

Syllabi

Core Module Courses	2
Project Management	2
Operations Management	3
Strategic Management	4
International Business Law	5
Strategic Controlling	6
Crisis Management	7
Branding & Communication Management	10
Doing Business in a Global Economy	11
International Finance Management	13
International Trade & Sales	14
Marketing Controlling	16
Business Ethics	19
Business Planning Theory & Exercises	21
Moderation & Presentation	23
Principles of Corporate Management	24
Global Communications	25
Specialization Module Courses	28
Tourism Track	28
Strategic Tourism Management	28
International Tourism Markets	30
International Management Track	31
Competitive Advantage	31
Leading to High Performance	33
Finance Track	34
Implementation of Derivatives	34
International Auditing	36
International Financial Reporting	38
Communication Track	39
Strategic Public Relations	39
Intercultural Communication	41
Psychology & Management Track	43
Consumer Psychology	43
Structuring of Consulting Projects	45
Luxury & Fashion Management Track	47

Marketing of Luxury Goods & Fashion	47
Luxury & Fashion Buying and Merchandising	48
Sports Management Track	49
Introduction to International Sports Management.....	49
Management of International Professional Sports	50
Law Track	51
Introduction to German Law.....	51
Trademark Law and Unfair Competition Law.....	52

Core Module Courses

Project Management

Language of Instruction:	English
ECTS:	5
Course Description:	<p>In big international corporation's project management has become the 'gold standard' to get things done. One reason being that project organizations in contrast with line organizations are better suited to deal with an increasingly volatile environment. As a direct consequence almost any corporation will require their specialists and management to successfully handle projects – often without dedicated prior training.</p> <p>This course is meant to provide master students with a 'proven' toolbox to handle projects of almost any size in their corporation. It will also give students a platform to share their own experiences and issues with projects they have managed. As such the course focuses on projects as a 'managerial working mode' (as in management and advisory projects) rather than on projects as a 'business model' (as in the engineering, construction or software industry).</p> <p>More specifically the course will focus on the question how to efficiently and effectively run projects whilst line operations continue and how to successfully 'connect' project management to the 'rest' of the international corporation, today often organized as 'matrix'. Post-merger integration, large restructuring and efficiency activities as well as the roll out of major marketing campaigns are typical examples for management and advisory projects.</p> <p>The course will also introduce EPM (Enterprise Portfolio Management) as a technology to deal with portfolios of multiple projects.</p> <p>The sessions will be interactive and hands on. Students will be required to go through a number of exercises, cases and team presentations. There will be external speakers sharing their learnings from major international projects and discussing them with the group.</p>
Course Objectives:	<p>After completing the course the student will be able to:</p> <ul style="list-style-type: none"> • Effectively structure a project, using a life simple cycle model • Make use of a minimum set of tools to manage a project • Design an effective international project organization • Understand the possibilities and limitations of financial project planning and controlling • Organize a project portfolio in synch corporate line operations
Evaluation:	Most modules contain a homework assignment. Students are divided into teams and submit homework according to a pre-defined schedule. Homework is to be submitted on English.

	The final examination will be a case study. All contents of the script, the exercises, homework, assignments and the lecture are relevant for the final examination. Additional reading is required.
Readings:	<p>Eric Verzuh: The fast forward MBA in Project Management, John Wiley Sons, NJ, 2008</p> <p>Harold Kerzner: Project Management. A systems approach to planning, scheduling and controlling. Wiley & Sons, NJ, 2009</p> <p>Project Management Institute: A guide to the Project Management Body of knowledge, 3rd Edition (PMBOK Guide). Project Management Institute, PA, 2004</p> <p>Kendrick: Results without authority, a project manager's guide. AMACOM, NY, 2006</p> <p>Clark A. Campbell: The one page project manager. Wiley & Sons, NJ, 2007</p> <p>Forsberg / Mooz / Cotterman: Visualizing project management. Wiley & Sons, NJ, 2005</p>

Operations Management

Language of Instruction:	English
ECTS:	5
Course Description:	<p>Operations are at the core of every organisation which provides goods or services. Whether in factories, restaurants, government institutions, marketing departments (the list can be extended almost endlessly), it is operations that generate value for the customer. Even managers who do not work in an operations context have to take operational issues into account when making managerial decisions. Marketing, for instance, needs to stay in close contact with operations when it conceptualises new products. Therefore, a sound understanding of operations is crucial for any manager.</p> <p>The course employs lectures, class discussions and case studies as learning methods.</p>
Course Objectives:	<p>After completing the course students will be able to</p> <ul style="list-style-type: none"> • illustrate the inter-relationship between operations and strategy, • apply key operations planning methods, • classify and assess different process designs, such as job shop, flow shop, and mass customisation, and apply corresponding basic numerical procedures <p>Students will have improved their methodological skills in</p> <ul style="list-style-type: none"> • Analysing processes, • Dealing with case studies, • Applying basic quantitative methods, • Communicating in the English language.
Evaluation:	<p>Visiting students from our partner universities intending to obtain the ISM International Business Certificate are required to take a one-hour written exam at the end of the course.</p> <p>All contents of the lecture notes (including updates), the exercises and case studies, the homework assignments, and the oral lectures are relevant. Textbook readings are recommended to obtain a full understanding.</p>
Readings:	Heizer, J.; Render, B.: Operations Management. 9th ed., Pearson Prentice Hall, Upper Saddle River, 2008

	<p>Goldratt, E.; Cox, J.: The Goal. North River Press, 3PrdP ed., 2004 (also available in German)</p> <p>Russell, R.S.; Taylor, B.W.: Operations Management: Creating Value Along the Supply Chain. 7th ed., John Wiley & Sons, Hoboken, 2011</p> <p>Stevenson, W.J.: Operations Management. 11th ed., McGraw Hill, Irwin Boston, 2011</p> <p>Winston, W.L.: Operations Research. 4th ed., Duxbury Press, Belmont, 2003</p> <p>Eliahu Goldratt / Jeff Cox: The Goal. North River Press, 3PrdP ed, 2004 (also available in German)</p>
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Strategic Management

Language of Instruction:	English
ECTS:	5
Course Description:	<p>The course addresses the question “What makes a firm successful?” We define success in terms of creating shareholder value over the long term. The strategy of a firm is the set of decisions it makes concerning how it will achieve superior performance, and hence create value for shareholders.</p> <p>This course presents a framework and set of tools for formulating successful strategies. The focus is on identifying and analysing the sources of profitability available to the firm and on developing strategies to access these sources. We view strategy as a link between the firm and its business environment. This implies that there are two primary areas of analysis: the external industry environment (its industry) and the internal environment (in particular, the resources and capabilities that it possesses).</p> <p>A central theme of the course is the analysis of competitive advantage. Superior performance is primarily the result of building sustainable competitive advantage through deploying internal resources and capabilities to exploit the key success factors within the firm’s industry environment. We will analyse the potential for competitive advantage and design strategies that can build comparative advantage. Thus, the essence of the overall framework is to address the development and management of internal resources and capabilities in relation to the external environment to achieve competitive advantage.</p> <p>The course is concerned not just with analysis but also with decisions. In our case discussions, students will be taking the role of a senior executive or consultant. Students will be required to make decisions concerning key strategy issues and indicate how the right decisions will be implemented.</p>
Course Objectives:	<ul style="list-style-type: none"> ▪ To acquire familiarity with the principal concepts, frameworks and techniques of strategic management. ▪ To gain expertise in applying these concepts, frameworks and techniques in order to: <ul style="list-style-type: none"> - <i>Understand</i> the reasons for good or bad performance by a firm; - <i>Generate</i> strategy options for a firm; - <i>Assess</i> available options under conditions of imperfect knowledge; - <i>Select</i> the most appropriate strategy; - <i>Recommend</i> the best means of implementing the chosen strategy. <p>To improve the student’s skills of oral and written communication in English</p>

Evaluation:	<p>The final examination follows closely the structure of the exercises, cases, and homework and consists of 100% case application. The examination language is English. Continuous participation in exercises and homework is the best preparation.</p> <p>All contents of the script (including updates), the exercises and case studies, the homework assignments, and the lecture are relevant for the examination. Textbook readings are required to obtain a full understanding.</p>
Readings:	<p>Exploring Strategy, Text and Cases by Gerry Johnson, Richard Whittington and Kevan Scholes, 9th ED 2011, Pearson</p> <p>Strategic Management and Competitive Advantage, Jay B. Barney, William S. Hesterly, 4th ED 2012, Pearson</p> <p>Essentials of Strategic Management, J. David Hunger, Thomas L. Wheelen, 5th, ED 2010, Pearson</p>

International Business Law

Language of Instruction:	English
ECTS:	5
Course Description:	<p>Knowledge regarding the general legal framework is essential for understanding business and management processes. Therefore, the objective of this course is a practice-oriented introduction concerning relevant legal aspects. This includes issues of national and international civil, commercial and corporate Law. Participants will share their respective domestic views and thus contribute to a comparative approach and understanding of selected legal issues.</p> <p>The main subjects of the lectures are</p> <ul style="list-style-type: none"> - Overview re German Law - Aspects re EU Law - Aspects re International Law and conventions - Conflict of Laws
Course Objectives:	<p>After completing the course, students should be able to</p> <ul style="list-style-type: none"> o understand and communicate general structure and principles of German and EU commercial law; o present corporation and competition law together with comparative references. o compare national and international commercial legal systems and understand the significance of different jurisdictions for commercial decision-making
Evaluation	Final examination

Strategic Controlling

Language of instruction :	English
ECTS:	5
Course Description:	<ul style="list-style-type: none"> • Strategic controlling is an essential part of a corporate control system. It is based on middle- and long-term considerations and focuses on securing the long-term company survival und growth. • Quantifiable as well as non-quantifiable factors are reviewed, and environments of a company such as markets, competitors, or consumer behavior are considered. • Based on this framework, strategies and concepts are elaborated and implemented. • Going in more detail the following contents are communicated: <ul style="list-style-type: none"> - Basic principles of strategic controlling - Company and environmental analysis - Business unit strategies - Corporate strategies - Value-based controlling of strategies - Strategic evaluation and control - Strategic foresight - Performance measurement systems
Course Objectives:	<ul style="list-style-type: none"> • Critically evaluate the assumptions and underlying theory of strategic control • Practically apply methods and concepts of strategic control
International aspects:	<ul style="list-style-type: none"> • International aspects are essential and are especially pointed out
Readings:	<p><u>Ressource Pack</u></p> <p>Atkinson, A. A., Kaplan, R. S., Matsumura, E. M., & Young, S. M. 2011. <i>Management Accounting, International Edition</i> (6th ed.). New Jersey, NJ: Pearson.</p> <p>Buzzell, R. D., & Gale, B. T. 1987. <i>The PIMS Principles: Linking Strategy to Performance</i>. New York, NY: The Free Press.</p> <p>Copeland, T. E., Koller, T., & Murrin, J. 2000. <i>Valuation: measuring and managing the value of companies</i> (3 ed.). New York, NY: John Wiley & Sons.</p> <p>Kaplan, R. S., & Norton, D. P. 1996. <i>The Balanced Scorecard: Translating Strategy into Action</i>. Boston, MA: Harvard Business School Press.</p> <p>Porter, M. E. 1980. <i>Competitive Strategy</i>. New York, NY: Free Press.</p> <p>Stewart, G. B. 1991. <i>The Quest for Value: The EVA Management Guide</i>. New York.</p>
Session 1 (2x90 Min.)	<p>Basic principles of strategic controlling and environmental analysis</p> <ul style="list-style-type: none"> • Development of accounting • Differences strategic vs. operative controlling

	<ul style="list-style-type: none"> • Competitive strategies • Strategic analytical tools <p>Readings: See script</p>
<p>Session 2 (2x90 Min.)</p>	<p>Business unit strategies</p> <ul style="list-style-type: none"> • The PIMS study • Instruments for evaluating business unit strategies • Instruments for evaluating product strategies • Managing the magic triangle (cost, quality, time) <p>Readings: See script</p>
<p>Session 3 (2x90 Min.)</p>	<p>Corporate strategies</p> <ul style="list-style-type: none"> • Generic strategies • Matrix tools • Portfolios and Core Competencies <p>Readings: See script</p>
<p>Session 4 (2x90 Min.)</p>	<p>Value-based controlling of strategies</p> <ul style="list-style-type: none"> • Socio-political developments • Discounted Cash Flow Method • From ROI to NPV and EVA <p>Readings: See script</p>
<p>Session 5 (2x90 Min.)</p>	<p>Strategic evaluation of strategies and Strategic foresight</p> <p>Readings: See script</p>
<p>Session 6 (2x90 Min.)</p>	<p>Performance management systems</p> <p>Readings: See script</p>
<p>Method of Assessment:</p>	<p>Written examination (60 min), containing essay questions and numerical problems</p>

Crisis Management

Language of Instruction:	English
ECTS:	5
Course Description:	<p>Every company and tourist destination runs the risk of an unexpected crisis. Forward-thinking companies and organisations are practicing differentiated crisis management strategies. Proactive crisis management activities, for example, include forecasting potential crises, planning and how to deal with them, recovery instruments, etc. Crisis management in the face of a real crisis includes identifying the nature of a current crisis, intervening to minimize damage and finally the recovery from the crisis. Besides this, crisis management</p>

	<p>often includes a strong focus on public relations in order to limit the damages of the image and to assure the credibility towards customers and stakeholders.</p> <p>The lecture will focus on the following aspects on an international scale:</p> <ul style="list-style-type: none"> - threats, risks, potential hazards, - types of crisis, - strategic approach to Crisis Management, - organizational measures, - Crisis Management instruments, - case study
<p>Course Objectives:</p>	<p>On completion of this course students should be able to:</p> <ul style="list-style-type: none"> - understand the significance of risks and crises in the operation and management of companies and touristic destinations, - explain how a crisis can impact upon a company or destination, - distinguish the different phases of the planning process for crises, - understand the possibilities of preventive CM both within the framework of corporate strategy as well as through strategic actions, - be aware of the necessity of an early and critical examination of crisis handling strategies, - outline some of the main links between crises and the role which the public sector and the media play in managing these issues, - develop management strategies to minimize the impacts of a crisis, - develop marketing tools to attract customers or tourists after a crisis, - assess the role of the mass media in crisis situations.
<p>Evaluation:</p>	<p>The module is assessed through an exam: 60 min., 100 marks achievable</p>
<p>Readings:</p>	<p>Required textbooks</p> <p>Beirmann, David. Restoring tourism destinations in crisis. A strategic marketing approach. Oxon. 2003.</p> <p>Boniface, Brian, Cooper, Chris. Worldwide Destinations Casebook. The geography of travel and tourism. Burlington. 2005.</p> <p>Fink, Steven. Crisis Management: Planning for the Inevitable. Lincoln, Neb. 2002.</p> <p>Glaesser, Dirk. Crisis management in the tourism industry. Burlington. 2003.</p> <p>Harvard Business School Press. Crisis Management: Master-ing the Skills to Prevent Disasters. Boston, Mass. 2004.</p> <p>Laws, Eric, Prideaux, Bruce, Chon, Kaye. Crisis Management in Tourism. Oxon. 2007.</p>

	<p>Lewis, Gerald. Organizational Crisis Management: The Human Factor. Boca Raton. 2006.</p> <p>Page, Stephen, Connell, Joanne. Tourism. A modern synthesis. London. 2006.</p> <p>Pyle Millar, Dan, Heath, Robert L. Responding to Crisis: A Rhetorical Approach to Crisis Communication. Mahwah, N.J. 2004.</p> <p>Regester, Michael, Larkin, Judy. Risk Issues and Crisis Management. A casebook of best practice. London. 2005.</p> <p>Sexton, J.B. (ed.). The better the team, the safer the world: Golden rules of group interaction in high risk environments. Evidence based suggestions for improving performance. Ladenburg. 2004.</p> <p>Wilks, Jeff, Page, Stephen. Managing Tourist Health and Safety in the New Millennium. Kidlington. 2003.</p> <p>Wilks, Jeff, Pendergast, Donna, Leggat, Peter (ed.). Tourism in turbulent times. Towards safe experiences for visitors. Kidlington. 2006.</p> <p>Other readings and articles</p> <p>Aktas, G., Gunlu, Ebru. Crisis Management in tourist destinations, in: Theobald, William. Global Tourism. 3rd. ed. Burlington. 2005, p. 440-457.</p> <p>Beirmann, David. Restoring tourism destinations in crisis. A strategic marketing approach. Oxon. 2003, p. 23-39.</p> <p>Henderson, Joan. International Tourism and infectious disease: Managing the SARS crisis in Singapore, in: Laws, Eric, Prideaux, Bruce, Chon, Kaye. Crisis Management in Tourism. Oxon. 2007, p. 186-197.</p> <p>Mitroff, y Ian I., Anagnos, Gus. Managing Crises Before They Happen: What Every Executive Needs to Know About Crisis Management in: Journal of product innovation and management, 19, no. 1, 2002, p.: 103-105.</p> <p>Wilder/Smith, Annelies. Tourism and SARS in: Wilks, Jeff, Pendergast, Donna, Leggat, Peter (ed.). Tourism in turbulent times. Towards safe experiences for visitors. Kidlington. 2006, p. 53-60.</p>
Course content (each session: 90 min.)	
Sessions 1+2	<p>Introduction</p> <ul style="list-style-type: none"> - What is a crisis? - Types of crises - What is Crisis Management (CM)? - Future of CM and research necessities
Sessions 3+4	Crisis management and business continuity planning
Sessions 5+6	<p>Strategic measures of preventive Crisis Management</p> <ul style="list-style-type: none"> - Preventive CM - Strategic actions - Crisis handling strategies
Sessions 7+8	<p>Strategic approach to Crisis Management</p> <ul style="list-style-type: none"> - Strategic framework, special interests, leadership in CM - Group work: Crisis guidelines for the tourism industry

	<ul style="list-style-type: none"> - Check list of Crisis Management - Managing the recovery
Session 9	<p>Crisis planning and organizational measures</p> <ul style="list-style-type: none"> - Structures and responsibilities - Contingency planning - Training
Session 10	<p>Crisis Management instruments</p> <ul style="list-style-type: none"> - Product policy - Price policy - Distribution policy - Communication policy
Sessions 11+12	<p>Case study</p> <p>Crisis management in a corporate setting</p>

Branding & Communication Management

Language of Instruction:	English
ECTS:	5
Course Description:	<p>One of a company's most valuable assets is its brands, which can provide a source of competitive advantage in today's competitive business world. Creating, developing and managing strong brands is thus an important strategic marketing function. Marketing communications are the means by which companies inform and persuade customers and potential customers about their brands to create a dialogue and establish a relationship with consumers. In an increasingly "branded world", branding and communications management are thus closely related.</p> <p>The first part of the course examines the subject of brand management, the second part focuses on communications management.</p> <p><u>Session 1: Introduction to core concepts in brand management</u></p> <p>Definition and significance of brands, brand equity</p> <p><u>Session 2: Brand management</u></p> <p>Brand positioning, brand identity and image</p> <p><u>Session 3 and 4: Brand strategies</u></p> <p>Brand architecture and brand hierarchy, branding new products, B2B and ingredient branding, private labels, co-branding, international branding decisions</p> <p><u>Session 5: Managing brands over time</u></p> <p>Brand revitalization, brand repositioning</p> <p><u>Session 6: Brand value and control</u></p> <p>Brand equity, brand audits.</p> <p><u>Session 7: Introduction to marketing communications</u></p>

	<p>Developing effective marketing communications, the marketing communications mix, integrated marketing communications</p> <p><u>Session 8 and 9: Mass Communications I</u></p> <p>Advertising objectives, setting budgets, selecting advertising media, advertising evaluation</p> <p><u>Session 10: Mass Communications II</u></p> <p>Sales promotion, PR, product placement, events, sponsorship</p> <p><u>Session 11 and 12: Non-classic and new media</u></p> <p>Direct marketing, e-marketing, web 2.0, viral marketing, mobile marketing, integrated marketing communications</p>
Course Objectives:	<p>Students will develop an understanding of the significance of brands within today's competitive business environment. They will learn how to develop strong brands and how to communicate these using the increasingly wide variety of marketing communication instruments now available. The lectures are supported by real-life examples, case material and exercises to illustrate the theoretical concepts. The students additionally carry out an ongoing case task enabling them to relate the concepts to a practical situation on a continuous basis</p>
Evaluation:	<p>Branding and communications management is assessed on the basis of an examination and a group presentation during the course</p>
Readings:	<p>Students are provided with a list of recommended readings within the downloadable script</p>

Doing Business in a Global Economy

Language of Instruction:	English
ECTS:	5
Course Description:	<p>In this course students will continue to build on there international exposure and look at more international topics in business.</p> <p>We will deal with all\some of the following:</p> <ol style="list-style-type: none"> 1. What is Globalization 2. We will look at different types of Globalization 3. Effects of Globalization 4. What is Service 5. Differences between services and product 6. Introduction the Gaps analysis in Service. 6. The importance of service in Business today <p>Methodology: In line with the International orientation of the ISM. This course will be a knowledge and content based course taught in English.</p> <p>The focus will be on learning some theory with regards to the topics Globalization and Service, and its importance to us today. Discussions and debates will play an important role in this section of the course. The use of case studies and articles will be heavily relied on. Some of these cases will be much longer than those used in previous semester and so must</p>

	<p>be prepared before hand. You will also be expected to research short topics for discussion and use in class. As we try to build on what we have already done, management techniques already learnt will come into play again.</p>
<p>Course Objectives:</p>	<p>On completion of "Doing Business in a Global Economy", students will have a better knowledge of Globalization and Service. They should be able to look at Globalization much more critically seeing the importance off and know some of the different types of Globalization. Not just looking at the positive aspects that it brings.</p> <p>There knowledge with regards to service would have also increased and the importance of services in manufacturing companies should then be much clearer.</p> <p>Students at the end of this course should be able to communicate more actively and confidently in discussion on the above topics.</p>
<p>Evaluation:</p>	<p>The module is assessed through an exam: 60 min., 100 marks achievable</p>
<p>Readings:</p>	<p>Case studies, videos and other available material such as magazine and news paper articles will be used to cover these topics. Again it is expected that some of the reading be prepared before the begin of lecture.</p> <p>Additional Materials: Additional learning materials in the form of handouts or "downloads" will be made available. Students may find it useful to invest in a good German-English, English-German dictionary and perhaps a German-English, English-German dictionary of business terms, but it is not required.</p>
<p>Course content (each session: 90 min.) This schedule might be subject to change depending on the progress of the individual classes. The precise topics of the Cases are also subject to change.</p>	
<p>Session 1+2</p>	<ol style="list-style-type: none"> 1. Introduction to course 2. What is Globalization 3. Types of Globalization 4. Home Work European Union
<p>Session 3+4</p>	<ol style="list-style-type: none"> 1. European Union 2. Small states and challenges of Globalization 3. More on Globalization <p>Cases Discussed</p>
<p>Session 5+6</p>	<ol style="list-style-type: none"> 1. Economic Globalization 2. Outsourcing ...The other side of out sourcing India Video 3. Global Marketing
<p>Session 7+8</p>	<ol style="list-style-type: none"> 1. Introduction to Service 2. Globalization of Services 3. Servqual
<p>Session 9+10</p>	<ol style="list-style-type: none"> 1. Gaps Analysis 2. Service and Culture 3. Exam Overview

International Finance Management

Language of instruction	English
ECTS	5
Course objectives	The course participants will be able to assign a credit rating to an international corporation. They will have a solid understanding of a rating agency's methodology and key rating factors. In parallel, they will be able to, from an international corporation's treasury perspective, optimize their position in the international financial markets.
Course content	<p>Introduction</p> <ul style="list-style-type: none"> - Basic components of financial statements - Balance sheet analysis - Profitability analysis - Liquidity risk analysis <p>Rating method</p> <ul style="list-style-type: none"> - Business risk: strategy and business model - Financial risk: key financial ratios - Peer group analysis <p>Strategic international treasury</p> <ul style="list-style-type: none"> - Capital sourcing - Levers for financial management

International dimension	International financial management without ratings is impossible. They represent the internationally accepted language of credit quality. International financial managers, especially treasurers, need to understand the basic rating components to position their company favourably in the international financial markets.																					
Course structure	<table border="1"> <tr> <td>50</td> <td>%</td> <td>Lecture</td> </tr> <tr> <td>0</td> <td>%</td> <td>Open discussions</td> </tr> <tr> <td>20</td> <td>%</td> <td>Small group work</td> </tr> <tr> <td>0</td> <td>%</td> <td>Business simulation game</td> </tr> <tr> <td>20</td> <td>%</td> <td>Case study</td> </tr> <tr> <td>10</td> <td>%</td> <td>Research and analysis</td> </tr> <tr> <td>0</td> <td>%</td> <td>Other (e.g. guest speaker, excursions)</td> </tr> </table>	50	%	Lecture	0	%	Open discussions	20	%	Small group work	0	%	Business simulation game	20	%	Case study	10	%	Research and analysis	0	%	Other (e.g. guest speaker, excursions)
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0	%	Business simulation game																				
20	%	Case study																				
10	%	Research and analysis																				
0	%	Other (e.g. guest speaker, excursions)																				
Readings	<p>1. S&P Corporate Rating Criteria (pdf file from S&P website)</p> <p>2. Introduction to financial Accounting, 11th Edition, Horugren, Sunden, Baruch, Philbrick</p>																					
Evaluation	Written exam and final presentation																					

International Trade & Sales

Language of instruction	English
ECTS	5
Course contents	<p>German business practice is still characterised by a separation of the functions marketing and sales. In the Anglo-American language usage sales is seen as an important function that is inherent to the term marketing, while German scientific marketing literature deals neglectfully with it. As part of operational marketing the classic topic “distribution” pays little attention to the great importance of sales. Here, the term “sales” is often flawed by the meaning “door-to-door-selling”, that does not do justice to its strategic meaning.</p> <p>However, there are first signs of a change in German literature, which is characterised by the great importance of a trade landscape with strong market participants and their demands for manufactures that require stringently strategic sales concepts from the producers.</p> <p>The lecture demonstrates the important function of international sales in the scope of market-orientated corporate management and how the orientation to and conception of sales have to find their way into companies in order be successful in a competitive market in the long run. At the same time the roles and functions of trade, different trade structures and the corresponding demands on the supplier will be presented.</p>
Course objective	<p>The student will be able to</p> <ul style="list-style-type: none"> ▪ assess the relevance of sales’ role, ▪ identify, manage and arrange sales’ role, ▪ apply concepts, methods and instruments of sales,

	<ul style="list-style-type: none"> ▪ reassess the relevance of sales decisions with regard to their success, ▪ introduce the corresponding measures to optimise sales arrangements, ▪ identify the crosslinking's in the trade landscape ▪ and to understand its demands. 																					
International dimension	<p>In an increasingly international competitive environment international corporate activities become more and more important in order to guarantee the company's success in the long run. This applies for companies of all sizes. Though it also requires conscientious management and control of these market-orientated activities. Especially, the ascending complexity of these activities requires an understanding for the international crosslinkings in trade and corresponding concepts for an international sales management. Therefore this widened international aspect of sales is an important issue of the course.</p>																					
Course material	<p><u>Resource Pack</u></p> <p>Textbook:</p> <p>Backhaus, K. / Büschken, J. / Voeth, M. (2003): Internationales Marketing, Schäffer-Poeschel Verlag, Stuttgart, 5. Auflage</p> <p>Berndt, R. / Altobelli, C. / Sander, M. (2009): Internationale Marketing-Politik, Springer Verlag, Berlin, 1. Auflage</p> <p>Müller, S. / Gelbrich, K. (2004): Interkulturelles Marketing, Verlag Franz Vahlen, München, 1. Auflage</p> <p>Supplementary Material</p> <p>Skript</p> <p>Czinkota, M. / Ronkainen, I. (2009): International Marketing, South-Western College Pub, Stamford, 9. Auflage</p> <p>Albaum, G. / Duerr, E. (2008): International Marketing and Export Management, Prentice Hall, Upper Saddle River, 6. Auflage</p> <p>International Marketing Review, Emerald Group Publishing Ltd., UK – Bingley, ISSN: 0265-1335</p>																					
Course structure	<table border="1" style="border-collapse: collapse;"> <tr> <td style="padding: 2px;">45</td> <td style="padding: 2px;">%</td> <td style="padding: 2px;">Lecture</td> </tr> <tr> <td style="padding: 2px;">35</td> <td style="padding: 2px;">%</td> <td style="padding: 2px;">Open discussions</td> </tr> <tr> <td style="padding: 2px;">15</td> <td style="padding: 2px;">%</td> <td style="padding: 2px;">Small group work</td> </tr> <tr> <td style="padding: 2px;"></td> <td style="padding: 2px;">%</td> <td style="padding: 2px;">Business Simulation Game</td> </tr> <tr> <td style="padding: 2px;">5</td> <td style="padding: 2px;">%</td> <td style="padding: 2px;">Case study</td> </tr> <tr> <td style="padding: 2px;"></td> <td style="padding: 2px;">%</td> <td style="padding: 2px;">Research and analysis</td> </tr> <tr> <td style="padding: 2px;"></td> <td style="padding: 2px;">%</td> <td style="padding: 2px;">Other (e.g. guest speaker, excursion)</td> </tr> </table>	45	%	Lecture	35	%	Open discussions	15	%	Small group work		%	Business Simulation Game	5	%	Case study		%	Research and analysis		%	Other (e.g. guest speaker, excursion)
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Session 1 (1x90 Min.)	Basics of market-orientated corporate management & interdependencies of decision-making <input type="checkbox"/> Differentiation Marketing - Sales <input type="checkbox"/> Relevance of international sales <input type="checkbox"/> Interdependencies of international decision-making (overview)
Session 2 (3x90 Min.)	Interdependencies of decision-making <input type="checkbox"/> Interdependencies due to suppliers <input type="checkbox"/> Interdependencies due to the demand <input type="checkbox"/> Interdependencies due to the competition <input type="checkbox"/> Interdependencies due to institutional aspects
Session 3 (2x90 Min.)	International strategic marketing planning <input type="checkbox"/> Planning process, Market selection <input type="checkbox"/> Basic Strategies, Market Research
Session 4 (4x90 Min.)	International operative marketing planning <input type="checkbox"/> Product policy <input type="checkbox"/> Price policy <input type="checkbox"/> Sales policy <input type="checkbox"/> Promotion policy
Session 5 (1x90 Min.)	Intercultural Marketing <input type="checkbox"/> Dimensions <input type="checkbox"/> International differences regarding the Sales Process <input type="checkbox"/> CRM
Session 6 (1x90 Min.)	International Sales organisation <input type="checkbox"/> Models of organisations <input type="checkbox"/> HR-Management
Method of assessment	<i>Written examination</i> lasting one hour about the topic of the module.

Marketing Controlling

Language of instruction	English
ECTS	5
Course Contents	<p>Nowadays, modern business administration cannot exist without Controlling, which can be defined as the basis of data analysis on which managerial decisions are made. Controlling is also an indispensable tool when it comes to Marketing.</p> <p>As much as experts agree on this theory, it is often very difficult to put this into practice. Marketers and Controllers don't really speak the same language, and yet they have to find a way to communicate with each other in order to identify the</p>

	<p>factors for a successful implementation of strategic and operational Marketing measures, while eliminating weak points.</p> <p>In this module, participants will learn about the various tools used in Marketing Controlling by looking at practical examples and understanding the necessity and sense of efficient measures and tools.</p>																					
<p>Course Objectives</p>	<p>The student will be able to</p> <p>see Marketing Controlling as an opportunity and a helpful tool, and not as a danger,</p> <p>understand the importance of Marketing Controlling,</p> <p>identify, manage and control Marketing Controlling processes,</p> <p>apply concepts, methods and tools used in Marketing Controlling,</p> <p>determine the success of Marketing decisions,</p> <p>implement relevant measures to optimize Marketing measures.</p>																					
<p>International dimension</p>	<p>The management of business measures is becoming increasingly important in the face of today's globalization process. The internationalization of businesses makes it necessary to implement an efficient feedback system, especially when it comes to Marketing areas. Special attention will be paid to this aspect during the course.</p>																					
<p>Course materials</p>	<p>Literature:</p> <p>Link, Jörg / Weiser, Christoph: Marketing-Controlling. 2. Aufl. München 2006</p> <p>Deutschendorf, Michael: Erfolgreiches Marketing mit Marketingcontrolling. Köln 2006</p> <p>Zerres, Christoph / Zerres, Michael P. (Hrsg.): Handbuch Marketing-Controlling. 3. Aufl. Berlin/Heidelberg(New York 2006</p> <p>Reinecke, Sven / Tomczak, Torsten: Handbuch Marketing-Controlling. 2. Aufl. Wiesbaden 2006</p> <p>Pirntke, Gunter: Expert Praxislexikon Marketing und Controlling. Renningen 2006</p> <p>Pepels, Werner (Hrsg.): Marketing-Controlling- Kompetenz. Berlin 2003</p> <p>Pepels, Werner (Hrsg.): Marketing-Controlling-Organisation. Berlin 2003</p> <p>Kotler, Philip / Bliemel, Friedhelm: Marketing Management. 10. Aufl. Stuttgart 2001</p> <p>Ehrmann, Harald: Marketing-Controlling. Ludwigshafen 1999</p> <p>Auerbach, Heiko: Internationales Marketing-Controlling. Stuttgart 1994</p>																					
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	Examination	60%.
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Business Ethics

Language of instruction	English
ECTS	5
Course Contents	<p>A manager's role is to transform the strategic vision of the company leaders into a reality. This requires skill in such disciplines as planning, organizing, staffing, directing and controlling.</p> <p>In each of these areas important decisions have to be made. But in making decisions, managers are often so focused on achieving their business objectives that they fail to take ethical issues into consideration. Too often this oversight results in the reduction of a company's brand value and its shareholder value. Consequences for managers can range from loss of personal reputation to fines and even imprisonment.</p> <p>This course is designed to raise student awareness of the important and often dramatic role ethics play in managerial decisions, and to provide them with the knowledge and the tools they will need for identifying, confronting and resolving ethical issues throughout their managerial careers.</p>
Course Objectives	<p>Students will learn</p> <ol style="list-style-type: none"> 1. the basics of ethics and moral philosophical thought 2. the values and principles that underlie moral behaviour in business 3. how to interpret and use a corporate code of ethical conduct in making managerial decisions 4. how to identify hidden ethical components within a variety of common managerial problems 5. how to determine the most prudent managerial decision that advances business goals whilst conforming to ethics and law by satisfactorily addressing: <ol style="list-style-type: none"> a. key business issues and boundary conditions b. the moral duties toward and the moral rights of the key stakeholders <p>At the conclusion of the course, students should be able to</p> <ol style="list-style-type: none"> 1. demonstrate a general understanding of ethics and moral philosophy and the important role they play in business. 2. be able to arrive at a business decision that is prudent, lawful and ethical. More specifically, in a common business situation, students should be able to: <ol style="list-style-type: none"> a. correctly identify and clearly state the problem they are trying to solve b. determine the key issues and boundary conditions c. perform an analysis of "business" factors using appropriate analysis methods and tools d. identify and resolve legal and regulatory issues using appropriate references and resources

	<ul style="list-style-type: none"> e. identify and resolve the ethical component and its impact on key stakeholders f. explore feasible alternatives g. reach a prudent managerial decision based on sound business practices that is consistent with business objectives and satisfactorily addresses legal and ethical issues
International dimension	The course presents Business Ethics in the context of an international business environment; challenging students to be ever mindful of the vital role culture plays in ethical business decisions.
Session 1	<p>Ethics in Business: <i>Is business ethics an oxymoron?</i></p> <ul style="list-style-type: none"> 1. Historical overview 2. The corporation as psychopath <p>Corporate saints and sinners</p>
Session 2	<p>Introduction to Ethics: <i>Terminology and concepts</i></p> <ul style="list-style-type: none"> 1. Judgments, values, principles 2. Moral behaviour <p>Ethical lapses</p>
Session 3	<p>Ethical Theories: <i>Understanding moral frameworks</i></p> <ul style="list-style-type: none"> 1. Virtue Ethics 2. Deontology <p>Teleology</p>
Session 4	<p>The Ethical Corporation: <i>The tension between profitability and moral acceptance</i></p> <ul style="list-style-type: none"> 1. CSR: Socio-economic, cultural and environmental concerns (The Triple Bottom Line) 2. Competition and game theory 3. Ethics-based business strategies 4. Corporate governance: boards, standards, shareowner rights <p>Principal-agent theory</p>
Session 5	<p>The Ethical Manager: <i>Why managers make unethical choices</i></p> <ul style="list-style-type: none"> 1. Kohlberg's Theory of Moral Reasoning <p>The Milgram Experiment</p>
Session 6	<p>Ethical Decision Making: <i>Models and tools for identifying, confronting and resolving ethical dilemmas</i></p> <ul style="list-style-type: none"> 1. The RADAR model 2. Ethical standards and norms <p>Cultural considerations</p>
Session 7	<p>Additional Themes: <i>Selected contemporary issues</i></p> <ul style="list-style-type: none"> 1. Executive compensation 2. Economic "bubbles" 3. Moral arbitrage: Outsourcing to developing countries <p>Eastern vs. Western ethical concepts and theories</p>
Method of assessment	The form of evaluation will be a group presentation (50%) and a written examination (50%).

Business Planning Theory & Exercises

Language of instruction:	English
ECTS:	5 ECTS
Course Content/ Description	<p>Accessible to the newcomer and detailed enough for advanced students, the course explains how to tailor a plan for business purposes</p> <p>This course should enable you to look at business ideas from various important perspectives To apply business plan thinking to a (your) ,real' business idea ...</p> <p>To work under real life conditions (time pressure!) ...</p> <p>To have several checklists for creating real life business cases ...</p> <p>Key Perspectives include but are not limited to:</p> <ul style="list-style-type: none"> Financial Planning Business Planning Risk Management Operations Planning Human Resource Planning Business Planning Business Development, Maturity & Sustainability
Course Goals/ objectives	<p>Course objective is to deliver the theoretical background and fast-track advice for competent and advanced students who want to get beyond the basics and produce compelling business plans.</p> <ul style="list-style-type: none"> • Students will be taught the fundamentals of drafting a business plan. • Students will be taught relevant questions to pursue in adding content to a business plan • Students will be taught to identify key sources of information for developing a business plan • Students will be taught various perspectives that can be added to a business plan • Students will be taught industry best practices (standards) in business plan development • Students will be able to engage in discussions on business plan development

Intermediary Task and Assignments	<p>Brainstorming results on various aspects of Business Planning.</p> <p>Presentation of Business Ideas</p> <p>Group collaboration on building various checklists</p> <p>Template design and or discovery</p> <p>Question set building</p>
Examination format/Evaluation	Graded 100% exam
Reading list	<p>As instructed/required:</p> <p>Students should download and print the required slides from the ISM intranet in advance of the first session.</p> <p>Access materials provided via Cloud Share</p> <p>Join Blog Discussions created specifically for class participation</p>
Topical List /Overview	<p>Business Planning Ideation / Idea creation and development</p> <p>Business Planning Operational Planning</p> <p>Business Planning Strategic Planning</p> <p>Business Planning Risk Management</p> <p>Business Planning Financial Planning</p> <p>Business Planning Business Development, Maturity & Sustainability</p>
Theory and Exercise Activities	<p>Discussing the Basic Theory of an effective business plan</p> <p>Setting up teams / Defining your business idea</p> <p>Theory: Key contents of a business plan</p> <p>Theory and exercise: Business plan group presentation</p> <p>Exercise: Raw draft of your business plan</p> <p>Exercise: Develop the key contents of your business plan</p> <p>Exercise: Finalize your business plan presentation</p> <p>Exercise: Final presentation of your business plan</p> <p>Do's and don'ts of an effective business plan</p> <p>Summary and wrap up</p>

Moderation & Presentation

Language of instruction	English																		
ECTS	5																		
Course Contents	The course will teach students how to communicate effectively, in English, in an international business setting by learning the structural, stylistic, and rhetorical elements of making presentations.																		
Course Objectives	<p>By course end students will (be able to):</p> <p>Develop a communication strategy in order to reach a specific objective wherein a multimedia presentation is a central feature</p> <p>Organize content of presentation as is relevant to objective and audience considerations</p> <p>Plan and perform delivery of message, drawing on rhetorical and expository resources taught in the course</p> <p>Establish appropriate rapport with the audience</p> <p>Manage a question and answer session</p> <p>Employ language that:</p> <ul style="list-style-type: none"> • is accurate • suits audience and circumstances • furthers/ does not undermine the identified objective 																		
Course Materials	<p>Coursebook:</p> <p>TY - BOOK</p> <p>T1 - Dynamic Presentations. Student's Book with Audio CD</p> <p>A1 - Powell, M.</p> <p>SN - 9783125351707</p> <p>T3 - Cambridge Business Skills</p> <p>UR - http://books.google.com/books?id=0PEDd3OMTKIC</p> <p>Y1 - 2010</p> <p>PB - Cambridge University Press</p> <p>ER -</p> <p>A "further reading" list and useful links supplied on class webpage.</p>																		
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	Independent research and analysis (excluding research related to semester-end project)
Topics covered over 12 Sessions (à 90 Min.)	<p>Understanding the medium: contrasting written and spoken discourse and rhetoric</p> <p>Crafting the message</p> <p>Challenges: Comprehension of message, persistence of message, credibility of message and presenter;</p> <p>Articulating the message: vocal delivery, gesture and displacement, facial expression</p> <p>Discourse markers, meta-level communication</p> <p>Advance planners, metaphor, analogy</p> <p>Schematics, photography</p> <p>Slide design; slideware</p> <p>Employing statistics/data</p> <p>Advanced rhetorical devices</p> <p>Exploiting the narrative</p> <p>Dealing with questions</p>

Principles of Corporate Management

Language of Instruction:	English
ECTS	5
Course Description:	<p>The course “Principles of Corporate Management” teaches both the theoretical and the methodological principles of business administration. Particular emphasis is laid on the decision-oriented elements within business administration. After an introduction to the tasks, subareas and approaches (among them market-oriented or international management) of business administration the course covers the definition and demarcation of the concept of strategy. Subsequently the resource-oriented as well as the market-oriented approach are presented with their respective instruments and methods (among them SWOT analysis, PESTL analysis, concept of core competences, etc.). This is followed by an introduction to decision-oriented business administration (scientific background as well as basic concepts such as dominance principle etc.) so that the course can then focus on constitutive decisions in the enterprise (among them vision, mission and business goals or purpose, legal forms, cooperation and location). The business administration part is concluded by the explication of selected methods of the descriptive and normative decision theory, which covers aspects such as choices or decisions under risk or uncertainty as well as the possibility of predicting environmental conditions. A perspective on current developments (e.g. information or innovation management) rounds off the course.</p>
Course Objectives:	<p>All aspects of market-oriented business administration are taught in the context of this module. The two courses overall serve the acquisition of broad knowledge in the area of business administration as well as deeper knowledge in the area of service management. Students can distinguish and autonomously assess scientific theories, approaches and models both in the area of strategic and the area of operational, market-oriented business administration. Furthermore, students know the key success factors of a market-oriented business administration and of service marketing, and can explain these. Due to the holistic approach, students can ultimately summarize and integrate knowledge from adjoining</p>

	<p>business areas such as controlling, marketing and human resources. Students can estimate and assess situations and information identify improvements. They are able to assess multifaceted situations systematically and holistically and weigh up alternatives. Students can work in a team in a targeted and constructive manner and thus participate in shaping their social milieu. Where necessary, they can take a leading role in a team, give convincing instructions to others and justify their own situation-specific solutions. Students can reflect, compare and discuss heterogeneous viewpoints in groups and organizations. Students can autonomously analyze estimate and assess business management questions and cases and, taking possible consequences into account, present a result for a decision paper. They can also critically scrutinize and examine their own experiences so that they can construct and realistically handle alternative courses of action and solutions under changing conditions.</p>
Evaluation:	100% written exam
Readings:	<p>Compulsory reading:</p> <p>Lynch, R. (2018): Strategic Management: Pearson</p> <p>Johnson, G.; Whittington, R.; Scholes, K. (2017): Exploring Strategy - Text and Cases. 10th ed. Harlow: Pearson.</p> <p>Robbins, S.; Cenzo, De D.; Coulter, M. (2014): Fundamentals of Management. 9th ed., Boston [u. a.]: Pearson.</p> <p>Supplementary literature:</p> <p>Morschett, D./Schramm-Klein, H. (2015): Strategic International Management: Text and Cases: Springer.</p> <p>Wilson, R. M. S.; Gilligan, C. (2005): Strategic Marketing Management. Planning, Implementation and Control. 3rd ed. Oxford [u. a.]: Butterworth-Heinemann.</p>

Global Communications

Language of instruction	English
ECTS	5
Course contents	<p>The course introduces students to the intellectual, ethical and managerial challenge of globalization in communications.</p> <p>One main goal of this course is first to introduce the socio-economic and cultural aspects of globalisation as value-relevant aspect in corporate communication and international business; secondly, the course aims to prepare communication executives to become agents of international change and intercultural exchange. Practically speaking, the course will focus on employing strategies to read a person's, a market's and an organization's culture in the context of economic and sociological globalisation. Features of global diversity such as individualism and collectivism, power distance, masculinity and femininity, and issues related to intercultural adaptation, ethnocentrism, prejudice, stereotyping will be discussed with the aim of developing intercultural managerial competence. This becomes a pivotal leadership quality when enabling or leading corporations through international operations.</p>
Course objective	The reading requirements in the course are consistently and unusually high to enable students to first replace their often trivial idea of globalization with an academic and multipolar understanding.

	Secondly, students are enabled to understand and for the handle of corporate communications in global operations and/or global corporations. The course will allow them to incorporate the theoretical and experiential complexity of globalisation in their managerial decision making.
International dimension	Many academic resources regarding globalization and communication (from sociology, economics, communication studies, cultural studies) are international. Other than that, in the last sessions this course is based upon with the instructor's work as well as Harvard-cases from a multitude of geographic and cultural contexts. The course instructor is born Dutch, English bred, lives in Asia and thus seeks to make global diversity the guiding principle in all his teaching.
Course materials	<p>Amit-Talai, V. et al. (Hrsg.): Youth Cultures. A Cross-Cultural Perspective, London 1995.</p> <p>Appadurai, A. : Modernity at Large : Cultural Dimensions of Globalisation, Minneapolis 1998.</p> <p>Ayish, M.I. :Arab World Television in the Age of Globalization, Hamburg 2003.</p> <p>Banks, J. : MTV and the Globalization of Popular Culture, in : Gazette 59, 1997, S. 43-60.</p> <p>Bauman, Z.: Globalization: The Human Consequences, Cambridge 1998.</p> <p>Becker, J. et al. (Hrsg.): Flimmerndes Asien. Die Fernsehentwicklung eines Kontinents im Aufbruch, Wien 2002.</p> <p>Bhagwati, J.: In Defense of Globalization, Oxford 2004.</p> <p>Boyd-Barrett, O. et al.: The Globalization of News, London 1998.</p> <p>Brosius, H.-B. (Hrsg.): Kommunikation über Grenzen und Kulturen, Konstanz 2000</p> <p>Cohen, D.: Globalization and Its Enemies, Cambridge 2006.</p> <p>Cohen, R.: Global Diasporas. An Introduction, Seattle 1997.</p> <p>Dayan, D.: Media and Diasporas, in: Gripsrud, J. (Hrsg.): Television and Common Knowledge, London 1999.</p> <p>During, S.: Popular Culture on a Global Scale: A Challenge for Cultural Studies? In Mackay, H. et al. (Hrsg.): The Media Reader, Continuity and Transformation, London 1997</p> <p>Fox, E.: Latin American Broadcasting, Luton 1997.</p> <p>French, D. et al. (Hrsg.) : Television in Contemporary Asia, New Delhi 2000.</p> <p>García Canclini, N.: Consumers and Citizens. Globalization and Multicultural Conflicts, Minneapolis 2001.</p> <p>Giddens, A.: Runaway World, London 1999.</p> <p>Ginsburg, F. et al. (Hrsg.): Media Worlds. Anthropology on New Terrain, Berkeley 2002.</p> <p>Halff, G.: Internationale Kommunikation, in: Woyke, W. (Hrsg.): Handwörterbuch Internationale Politik, Konstanz 2006.</p>

- ders.: Globalisierung aus dem Vorstandsbüro. Wie Führungskräfte die Globalisierung verstehen, vermitteln und prägen, in: PR-Magazin, 6, 2007, S. 61-66.
- Hafez, K. (Hsg.): Media Ethics in the Dialogue of Cultures, Hamburg 2003.
- Hesmondhalgh, D.: Flexibility, Post-Fordism and the Music Industries, in: Media, Culture and Society, 18, 1996, S. 158-193.
- ders. : The Cultural Industries, London 2002.
- Johnson, K.: Television and Change in Rural India, New Delhi 2000.
- Kirsch, M. (Hrsg.): Inclusion and Exclusion in the Social Arena, New York 2006.
- Klein, N.: The Shock Doctrine: The Rise of Disaster Capitalism, New York 2007
- Lechner, F. et al. (Hrsg.): The Globalization Reader, Oxford 2000.
- Mazziotti, N.: La Industria de la Telenovela, Buenos Aires, 1996.
- McPhail, T.: Global Communications, Theories, Stakeholders, and Trends, Boston 2002.
- Miller, T.: Global Hollywood, London 2001.
- Mitra, A.: Television and Popular Culture in India, New Delhi 1993.
- Mohammadi, A. (Hrsg.): International Communication and Globalization, London 1999.
- Morley, D. et al.: Spaces of Identity. Global Media, Electronic Landscapes and Cultural Boundaries, London 1995.
- Mueller, B.: International Advertising: Communicating Across Cultures, Belmont 1996.
- Page, D. et al.: Satellite over South Asia. Broadcasting, Culture and the Public Interest, New Delhi 2001.
- Rantanen, T.: The Media and Globalization, London 2005.
- Sassen, S.: Globalization and its Discontents, New York 1998.
- Sinclair, J. et al. (Hrsg.) : News Patterns in Global Television, Oxford 1996.
- Smith, H. (Hrsg.): Television: An International History, Oxford 1996. (Darin einzelne Kapitel über die Weltregionen!)
- Sonaika, S.A.: The Internet and the Dilemma of Africa's Development, in: Gazette 66, 2004, S. 41-61
- Sreberny-Mohammadi, A. et al. (Hrsg.): Media in Global Context, London 1997.
- Stevenson, N.: Globalization, National Cultures and Cultural Citizenship, in: Sociological Quarterly, 1997, 38, S. 41-66.
- Stiglitz, J.: Globalization and its Discontents, London 2002.
- Stiglitz, J.: Making Globalization Work, London 2006.
- Thompson, K.: Media and Cultural Regulation, London 1997.

	<p>Thussu, D.K. (Hrsg.): Electronic Empires: Global Media and Local Resistance, London 1998.</p> <p>Waters, M.: Globalisation, London 1995.</p> <p>Wolf, M.: Why Globalization Works, Yale 2005.</p> <p>Supplementary Material:</p> <p>Slides and cases are uploaded for student's access</p>																			
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Evaluation method	Case-based presentations																			

Specialization Module Courses

Tourism Track

Strategic Tourism Management

Language of Instruction:	English
ECTS	5
Course Description:	<p>The Strategic Management in Tourism course will equip the students with the skills needed for the General Management role – leading a firm or business for the long-term success. Introducing prescriptive as well as emergent approaches to strategic planning, this module is designed to provide the student with an understanding of strategic management principles, theory and analytical frameworks. These are then applied to the tourism and leisure industry to consider how organisations can manage and exploit fully their resource base and plan strategically for long-term competitive advantage. The key aspect in this course is that it adopts an international dimension to strategy and also helps students to develop strategic thinking aimed outmanoeuvring competition, hence giving the student the opportunity to evaluate the competitive environment in which the firm is operating. This strategic evaluation will further enhance the ability to define a strategic path by evaluating possible strategic choices that can be successfully implemented to achieve positive results. The course will introduce to the student, strong theoretical foundations supported by practical case study applications. Case studies will be drawn from the airline industry, tourism destination spots like Kenya or South Africa, hotel industry, tour operators etc.</p>
Course Objectives:	<p>On completion of this module the learning outcome should be able :</p> <p>1.To acquaint the student of business with the viewpoint of <u>top managers</u> and their role in determining, forming and managing the strategy process.</p>

	<p>2. To give the student exposure to the major issues, problems, challenges, frustrations and realities involved with the <u>formulation</u> and <u>implementation</u> of organizational policy and strategy.</p> <p>3. To help the student integrate his/her <u>analytical talents</u> and knowledge obtained in the various functional courses of a business curriculum as well as other endeavours, into the larger view of the total overall organization.</p> <p>4. To allow the student to sharpen his/her <u>communicative skills</u> and abilities both on a verbal and written basis.</p> <p>5. To allow the student to <u>interact</u> with others in arriving at important strategic decisions, thus developing an appreciation for group <u>decision-making</u> and the variety of relationships that may evolve during the decision-making process.</p> <p>6. To allow the student the opportunity to explore and investigate, from a <u>strategic perspective</u>, a <u>potential position</u> of future importance to her or his professional career.</p> <p>7) To critically <u>analyse an organisation's</u> external industry environment to identify key opportunities and threats;</p> <p>8) To critically analyse an organisation's internal environment to <u>identify key strengths and weaknesses</u> and synthesise its core competences;</p> <p>9) To critically evaluate an organisation's <u>strategic options</u> and recommend alternative choices;</p> <p>10) To critically evaluate the limitations of prescriptive processes of <u>strategic planning</u> and adopt alternative approaches</p>
Evaluation:	The module is assessed through a case study assignment.
Readings:	<p>Key Textbooks</p> <p>Strategic Management in the Hospitality Industry, 3rd Edition, Michael Olsen, Joseph West, Eliza Ching Yick Tse 2008,</p> <p>R. M. Grant, Contemporary Strategy Analysis 3rd Ed, Blackwell publishing Company. 1999</p> <p>Evans, N.; Campbell, D. and Stonehouse, G. (2003) <i>Strategic Management for Travel and Tourism</i>. Oxford: Butterworth-Heinemann</p> <p>Johnson, G.; Scholes, K. and Whittington, R. (2005) <i>Exploring Corporate Strategy</i>. (7th ed) Harlow: Pearson</p> <p>Lynch, R. (2003) <i>Corporate Strategy</i> (3rd ed) Harlow: Pearson Education Limited</p> <p>Fred David, <i>Strategic Management Concepts and Cases: International Ed</i>, 12th Edition</p>
Course content: The following areas will be extensively covered:	
Module 1	Introduction to Strategic Management and Business Policy
Module 2	Competitive strategy and strategic direction for travel and tourism organization
Module 3	Competences and resource capabilities and competitive advantage
Module 4	Portfolio analysis and cooperative strategies in the tourism sector
Module 5	Perspectives on Marketing in tourism – market orientation vs. Sales orientation, inventory demand through CRS

Module 6	Setting prices and revenue management - service pricing strategies, core approaches to pricing, ethical pricing, revenue management
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International Tourism Markets

Language of Instruction:	English
ECTS	5
Course Description:	This module focuses of the dynamics of demand and supply within the context of the international tourism industry. It analyses international tourist flows as well as existing and emerging patterns of tourism demand and considers the factors by which they are influenced. The module draws upon fundamental concepts of market research, consumer behaviour, product design, demand and supply management and sustainability.
Course Objectives:	<p>After completing the course students will be able to</p> <ol style="list-style-type: none"> 1. Understand the nature of international tourism and explain the structure of the international tourism industry 2. Analyse tourism supply features and evaluate their impact on tourism demand 3. Understand principles of market segmentation and consumer behaviour in international tourism 4. Analyse international tourist flows and evaluate the factors by which they are influenced 5. Evaluate existing methods of researching and measuring tourist activity 6. Analyse implications of demand and supply dynamics and sustainable tourism development
Evaluation:	The module is assessed through a written unseen examination. Candidates are expected to attempt two out of four questions testing their understanding of relevant concepts and issues discussed in tutor-led sessions.
Readings:	<p>Required textbooks</p> <p>Cooper, C.; Wanhill, S.; Fletcher, J.; Gilbert, D. and Fyall, A. (2004) <i>Tourism – Principles and Practice</i> (3rd Edition). Harlow: Pearson Education</p> <p>Boniface B G and Cooper C (2001). <i>World wide Destinations: The Geography of Travel and Tourism</i>, 3rd Edition. Oxford, Butterworth Heinemann.</p> <p>Other readings</p> <p>Hall C M and Page S (2000) <i>Tourism in South and South-East Asia</i>, Oxford: Butterworth-Heinemann.</p> <p>Holloway C J (2002) <i>The Business of Tourism</i> 6th edition. Harlow, Longman.</p> <p>Horner S and Swarbrooke J (2004). <i>International Cases in Tourism Management</i>. Boston, Elsevier Butterworth-Heinemann.</p> <p>WTO (2000) <i>Public-Private Sector Cooperation – Enhancing Tourism Competitiveness</i>. Madrid: World Tourism Organisation</p>

	Specific indicative reading lists will be provided for each session. In addition, students are encouraged to conduct further independent research referring to EBSCO and reliable internet sources, such as the WTO and WTTC website.
Course content:	
1. Module	The Business of International Tourism
2. Module	Destination Competitiveness Demand and Consumption Patterns in International Tourism
3. Module	Analysing International Tourist Flows Analysing Source Markets
4. Module	Researching Tourism Demand and Estimating its Economic Impact Marketing in Tourism
5. Module	Principles of Tour Operating Managing Demand and Supply Dynamics in International Tourism
6. Module	Crisis Management Exam Briefing
Changes to the above flow of the course can change based the discretion of the Lecturer.	

International Management Track

Competitive Advantage

ECTS:	5
Language of Instruction:	English
Course Description:	<p>Competitive Advantage explores how organisations create value through strategic choices. The course is designed to give students a deeper insight in strategic moves and execution aimed at creating sustainable competitive advantages. The course uses a wide range of case articles drawn from a wide spectrum of industries in order to provide students with richer theoretical frameworks and applications.</p> <p>The first session covers the foundations of strategy:</p> <ul style="list-style-type: none"> • What is strategy? • Strategic development and planning process <p>Some valuable strategic frameworks are introduced, including:</p>

	<ul style="list-style-type: none"> • Porter's Five Forces Model • Industry lifecycle • BCG matrix • Competition dynamics • Resource Based View • Value Chain • Core competencies <p>The following key concepts are explored in depth: three sources of competitive advantage and Porter's Generic Strategies.</p> <ul style="list-style-type: none"> • Superior prices • Cost leadership • Utilisation and efficiency <p>The case studies include an overview of the organisation's approach to business and then a discussion about how this leads to advantage and sustainable value creation.</p> <p>Competitive Advantage is an interactive course requiring high levels of engagement and attention. Students who enrol should expect to contribute actively to class discussion.</p>
Course Objectives:	Students should develop an enhanced understanding of how organisations can achieve sustainable advantage through strategic choices. Importantly, they should be able to recognise elements of an effective strategy and where strategic weaknesses may present risks to the organisation. This course is aimed at providing students with effective strategic tools essential for steering firms into profitability. Therefore, students are expected to demonstrate strategic thinking supported by well documented theoretical applications.
Evaluation:	The students will be evaluated through a written exam
Readings:	<p>Students enrolled in CA should download and print the required slides from the ISM intranet in advance of the first session.</p> <p><u>Key Text:</u> Jay Barney, Gaining and Sustaining Competitive Advantage, Int. 3rd Ed, Pearson Education, 2008</p> <p>Additional Readings:</p> <p>Fred David Strategic Management Concepts: International Edition, 12th Edition, Pearson Education 2010</p> <p>David Goetch, Effective Strategic Planning for Competitive Advantage: Ten Steps for Technical Professions (Net effect), Prentice Hall 2006</p> <p>Peter Navarro, Well Timed Strategy, The: Managing the Business Cycle for Competitive Advantage, 2006</p> <p>R. M. Grant, Contemporary Strategy Analysis 3rd Ed, Blackwell publishing Company. 1999</p> <p>Johnson G. Scholes K. and Whittington R; Exploring Corporate Strategy, 7th Ed, Pearson Education, 2010</p> <p>M.E. Porter, Competitive Strategy - Techniques for Analysing Industries and Competitors, Free Press 1985</p>

Course Content	The following topics will be extensively covered
Module 1	Introduction : an overview of strategy concepts
Module 2	Evaluating a firm's internal capabilities – SWOT analysis, Resource Based View, VRIO framework
Module 3	Competition dynamics, Structure Conduct Performance paradigm, Porter's 5 Forces, Growth share matrix
Module 4	Strategic alliances and cooperative strategies – choice of market entry, levers for strategic success
Module 5	Business Unit Strategies – Developing business level strategies, Market attractiveness and competitive position matrix, Value Chain analysis, Generic strategic choices

Leading to High Performance

Language of Instruction:	English
ECTS	5
Course Description:	<p>Leading to High Performance is a foundational course for understanding and applying the practices of management in complex, rapidly changing global organizations. This course seeks to develop an understanding of the larger context in which business organizations operate. Political, social, legal, public policy, regulatory and environmental contexts are covered accordingly. Also, this course will develop an understanding of traditional notions of the business organization, as compared with new management paradigms that creates shared visions, employee empowerment and cross-functional, self-managed teams with key emphasis on leadership models and change management techniques such as Business Process Re-engineering, turnaround and incremental changes etc. The course will attempt to equip students with the essential tools required by business managers for making effective business decisions that are fundamental in shaping the direction of the firm. This will mean, the students will be exposed to the complexities facing the new 21st century business managers and be able to turn threats into business opportunities. These challenges confronting modern day managers will be analysed in great depth and alternative courses of implementing successful strategies will be defined fully. The course integrates classical management approaches with real life examples drawn from a wide spectrum of industries as well as solid use of case studies</p> <p>Key topics surveyed include:</p> <ul style="list-style-type: none"> • Change management approaches • Strategic leadership • Exploring strategic changes and re-inventing organizations • How to develop successful business models that leads to sustainable performance <p>The teaching and learning patterns of this course will emphasize on the importance of interactive methods of learning. The course will consist of comprehensive lectures, class seminars which will focus on case study analysis, team project and presentations and individual assignments. Class participation is vigorously encouraged and students are expected to read. The course uses extensively real life business cases in order to expose the student to the real life challenges confronting today's managers in this highly competitive</p>

	<p>global marketplace. Students are therefore expected to develop a wide knowledge of information on international business and be able to apply concepts in order to solve business problems.</p> <p>It is also fundamentally important that students read modules prior to coming to the lectures. The method of evaluation will be a final paper assignment based on a case study</p>
Course Objectives:	<p>There are four general learning objectives in this course:</p> <ol style="list-style-type: none"> 1. Cognitive: to become literate with the important concepts and selected topics in the fields of business and management 2. Analytical: to challenge you to use your knowledge, from past experience as well as newly acquired in this program and in this class, to enhance your insight into company organizational effectiveness; 3. Experiential: to learn how to increase our own effectiveness in organizations of which you are a member in diagnosing problems and issues, and designing solutions to them in a collaborative environment; 4. Ethical: to raise your consciousness of the moral and value dimensions implicit in nearly every aspect of organizational life and decisions.
Evaluation:	The student will be evaluated through a written exam
Readings:	<p>Students enrolled in LHP should download and print the required slides from the ISM intranet in advance of the first session.</p> <p><u>Managing Today</u>, 2nd edition, Stephen P. Robbins, Prentice-Hall</p> <p>Additional Texts: Modern Management, 10th Ed, Samuel C. Certo, Prentice-Hall 2009</p>
Course Content	<p>The course will cover extensively the following areas of Management</p> <p>Module 1: Exploring strategic and reinventing the organization – overview of management, defining change, strategic renewal</p> <p>Module 2: Managing strategic change - prescriptive and emergent approaches, Lewin's Change Model, why organization transformation fails</p> <p>Module 3: Strategic leadership – leadership and managing change, successful leadership</p> <p>Module 4: Organizational transformation through business process re-engineering – the concept of radical transformation of organizational business models</p> <p>Module 5: Leadership in Organizations – defining leadership, leadership models, leader characteristics and style, leader behaviour, transformational leaders, gender and leadership, Kotter's ten observation leadership</p>

Finance Track

Implementation of Derivatives

Language of Instruction:	English
ECTS	5
Course Description:	The fundamentals of applying derivative financial instruments are the main content of this course. Distinctions between financial cash and forward transactions are exemplified and

	<p>diverse derivative financial instruments are introduced and explained, among others forward transactions and options. A further main subject will be derivative interest rate contracts, stock derivatives and foreign exchange derivatives. Emphasis is also placed on option parameters and the main factors influencing option pricing.</p> <p>In addition the essential interest rate derivative contracts - the interest rate swaps, forward rate agreements as well as credit derivatives - are explained in detail. Derivatives for the commodity markets are also incorporated in the course due to the growing importance of hedging price fluctuations in these markets.</p> <p>Determining the objectives by applying derivative financial instruments completes the course.</p> <p>In doing so, hedging is identified as the main operational focus in the corporate business.</p>
Course Objectives:	<p>After completing the course students will</p> <ul style="list-style-type: none"> • understand the difference between spot and forward financial transactions, • know and understand the main derivative instruments • be able to explain and calculate the pricing of derivative instruments • recognize the importance of the derivative markets for the global financial markets as well as for the corporations in order to hedge against future price fluctuations • learn the different objectives if derivatives will be applied
Assessment:	<p>Presentation (40%) and written exam (60%)</p> <p>The examination follows closely the structure of the exercises and homework.</p> <p>The examination language is English. Continuous participation in exercises and homework is the best preparation.</p> <p>Students are strongly encouraged to apply the learnings of each session that have been discussed before.</p> <p>All contents of the script (including updates), the exercises, and the lecture are relevant for the written exam. Textbook readings are required to obtain a full understanding.</p>
Readings:	<p>Recommended textbooks:</p> <p>Jonathan Berk, Peter De Marzo: Corporate Finance, Boston 2007</p> <p>Roger G. Clarke, Harindra de Silva, CFA, Steven Thorley, CFA: Fundamentals of futures and options, 2013</p> <p>John Hull: Options, Futures and other Derivatives, Essex 2012</p> <p>Robert W. Kolb; James A. Overdahl: Futures, Options, and Swaps, Oxford 2007</p> <p>Frederic Mishkin, Stanley Eakins: Financial Markets and Institutions, Boston 2006</p> <p>Louis Perridon, Manfred Steiner: Finanzwirtschaft der Unternehmung, 14. Auflage, München 2009</p> <p>Steiner/Bruns: Wertpapiermanagement, Stuttgart 2007</p> <p>Zantow: Finanzierung. Finanzwirtschaft der Unternehmung. Die Grundlagen des modernen Finanzmanagements. 2. Aufl., München 2009</p>

Course content:	
Session 1	Organisation of financial markets
Session 2	Forward markets und their implications
Session 3	Derivative instruments: Futures
Session 4	Derivative Instruments: Options
Session 5	Different option strategies
Session 6	Further developments in the option markets
Session 7	Option notes and certificates, interest rate derivatives
Session 8	Credit and commodity derivatives
Session 9	Other exotic derivatives (weather derivatives, etc.)
Session 10	Students presentations
Teaching and learning method:	40 % lecture
	15 % free discussion
	10 % working in small groups
	15 % presentations
	10 % exercises and case studies
	10 % research and analysis tasks

International Auditing

Language of Instruction:	English
ECTS	5
Course Description:	<p>Beginning January 1, 2005 all European Union companies having securities listed on an EU exchange must prepare consolidated financial statements in conformity with IFRS. In addition, it is likely that, within a reasonable period of time, all the EU states will permit or require IFRS in the consolidated accounts of non-listed companies. As it is the declared policy of the EU to harmonise financial reporting IFRS are aimed to be the reporting framework for all financial information reported to third parties. When European entities are required to prepare their financial statements under an international financial reporting system they also have to be audited under an international auditing framework. Therefore the European Union will require the application of International Standards on Auditing (ISA).</p> <p>This course focuses on practical problems faced in applying ISA. Therefore we will discuss the current requirements of the standards with preview of forthcoming changes. Based on cases we will discuss how the principles are turned into live auditing.</p> <p>The reason for this focus is that young graduates today are expected to be able to deal with these requirements without regard if they are working in a management function or in an audit firm. The skills taught are immediately applicable.</p> <p>The course will be interactive and hands-on, and students are required to go through a number of exercises, mini cases, and team presentations.</p>

Course Objectives:	<p>After completing the course students will</p> <ul style="list-style-type: none"> • understand the requirements of ISA, • understand the planning, performing and reporting of an audit of financial statements, • be able to resolve basic auditing problems. 																				
Evaluation:	<p>Most modules contain a homework assignment. Assignments are distributed in class and/or uploaded on ISM Net. Each student submits at least one homework reports during the semester. You can freely select which assignments you want to submit. Homework submission is due to the next lesson after distribution of the assignment.</p> <p>The final examination follows closely the structure of the exercises and homework and consists of 75% case application and 25% theory. The examination language is English. Continuous participation in exercises and homework is the best preparation.</p> <p>Students are strongly encouraged to apply the learnings of the modules that have been discussed before.</p> <p>All contents of the script (including updates), the exercises, the homework assignments, and the lecture are relevant for the examination. Textbook readings are required to obtain a full understanding.</p>																				
Readings:	<p>Required textbook</p> <p>IFAC: Handbook of International Auditing, Assurance, and Ethics Pronouncements. 2014 edition. New York 2014</p> <p>Other readings</p> <p>Auditing and Assurance Services, 15/E, Alvin A. Arens, Michigan State University, Randal J. Elder, Syracuse University, Mark S. Beasley, North Carolina State University ISBN-10: 0133480348 •</p>																				
Course content:	<table border="0" style="width: 100%;"> <tr><td style="width: 20%;">Module 1</td><td>Introduction to International Auditing</td></tr> <tr><td>Module 2</td><td>Objective and General Principles Governing an Audit of Financial Statements</td></tr> <tr><td>Module 3</td><td>Terms of Audit Engagement</td></tr> <tr><td>Module 4</td><td>The Auditor's Responsibility to consider Fraud in an Audit of Financial Statements</td></tr> <tr><td>Module 5</td><td>Understanding the Entity and its Environment</td></tr> <tr><td>Module 6</td><td>Assessing the Risks of Material Misstatement</td></tr> <tr><td>Module 7</td><td>The Auditor's Procedures in Response to assessed Risks</td></tr> <tr><td>Module 8</td><td>Audit Evidence</td></tr> <tr><td>Module 9</td><td>The Independent Auditor's Report on a complete set of General Purpose Financial Statements</td></tr> <tr><td>Module 10</td><td>Modifications to the independent Auditor's Report</td></tr> </table>	Module 1	Introduction to International Auditing	Module 2	Objective and General Principles Governing an Audit of Financial Statements	Module 3	Terms of Audit Engagement	Module 4	The Auditor's Responsibility to consider Fraud in an Audit of Financial Statements	Module 5	Understanding the Entity and its Environment	Module 6	Assessing the Risks of Material Misstatement	Module 7	The Auditor's Procedures in Response to assessed Risks	Module 8	Audit Evidence	Module 9	The Independent Auditor's Report on a complete set of General Purpose Financial Statements	Module 10	Modifications to the independent Auditor's Report
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Module 12	Presentation																				

International Financial Reporting

Language of Instruction:	English
ECTS	5
Course Description:	<p>Beginning January 1, 2005 all European Union companies having securities listed on an EU exchange must prepare consolidated financial statements in conformity with IFRS. In addition, it is likely that, within a reasonable period of time, all the EU states will permit or require IFRS in the consolidated accounts of no listed companies. As it is the declared policy of the EU to harmonise financial reporting IFRS are aimed to be the reporting framework for all financial information reported to third parties. As IFRS are also applied on a world-wide basis (e.g. in Australia, China, Ukraine etc) this reporting framework is the reporting framework of the future.</p> <p>This course focuses on practical problems faced in applying IFRS. Therefore we will discuss the current requirements of IFRS with preview of forthcoming changes. Based on cases we will discuss how the principles of IFRS are turned into live financial reporting.</p> <p>The reason for this focus is that young graduates today are expected to be able to deal with the typical complexities of financial reporting requirements without dedicated prior training. The skills taught are immediately applicable.</p> <p>The course will be interactive and hands-on, and students are required to go through a number of exercises, mini cases, and team presentations. We will analyse published consolidated financial statements of international companies.</p>
Course Objectives:	<p>After completing the course students will</p> <ul style="list-style-type: none"> • understand the requirements of IFRS, • be able to analyse published financial statements, • be able to resolve basic reporting problems.
Evaluation:	<p>The evaluation is a final presentation of an actual topic in relation to International Financial Reporting. The examination language is English. Continuous participation in exercises and homework is the best preparation.</p> <p>Students are strongly encouraged to apply the learnings of the modules that have been discussed before. All contents of the script (including updates), the exercises, the homework assignments, and the lecture are relevant for the examination. Textbook readings are required to obtain a full understanding.</p>
Readings:	<p>Required textbook</p> <p>IASB: International Financial Reporting Standards (IFRS) including International Accounting Standards (IAS) and Interpretations, 2014.</p> <p>Other readings</p> <p>Mackenzie, Bruce; Coetsee, Danie; Njikizana, Tapiwa Wiley Ifrs 2012: Interpretation and Application of International Financial Reporting Standards 9. Auflage, 2012, John Wiley & Sons</p>
Course content:	
Module 1	Introduction to International Financial Reporting

Module 2	Framework for the Preparation and Presentation of Financial Statements
Module 3	Presentation of Financial Statements and related Standards
Module 4	Intangible Assets
Module 5	Property, Plant and Equipment
Module 6	Leasing
Module 7	Impairment
Module 8	Financial Instruments
Module 9	Inventories and Construction Contracts
Module 10	Provisions
Module 11	Income Taxes
Module 12	Presentation

Communication Track

Strategic Public Relations

Language of Instruction:	English
ECTS	5
Course Description:	<p>During the lectures, the process of strategy and concept development of Corporate Communications work out and discuss several Public Relations problems.</p> <p>The course has a theoretical and practical approach:</p> <ol style="list-style-type: none"> 1. The students will be introduced to the basic principles of Public Relations on a management level. We will cover the main methods and instruments of Strategic PR. 2. The critical factors of successful PR campaigns will be illustrated and differentiated. We also consider practical insights in the whole workflow of strategy and concept development. <p>This will happen as a result of lectures, discussions and excerpts from case studies, articles and exercises. The students will be expected to analyze case studies and draw conclusions from them in order to create strategic PR concepts. They will apply basic tools to present their corporate communication analysis or campaign in a business or pitch situation.</p> <p>Students will work out specific topics on delivered handouts in small teams to develop several presentations.</p>
Course Objectives:	<p>All students receiving a passing grade in the class will be able to demonstrate a clear sense of Strategic Public Relations as well as analyse communication issues and problems.</p> <ul style="list-style-type: none"> • The goal is a conscious understanding of the standard expected from a business professional referring to the demands of the market and workplace.
Evaluation:	<p>Grading will be based on the following:</p> <ol style="list-style-type: none"> 1. class participation, oral contribution and individual presentations

	<p>2. group presentation</p> <p>3. written exam</p> <p>The evaluation is focused on professional business presentations and professional written and reflected concepts.</p> <p>The students will have to do research and introduce a real business case in teams, adopting the strategy structure we discussed in class.</p> <p>The students will receive a personal response from the lecturer on the structure, organization and content of the presentation, as well as hints concerning nonverbal behavior and visual support for the strategic presentations. In order to accomplish this, the instructor will provide the students with detailed advice to take on the role of managers.</p> <p>There will be a final written exam covering the theory, methods and models we learned in class.</p> <p>The scripts will be available in the ISM-Net. All textbook and article readings are required to obtain a full understanding the evaluation is a final presentation of an actual topic in relation to International Financial Reporting. The examination language is English. Continuous participation in exercises and homework is the best preparation.</p> <p>Students are strongly encouraged to apply the learnings of the modules that have been discussed before. All contents of the script (including updates), the exercises, the homework assignments, and the lecture are relevant for the examination. Textbook readings are required to obtain a full understanding.</p>
Readings:	<p>Literature (to read)</p> <p>Cutlip, Scott M.; Center, Allen H.; Broom, Glen M. (2006) Effective public relations, Upper Saddle River: Pearson Prentice Hall</p> <p>Tench, Ralph; Yeomans, Liz Harlow (2009) Exploring public relations , Munich: FT Prentice Hall</p> <p>Grunig, James E. (1992) Excellence in public relations and communication management , Hillsdale</p> <p>Literature (for further and special readings)</p> <p>Theaker, Alison (2008) The public relations handbook , London :Routledge, 2008</p> <p>Greising-Pophal, Lin (2006) The essentials of corporate communications and public relations, Boston, Mass: Harvard Business School Press (Business Literacy for HR Professional)</p> <p>Kaplan, Robert S. ; Norton, David P. (2004) Strategy maps : converting intangible assets into tangible outcomes , Boston, Mass.: Harvard Business School Press</p> <p>Watson, Tom; Noble, Paul (2007) Evaluating public relations : a best practice guide to public relations planning, research and evaluation, London: Kogan Page</p> <p>Sriramesh, Krishnamurthy (2003) The global public relations handbook : theory, re-search, and practice, Mahwah, NJ: Erlbaum</p> <p>Jensen, Klaus Bruhn (2002) A handbook of media and communication research : qualitative and quantitative methodologies , London: Routledge</p> <p>Harcup, Tony (2009) Journalism : principles and practice, London: SAGE</p>

Course content:	
Module 1	Introduction I
Module 2	Introduction II
Module 3	Development of strategy I
Module 4	Development of strategy II
Module 5	Development of strategy III
Module 6	Disciplines I
Module 7	Disciplines II
Module 8	Controlling & Evaluation
Module 1	Introduction I
Module 2	Introduction II
Module 3	Development of strategy I
Module 4	Development of strategy II

Intercultural Communication

Language of Instruction:	English
ECTS	5
Profiteor and rationale:	Cultural diversity should be viewed as an opportunity and not as a threat. But in order to take full advantage of the opportunities presented by globalization, it is important for managers be able to be able to communicate effectively in multi-cultural environments and to have the skills necessary for leveraging cultural differences into business advantages.
Description:	<p>Although world cultures share many common features, they all have a unique style with respect to kinship, educational systems, valuation of the individual and group, emphasis on economic activities, friendship patterns, time-related organization patterns, criteria for aesthetic appreciation, etc.</p> <p>The course attempts to demystify the subject of cross-cultural communication and offers practical suggestions for managing cultural diversity. It covers the processes and dynamics of culture, references leading thinkers on the subject, and examines relevant cultural expressions, rituals and practices in selected countries.</p>
Goal:	The main goal of this course is to provide students with the information and skills they will need as international managers to avoid the pitfalls of cross-cultural communication and to be able to leverage cultural diversity into business opportunities.
Objectives:	<p>⇒ To provide students with a theoretical basis for understanding cultural diversity</p> <p>⇒ To provide students with methods and models for communicating effectively in cross-cultural business contexts</p> <p>Students will have the knowledge and tools for factoring in cultural components when analysing, resolving and implementing solutions to business problems.</p>

Deliverables	
Methodology	<p>In addition to lectures and role plays, students will work in cross-cultural groups to analyse and resolve case studies set in a global context. Applications will include meetings, presentations, negotiations, advertising, etc.</p>
Examination	<p>Academic achievement will be assessed by means of a group presentation (50%) and a written examination (50%). Specific information will be provided at the beginning of the first lecture and will be posted on the ISM-Net.</p>
Literature	<p>All required case studies, role plays, articles, etc. will be made available to students. A list of recommended literature is posted on the course website.</p>
Sessions	<p>The course consists of 12 sessions of 90-minute each. The schedule for each session can be found on the ISM intranet. Students are responsible for regularly checking for any changes in dates, times and room assignments which may occur from time to time.</p>
Attendance and participation	<p>Full attendance is essential to achieving the goals of the course for you and others. If you must be absent or late due to sickness or an emergency, it is important that you notify your lecturer by email as soon as possible. Note that job interviews are not an acceptable reason for missing class.</p>
Overview	<p>The following organizational guideline is intended as an aide for students. Note that circumstances may require modifications to both the order and the content.</p>
	<p>Introduction</p> <ul style="list-style-type: none"> - The international manager - Culture and communication defined - Other people; differences and similarities
	<p>The cultural process</p> <ul style="list-style-type: none"> - Elements of culture - Culture and nationality - Culture and social representations
	<p>Cultural dynamics</p> <ul style="list-style-type: none"> - Interaction models - Time - Space - Cultural intermingling - Cultural hostility - Concept of the self and others - Culture-based attitudes toward action - Relating thinking to action - Desires and feelings - Coping with rules

	<ul style="list-style-type: none"> - Cultural assumptions and actual behaviour <p>Intercultural communication</p> <ul style="list-style-type: none"> - Language, culture and thought - Verbal communication: the role of context - Non-verbal communication - How language shapes our world views - Ethnocentrism, stereotypes and misunderstandings
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Psychology & Management Track

Consumer Psychology

Language of instruction	English
ECTS	5
Course content	The course will help students understand the influences on consumer behaviour, and how this knowledge can be applied to the areas of Marketing and Advertising. The perspective taken is one derived from psychology and the idea that human beings are not as logical and rational as we would like to believe!
Course objectives	<p>The BA student will be able to</p> <ul style="list-style-type: none"> – Analyse and interpret environmental and internal influences on consumer behaviour – Understand the subconscious and emotional drivers of consumer behaviour as well as the more ‘traditional’ rational models
International dimension	<ul style="list-style-type: none"> – Summary about the history of Marketing in Europe and the USA – Differences in consumer culture?
Course materials	<p><u>Resource Pack</u></p> <p>Textbook:</p> <p>Articles and Book Chapters (obligatory & additional reading):</p> <p>Cialdini, R.B. (1997), Die Psychologie des Überzeugens, Huber (Bern)</p> <p>Felser, G. (2007): Werbe- und Konsumentenpsychologie. Spektrum.</p> <p>Jünemann/ Imbacher (2007): Money Management – die Formel für Ihren Börsenerfolg. FinanzBuch. <i>zur kritischen Würdigung, siehe Session 6</i></p> <p>Jünemann/Schellenberg (Hrsg.), (2000), Psychologie für Börsenprofis, Schäffer-Poeschel</p> <p>Kroeber-Riel / Weinberg (2008): Konsumentenverhalten. Vahlen.</p> <p>von Rosenstiel/ Neumann (2002): Marktpsychologie. Primus.</p> <p>Werth, L. (2004), Psychologie für die Wirtschaft, Spektrum</p>

	<p>Wiswede, G. (2000), Einführung in die Wirtschaftspsychologie, UTB (München)</p> <p>Supplementary Material:</p> <p>Additional reference material will be provided via email and class hand-outs.</p>														
<p>Course structure</p>	<table border="1" data-bbox="612 421 735 667"> <tr><td>30</td><td>%</td></tr> <tr><td>30</td><td>%</td></tr> <tr><td>20</td><td>%</td></tr> <tr><td>0</td><td>%</td></tr> <tr><td>0</td><td>%</td></tr> <tr><td>10</td><td>%</td></tr> <tr><td>10</td><td>%</td></tr> </table> <p>Lecture</p> <p>Open discussions</p> <p>Small group work</p> <p>Business simulation game</p> <p>Case study</p> <p>Research and analysis</p> <p>Other (e.g. guest speaker, excursions)</p> <p>The course will be mainly based on workshops and student-centred presentations and discussions.</p>	30	%	30	%	20	%	0	%	0	%	10	%	10	%
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<p>Session 1 (2x90 Min.)</p>	<p>Introduction</p> <p>The concept of 'self', our different personalities and how being a consumer 'fits-in'.</p> <p>Egos, Logos and Pathos: the art of persuasion (and evaluation)!</p> <p>Edward Bernays....more influential than the Beatles! (Who)?</p> <p>The changing nature of advertising (Historical perspective).</p>														
<p>Session 2 (2x90 Min.)</p>	<p>How the consumer brain functions (or sometimes not)!</p> <p>Memory test.</p> <p>Attention! Pre-attention and subliminal information.</p> <p>The conscious, subconscious and Freud!</p> <p>Functional memories.</p> <p>System 1 and System 2</p> <p>The brain as a calculator.</p> <p>How we 'see' things. Visual Illusions.</p> <p>Sensory deception!</p> <p>Group exercise in creativity.</p>														
<p>Session 3 (2x90 Min.)</p>	<p>Modern Marketing Philosophy</p> <p>The 4p's (past-it)!</p> <p>Decision Making (rational)</p> <p>Persuasion</p> <p>Hovland and Lasswell models</p>														

	<p>Anchoring and Framing</p> <p>Calls to action!</p> <p>Cialdini</p> <p>Semiotics</p> <p>Emotions (introduction)</p> <p>Visual Persuasion Techniques</p> <p>Attitudes and how to measure them.</p> <p>Implicit Attitude Theory (IAT)</p> <p>Neral Network Analysis (NNA)</p> <p>NPS scoring....useful?</p>
<p>Session 4 (2x90 Min.)</p>	<p>Consumer Values</p> <p>Is there only value in cost-benefit analysis?</p> <p>Repertory Grid Technique</p> <p>Maslow Values</p> <p>Dittmar</p> <p>Brand Synoptics</p>
<p>Session 5 (2x90 Min.)</p>	<p>Consumer Journey Mapping</p> <p>Creativity Exercise</p> <p>Student Presentations</p>
<p>Session 6 (2x90 Min.)</p>	<p>Plenary Discussion</p> <p>How the psychological perspective can help businesses.</p>
<p>Assessment preparation</p>	<p>Written examination (1 hour)</p>

Structuring of Consulting Projects

Language of instruction	Englisch
ECTS	5
Course content	<p>Project management is ubiquitous in modern management. A good portion of it is done or aided by management consultants, whose work is by definition project-driven.</p> <p>The course specifies the structure and kinds of contents typical for consulting projects, highlights common challenges and benefits of project management and makes the participants apply their insights in a small project as part of the coursework.</p>
Course objective	<p>Students will be able to</p> <ul style="list-style-type: none"> - apply the methods of project management to consulting projects and

	<p style="text-align: center;">– balance the “trilemma” between quality, cost and time.</p>														
International dimension	In this course, students will work in international teams on a small project. The subject of their project work is often related to ISM’s internationalization efforts, adding to the international scope of the course.														
Course material	<p>Textbook:</p> <p>Guide to the Project Management Body of Knowledge (PMBOK® Guide) by the Project Management Institute (pmi.org), which is also the ANSI (US) norm and the de facto international standard in project management.</p> <p>Class Notes and Supplementary Material:</p> <p>A collection of materials will be available in the intranet.</p>														
Course structure	<table border="1" style="display: inline-table; vertical-align: top;"> <tr><td style="text-align: center;">30</td><td style="text-align: center;">%</td></tr> <tr><td style="text-align: center;">20</td><td style="text-align: center;">%</td></tr> <tr><td style="text-align: center;">30</td><td style="text-align: center;">%</td></tr> <tr><td style="text-align: center;">0</td><td style="text-align: center;">%</td></tr> <tr><td style="text-align: center;">20</td><td style="text-align: center;">%</td></tr> <tr><td style="text-align: center;">0</td><td style="text-align: center;">%</td></tr> <tr><td style="text-align: center;">0</td><td style="text-align: center;">%</td></tr> </table> <p>Lecture</p> <p>Open discussions</p> <p>Small group work</p> <p>Simulations and Exercises</p> <p>Case study</p> <p>Research and analysis</p> <p>Note: The seminar is held as a compact course with at least two of the three days of lectures usually taking place at the very beginning of the semester, so that students can apply the content immediately thereafter to a practical project.</p>	30	%	20	%	30	%	0	%	20	%	0	%	0	%
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Session 1 (2x90 Min.)	<p>Teambuilding, Introduction to Project Management & Consulting Projects,</p> <p>After a general introduction to the topic and a teambuilding exercise, students get to know the five phases of a project (Initiation, Planning, Execution, Monitoring/Controlling and Closure) and start planning their own team project.</p>														
Session 2 (2x90 Min.)	<p>Managing Scope and Time</p> <p>Students learn about the project charter, scope management and the project start in preparation for their own project’s “Kick-Off” meeting. They get to know important methods and tools for time management.</p>														
Session 3 (2x90 Min.)	<p>Managing Cost and Quality</p> <p>The “magic triangle” of project management highlights the tradeoffs between cost, time and performance that project managers have to cope with. In the German DIN 69901 the performance dimension is split into quality and quantity.</p> <p>Practical exercise and a discussion/demonstration of typical methods like schedules, Gantt charts, network diagrams etc. show how to cope with these tradeoffs.</p>														
Session 4 (2x90 Min.)	<p>Managing People and Communications</p> <p>This session focuses on teambuilding and project-related HR management issues as well as the various communication levels and tools available to a typical consulting project</p>														

	Typically, students also present their first draft for handling their project assignment and receive feedback and suggestions for it.
Session 5 (2x90 Min.)	Risk Management and Legal Aspects of Consulting Common risk factors and the career impact of consulting projects are discussed in this session, as are procurement decisions and typical consulting contracts plus the legal as well as financial ramifications of project performance (or the lack thereof).
Session 6 (2x90 Min.)	Soft Skills, Summary and Outlook This final session revisits team roles and experiences, focuses on the importance of performance and a good closure for the project. Other key points covered are the project documentation and the issue of ensuring continued success by having temporary projects leading to permanent improvements.
Method of assessment	Project Work & Documentation and/or written examination (one hour)

Luxury & Fashion Management Track

Marketing of Luxury Goods & Fashion

Language of Instruction:	English
ECT	5
Course Description:	<ul style="list-style-type: none"> ▪ Fashion and luxury marketing management process in a global context ▪ Role of marketing in fashion and luxury goods businesses ▪ Analysis and development of consistent marketing strategies ▪ Influence of environmental changes on the development and implementation of marketing strategies
Course Objectives:	<p>This course introduces students to the principles of marketing in the luxury goods and fashion industries. Practical insights into the entire world of luxury brand development will be considered. Students will be expected to analyse case studies in order to implement a marketing strategy. They will apply instruments to present their market analysis in a fashion management process. Marketing Strategies are a vital part of a company's global strategy. The ability to combine marketing instruments and to work with partners from different industries allows companies to develop a unique selling proposition.</p> <p>This course explores how luxury and fashion companies create brand value through marketing strategies. It is designed to give students a deeper insight in strategic marketing aimed at creating competitive advantages. It uses a wide range of case studies drawn from a spectrum of luxury goods and fashion industries. Case studies include an overview of the companies approach to marketing and how this creates brand value.</p>
Evaluation:	<p>The module is assessed through an exam:</p> <p>60 min., 100 marks achievable</p>
Readings:	<p>Required textbooks</p> <p>*compulsory reading</p>

	<p>Rath, P. M. (2012), Marketing Fashion – A Global Perspective, Fairchild Books, New York. [ISM Library signature: Fsh 014].</p> <p>Easey, M. (2009): Fashion Marketing, Wiley, Blackwell, Chichester.</p> <p>[ISM Library signature: Fsh 013/3.].</p> <p>*Lea-Greenwood, G. (2013), Fashion Marketing Communications, Wiley & Sons, West Sussex. [ISM Library signature: Fsh 030].</p> <p>Dyché, J. (2001), The CRM Handbook. A Business Guide to Customer Relationship Management, Pearson, London.</p>
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Luxury & Fashion Buying and Merchandising

Language of Instruction:	English
ECTS	5
Course Description:	<ul style="list-style-type: none"> ▪ Purchasing in the context of a global strategy ▪ Purchasing processes in the fashion and luxury goods industry ▪ Merchandising in the fashion and luxury goods industry ▪ Significance of visual merchandising in the fashion and luxury goods industry
Course Objectives:	<p>In this course students will practice buying and merchandising skills in the context of luxury and fashion companies. By analysing case studies and participating in creative teams, students will gain first-hand experience and using them to their advantage.</p> <p>Luxury & Fashion Buying is a foundational course for understanding the practices of buying in complex, rapidly changing global environments. This course seeks to develop an understanding for the brand environment context in which luxury goods and fashion companies operate. Visual Merchandising contexts are covered accordingly. This course integrates classical buying approaches with real life examples drawn from luxury goods and fashion industries and a wide variety of case studies. Key topics surveyed include: buying management approaches, strategic buying, exploring trend changes as well as how to develop successful retail models that leads to retail performance.</p>
Evaluation:	<p>The module is assessed through an exam:</p> <p>60 min., 100 marks achievable</p>
Readings:	<p>Required textbooks</p> <p>*compulsory reading</p> <p>Goworek, H. (2001), Fashion Buying, Blackwell, Osney Mead [u.a.].</p> <p>[ISM Library signature: Fsh 008/2.].</p> <p>*Jackson, Tim (2007), Mastering fashion buying and merchandising management, Macmillan, Basingstoke. [ISM Library signature: Fsh 010].</p> <p>Berman, B.; Evans, J. (2012), Retail Management, 12th ed., Pearson, London.</p>

Sports Management Track

Introduction to International Sports Management

Language of Instruction:	English
ECTS	5
Course Description:	This course introduces the basics of sports management from a business perspective. The main types of sports organizations and players in the sports industry as well as their bodies are presented. The course highlights the special structures of sports management, deals with environmental conditions, economic and legal frameworks as well as basic business functions and processes in sports management. Special areas of conflict in sports management are examined as examples and finally the international dimension of sports management is elaborated.
Course Objectives:	<p>After successfully completing the module, students will be able to understand the fundamentals of international sports management in general and specifically in the context of international sports institutions and international sports products from an academic perspective. They will have an understanding of the subfields of sports science, sports management, and sports economics. They can synthesize knowledge from various related fields. Students will be able to distinguish between a range of scientific theories and models from these three subject areas, apply them in basic terms, and evaluate them. They can assess the content of existing sports business management and sports economics information at a glance, place it in the context of sports science, and evaluate it according to various criteria. To do this, they use their knowledge and skills, specialist literature, and the knowledge they have acquired in case studies.</p> <p>Seminar-based teaching, small group work, and case studies promote social skills. Upon successful completion of the module, students will have acquired initial skills in goal-oriented and constructive cooperation within a group, thereby helping to shape their social environment. They begin to take on a leading position in a team when necessary, to persuade others in a guiding manner, and to justify their own decisions. Students are able to discuss different points of view in groups in a manner conducive to understanding, while presenting and defending their own positions. The methods and techniques learned enable students to understand factors influencing companies and industries, especially the sports industry, to derive initial simple options for action from this, to fundamentally assess possible consequences, to make decisions, and to critically question them.</p>
Evaluation:	100% written exam
Readings:	<p>Course textbook:</p> <p>Schütte, N. (2016): Grundwissen Sportmanagement (Basic Knowledge of Sports Management), UTB, Stuttgart.</p> <p>Further Readings:</p> <p>Fahrner, M. (2012): Grundlagen des Sportmanagements (Fundamentals of Sports Management), DeGruyter Oldenbourg, Munich.</p> <p>Nufer, G.; Bühler, A. (2012): Management im Sport: Betriebswirtschaftliche Grundlagen und Anwendungen der modernen Sportökonomie (Management in Sport: Business Management</p>

	<p>Fundamentals and Applications of Modern Sports Economics), 3rd edition, Erich Schmidt, Berlin.</p> <p>Galli, A.; Gömmel, R.; Holzhäuser, W. (2012): Sportmanagement (Sports Management), 2nd edition, Vahlen, Munich.</p> <p>Chadwick, S. (2017): International Cases in the Business of Sport, 2nd edition, Taylor & Francis, London.</p>
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Management of International Professional Sports

Language of Instruction:	English
ECTS	5
Course Description:	This subject looks at the different business areas of international professional sports and their general conditions. Central strategic and operative questions from the areas of product management, personnel management, organization, financing, and investment as well as sports brand management are dealt with. Selected economic processes illustrate the special features of international professional sports.
Course Objectives:	<p>After successfully completing the module, students will be able to understand the fundamentals of managing international sports institutions in general and specifically in the context of profit-oriented professional sports, semi-professional sports, recreational sports, sports associations, and sports facilities from an academic perspective. They will be able to synthesize and integrate knowledge from various related fields such as sports policy, sports media, sports consumer psychology, human resource management, and sports brand management.</p> <p>Students will be able to distinguish between, evaluate, and independently apply a range of scientific theories and models from these subject areas and solve specific problems appropriately. They can assess the content of available information from the context of the management of international sports institutions and evaluate it according to different criteria, applying their knowledge and skills, specialist literature, case studies, and other reports and analyses.</p> <p>Seminar-based teaching, small group work, case studies, and initial research and analysis tasks further improve students' social skills. Their ability to cooperate in a goal-oriented and constructive manner within a group, thereby helping to shape their social environment, is further enhanced. If necessary, they can take on a leading position in a team, justify their own decisions, reflect on and compare different points of view in groups, engage in discussion with a view to reaching understanding, and present and defend their own positions. The methods and techniques learned enable students to understand the factors that influence international sports institutions and their interaction with their environment, to use this understanding as a basis for their own management decisions, and to critically question these decisions, even in changing circumstances.</p>
Evaluation:	100% written exam
Readings:	<p>Course textbook:</p> <p>Reinfels, M. (2015): The Business Areas of Professional Sports, Shaker, Maastricht.</p> <p>Further Readings:</p> <p>Wirkes, P.; Göke, S. (2010): Management Systems for Sports Clubs: Management Practice in German Professional Sports, Erich Schmidt, Berlin.</p>

	<p>Cunningham, G.; Fink, J.; Doherty, A. (2015): Handbook of Theory in Sport Management, Routledge, Abingdon.</p> <p>Li, M.; MacIntosh, E.; Bravo, G. (2011): International Sport Management, Human Kinetics, Champaign.</p> <p>Fischer, R. (2014): Cultural Requirements for Brand Management in Professional Sports, Springer Gabler, Heidelberg.</p> <p>Schwerwolfe, A. (2010): Remuneration of Professional Athletes, Grin, Munich.</p> <p>Lohmar, O. (2008): Human Resource Management in Professional Sports, VDM, Saarbrücken.</p> <p>Schewe, G.; Littkemann, J. (2012): Sports Management: Professional Soccer from a Sports Economics Perspective, 3rd edition, Hofmann, Schorndorf.</p> <p>Haselbacher, I. (2009): Customer Loyalty in Professional Sports, VDM, Saarbrücken.</p> <p>Greuel, W. (2012): CRM in Sports, Akademikerverlag, Saarbrücken.</p>
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Law Track

Introduction to German Law

Language of Instruction:	English
ECTS	5
Course Description:	The introductory lecture provides an introduction to the fundamentals of German law and is intended to foster an understanding of where and how law permeates and interacts with our lives, particularly business life. First, the basic legal framework of the Federal Republic of Germany will be discussed, beginning with the relevant sources of law (in particular the provisions and effects of the constitution and, specifically, the fundamental rights on legislation and case law). Furthermore, using the example of civil law enforcement, including appeals and enforcement, the differences between civil and criminal law (procedural) principles and public law are discussed. This content is rounded off by the specific “technical” requirements (case solution and subsumption techniques as well as expert opinion style) with which lawyers approach the solution of legal issues. Students learn how to work out the appropriate legal solution by discussing several opinions and providing appropriate justification for their own legal decision.
Course Objectives:	Students are familiar with the basic elements of the legal system, jurisdiction, and the legal framework necessary for a complete understanding of business processes. They also have an overview of current legal developments at the interface with economic issues. They know that legal issues and their handling in business practice today are by no means exclusively the responsibility of specialized lawyers, but are also largely the responsibility of legal departments. Students gain an initial insight into how they can use the specialist knowledge and case solution techniques they have learned to find solutions to commercial law issues. The course also provides students with an overview of the legal framework conditions that are necessary for a complete understanding of business processes.
Evaluation:	100% written exam
Readings:	Course textbook: Zippelius, R. (2017): Introduction to Law. 7th edition. Tübingen: Mohr Siebeck.

	<p>Hoffmann, U. (2015): Technique of Case Processing in Private Commercial Law. 4th edition. Munich: Vahlen.</p> <p>Further Readings:</p> <p>Haase, R./Keller, R. (2003): Fundamentals and Basic Forms of Law. 11th edition. Stuttgart: Kohlhammer.</p>
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Trademark Law and Unfair Competition Law

Language of Instruction:	English
ECTS	5
Course Description:	The lecture focuses on trademark law and competition law (UWG) as a means of securing sales results. The possibilities for legally establishing the unique position of a product are discussed from various perspectives. Building on prior knowledge in the field of marketing, students learn about the legal process of creating trademarks from idea to registration, including trademark defense and the legal protection of a trademark strategy. In the sub-area of competition law, the focus is on advertising. The protection of advertising strategies and legal risks in advertising campaigns are discussed. The presentation of procedural options on the offensive and defensive sides complements this knowledge.
Course Objectives:	Students can accompany the entire life cycle of a new product, from brand creation and distribution to supporting the defense of distribution channels in trademark and competition law disputes. They have the ability to identify typical problems in these areas at an early stage and offer solutions based on their interdisciplinary expertise.
Evaluation:	100% written exam
Readings:	<p>Course textbook:</p> <p>Ahrens, S. (2015): Intellectual Property and Competition Law. Heidelberg: Springer Gabler.</p> <p>Further Readings:</p> <p>Emmerich, V. (2016): Unfair Competition. 10th edition. Munich: Beck.</p> <p>Sosnitza, O. (2010): German and European Trademark Law. Munich: Beck.</p>