognize relations between practical market problems and theoretical concepts of internationalization.

Skills

- Students are competent to apply and adapt planning and decision making techniques for developing marketing strategies for business abroad.
- They are able to creatively combine and develop conceptual models to solve marketing problems within an international context

Social

- Students work effectively and cooperatively in teams to solve multifaceted marketing problems
- They will pass on their knowledge & experiences to their fellow students. By discussing international marketing issues, students improve the ability to assert themselves.
- Students develop their intercultural competence.

Autonomy

- Students will develop a critical, analytical, flexible and creative state of mind while practicing questioning, challenging and innovative thinking.

International Marketing Management I

Content

1. Introduction to International Marketing
 - 1.1 This first section covers the differences between national and international marketing. Students will be introduced to the specific aspects of marketing strategies within an international context (e.g. social and cultural factors).
2. International Theories
 - 2.1 In the 2nd section, selected concepts of internationalization (International Product Life Cycle (Vernon , 1966); Behavioral Theory on Internationalization (Aharoni, 1966); Eclectic Theory (Dunning, 1979); Uppsala Internationalization Model) will be discussed and evaluated with regard to their practical relevance.
3. Planning Process International Marketing
 - 3.1 In the 3rd section, we will look at the international marketing planning and control process as a method for companies to define how they will achieve their current and future strategic aims and objectives.
4. International Marketing Strategies
 - 4.1 In the 4th section, the challenges of Going International and Being International will be elaborated. For any company moving into a new international market the key step is to decide on the "right" market entry. Students will therefore be advised in using/developing methods for market selection, market timing and entry mode. While being international, companies are often confronted with changing market conditions, which demand an ongoing coordination of cross-border activities. This course addresses questions such as: Which changes in environmental conditions create a need for coordination? When do companies have to undertake further coordination activities? How can companies react to this need (coordination strategies)?

Compulsory literature

- Backhaus, K, Büschken, J & Voeth, M. (2003). *Internationales Marketing* (5., überarb. Aufl.). Stuttgart : Schäffer-Poeschel.
- Berndt, R. & Fantapié Altobelli, C. & Sander, M. (2003). *Internationales Marketing-Management*. Berlin [u.a.]: Springer.
- Doole, I & Lowe, R. (2012). *International marketing strategy : analysis, development and implementation* (6. ed.). Andover, Hampshire : Cengage Learning.
- Hollensen, S. (2012). *Essentials of global marketing* (2. ed.). Harlow ; Munich [u.a.] : Pearson.
- Keegan, W & Green, M. (2011). *Global marketing* (6. ed., global ed.). Boston [u.a.] : Pearson.
- Welge, M. & Holtbrügge, D. (2006). *Internationales Management*. Stuttgart: Schäffer-Poeschel.

Suggested literature

International Business Project I

Module name International Business Project I	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Hederer, Christian	
As of 2023-08-09	Language German, English
Type Compulsory	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 0 / 0 / 0 / 4 / 0
Study type Part time	Semester 4	SWS 4	L / E / L / P / S 0 / 0 / 0 / 4 / 0

Recommended prerequisites Advance determination of project including topic/title and supervisor
Special regulations Projects have varying content and examination forms, tbd with supervisor. Teamwork of up to 2 students is possible.

Workload breakdown				
Presence 60,0 h	Self-study 29,0 h	Projects 60,0 h	Exam 1,0 h	Total 150 h

International Business Project I

Learning objectives

Knowledge

- Students deepen and enrich their knowledge by project work in international business or a related area. Specifics tbd with supervisor.

Skills

- Students are able to set up, develop, implement, and report on, a project, building on the competencies acquired in the first semester (in particular, the module 'Project Management in Europe')

Social

- Students improve their competencies in team-oriented work, possibly by working in teams. Specifics tbd with supervisor.

Autonomy

- Students can independently structure project related tasks and develop project goals.

Content

1. Substantive content is specific for each project and tbd with supervisor.

Compulsory literature

Suggested literature

Negotiations and Conflict Management

Module name Negotiations and Conflict Management	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Bond, Gregory	
As of 2017-12-06	Language English
Type Compulsory	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 57,0 h	Projects 30,0 h	Exam 3,0 h	Total 150 h

Negotiations and Conflict Management

Learning objectives

Knowledge

- Students know and understand the significance of negotiations in business, some theoretical approaches to negotiating, significant negotiating tools, theoretical approaches to conflict management, and methods to manage conflicts.

Skills

- Students are able to prepare for and act confidently in negotiation situations, to analyse and evaluate negotiation and conflict, and to apply these skills to a variety of business and personal settings.

Social

- Students are able to communicate more effectively in negotiation and conflict, and to engage in team and project work with a view to managing conflict well.

Autonomy

- Students reflect on their own negotiation and conflict behaviour, and gain self - awareness and self - confidence.

Content

1. The Harvard model of principled negotiation - people vs. problems, recognizing positions and interests, core concerns, searching for options for mutual gain, using objective criteria, BATNA, ZOPA, coming to agreement
2. Preparing negotiations, the negotiation environment, phases of negotiation, post - negotiation
3. Negotiation styles and Blake / Mouton's managerial grid
4. Negotiation psychology - creating and claiming value (the negotiator's dilemma); zero - sum negotiation, framing and anchoring; persuasion (compliance techniques)
5. Conflict theories: social conflict, functions of conflict, escalation
6. Conflict management: litigation, arbitration, mediation; intervention strategies
7. Introduction to mediation and using mediation in the workplace: theory and practice
8. The course will use a variety of hands - on methods, including role plays, group activities, input lectures, negotiation diaries, complex simulations, and also input from invited guest speakers (mediators, businesspeople etc.).

Compulsory literature

Negotiations and Conflict Management

Suggested literature

- Fisher, R & Shapiro, D. (2005). *Beyond reason : using emotions as you negotiate*. New York [u.a.] : Viking.
- Fisher, R & Ury, W. (2007). *Getting to yes : negotiating an agreement without giving in* (2. ed., repr.). London [u.a.] : Random House.
- Thompson, L. (2008). *The truth about negotiations* ([Nachdr.]). Harlow [u.a.] : Pearson.
- Cialdini, R. (2007). *Influence : the psychology of persuasion* (Rev. ed., 1. Collins business essentials ed.). New York : Collins.
- Dana, D. (o.D.). *Conflict resolution : mediation tools for everyday worklife*. New York, NY [u.a.] : McGraw-Hill.
- Goldsmith, J & Ingen-Housz, A. (o.D.). *ADR in business : practice and issues across countries and cultures*. Alphen aan den Rijn [u.a.] : Kluwer Law International.
- Lax, D. & Sebenius, J. (1986). *The manager as negotiator*. New York [u.a.]: Free Press [u.a.].
- Ury, W. (2007). *The power of a positive no : how to say no and still get to yes*. New York [u.a.] : Bantam Books.
- Glasl, F. (1600). *Confronting Conflict: A First-Aid Kit for Handling Conflict by Glasl, Friedrich (1999) Taschenbuch*. Hawthorn Pr (Hawthorn House).
- Goleman, D. (2006). *Emotional intelligence* (10., anniversary ed.). New York [u.a.] : Bantam Books.
- Ury, W. (1993). *Getting past no : negotiating your way from confrontation to cooperation* (rev. ed.). New York u.a. : Bantam Books.
- Lax, D & Sebenius, J. (2006). *3-D negotiation : powerful tools to change the game in your most important deals*. Boston, Mass. : Harvard Business School Press.
- Fisher, R & Ertel, D. (1995). *Getting Ready to Negotiate (Penguin Business) by Fisher, Roger, Ertel, Danny (1995) Paperback*. Psychology Press.

European Economic Policy

Module name European Economic Policy	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Hederer, Christian	
As of 2023-08-09	Language English
Type Compulsory	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Knowledge of EU institutions and policies acquired in first semester module "European Public Policy".
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

European Economic Policy

Learning objectives

Knowledge

- Students ...
- ... are able to describe and explain basic channels of economic policy making on markets and economies on the national, European, and international level, and distinguish different theoretical and practical approaches in this respect;
- ... understand the institutional setup and governance of the EU Internal Market as well as the Euro Area;
- ... understand the basic economic arguments in favor of, and concerns with, free cross-border flows of goods and services;
- ... are able to provide an economic analysis of migration, and understand the interrelation between the free movement of persons and labour. and the European social welfare state;
- ... understand the interrelations between fiscal and monetary policy in a common currency area, and the basic choices and trade-offs involved;
- ... have a general understanding of major structural long-term issues and challenges to the European economy;
- ... obtain an overview of selected other areas of European economic policy.

Skills

- Students are able to ...
- ... apply EU terminology, the language of policy analysis, and policy field-specific terminology in English in dialogues and presentations, and prepare effective oral inputs based on English sources in a compressed timeframe;
- ... collect, investigate, and evaluate information from EU documents, policy positions, and scholarly research on European economic issues;
- (9) explain complex economic policy problems to a larger audience.

Social

- Students are able to ...
- ... organize group discussions to develop and defend common positions, including a division of tasks;
- ... resolve differences in group members' preferences;
- (12) arrange effective group communication to present results to a larger audience.

Autonomy

- Students are able to ...
- ... organize a collaborative group research process;
- ... synthesize course materials and their learning experience to develop and express a personal opinion as a citizen and business person on EU policies and governance;
- ... argue for and defend that personal opinion, and adequately answer criticisms.

European Economic Policy

Content

1. The course provides an introduction to key issues of contemporary economic policies in the European Union. Due to the core significance of these fields, it focusses on the EU Internal Market and issues in EU monetary and fiscal policy. In addition, a selected choice of other topics will be discussed. Teaching includes an introduction to basic micro- and macroeconomic concepts on a qualitative, policy-oriented basis, and discussion of case studies on pertinent current questions such as the European Central Bank's Quantitative Easing Programmes.
2. The European Internal Market. Basic economics of, and regulatory approaches to, the freedom of movement of goods and services. Political and regulatory challenges related to labour migration. EU capital markets and their significance for overall economic development.
3. European monetary and fiscal policy. Exemplary contents: Sovereign debt, government budgets, fiscal policy and the interplay with financial markets. Structure, objectives, and problems of the Economic and Monetary Union (EMU). Policies and instruments of the European Central Bank, including crisis management.
4. European energy and climate policies. Exemplary contents: European Emissions Trading System (ETS) and burden sharing systems in context of global Greenhouse Gas reduction initiatives. EU energy policy initiatives, strategies and policy instruments. Energy supply security, problems of import dependence, and European energy diplomacy.

Compulsory literature

Suggested literature

- Chang, M.F. (2016). *Economic and Monetary Union*. London/New York: Palgrave MacMillan.
- Baldwin, R & Wyplosz, C. (2015). *The economics of European integration* (5. ed.). London [u.a.] : McGraw-Hill.

European Identities II (Spanish)

Module name European Identities II (Spanish)	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Veronica Bertinotti de Fiddicke	
As of 2023-09-22	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Set 1 : Level B1.2 acquired in Spanish (teaching language: Spanish) Set 2: Level A2 (teaching languages: English and Spanish)
Special regulations The course will be split into two sets. Set 1 requires Level B1.2 knowledge of Spanish and will be taught exclusively in Spanish. Set 2 based on previous knowledge of Spanish acquired during the winter semester and by attending an intensive Spanish course in February . It will be taught both in English and Spanish.

Workload breakdown				
Presence 60,0 h	Self-study 40,5 h	Projects 23,0 h	Exam 2,0 h	Total 125.5 h

Learning objectives
Knowledge
<ul style="list-style-type: none"> – Set 1 Students acquire a complex and in-depth knowledge in Spanish of the history and culture of Europe, it's identity and values, the development of selected European regions, Europe in the present. Students understand Europe and the European Union in it's complexity and diversity. – Set 2 European Identities I (in Spanish) Students understand Europe from the point of view of it's: history, culture, identity and values, Europe in the present . – They have a deeper knowledge of Spanish: vocabulary, grammar, reading and communicative They reach the corresponding level of the European Framework of Reference for Languages

European Identities II (Spanish)

CEFR (A2/B1) in Spanish

Skills

– – Set 1

Students are able to understand television interviews, podcasts, specialized and complex texts, reproduce them orally and in writing and discuss them in Spanish. – They are able to describe economic situations in their context, and summarize the main points. – They are able to analyze economic developments, reflect, argue and defend their position. – They are able to write an academic paper about a European topic in Spanish.

– – Set 2

Students are able to discuss European issues in English. They communicate constructively, effectively and consciously, both orally and in writing. – They are able to express themselves appropriately in Spanish when speaking, writing comprehensibly according to CEFR level (A2/B1). – They are able to write an academic paper about an European topic in English or Spanish

.

- Students of both sets are able to articulate information needs, locate data, information and content in digital environments, access them and navigate between them. Create and update personal search strategies.

Social

- Students are able to demonstrate their teamwork skills in the context of group work.
- Students are able to argue in two foreign languages (English and Spanish) and to work out and present solutions in teams.
- Students know and understand the differences between cultures and treat them with respect and tolerance.
- Students know and understand how different political, economic and social views influence thinking. They respect other values and opinions.

Autonomy

- Students of both sets (1 and 2) are able to analyze and work on a complex field independently.
- Students are able to take and defend their position on economic topics, mainly related to Europe, to discuss freely complex subjects and to argue.
- Students are able to take on specialized and complex knowledge and to analyze it critically afterwards.
- Students from Set 2 are able to independently acquire and deepen the knowledge of Spanish (vocabulary, grammar, reading, listening and speaking skills)

European Identities II (Spanish)

Content

1. Definitions of history and culture in Europe.
European history and culture in an intercontinental context.
Europe and it's culture, seen from outside.
2. History and culture of selected countries and regions of Europe.
3. Fundamental European values: freedom (of speech, of the press), human dignity and human rights, democray, rule of law, equality.
4. Improving life in Europe while respecting fundamental values. Debating about Europe: (i.e.) higher education system in Europe, digital Europe, sustainable development, environmental policy, common migration policy, maintaining diversity in Europe (linguistic)

Compulsory literature

Suggested literature

- Chamorro, C. (2010). *Todas las voces (B1) : Curso de cultura y civilización* (Ed. rev.). Barcelona : Difusión.

European Identities II (French)

Module name European Identities II (French)	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Demarchi, Marie-Noelle	
As of 2023-09-22	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Set 1 : Level B1.2 acquired in French (teaching language: French) Set 2: Level A2 (teaching languages: English and French)
Special regulations The course will be split into two sets. Set 1 requires Level B1.2 knowledge of French and will be taught exclusively in French. Set 2 based on previous knowledge of French acquired during the winter semester and intensive French course and will be taught both in English and French.

Workload breakdown				
Presence 60,0 h	Self-study 40,0 h	Projects 23,0 h	Exam 2,0 h	Total 125 h

Learning objectives Knowledge
<ul style="list-style-type: none"> – Set 1 <ul style="list-style-type: none"> – Students acquire a complex and in-depth knowledge in French of the history and culture of Europe, its identity and values, the development of selected European regions, Europe in the present. – They understand Europe and the European Union in its complexity and diversity. – Set 2 European Identities I (French) <ul style="list-style-type: none"> – Students understand Europe from the point of view of its: history, culture, identity and values, Europe in the present . – They have a deeper knowledge of French: vocabulary, grammar, reading and communicative

European Identities II (French)

competences in the field of European contents.

- They reach the corresponding level of the European Framework of Reference for Languages CEFR (A2/B1)

Skills

- – Set 1
 - Students are able to understand television interviews, podcasts, specialized and complex texts, reproduce them orally and in writing and discuss them.
 - They are able to describe economic situations in their context, and summarize the main points.
 - They are able to analyze economic developments, reflect, argue and defend their position.
 - They are able to write an academic paper about a European topic in French.
- Set 2
 - Students are able to discuss European issues in English. They communicate constructively, effectively and consciously, both orally and in writing.
 - They are able to express themselves appropriately in French when speaking, writing comprehensibly according to CEFR level (A2/B1).
 - They are able to write an academic paper about a European topic in English or French.
- Students of both sets are able to articulate information needs, locate data, information and content in digital environments, access them and navigate between them. Create and update personal search strategies.

Social

- – Students are able to demonstrate their teamwork skills in the context of group work. They are able to argue in two foreign languages and to work out and present solutions in teams.
- Students know and understand the differences between cultures and treat them with respect and tolerance. They know and understand how different political, economic and social views influence thinking. They respect other values and opinions.

Autonomy

- – Students in both Set 1 and 2 are able to analyze and work on a complex field independently. They are able to take and defend their position on economic topics, mainly related to Europe, to discuss freely complex subjects, to argue. They are able to take on specialized and complex knowledge and to analyze it critically afterwards.
- Students from Set 2 are able to independently acquire and deepen the knowledge of French (vocabulary, grammar, reading, listening and speaking skills).

European Identities II (French)

Content

1. Definitions of history and culture in Europe
European history and culture in an intercontinental context
Europe and its culture, seen from outside
2. The history and culture of selected countries and regions
3. Fundamental European values, freedom of speech, freedom of the press, human dignity and human rights, democracy, rule of law, equality.
4. Improving life in Europe while respecting fundamental values
- Debating about Europe:
(i.e.) higher education system in Europe, digital Europe, sustainable development, environmental policy, common migration policy, maintaining diversity in Europe (linguistic)

Compulsory literature

Suggested literature

- Lang, F & Lang, B. (2007). *101 fiches pour comprendre l'Europe*. Paris : Belin.
- Franco-German history textbooks, French versions:
- Bendick, R., Henri, D., Geiss, P., Lepetit, M. (2011): Tome 1, L'Europe et le monde de l'Antiquité Ã 1875, Klett- Nathan Boesenberg, L., Galloux, B., Große, G. (2008): Tome 2, L'Europe et le monde du congrès de Vienne (1814) Ã 1945, Klett- Nathan Leon, E., Henri, D., Boesenberg, L., (2006): Tome 3, L'Europe et le monde depuis 1945, Klett- Nathan
- Newspapers and magazines: Le Figaro, Le Point, Libération, Le Monde, La Revue de la presse
- Website of TV Channel and Radios: TV5 Monde, Arte TV, RFI, FranceInfo

European Identities II (English)

Module name European Identities II (English)	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Bond, Gregory	
As of 2022-03-22	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 58,0 h	Projects 30,0 h	Exam 2,0 h	Total 150 h

European Identities II (English)

Learning objectives

Knowledge

- Students know and understand aspects of contemporary Europe in economic, political and cultural terms .

Skills

- Students are able to view Europe from different perspectives, and to critically understand and assess concepts of Europe. They are able to greatly improve their academic reading, and their critical faculties when looking at contemporary Europe. They also further enhance presentation skills.

Social

- Students are able to enhance their team - working abilities, they gain experience in leading and moderating group discussions and team work.

Autonomy

- Students are able to reflect on their identities within Europe, and they gain self - confidence in formulating their own positions vis a values and concepts in intellectual and cultural discourse and thus in critical thinking in general.

Content

1. The second module of two will concentrate on Europe as seen through the self - understanding of individual countries and regions, focusing in detail on their historical, cultural and economic identities, their political systems, and looking at their attitudes to the EU and the future of Europe.
2. What is Europe?
3. Specific nations and regions in Europe, images of self and images of the other; economies, histories and defining historical moments, allegiances, political systems, cultures, cultural icons.
4. Contemporary Europe and the EU, new nationalisms and independence movements
5. Religions and ethnicities in Europe
6. Europe's future
7. This course also includes trips to events and lectures on Europe held in English (or German) in Berlin, film events, museums, theatre, visits to art galleries - whatever is topical and relevant at the time.

Compulsory literature

- Johan Fornas, Signifying Europe, Bristol 2012
- Tony Judt, Postwar: A History of Europe Since 1945, London 2006
- Ian Kershaw, Roller-Coaster: Europe, 1950-2017, London 2018
- Benedict Anderson, Imagined Communities, London 1983

Suggested literature

International Financial Management II

Module name International Financial Management II	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. rer. pol. Stefan Trencsik	
As of 2022-03-22	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 4	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites This course requires familiarity with the basic concepts of finance.
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 60,0 h	Projects 30,0 h	Exam 0,0 h	Total 150 h

International Financial Management II

Learning objectives

Knowledge

- Students will learn to critically review the externalities embedded in sustainability challenges, to link climate change science with the evolution of financial markets, and to identify the sustainability risks and opportunities for financial professionals.

Skills

- In terms of applications, students will gain knowledge of the main metrics and financial instruments related to sustainability, and of the techniques to measure and manage the exposure of investment and lending portfolios.

Social

- Develop problem-solving skills by being put in the role of the decision-maker and explore how present decisions will influence future financial and non-financial performance metrics and KPIs
- Students can discuss the advantages and disadvantages of different strategies with their peers
- Students can defend their own strategies in discussions with peers

Autonomy

Content

1. Sustainability and the Transition Challenge
2. Externalities - Internalisation
3. Governance and Behaviour
4. Coalitions for Sustainable Finance
5. Strategy and Intangibles - Changing Business Models
6. Integrated Reporting - Metrics and Data
7. Investing for Long-Term Value Creation
8. Equity - Investing with an Ownership Stake
9. Bonds - Investing without voting power
10. Banking - New Forms of Lending
11. Insurance - Managing Long-Term Risk
12. Transition Management and Integrated Thinking

Compulsory literature

- Schoenmaker, D. and W. Schramade (2019), *Principles of Sustainable Finance*, Oxford University Press, Oxford.

Suggested literature

- Bloss, M, Ernst, D & Häcker, J. (2008). *Derivatives : an authoritative guide to derivatives for financial intermediaries and investors*. München : Oldenbourg.

International Human Resources Management II

Module name International Human Resources Management II	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. Petra Poljsak-Rosinski & M. Sc. Marcel Herold	
As of 2023-03-13	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 4	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basics of HR Management and Organizational Design, English
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 80,0 h	Projects 8,0 h	Exam 2,0 h	Total 150 h

International Human Resources Management II

Learning objectives

Knowledge

- Students will learn how to develop a strategic approach to the attraction and retention of staff and the management of (internal) talents.
- Students will be able to play a leading role in the development of (internal) talents.
- Students obtain the knowledge to evaluate the major theories relating to motivation, commitment and engagement of employees and how these are put into practice by organizations.

Skills

- Students can systematically decide and communicate strategic performance aims, objectives, priorities and targets.
- Students will be in the position to plan effective measures for developing and training staff in a global context.

Social

- Students will be enabled to consider the use of proactive diversity management in intercultural communication.
- Students acquire the competence to manage themselves and others in small and large teams with different personalities/ cultural backgrounds and individual differences in a professional and ethical way.

Autonomy

- Students will enhance competence in postgraduate study skills to contribute to personal and professional development.
- Students will be assisted to make the most of their formal programs of study with the inclusion of key postgraduate study skills, including critical reflection on theory and practice from an ethical and professional standpoint.

Content

1. Strategic development of international managers and leaders.
2. Internal / in - house training in global/multinational companies.
3. Quality management of internal/external training and development activities; education controlling and performance management.
4. Self- and team management in a global context.
5. Development and challenges of international / intercultural teams.
6. Intercultural communication in global/multinational companies.

Compulsory literature

International Human Resources Management II

Suggested literature

- N. Garavan, T, Hogan, C & Cahir-O'Donnell, A. (1900). *Making Training & Development Work: A "Best Practice" Guide* by Thomas N Garavan, Carole Hogan, Amanda Cahir-O'Donnell (2003) Paperback. Packt Publishing.
- Buckley, R & Caple, J. (2009). *The Theory and Practice of Training*. Kogan Page Publishers.
- Websites: www.cipd.co.uk, www.trainingzone.co.uk, www.trainingjournal.com
- Journals: Harvard Business Review, Human Resource Management Development International

International Marketing Management II

Module name International Marketing Management II	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. rer. pol. Sandra Haas	
As of 2023-07-17	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 2	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 4	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basic knowledge of marketing (such as module EM/01 - 06 - 03 - 1) is recommended but not mandatory for completing this module. Lecturer will advise on preparation needed
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 50,0 h	Projects 39,0 h	Exam 1,0 h	Total 150 h

International Marketing Management II

Learning objectives

Knowledge

- Students are familiar with country specific differences that may require alternative marketing programs
- They perceive detailed knowledge on international marketing mix and on creating an international marketing plan.

Skills

- Students apply and adapt planning and decision making techniques for developing marketing programs for international businesses. They are able to create an international marketing plan.
- Students can identify influencing factors and benefits for standardizing or adapting international marketing programs and can find ways to react to marketing programs of competitors.

Social

- Students work effectively and cooperatively in teams to solve multifaceted marketing problems.
- Students develop their intercultural competence.

Autonomy

- Students will develop a critical, analytical, flexible and creative state of mind while practicing questioning, challenging and innovative thinking.
- Through comprehensive project work, students improve their ability to plan and control learning processes independently.

Content

1. Introduction to International Marketing Mix: The first section introduces basic decisions and actions regarding designing international marketing mix programs. Furthermore, specific problems will be presented via examples/cases.
2. How to create an International Marketing Plan?: The 2nd section gives detailed answers on how to create an international marketing plan.
3. Designing International Marketing Programs: Once a firm has decided how it will enter a foreign market, it has to design an international marketing mix program. Hereby, managers have to make fundamental decisions regarding the degree to which a firm should standardize or adapt their international marketing mix. In this section main factors favouring standardization/ adaptation will be elaborated. These two distinctive options will be discussed throughout the course. Following this introduction, every marketing mix instrument (product, price, distribution, and promotion within the international context) will be explained in detail. On this basis, students will design an international marketing plan.
4. Managing the International Marketing Mix: Although every element of the marketing mix is important, the relative importance of one versus another may vary between markets. This section gives an overview of methods to monitor international marketing programs appropriately.

Compulsory literature

- Hollensen, S. (2012). *Essentials of global marketing* (2. ed.). Harlow ; Munich [u.a.] : Pearson.

International Marketing Management II

Suggested literature

- Cateora, P, Gilly, M & John, G. (2013). *International Marketing*. Mcgraw-Hill Publ.Comp.
- De Búrca, S, Fletcher, R & Brown, L. (2004). [*International Marketing: An SME Perspective*] [Author: Sean De Burca] [May-2004]. FINANCIAL TIMES PRENTICE HALL.
- Doole, I & Lowe, R. (2008). *International Marketing Strategy (with CourseMate & eBook Access Card) by Doole, Isobel, Lowe, Robin (2012) Paperback*. Cengage Learning EMEA.
- Keegan, W & Green, M. (2011). *Global marketing* (6. ed., global ed.). Boston [u.a.] : Pearson.
- Mueller, B. (1707). *Dynamics of International Advertising: Theoretical and Practical Perspectives 2nd edition by Mueller, Barbara (2010) Paperback*. Addison Wesley.
- Quelch, J & Jocz, K. (2012). [*All Business Is Local: Why Place Matters More Than Ever in a Global, Virtual World* Quelch, John A. (Author)] { Hardcover } 2012. Portfolio 2012.
- Updated article outcomes such as of Journal of International Business Studies, Journal of International Entrepreneurship, International Business Review etc.

International Business Project II

Module name International Business Project II	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Hederer, Christian	
As of 2023-08-09	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 0 / 0 / 0 / 4 / 0
Study type Part time	Semester 5	SWS 4	L / E / L / P / S 0 / 0 / 0 / 4 / 0

Recommended prerequisites Advance determination of project including topic/title and supervisor.
Special regulations Projects have varying content and examination forms, tbd with supervisor. Teamwork of up to 2 students is possible. The project can, but does not have to, be related to the previous International Business Project I.

Workload breakdown				
Presence 60,0 h	Self-study 29,0 h	Projects 60,0 h	Exam 1,0 h	Total 150 h

International Business Project II

Learning objectives

Knowledge

- Students deepen and enrich their knowledge by project work in international business or a related area. Specifics tbd with supervisor.

Skills

- Students are able to set up, develop, implement, and report on, a project, building on the competencies acquired in the first and second semester (in particular, the modules 'Project Management in Europe' and 'International Business Project I')

Social

- Students improve their competencies in team-oriented work, possibly by working in teams. Specifics tbd with supervisor.

Autonomy

- Students can independently structure project related tasks and develop project goals.

Content

1. Substantive content is specific for each project and tbd with supervisor.

Compulsory literature

Suggested literature

International Business Law

Module name International Business Law	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Baetge, Dietmar	
As of 2022-05-20	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 7	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basic understanding of legal rules
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 67,0 h	Projects 20,0 h	Exam 3,0 h	Total 150 h

International Business Law

Learning objectives

Knowledge

- Students will be able to describe the differences between various sources of International Business Law.
- They will be able to analyse the workings of documentary credits and other forms of payment.

Skills

- Students will be able to assess the legal risks involved in conducting international sale of goods transactions.
- They will be capable of evaluating the differences between legal regimes that exist for the international transportation of goods.
- Students will be able to appraise the significance and the functioning of arbitration for transnational business relations.

Social

- Students will familiarize themselves with the terminology and legal concepts peculiar to international business law, thus enabling them to communicate in the same language with legal practitioners working in this area.

Autonomy

- Students will be able to identify legal problems arising in crossborder business transactions. After entering into employment they will, thus, be competent to make an informed decision whether to seek advice from legal experts.

International Business Law

Content

1. Sources of International Business Law
 - 1.1 Statutory law and case law; National, international and European legal sources; Treaty law, customary law and general principles of law
 - 1.2 Binding and non - binding ("soft law") sources; Non - state law, usage and the lex mercatoria.
2. International Sales Transactions
 - 2.1 Basic form of an international sales transaction: the documentary sale
 - 2.2 Uniform rules for international sales contracts; Contract formation; Seller's obligations and buyer's obligations; Remedies for seller's breach; Remedies for buyer's breach; Risk of loss
 - 2.3 International and national trade terms; ICC Incoterms 2010
3. International Payments
 - 3.1 International trade payment methods
 - 3.2 Cash and open account sales
 - 3.3 The commercial letter of credit ; Stages of a letter of credit transaction; Fundamental principles pertaining to letters of credit: autonomy of the credit and doctrine of strict compliance
 - 3.4 Uniform Customs and Practice for Documentary Credits (UCP 600); The fraud exception to letters of credit
4. Transportation of Exports
 - 4.1 The significance of international transportation in a global economy
 - 4.2 Transport industry parties
 - 4.3 Modes of transport and the corresponding legal rules: carriage of goods by sea, by land, by air, and multimodal transport; traditional methods of transport and container transport
 - 4.4 Special focus on carriage of goods by sea; Bills of lading and related carriage documents; Carrier's liability under the Hague - Visby Rules
5. International Commercial Arbitration
 - 5.1 Nature of international commercial arbitration and its distinguishing features; Advantages and disadvantages of arbitration compared to other forms of dispute settlement
 - 5.2 Uniform law and other rules of law pertaining to international arbitration
 - 5.3 Role of the arbitrator and role of the parties

Compulsory literature

International Business Law

Suggested literature

- August, R. (2004). *International business law : text, cases, and readings* (4. ed.). Upper Saddle River, N.J. : Prentice Hall.
- Bugg, S. (2010). *Contracts in English : an introductory guide to understanding, using and developing "Anglo-American" style contracts*. München : Beck [u.a.].
- Folsom, R, Gordon, M & Spanogle, J. (2009). *International business transactions in a nutshell* (8. ed.). St. Paul, Minn. : West.
- Folsom, R, Gordon, M, Van Alstine, M & Ramsey, M. (2015). *International Business Transactions: A Problem-Oriented Coursebook*. West Academic.
- Goode, R. (2007). *Transnational commercial law : text, cases and materials* (1. publ.). Oxford [u.a.] : Oxford Univ. Press.
- International Chamber of Commerce (2010). *Incoterms 2010*. Paris: ICC.
- Schmitthoff, C & Murray, C. (2007). *Schmitthoff's export trade : the law and practice of international trade* (11. ed. / by Carole Murray ..). London : Sweet & Maxwell.
- Taylor, D. (2008). *The Complete UCP: Uniform Customs und Practice for Documentary Credits Text, Rules and History 1920-2007*. International Chamber of Commerce (ICC).

European Labour Law

Module name European Labour Law	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. jur. Stefan Strassner	
As of 2020-11-29	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 7	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

European Labour Law

Learning objectives

Knowledge

- Die Studierenden kennen die wichtigsten Rechte und Pflichten, die sich für Unionsbürger, die als Arbeitgeber oder als Arbeitnehmer im EU - Inland oder EU - Ausland tätig ist, aus den Vorschriften des europäischen und internationalen Arbeitsrechts ergeben.

Skills

- Die Studierenden können beurteilen, ob und inwieweit für sie (und ihre Familien) auf der Grundlage der unionsrechtlich geschützten „Arbeitnehmerfreizügigkeit“ eine Arbeitnehmertätigkeit in einem an deren EU - Staat sinnvoll ist.

Social

- Die Studierenden können Arbeitsbedingungen danach beurteilen und gegebenenfalls so gestalten, wie es die europarechtlichen Schutzstandards z.B. beim Diskriminierungsschutz vorsehen.

Autonomy

- Die Studierenden sind in der Lage, die wichtigsten und häufigsten arbeitsrechtlichen Fragen selbstständig unter Heranziehung und Auslegung der entsprechenden Vorschriften zu beantworten.

Content

1. Einführung: Grundlagen des Rechts der Europäischen Union, Grundlagen des deutschen Arbeitsrechts
2. Die Arbeitnehmerfreizügigkeit: Anwendungsbereich Recht auf Teilnahme am Arbeitsmarkt, Diskriminierungsverbot
3. Schutzstandards für europäische Arbeitnehmer
 - 3.1 Die Anti- Diskriminierungs- Richtlinien, Umsetzung am Beispiel des AGG
 - 3.2 Die Mutterschutzrichtlinie, Umsetzung durch das MuSchG
 - 3.3 Die Teilzeitarbeitsrichtlinie, Umsetzung am Beispiel des TzBfG
 - 3.4 Die Arbeitsvertragsbefristungsrichtlinie, Umsetzung am Beispiel des TzBfG
 - 3.5 Die Betriebsübergangsrichtlinie, Umsetzung am Beispiel des Â§ 613a BGB
 - 3.6 Die Massenentlassungsrichtlinie, Umsetzung am Beispiel der Â§Â§ 17 ff. KSchG
 - 3.7 Die Arbeitszeitrichtlinie, Umsetzung am Beispiel des ArbZG
 - 3.8 Die Nachweisrichtlinie, Umsetzung am Beispiel des NachG
 - 3.9 Die Entsenderichtlinie, Umsetzung am Beispiel des AentG
4. Internationales Arbeitsrecht

Compulsory literature

- Grobauer, Christian (Hrsg.) Wirtschaftsgesetz für Wirtschaftsschulen und die kaufmännische Ausbildung

European Labour Law

Suggested literature

- (o.D.). Beck.

International Commercial Mediation

Module name International Commercial Mediation	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Bond, Gregory	
As of 2019-09-18	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 7	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites At least one course in Negotiations and / or Mediation. Knowledge of English at high B2, preferably C1.
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 86,0 h	Projects 0,0 h	Exam 4,0 h	Total 150 h

International Commercial Mediation

Learning objectives

Knowledge

- Specific knowledge as to when and how mediation can be used in international commercial disputes. Specific knowledge of various forms of international commercial disputes and mediation cultures.

Skills

- Negotiation and mediation skills, both in the role of party to a dispute and of mediator / third-party neutral.

Social

- Conflict competence, mediation competence

Autonomy

- Ability to independently prepare for and conduct mediation and negotiation in both the role of party and mediator

Content

1. The course is based on simulation of complex international commercial disputes from the fields of contract law in international sales (terms, quality), intellectual property law, construction disputes, and also disputes of a more personal nature between business partners.
2. Students address the process of commercial mediation and the mediation principles underlying it. They will distinguish mediation from other dispute resolution procedures (litigation, arbitration).
3. Students gain practical mediation skills, both as parties with business interests and in mediation advocacy and as third-party mediators.
4. Students will prepare scenarios in the roles of requesting and responding party and mediator. Preparation will include the writing of strategy papers (mediation plans) and opening statements.
5. Training focuses on simulation of mediation sessions and communication skills and includes a joint feedback culture.
6. Case analysis focuses on understanding business interests and legal frameworks and on addressing parties' process interests in mediation. Students analyse cases in writing.
7. The course includes an overview of international commercial mediation practice in various parts of the world and jurisdictions.

Compulsory literature

- Bond, G. (2015). *International commercial mediation training role-plays : cases from the ICC International Commercial Mediation Competition*. Paris : ICC Publ.

International Commercial Mediation

Suggested literature

- Blake, S, Browne, J & Sime, S. (2013). *The Jackson ADR handbook* (First edition). Oxford : Oxford University Press.
- Busch, D. (2010). *International and regional perspectives on cross-cultural mediation*. Frankfurt am Main [u.a.] : Lang.
- Holbrook, J & American Arbitration Association. (2010). *Handbook on mediation* (2. ed.). Huntington, N.Y. : JurisNet.
- (2006). *Private dispute resolution in international business : negotiation, mediation, arbitration; 2.: Handbook*. The Hague [u.a.] : Kluwer.
- Lee, J. (2009). *An Asian perspective on mediation*. Singapore : Academy Pub.
- Abramson, H. (2011). *Mediation representation* (2. ed.). New York : Oxford Univ. Press.
- Kluwer mediation blog, kluwermediationnblog.com

International Trade and Investment

Module name International Trade and Investment	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Hederer, Christian	
As of 2023-09-25	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 7	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basic knowledge of economics.
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 60,0 h	Projects 30,0 h	Exam 0,0 h	Total 150 h

International Trade and Investment

Learning objectives

Knowledge

- **Students know ...**
- ... the main elements of the current global institutional framework for cross-border trade and investment, and its economic and political background;
- ... the WTO, its main components, and significance for cross-border trade and investment from a business perspective;
- ... international investment agreements and how businesses as international investors can make use of them;
- ... the main current policy debates on the current international trade and investment system, and how to assess different scenarios from a business perspective.

Skills

- **Students learn to ...**
- ... read and assess primary, including legal, sources on international trade and investment;
- ... apply correct terminology on issues in international trade and investment, including in dispute settlement;
- ... form positions on, and participate in, current debates on the future of the international trade and investment system.

Social

- **Students learn to ...**
- ... organize group discussions to develop and defend common positions, including a division of tasks;
- ... resolve differences in group members' preferences;
- ... arrange effective group communication to present results to a larger audience.

Autonomy

- **Students learn to ...**
- ... read and analyse English texts under a tight timeframe;
- ... produce effective oral statements and briefings;
- ... (if chosen) prepare a short scientific text, including a specific research question and ensuing analysis.

International Trade and Investment

Content

1. The economics and politics of international trade and investment: overview of theoretical approaches
2. Patterns of international trade and investment: past and present
 - a. International trade relations in human history: a (very) short overview
 - b. Steps towards "globalisation" after World War II
 - c. The current status: intense trade, precarious politics
3. International trade
 - a. The World Trade Organisation (WTO): mission, principles, organisation, main agreements (on trade in goods, services; intellectual property), dispute settlement
 - b. Regional trade agreements: patterns and principles
4. International investment
 - a. International investment protection: what it covers, how it works
 - b. Focus on dispute settlement between states and foreign investors
5. Scenarios for international trade and investment in the future, and their implications for business

Compulsory literature

- tba

Suggested literature

Introduction to the German Economy

Module name Introduction to the German Economy	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Hederer, Christian	
As of 2023-08-09	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 7	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basic knowledge of economics.
Special regulations The course offers a broad overview of characteristics of the German economy and its strengths and weaknesses in a comparative international perspective. Topic will be approached both from a top-down, interdisciplinary view and a bottom-up perspective focussing on Germany as a business location.

Workload breakdown				
Presence 60,0 h	Self-study 40,0 h	Projects 48,0 h	Exam 2,0 h	Total 150 h

Introduction to the German Economy

Learning objectives

Knowledge

- Students know the key characteristics of the German economy.
- Students can situate these characteristics in a broader institutional and historical background from a comparative perspective.
- Students know the relevance of core fields, such as labour market policy, industrial policies, education, research, and innovation policies, social policy, and external economic relations, for Germany as a business location.

Skills

- Students can judge the strengths and weaknesses of Germany as a business location from different perspectives, including core economic criteria.
- Students can identify, and work with, appropriate data sources.
- Students improve their ability to systematically orient decisions for or against a certain business location along economic and related criteria.

Social

- Students improve their competence to develop and defend positions in groups, including such that do not correspond to their personal opinion.
- Students improve their competence to provide constructive and substantiated feedback to the work of other students.

Autonomy

- Students are able to set up a short research paper in a limited amount of time, including appropriate sources and an own position.

Content

1. Introduction: A profile of the German economy
2. German economic history, with an emphasis on development after WW II
3. The German 'Social Market Economy': concept, strengths, problems
4. Economic structure and external economic relations, including the EU Internal Market
5. Labour markets, demography, and migration
6. Labour markets and educational system; R&D and innovation policies
7. Labour markets, wages, and institutions of wage negotiations
8. Corporate culture and corporate governance
9. Financial system and monetary policy
10. Fiscal policy and taxation
11. Energy and climate policies
12. Federalism and political decision making processes

Introduction to the German Economy

Compulsory literature

– TBA

Suggested literature

Entrepreneurship and Business Plan

Module name Entrepreneurship and Business Plan	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. rer. pol. Christian Schultz	
As of 2023-03-14	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 7	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations To receive a grade students´ have to complete a business plan on their own or in a team during the semester. The main topic of the exercise sessions are various case studies.

Workload breakdown				
Presence 60,0 h	Self-study 45,0 h	Projects 45,0 h	Exam 0,0 h	Total 150 h

Entrepreneurship and Business Plan

Learning objectives

Knowledge

- Students understand the relevance of entrepreneurship in general and start-ups in particular for economic activity and society as a whole. They are familiar with different fields of entrepreneurial action and are able to formulate entrepreneurial goals and derive at practical measures to manage a start-up. Students understand the start-up process and the multi-faceted aspects of individual entrepreneurial decision-making. The students can identify economic potential in general and they can develop their own business ideas. They are aware of entrepreneurial opportunities and risks regarding the digital transformation of markets and companies. They are able to methodically develop, market, and manage business models. Students can analyze potentials of digitalization for business opportunities

Skills

- – The students are familiar with the opportunities and limits of start-up management and innovation processes in general. They are able to develop strategies to improve their personal entrepreneurial capability. The students grasp best practice approaches and are able to critically assess and adapt them adequately. They are able to critically reflect on entrepreneurial actions with regard to its consequences. After successful completion, students will be able to apply methods and instruments of business modelling and start-up management to make practice-related decisions. Furthermore, they are able to create a business plan for a self-developed business idea.

Social

- – Case studies are worked on in a small group mode and business models are developed jointly. These tasks promote the students' communication and cooperation skills as well as their decision-making ability.

Autonomy

- Through the individual engagement in the case study processing, each student learns to confidently express his opinion and to argue plausibly. Through business model development tasks decision-making skills (gathering information, developing & prioritizing alternatives; considering possible consequences) and flexibility (adapting to changing conditions) are trained. Students demonstrate personal commitment and reliability in solving group-based tasks.

Content

1. 1. Entrepreneurship and Intrapreneurship 2. Entrepreneurial Personality 3. The Entrepreneurial Team 4. Relevance of the Business Plan 5. The Start-Up Process 6. Business Model Development and Idea Generation (design thinking) 7. Business Model Canvas and Lean Start-up Strategies 8. Disruptive Business Models

Entrepreneurship and Business Plan

Compulsory literature

- Blättel-Mink, B. & Menez, R. (Eds.) (2015). *Compendium of innovation research*. Wiesbaden: Springer.
- Christensen, C. (2013). *The innovator's dilemma: when new technologies cause great firms to fail*. Boston: Harvard Business Review Press.
- Eckert, R. (2017). *Business innovation management*. Wiesbaden: Springer Gabler.
- Gassmann, O. (2017). *Developing business models*. Munich: Hanser.
- Hoffmann, C., Lennerts, S., Schmitz, C., Stölzle, W. & Uebernickl, F. (Eds.) (2016). *Business innovation. The St. Gallen model*. Wiesbaden: Springer Gabler.
- Hauschildt, J., & Gemünden, H. G. (Eds.). (2013). *Promoters: champions of innovation*. Springer.
- Malzer, K. (2016). *Digital disruption*. Munich: Vahlen.
- Müller, S. & Fueglistaller, U. (2015). *Entrepreneurship. Models, implementation, perspectives. With case studies*. Wiesbaden: Gabler.
- Praszkiel, R. & Nowak, A. (2012). *Social entrepreneurship. Theory and practice*. New York: Cambridge University Press.
- Ries, E. (2014). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Munich: Redline.
- Schultz, C. & Rehder, S. (2017). *Entrepreneurship*. Stuttgart: Kohlhammer.
- Wulf, J. P. (2017). *Business model development : exploring the fundamentals, implications and capabilities required for changes in business model design*. Aachen: RWTH.

Suggested literature

Global Challenges of the 21st Century from a European Perspective

Module name Global Challenges of the 21st Century from a European Perspective	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof.Dr.rer.pol.habil. Iciar Dominguez Lacasa	
As of 2023-09-05	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 7	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 50,0 h	Projects 30,0 h	Exam 10,0 h	Total 150 h

Global Challenges of the 21st Century from a European Perspective

Learning objectives

Knowledge

- • Students show an awareness of the major debates about the challenges covered in this module..
- • Students understand the basic drivers of the challenges covered in this module and policy responses.
- • Students generate new ideas and research questions on dilemmas related to the global challenges from a European perspective
- • Students understand how interests, institutions and ideas influence and constrain policymaking addressing the challenges covered in this module.

Skills

- • Students can retrieve social science data, policy documents and academic literature to the challenges covered in this module.
- • Students can interpret social science data and literature related to the challenges covered in this module.
- • Students understand the key features of social science research and how it differs from knowledge that is not evidence based.
- • Students can participate in current debates on the challenges covered in this module.

Social

- • Students can provide constructive feedback to fellow students.
- Students can adequately communicate expert content in class discussions.

Autonomy

- • Students can engage in collaborative work and contribute to it according to their skills and strengths.
- • Students can set their own working and research goals and achieve them.

Content

1. In this module students are introduced to major societal challenges and priority research questions identified by leading scholars. Policy responses from a European perspective will be a focus.
2. Students examine cross-cutting and interrelated themes such as:
 - The environmental and climate challenge Policy Responses
 - The challenge of income inequality Policy responses to Inequality
 - The challenge of aging population and migration Policy responses
 - The challenge of technological disruption Policy responses
 - The challenge of development and innovation divide Policy responses
3. The module includes desk research tasks, reading and discussion to the different topics.

Global Challenges of the 21st Century from a European Perspective

Compulsory literature

- Guillén, M., & Ontiveros, E. (2016). *Global Turning Points: The Challenges for Business and Society in the 21st Century* (2nd ed.). Cambridge: Cambridge University Press. doi:10.1017/9781316481592
- Jacobs, M & Mazzucato, M. (2016). *Rethinking capitalism : economics and policy for sustainable and inclusive growth*. Chichester, West Sussex, United Kingdom :Wiley-Blackwell,.
- Ramiro Troitiño, David; Kerikmäe, Tanel; La Guardia, Ricardo Martín de; Pérez Sánchez, Guillermo Á. (Hg.) (2020): *The EU in the 21st Century: Challenges and Opportunities for the European Integration Process*. Cham: Springer International Publishing.
- Reinert, Erik S.; Kvangraven, Ingrid H. (2023): *A modern guide to uneven economic development*. Cheltenham, UK, Northampton, MA: Edward Elgar Publishing ([Edward Elgar books]).
- Sansus, Lara; Ramiro Troitiño, David; Kerikmäe, Tanel (2020): *Migration to Europe: A Threat or an Opportunity?* In: David Ramiro Troitiño, Tanel Kerikmäe, Ricardo Martín de La Guardia und Guillermo Á. Pérez Sánchez (Hg.): *The EU in the 21st Century: Challenges and Opportunities for the European Integration Process*. Cham: Springer International Publishing, S. 59–84.
- Santos, Filipe D.; Ferreira, Paulo L.; Pedersen, Jiesper S. (2022): *The Climate Change Challenge: A Review of the Barriers and Solutions to Deliver a Paris Solution*. In: *Climate* 10 (5). DOI: 10.3390/cli10050075.

Suggested literature

Intercultural communication in a multilingual context

Module name Intercultural communication in a multilingual context	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Demarchi, Marie-Noelle & Veronica Bertinotti de Fiddicke	
As of 2023-09-13	Language English
Type Elective	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 7	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites None
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 50,0 h	Projects 38,0 h	Exam 2,0 h	Total 150 h

Intercultural communication in a multilingual context

Learning objectives

Knowledge

- Students have a complex and at the same time in-depth knowledge of culture, communication, intercultural communication and multiculturalism.
- Students are able to identify and describe the different aspects of culture and understand that they can influence the behaviour, values and opinions of people.
- They have an extended knowledge of the policy of multilingualism in the European Union.
- Students are able to understand the role that Europe played in the past and the position of Europe in the present.

Skills

- Students can analyse and reflect on the influence of their own culture on their values, opinions and behaviour and are capable of evaluating their own progress in developing their intercultural communication.
- Students are able to suggest strategies for improving intercultural communication in different situations in personal and business life.
- Students are capable of identifying the challenges and the benefits of working in a culturally diverse team. They can think critically about problems that arise from this working context and are able to work on solutions to these problems.
- Students can reflect critically on Eurocentristic positions.

Social

- Students are able to demonstrate teamwork skills in the context of group work.
- Further, students are able to lead teams to complex solutions and represent them argumentatively.

Autonomy

- Students are able to independently analyze and edit more complex specialized texts on the topics of culture, intercultural communication and multilingualism.
- Students can independently argue about the challenges and opportunities of working in a multicultural environment.
- Students are capable of identifying the challenges and the benefits of working in a culturally diverse team.
- They can think critically about problems that arise from this working context and are able to work on solutions to these problems.

Content

1. Theory and Practice in Intercultural Business Communication
2. Organisational Communication
3. Challenges in global working context / working in multicultural teams
4. European perspectives, eurocentrism
5. European multilingual policy

Intercultural communication in a multilingual context

Compulsory literature

- Meyer, E. (2015). *The culture map : decoding how people think, lead, and get things done across cultures* (First edition, international edition) New York, NY : PublicAffairs.

Suggested literature

- Kohl, Katrin (2020): *Creative Multilingualism. A Manifesto*, Open Book Publishers
- Zink, Julie: *Organizational Communication*. granite.pressbooks.pub (online)
- Martin, Judith N., and Thomas K. Nakayama. (2013) *Intercultural Communication in Contexts*. 6th Ed. New York: McGraw Hill

International Financial Management III

Module name International Financial Management III	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. rer. pol. Verena Klapschus & Prof. Dr. rer. pol. Stefan Trencsik	
As of 2023-08-23	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 5	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Financial and managerial accounting, corporate budgeting
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 0,0 h	Projects 90,0 h	Exam 0,0 h	Total 150 h

International Financial Management III

Learning objectives

Knowledge

- Students know the steps of the M&A process and can use theories and models to formulate a business strategy.
- They can apply theories to explain M&A behavior and know tests of these theories and can interpret the results.
- Students know the players in the M&A market and understand their objectives.
- Students know and can derive all parameters and assumptions for valuing a company using dcf-methods
- Students can use the fundamental valuation techniques and evaluate their results.

Skills

- Students can analyze a business in terms of possible growth strategies and formulate a growth strategy.
- Students can value a company using different valuation techniques.
- Students will be able to identify key issues, derive appropriate solutions, and have good understanding of their impact on M&A transaction outcomes.
- Students can professionally build templates and models in excel
- Students can calculate cost of capital using publicly available financial data

Social

- Students will solve several case studies and learn how to discuss and defend their arguments.

Autonomy

Content

1. Introduction to Mergers and Acquisitions
2. The Mergers and Acquisitions Environment and Process
 - 2.1 Common Takeover Tactics and Antitakeover Defenses
 - 2.2 Developing a Business and Acquisition Plan
 - 2.3 The Negotiation, Integration, and Closing Phases
 - 2.4 Postmerger Integration
3. Merger and Acquisition Valuation and Modeling
 - 3.1 Primer on Cash Flow Valuation & Estimating Risk
 - 3.2 Cost of Capital & Cash Flows
 - 3.3 Discounted Cash Flow Models
 - 3.4 Financial Modeling
 - 3.5 Multiples

International Financial Management III

Compulsory literature

- DePamphilis, D. (2019). *Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions*. Academic Press.

Suggested literature

International Human Resources Management III

Module name International Human Resources Management III	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. Petra Poljsak-Rosinski & M. Sc. Marcel Herold	
As of 2023-03-13	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 5	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basics of HR Management and Organizational Design, Leadership Theories, English
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 80,0 h	Projects 8,0 h	Exam 2,0 h	Total 150 h

International Human Resources Management III

Learning objectives

Knowledge

- Students will be able to understand and perform personnel management for service providers. Students will be enabled to understand and design behavioural trainings and assert themselves in executive coaching. Students understand the importance of Emotional Intelligence (EI).

Skills

- lead and influence others more effectively at executive level. Students utilize an essential people management skill-set to enhance internal and external business relationships.

Social

- Students will be able to manage intra-personal and inter-personal relationships more effectively in a professional context. Students acquire the competence to manage themselves more effectively in respect to self-awareness, time management, personal organization skills, stress management, dimensions of personality and individual differences, professional and ethical approaches to self-management.

Autonomy

- Students will enhance competence in postgraduate study skills to contribute to personal and professional development. Students will be assisted to make the most of their formal programs of study with the inclusion of key post-graduate study skills, including critical reflection on theory and practice from an ethical and professional standpoint.

Content

1. Personnel management for service providers.
2. Behavioural training for managers and employees.
3. Developing good people skills and emotional intelligence.
4. Diversity Management as adding value to companies.
5. Challenges of executive coaching in today's business.
6. New ways of conflict resolution by mediation.

Compulsory literature

- Watson, G. and Reissner, S.C. (2010): *Developing Skills for Business Leadership*. London: CIPD

Suggested literature

- Cottrell, S. (2003): *Skills for Success - The Personal Development Planning Handbook*. Basingstoke: Palgrave Macmillan
- Goleman, D. (1995): *Emotional Intelligence - Why It Can Matter More Than IQ*. London: Bloomsbury Publishing Journals: Harvard Business School Press

International Marketing Management III

Module name International Marketing Management III	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Prof. Dr. rer. pol. Sandra Haas	
As of 2023-07-17	Language English
Type Specialization	CP according to ECTS 5

Study type Full time	Semester 3	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0
Study type Part time	Semester 5	SWS 4	L / E / L / P / S 2 / 2 / 0 / 0 / 0

Recommended prerequisites Basic knowledge on marketing and academic writing/empirical studies is recommended but not mandatory for completing this module. Lecturer will advise on preparation needed.
Special regulations

Workload breakdown				
Presence 60,0 h	Self-study 88,0 h	Projects 0,0 h	Exam 2,0 h	Total 150 h

International Marketing Management III

Learning objectives

Knowledge

- The student acquires the theoretical, methodical and factual marketing knowledge that enables him or her to operate effectively in the cross - cultural world.
- Students are able to distinguish major dimensions which define cultural differences among societies/groups.
- Students are competent in marketing strategies for adaptation to cultural differences.

Skills

- Students can plan and carry out research projects on intercultural issues and can adapt marketing programs to local conditions.
- This course will improve students' analytical and interpersonal skills in negotiation and conflict-management so as to enable them to deal efficiently with tensions, differences, and conflicts.

Social

- Students reflect on their own culture and its impact on intercultural interactions.
- Students act interculturally competent in everyday practice.
- By presenting their research results in class, students will pass on their knowledge to their fellow students and improve the ability to assert themselves.

Autonomy

- Students will develop a critical, analytical, flexible and creative state of mind while practicing questioning, challenging and innovative thinking.
- Through comprehensive research work, students develop their ability to plan and control learning processes independently.

International Marketing Management III

Content

1. "With the rapid expansion of global markets, managers are struggling to balance the paradoxical demand to think globally and act locally. That imperative requires them to move people, ideas, products, and information around the world to meet local needs" (Ulrich, 1998). Thereby, cultural intelligence proves to be - next to a deep understanding of intercultural marketing - a critical skill for nowadays marketers. This 3rd semester course aims to strengthen students' abilities in both skills by adding a truly (cross)- cultural perspective to their marketing understanding and expertise. Therefore, students will carry out supervised research on cross- cultural marketing aspects. They will be requested to write a paper and present it in class.
2. Cultural Foundations: In this section the powerful environmental factor of culture will be explored. From a research perspective we will focus on questions such as: What is culture in the context of marketing? What is the role of culture as a factor influencing individual decisions? A selection of cultural concepts, cultural dimensions and classifications of culture will be discussed and evaluated with regard to their practical relevance.
3. Interculturality: Aspects of interculturality in a national and international context will be addressed in the 2nd section. We will look at key areas for action in Ethno - Marketing, International Marketing and Intercultural Marketing and will explore similarities and distinctions in the mode of action.
4. Intercultural Marketing: The 3rd section focuses on Intercultural Marketing. Students get insights in to aspects such as cross - cultural buying behaviour, developing country profiles, cross - cultural market segmentation, paradigm of standardization/ adaptation, strategy of adapted standardization and cultural aspects in marketing - mix decisions.
5. Intercultural Communication/ Culture and Negotiations: Due to the fact, that marketers are one of the biggest practitioners of intercultural communications, this section prepares students to communicate with culturally diverse customers, business partners as well as to cooperate in, and to run successfully multi- cultural working groups.

Compulsory literature

Suggested literature

- Emrich, C. (2007). *Interkulturelles Marketing-Management : Erfolgsstrategien, Konzepte, Analysen* (1. Aufl.). Wiesbaden : Dt. Univ.-Verl.
- Usunier, J & Lee, J. (2009). *Marketing across cultures* (Fifth edition). Harlow, England : Prentice Hall, Financial Times.
- de Mooij, M. (2010). *Consumer Behavior and Culture: Consequences for Global Marketing and Advertising by Marieke de Mooij (16-Nov-2010) Paperback*. SAGE Publications, Inc.
- Updated article outcomes such as of Journal of International Business Studies, Journal of International Entrepreneurship, International Business Review etc.

Master's Thesis

Module name Master's Thesis	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Hederer, Christian	
As of 2020-09-06	Language English
Type Compulsory	CP according to ECTS 24

Study type Full time	Semester 4	SWS 0	L / E / L / P / S 0 / 0 / 0 / 0 / 0
Study type Part time	Semester 6	SWS 0	L / E / L / P / S 0 / 0 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence 0,0 h	Self-study 0,0 h	Projects 720,0 h	Exam 0,0 h	Total 720 h

Learning objectives
Knowledge
Skills
– Students can conduct scientific work in accordance with established scientific standards.
Social
– The general study guidelines ("Rahmenordnung") offer the possibility to work in teams of two persons.
Autonomy
– Students are able to work independently on a concrete scientific problem and develop their own answers and solutions.

Master's Thesis

Content

1. Master's Thesis

Compulsory literature

Suggested literature

Master's Thesis defense

Module name Master's Thesis defense	
Degree course Europäisches Management	Degree Master of Arts
Module responsible(s) Hederer, Christian	
As of 2020-09-06	Language English
Type Compulsory	CP according to ECTS 6

Study type Full time	Semester 4	SWS 0	L / E / L / P / S 0 / 0 / 0 / 0 / 0
Study type Part time	Semester 6	SWS 0	L / E / L / P / S 0 / 0 / 0 / 0 / 0

Recommended prerequisites
Special regulations

Workload breakdown				
Presence 0,0 h	Self-study 180,0 h	Projects 0,0 h	Exam 0,0 h	Total 180 h

Learning objectives
Knowledge
Skills
Social
Autonomy
– Presentation and defense of thesis in oral discussion with supervisors.

Content
1. Substantive content of Master's Thesis.

Master's Thesis defense

Compulsory literature
Suggested literature