

MODULE HANDBOOK

Master of Business Administration

Master of Business Administration Online (FS-MBA-O-60)

60 ECTS

Distance Learning

Classification: further education

Contents

1. Semester

Module DLMBLSE: Leadership

| | |
|------------------------------------|---|
| Module Description | 7 |
| Course DLMBLSE01: Leadership | 9 |

Module DLMBIE-01: Innovation and Entrepreneurship

| | |
|---|----|
| Module Description | 15 |
| Course DLMBIE01-01: Innovation and Entrepreneurship | 17 |

Module DLMMARE: International Marketing

| | |
|---|----|
| Module Description | 23 |
| Course DLMMARE01: International Marketing | 25 |

Module DLMBPM: Performance Measurement

| | |
|--|----|
| Module Description | 29 |
| Course DLMBPM01: Performance Measurement | 31 |

Module DLMBFNE: Financial Management

| | |
|--|----|
| Module Description | 35 |
| Course DLMBFNE01: Financial Management | 37 |

Module DLMBME-01: Managerial Economics

| | |
|--|----|
| Module Description | 41 |
| Course DLMBME01-01: Managerial Economics | 43 |

2. Semester

Module DLMBSE: Strategic Management

| | |
|---|----|
| Module Description | 51 |
| Course DLMBSE01: Strategic Management | 53 |

Module DLMBCE: Change Management

| | |
|--|----|
| Module Description | 57 |
| Course DLMBCE01: Change Management | 59 |

Module DLMBGE: Managing in a Global Economy

| | |
|---|----|
| Module Description | 63 |
| Course DLMBGE01: Managing in a Global Economy | 65 |

Module MBCPA: Capstone Project

Module Description 71
Course MBCPA01: Capstone Thesis and Thesis Defense73

2013-03-01

1. Semester

Leadership

Module Code: DLMBLSE

| Module Type | Admission Requirements | Study Level | CP | Student Workload |
|----------------|------------------------|-------------|----|------------------|
| see curriculum | None | MBA | 5 | 150 h |

| Semester / Term | Duration | Regularly offered in | Language of Instruction |
|-----------------|-----------------------|----------------------|-------------------------|
| see curriculum | Minimum 1 semester | WiSe/SoSe | English |

Module Coordinator

Prof. Dr. Georg Berkel (Leadership)

Contributing Courses to Module

- Leadership (DLMBLSE01)

Module Exam Type

Module Exam

Study Format: Fernstudium
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Foundations of professional leadership
- Leadership and motivation in the corporation
- Leadership and corporate culture
- Leadership and change management

Learning Outcomes

Leadership

On successful completion, students will be able to

- Recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders.
- Outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading.
- As a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees.
- Recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion.
- Discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.
- Perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.
- Create a plan to support employees through the process of change within an organization.
- Assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

Links to other Study Programs of IUBH

All Master Programmes in the Business & Management field.

Leadership

Course Code: DLMBLSE01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MBA | English | | 5 | None |

Course Description

In today's knowledge-based society, employees are a firm's most valuable resource. A key responsibility of leadership is to develop the knowledge, expertise, and skills of employees. Good leadership is crucial for the continued success of a firm in the face of increasingly competitive markets. This course presents the necessary competencies of the leader in a modern, knowledge-based organization. Central questions raised by modern leadership theory are presented and discussed. In doing so, the course focuses on requirements and instruments of professional leadership, aspects of situational leadership, and leadership communication and interactions, both in the context of strategic management and change processes. The methodological and conceptual foundations of leadership are presented to students, along with empirical examples and best-practice principles, with the intent for students to master the challenges of enhancing the firm's most valuable asset—its employees—via professional and contemporary leadership practices.

Course Outcomes

On successful completion, students will be able to

- Recognize underlying beliefs and attitudes towards leadership and compare the influence of various theories of leadership on the identification and development of leaders.
- Outline the influence of social roles on leaders and employees, and assess the influence of roles types on the interactions between leaders and those they are leading.
- As a leader, support employees by drawing on empirical evidence to effectively meet the expectations of employees.
- Recognize the roles and conflicting interests inherent to leadership positions and develop strategies to address locomotion and cohesion.
- Discriminate between effective and non-effective methods for managing staff and organizational activities, and apply those techniques and tools in practice to maximize the satisfaction and effectiveness of staff.
- Perform the various responsibilities delegated to a leader such as communicate with employees, lead planning activities, delegate tasks, and plan and lead controlling activities.
- Create a plan to support employees through the process of change within an organization.
- Assess personal leadership style using a variety of measures and evaluate leadership activities relative to transactional and transformational leadership styles.

Contents

1. An Overview of Leadership
 - 1.1 Leadership and Personality: Trait Theories
 - 1.2 Leadership as a Skill: Attribute and Behavior Theories
 - 1.3 Positive Reinforcement: Behavioral Theories
 - 1.4 Leadership Dependent on the Situation: Situational Approaches
 - 1.5 Situational and Contingency Theories
 - 1.6 Theory of Functional Leadership Behavior
 - 1.7 Integrated Psychological Theory
 - 1.8 Transactional and Transformative Leadership
 - 1.9 Leadership as an Emotionally Charged Process
 - 1.10 Neo-Emergent Theory
2. Leadership as a Social Role
 - 2.1 Roles and Groups
 - 2.2 Role Types
 - 2.3 Formal Conditions for Social Roles – Corporate Context Determining Roles in Organizations
 - 2.4 The Individual and The Group – Conforming and Deviating Behavior
 - 2.5 The Problems of Formalized Role Understanding and Self-Concept
3. Leadership from the Employee's Perspective
 - 3.1 General Expectations for Managers
 - 3.2 Truthfulness and Authenticity
 - 3.3 Handling Conflicts Competently
 - 3.4 Conflicts in Groups
 - 3.5 Conflict Resolution Pattern According to Matzat
 - 3.6 Enthusiasm
 - 3.7 Ability to Cope with Pressure
 - 3.8 Assertiveness
 - 3.9 Empathy
 - 3.10 Expertise

4. Leadership from the Manager's Perspective
 - 4.1 Self-Concept as a Manager
 - 4.2 Locomotion and Cohesion
 - 4.3 Individual Problems and Learning Dimensions of Management Behavior
 - 4.4 The Concept of Human Nature and Its Influence on Management Behavior: Theories from Maslow, McGregor, and Herzberg
 - 4.5 Ambiguity Tolerance
5. Management Tools
 - 5.1 Management Tools - Definition
 - 5.2 Organizational Management Tools
 - 5.3 Personnel Management Tools
6. Managerial Functions
 - 6.1 Responsibilities of a Manager
 - 6.2 Communication
 - 6.3 Foundations of Interpersonal Communication
 - 6.4 Planning
 - 6.5 Setting Objectives
 - 6.6 Delegating
 - 6.7 Controlling
 - 6.8 Creating a Feedback Culture
7. Organizational Change
 - 7.1 Knowledge
 - 7.2 Cultural Value Change and Subjectification
 - 7.3 Globalization
 - 7.4 Technological Progress
 - 7.5 Change Management – Leadership in Times of Change
8. Successful Employee Management
 - 8.1 Measuring Leadership Style and Leadership Behavior
 - 8.2 Measuring Transactional and Transformational Leadership with the Multifactor Leadership Questionnaire (MLQ)
 - 8.3 Correlation of Leadership Behavior with Subjective and Objective Success Criteria
 - 8.4 Validation of Leadership Success Using Situational Factors
 - 8.5 Leadership Principles Guiding Leadership Behavior

Literature**Compulsory Reading**

- Bloisi, W. C., Cook, C., & Hunsaker, C. W. (2006). Management and organisational behaviour. McGraw-Hill Education.
- Burnes, B. (2009). Managing change (5th ed.). Harlow: Prentice Hall.
- Coleman, P. T., Deutsch, M., & Marcus, E. C. (2014). The handbook of conflict resolution (3rd ed.). San Francisco: Jossey-Bass.
- Conger, J. A., & Riggio, R. E. (2006). The practice of leadership: Developing the next generation of leaders. Hoboken, NJ: John Wiley.
- Hannum, K., Martineau, J. W., & Reinelt, C. (Eds.). (2006). The handbook of leadership development evaluation. San Francisco: Jossey-Bass.
- Harvard Business Essentials. (2007). Managers toolkits: The 13 skills managers need to succeed. Boston: Harvard Business School Press.
- Kotter, J. (2002). The heart of change. Boston: Harvard Business School Press.
- Peters, T. (2005). Leadership: Tom Peter's essentials. New York, NY: DK Publishing.
- Thompson, L. (2013). Making the team (5th ed.). Harlow: Pearson.
- Ury, B., Brett, J. M., & Goldberg, S. B. (1993). Getting disputes resolved: Designing systems to cut the costs of conflict. San Francisco: Jossey-Bass.

Further Reading

Study Format Fernstudium

| | |
|------------------------------------|-------------------------------|
| Study Format Fernstudium | Course Type Lecture |
|------------------------------------|-------------------------------|

| | |
|---|--|
| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

| | | | | | |
|-------------------------|-----------------|-----------------|------------------|-----------------------------|--------------------|
| Student Workload | | | | | |
| Self Study | Presence | Tutorial | Self Test | Practical Experience | Hours Total |
| 90 h | 0 h | 30 h | 30 h | 0 h | 150 h |

| | |
|---|--|
| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input checked="" type="checkbox"/> Vodcast <input type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed |

DLMBLSE01

Innovation and Entrepreneurship

Module Code: DLMBIE-01

| Module Type | Admission Requirements | Study Level | CP | Student Workload |
|----------------|------------------------|-------------|----|------------------|
| see curriculum | None | MBA | 5 | 150 h |

| Semester / Term | Duration | Regularly offered in | Language of Instruction |
|-----------------|-----------------------|----------------------|-------------------------|
| see curriculum | Minimum 1 semester | WiSe/SoSe | English |

Module Coordinator

Prof. Dr. Georg Berkel (Innovation and Entrepreneurship)

Contributing Courses to Module

- Innovation and Entrepreneurship (DLMBIE01-01)

Module Exam Type

Module Exam

Study Format: Berufsbegleitendes Studium
Exam, 90 Minutes

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Innovation management and entrepreneurship in a globalized world
- Basics of entrepreneurship
- Business ideas and company foundations
- Financing sources and processes
- Internet, digital business, and artificial intelligence
- Strategic alliances
- Family-owned companies

Learning Outcomes

Innovation and Entrepreneurship

On successful completion, students will be able to

- understand the importance, fundamentals, and dimensions of entrepreneurship and its derivatives (intrapreneurship, corporate entrepreneurship, stakeholder relationships, and family businesses).
- analyze the opportunities and challenges associated with evaluating a business idea and setting up a business.
- distinguish between the different motivations behind entrepreneurial activity and develop specific objectives for new enterprises.
- develop a business model, including benchmarks for assessing desired sustainable growth.
- apply different legal forms to business start-ups and select the appropriate legal form for a specific business model.
- understand the different ways in which entrepreneurship and innovation can be financed and weigh them against each other in terms of medium- and long-term advantages and disadvantages.
- develop a rigorous business plan that can be used both as a planning and financing instrument.
- apply, in principle, an entrepreneurial mindset in a variety of different contexts of future professional development.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

Links to other Study Programs of IUBH

All Master Programmes in the Business & Management field.

Innovation and Entrepreneurship

Course Code: DLMBIE01-01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MBA | English | | 5 | None |

Course Description

In today's globalized and digital world, entrepreneurs have more opportunities to develop and market products and services than ever before. However, entrepreneurship, whether in the form of entrepreneurship or intrapreneurship, presents special challenges. In order to avoid the typical pitfalls of starting and growing a business, a sound understanding of innovation management and building a business is essential. Particular attention must be paid to the financing of entrepreneurial activity, both from the perspective of the entrepreneur and the investor. Innovation and entrepreneurial activity are the basis and driving force of our economy. Even looking at other economies, it is obvious that innovation and entrepreneurship are crucial at every stage of economic development. Small enterprises in developing countries initiate the development of economic institutions and create supply, demand, and markets. These enterprises lay the foundation for economic development and growth. In developed economies, innovation and entrepreneurship are the driving forces behind competition and competitiveness in the global context. In all parts of the world, family businesses play the most important role. The rapid technological and social change present in our societies requires the innovative use of digital technologies (internet and artificial intelligence), as well as flexibility in handling new forms of organization (e.g., strategic alliances between companies). This course introduces students to the ideas behind, motives, and drivers of entrepreneurial activity and innovation and teaches them the practical aspects of the identification, analysis, and development of innovations and business ideas. The core competence of the entrepreneur—the ability to negotiate with investors and partners—is also addressed.

Course Outcomes

On successful completion, students will be able to

- understand the importance, fundamentals, and dimensions of entrepreneurship and its derivatives (intrapreneurship, corporate entrepreneurship, stakeholder relationships, and family businesses).
- analyze the opportunities and challenges associated with evaluating a business idea and setting up a business.
- distinguish between the different motivations behind entrepreneurial activity and develop specific objectives for new enterprises.
- develop a business model, including benchmarks for assessing desired sustainable growth.
- apply different legal forms to business start-ups and select the appropriate legal form for a specific business model.
- understand the different ways in which entrepreneurship and innovation can be financed and weigh them against each other in terms of medium- and long-term advantages and disadvantages.
- develop a rigorous business plan that can be used both as a planning and financing instrument.
- apply, in principle, an entrepreneurial mindset in a variety of different contexts of future professional development.

Contents

1. Entrepreneurship
 - 1.1 Entrepreneurship and entrepreneur
 - 1.2 Enterprise related theories of entrepreneurship
 - 1.3 The economic significance of entrepreneurship
2. Company formation strategy
 - 2.1 Different contexts in which companies are founded
 - 2.2 The Entrepreneur
 - 2.3 Business models and strategies
3. Innovation and innovation management
 - 3.1 Innovation
 - 3.2 Innovation management
 - 3.3 Protection of intellectual property
 - 3.4 Case study: BMW Empathic Design
4. Legal form in international comparison
 - 4.1 Germany
 - 4.2 International comparison: USA

5. Financing entrepreneurial activity I: Sources of finance
 - 5.1 Incubators, accelerators and crowdfunding
 - 5.2 Business angels
 - 5.3 Private equity and corporate venture capital
 - 5.4 Public start-up support
6. Financing entrepreneurial activity II: Financing processes
 - 6.1 The investor view: Deal sourcing and deal screening
 - 6.2 The entrepreneurial view: Negotiations with investors
 - 6.3 The evaluation of business start-ups
7. The business plan
 - 7.1 Purpose and objectives of the business plan
 - 7.2 Expectations regarding the business plan
 - 7.3 Structure and content of the business plan
 - 7.4 Guidelines for creating a business plan
8. Digital business models and artificial intelligence
 - 8.1 e-Business
 - 8.2 Artificial intelligence
 - 8.3 The Globotics Evolution
9. Cooperative strategy: Alliances and joint ventures
 - 9.1 Cooperative strategy
 - 9.2 The right “fit”
 - 9.3 The right “form”
10. Family-owned company
 - 10.1 Definitions
 - 10.2 Economic significance
 - 10.3 Strengths and weaknesses

Literature**Compulsory Reading****Further Reading**

- Alemany L. /Andreoli J.: (2018): Entrepreneurial Finance. The Art and Science of Growing Ventures, Cambridge University Press.
- Barringer, B. R./Ireland, R. D. (2019): Entrepreneurship. Successfully Launching New Ventures. 6. Auflage, Pearson Harlow (UK).
- Bertrand, M. /Schoar, A. (2006). The role of family in family firms. Journal of economic perspectives, 20(2), 73-96.
- Bessant, J./Tidd, J. (2011): Innovation and Entrepreneurship. 2. Auflage, Wiley, Chichester (UK).
- Child J. /Faulkner D. /Tallmann S. /Hsieh L. (o.J):. Cooperative Strategy: Managing Alliances and Networks, 3. Auflage, Oxford University Press.
- Dinnar, S. /Susskind, L. E. (2019): Entrepreneurial Negotiation. Understanding and Managing the Relationships that Determine Your Entrepreneurial Success, Springer.
- Evans, V. (2015): Writing a Business Plan. How to Win Backing to Start Up or Grow Your Business. 2nd Edition Pearson, Harlow (UK).
- Fleming, L. (2007): Breakthroughs and the 'Long tail' of innovation. In: MIT Sloan Management Review, 49. Jg., Heft 1, S. 69–74.
- Richard Baldwin (2019): The Globotics Upheaval: Globalisation, Robotics and the Future of Work.
- Scarborough, N. M. (2012): Essentials of Entrepreneurship and Small Business Management. 7. Auflage, Pearson, Harlow (UK), S. 17–47.
- Simon C. Parker (2018): The Economics of Entrepreneurship, 2nd Edition, Cambridge University Press.
- Thomas Zellweger (2017): Managing the Family Business, Elgar.

Study Format Berufsbegleitendes Studium

| | |
|---|-------------------------------|
| Study Format Berufsbegleitendes Studium | Course Type Lecture |
|---|-------------------------------|

| | |
|---|--|
| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

| | | | | | |
|---------------------------|------------------------|-------------------------|--------------------------|------------------------------------|-----------------------------|
| Student Workload | | | | | |
| Self Study 90 h | Presence 0 h | Tutorial 30 h | Self Test 30 h | Practical Experience 0 h | Hours Total 150 h |

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| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed |

Study Format Distance Learning

| | |
|--|--------------------------------------|
| Study Format Distance Learning | Course Type Online Lecture |
|--|--------------------------------------|

| | |
|---|--|
| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

| | | | | | |
|-------------------------|-----------------|-----------------|------------------|-----------------------------|--------------------|
| Student Workload | | | | | |
| Self Study | Presence | Tutorial | Self Test | Practical Experience | Hours Total |
| 90 h | 0 h | 30 h | 30 h | 0 h | 150 h |

| | |
|--|--|
| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed |

International Marketing

Module Code: DLMMARE

| | | | | |
|--------------------------------------|---------------------------------------|---------------------------|----------------|----------------------------------|
| Module Type see curriculum | Admission Requirements None | Study Level MBA | CP 5 | Student Workload 150 h |
|--------------------------------------|---------------------------------------|---------------------------|----------------|----------------------------------|

| | | | |
|--|--|--|---|
| Semester / Term see curriculum | Duration Minimum 1 semester | Regularly offered in WiSe/SoSe | Language of Instruction English |
|--|--|--|---|

Module Coordinator

Prof. Dr. Maren Weber (International Marketing)

Contributing Courses to Module

- International Marketing (DLMMARE01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Introduction to international marketing
- The international context of corporations
- International marketing strategies
- Features of the marketing-mix specific to the international context
- Trends in international marketing

Learning Outcomes**International Marketing**

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Marketing & Sales.

Links to other Study Programs of IUBH

All Master Programmes in the Marketing & Communication field.

International Marketing

Course Code: DLMMARE01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MBA | English | | 5 | None |

Course Description

The most important task of international marketing is recognizing which international markets and business-related dependencies should be targeted for the marketing of products and services. The course begins with defining key terms and concepts associated with the field of marketing management and then extrapolates these to the international context. The first section of the course equips students with an understanding of how to perform a structured analysis of international markets, using elements of the “PEST Analysis” (political, legal, economical, socio-cultural, and technological frameworks). Strategical aspects of marketing as well as instruments used to analyze the marketing mix are discussed as they relate to the international context. Inadequate consideration of marketing orientation as well as underestimating the impact of cultural differences both present serious threats to the success of any corporation. This course shall therefore analyze and discuss contemporary case studies involving multinational corporations to elucidate these potential threats. Industry-based case studies also offer students the opportunity to put into practice the knowledge and tools acquired in this course to address some of the specific challenges of international marketing.

Course Outcomes

On successful completion, students will be able to

- transfer well-known marketing management concepts to an international context, recognize limitations of their transferability, and continually develop these concepts.
- perform a structural analysis of the context surrounding specific internationalizing decisions, recognize the various contexts in these scenarios, and formulate alternative decisions.
- assess different strategic and political marketing alternatives in specific scenarios using relevant criteria and develop a decision template for developing marketing plans.
- combine actual issues from industry with the most recent scientific insights into successful marketing approaches in order to develop the skills and knowledge required to manage international marketing in a corporate setting.

Contents

1. Introduction to International Marketing
 - 1.1 Issues Related to International Marketing
 - 1.2 Environmental Factors in International Market Development
 - 1.3 Features of Buying Behavior in International Marketing

2. International Marketing Strategies
 - 2.1 Marketing Segmentation and Market Selection
 - 2.2 Market Entry Strategy
 - 2.3 Market Exit Strategy
3. International Market Research
 - 3.1 Qualitative and Quantitative Primary Research
 - 3.2 International Survey and Observations
4. International Marketing for Specific Sectors
 - 4.1 Industrial Goods Sector
 - 4.2 Consumer Goods Sector
 - 4.3 Wholesale and Retail Sector
 - 4.4 Service Sector
5. International Products
 - 5.1 Product Policy
 - 5.2 Product Mix and Degree of Standardization
 - 5.3 Brand Policy
6. International Pricing and Terms and Sales Policies
 - 6.1 Pricing on International Markets
 - 6.2 Types of Price Discrimination
 - 6.3 Credit and Discount Policy
7. International Promotion
 - 7.1 International Promotion
 - 7.2 International Promotion Mix
 - 7.3 Optimal Standardization
8. International Distribution
 - 8.1 Distribution Channels, Intermediaries, and Distribution Schemes
 - 8.2 Organizational Forms for International Market Development
 - 8.3 Potential for Standardization
9. International Marketing Mix
 - 9.1 Home Country Orientation
 - 9.2 Global Orientation
 - 9.3 Multinational Orientation

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|--|
| Literature |
| Compulsory Reading |
| <p>Further Reading</p> <ul style="list-style-type: none"> ▪ Bradley, F. (2005). <i>International marketing strategy</i> (5th ed.). Upper Saddle River, NJ: Prentice Hall. ▪ Cateora, P. R., Gilly, M. C., & Graham, J. L. (2008). <i>International marketing</i> (14th ed.). London: McGraw Hill. ▪ Czinkota, M. R., & Ronkainen, I. A. (2007). <i>International marketing</i> (8th ed.). Mason: Thomson South-Western. ▪ Hollensen, S. (2010). <i>Global marketing</i> (5th ed.). Harlow: Pearson Education. ▪ Keegan, W. J., & Green, M. C. (2015). <i>Global marketing: Global edition</i> (8th ed.). New York, NY: Pearson Higher Education. ▪ Keller, L. K. (2011). <i>Strategic brand management: A European perspective</i> (2nd ed.). Upper Saddle River, NJ: Financial Times Prentice Hall. ▪ Kotabe, M., & Helsen, K. (2010). <i>Global marketing management</i> (5th ed.). New York, NY: Wiley. ▪ Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2012). <i>Marketing management</i> (2nd ed.). Upper Saddle River, NJ: Prentice Hall International. ▪ Mühlbacher, H., Leih, H., & Dahringer, L. (2006). <i>International marketing: A global perspective</i> (3rd ed.). Boston, MA: Cengage Learning EMEA. ▪ Reviews: <ul style="list-style-type: none"> ▪ Chandrasekaran, D., & Tellis, G. J. (2008). Global takeoff of new products: Culture, wealth, or vanishing differences? <i>Marketing Science</i>, 27(5), 844–860. ▪ Douglas, S. P., & Craig, C. S. (2011). Convergence and divergence: Developing a semi global marketing strategy. <i>Journal of International Marketing</i>, 19(1), 82–101. ▪ Johnson, J., & Tellis, G. J. (2008). Drivers of success for market entry into China and India. <i>Journal of Marketing</i>, 72(3), 1–13 ▪ Levitt, T. (1983). The globalization of markets. <i>Harvard Business Review</i>, 61(3), 92–102. ▪ Powers, T. L. (2010). Adaptation of marketing mix elements in international markets. <i>Journal of Global Marketing</i>, 23(1), 65–79. ▪ Tianjiao, Q. (2014). Product diversification and market value of large international firms: A macro environmental perspective. <i>Journal of International Marketing</i>, 22(4), 86–107. ▪ Schilke, O., Reimann, M., & Thomas, J. S. (2009). When does international marketing standardization matter to firm performance. <i>Journal of International Marketing</i>, 17(4), 24–26. |

Study Format Distance Learning

| | |
|--|--------------------------------------|
| Study Format Distance Learning | Course Type Online Lecture |
|--|--------------------------------------|

| | |
|---|--|
| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

| | | | | | |
|-------------------------|-----------------|-----------------|------------------|-----------------------------|--------------------|
| Student Workload | | | | | |
| Self Study | Presence | Tutorial | Self Test | Practical Experience | Hours Total |
| 90 h | 0 h | 30 h | 30 h | 0 h | 150 h |

| | |
|--|--|
| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed |

Performance Measurement

Module Code: DLMBPM

| | | | | |
|--------------------------------------|---------------------------------------|---------------------------|----------------|----------------------------------|
| Module Type see curriculum | Admission Requirements None | Study Level MBA | CP 5 | Student Workload 150 h |
|--------------------------------------|---------------------------------------|---------------------------|----------------|----------------------------------|

| | | | |
|--|--|--|---|
| Semester / Term see curriculum | Duration Minimum 1 semester | Regularly offered in WiSe/SoSe | Language of Instruction English |
|--|--|--|---|

Module Coordinator

Dr. Tobias Broweleit (Performance Measurement)

Contributing Courses to Module

- Performance Measurement (DLMBPM01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Performance measurement concepts
- Measuring financial performance
- Drivers of financial and operational performance

Learning Outcomes

Performance Measurement

On successful completion, students will be able to

- Describe the history of performance measurement theory and its influence of present-day understanding of performance measurement.
- Report on a business's financial performance using accounting calculations (such as return on equity, return on assets, return on investment, earnings per share, gross profit margin, etc.) and market-based calculations (such as price-to-earnings ratio, net present value, internal rate of return, etc.).
- Explain the economic value added (EVA) model and calculate this metric using data from the company.
- Identify, define, and track drivers of operational performance, specifically quality, dependability, speed, cost, and flexibility.
- Derive performance metrics, such as customer satisfaction or sales forecast-to-plan performance, and link these with overall performance targets to create a performance measurement system.
- Conduct a customer profitability analysis using activity-based costing and calculate customer lifetime value using company data.
- Summarize strategies for benchmarking and measuring intellectual capital.
- Measuring organizational performance using the following tools: Balanced Scorecard, the EFQM Excellence Model, the Performance Prism and the SMART Pyramid approach.
- Evaluate the strengths and weaknesses of different performance measurement metrics and frameworks.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

Links to other Study Programs of IUBH

All Master Programmes in the Business & Management field.

Performance Measurement

Course Code: DLMBPM01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MBA | English | | 5 | None |

Course Description

After specifying a company's strategic goals, managers face the challenge to implement these strategies. Performance measurement and performance management support the implementation of strategy by using performance measures to address financial and non-financial/operational aspects. Consequently, students get to know the function of performance measurement and performance management as part of the overall management functions. Furthermore, they will acquire an understanding of various performance aspects (e.g. financial drivers measured by the economic value added, customer drivers measured and managed by customer lifetime value, process drivers measured and managed in the context of continuous improvement programs). Understanding financial performance measurement concepts is especially crucial before students go on to identify operational drivers.

Course Outcomes

On successful completion, students will be able to

- Describe the history of performance measurement theory and its influence of present-day understanding of performance measurement.
- Report on a business's financial performance using accounting calculations (such as return on equity, return on assets, return on investment, earnings per share, gross profit margin, etc.) and market-based calculations (such as price-to-earnings ratio, net present value, internal rate of return, etc.).
- Explain the economic value added (EVA) model and calculate this metric using data from the company.
- Identify, define, and track drivers of operational performance, specifically quality, dependability, speed, cost, and flexibility.
- Derive performance metrics, such as customer satisfaction or sales forecast-to-plan performance, and link these with overall performance targets to create a performance measurement system.
- Conduct a customer profitability analysis using activity-based costing and calculate customer lifetime value using company data.
- Summarize strategies for benchmarking and measuring intellectual capital.
- Measuring organizational performance using the following tools: Balanced Scorecard, the EFQM Excellence Model, the Performance Prism and the SMART Pyramid approach.
- Evaluate the strengths and weaknesses of different performance measurement metrics and frameworks.

Contents

1. Performance Measurement as Part of the Overall Management Framework
 - 1.1 Theories Before 1950
 - 1.2 Theories After 1950
2. Measuring Financial Performance
 - 2.1 Reviewing Traditional Models of Financial Performance Measurement
 - 2.2 The Economic Value Added (EVA) Metric
3. Drivers of Operational Performance
 - 3.1 The Five Operations Performance Objectives
 - 3.2 Analysis of Performance Drivers
4. Customer Profitability Analysis, Lifetime Value, and Benchmarking
 - 4.1 Profitability Analysis
 - 4.2 Customer Lifetime Value
 - 4.3 Benchmarking
5. Intellectual Capital Measurement and Management
 - 5.1 Importance and Challenges of Intellectual Capital Measurement
 - 5.2 Approaches of Managing and Measuring Intellectual Capital
6. Performance Measurement Concepts
 - 6.1 Objectives of Performance Measurement Systems
 - 6.2 The Balanced Scorecard
 - 6.3 Performance Prism and SMART Pyramid
 - 6.4 European Foundation for Quality Management (EFQM)
7. Common Characteristics of Different Concepts
 - 7.1 Common Characteristics of Different Concepts
 - 7.2 Pitfalls in Performance Measurement and Management

Literature**Compulsory Reading****Further Reading**

- Bible, L., Kerr, S., & Zanini, M. (2006). The balanced scorecard: Here and back. *Management Accounting Quarterly*, 7(4), 18–23.
- Hammer, M. (2004). Deep change: How operational innovation can transform your company. *Harvard Business Review*, 85(4), 85–93.
- Ittner, C. D., & Larcker, D. F. (2003). Coming up short on non-financial performance measurement. *Harvard Business Review*, 84(11), 88–95.
- Kaplan, R. S., & Norton, D. P. (2008). Mastering the management system. *Harvard Business Review*, 89(1), 63–77.
- Kumar, V., & Rajan, B. (2009). Profitable customer management: Measuring and maximizing customer lifetime value. *Management Accounting Quarterly*, 10(3), 1–18.
- Neely, A. (Ed.). (2007). *Business performance measurement: Theory and practice* (2nd ed.). Cambridge, MA: Cambridge University Press.
- Speckbacher, G., Bischof, J., & Pfeifer, T. (2003). A descriptive analysis on the implementation of balanced scorecards in German-speaking countries. *Management Accounting Research*, 14(4), 361–387.
- Simons, R. (2000). *Performance measurement and control systems for implementing strategy: Text and Cases* (International edition). Upper Saddle River, NJ: Prentice Hall.
- Young, D. S., & O’Byrne, S. F. (2001). *EVA and value-based management: A practical guide to implementation*. New York, NY: McGraw Hill.

Study Format Distance Learning

| | |
|--|--------------------------------------|
| Study Format Distance Learning | Course Type Online Lecture |
|--|--------------------------------------|

| | |
|---|--|
| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

| | | | | | |
|-------------------------|-----------------|-----------------|------------------|-----------------------------|--------------------|
| Student Workload | | | | | |
| Self Study | Presence | Tutorial | Self Test | Practical Experience | Hours Total |
| 90 h | 0 h | 30 h | 30 h | 0 h | 150 h |

| | |
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| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed |

Financial Management

Module Code: DLMBFNE

| Module Type | Admission Requirements | Study Level | CP | Student Workload |
|----------------|------------------------|-------------|----|------------------|
| see curriculum | none | MBA | 5 | 150 h |

| Semester / Term | Duration | Regularly offered in | Language of Instruction |
|-----------------|-----------------------|----------------------|-------------------------|
| see curriculum | Minimum 1 semester | WiSe/SoSe | English |

Module Coordinator

Dr. Tobias Broweleit (Financial Management)

Contributing Courses to Module

- Financial Management (DLMBFNE01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Introduction to finance
- Legal forms of businesses and corporate governance
- Discounted-cash-flow valuation
- Risk vs. return
- Options and option pricing
- Capital structure policy

Learning Outcomes**Financial Management**

On successful completion, students will be able to

- recognize and evaluate different equity and debt financing alternatives as well as internal and external sources of funding.
- recognize the role that financial markets play in providing funding for companies and how these markets interact with companies.
- explain the tension between risk and return.
- recognize the importance of portfolio diversification and utilize the capital asset pricing model (CAPM) to evaluate financial instruments together with costs of capital.
- describe options, option pricing, and how options are used in financial management.
- critically discuss questions regarding the optional capital structure of a company from a theoretic and practical perspective.

Links to other Modules within the Study Program

All Master Programmes in the Finance & Tax Accounting field(s)

Links to other Study Programs of IUBH

This module is similar to other modules in the field(s) Business & Management

Financial Management

Course Code: DLMBFNE01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MBA | English | | 5 | none |

Course Description

Finance managers working within companies are tasked with managing and controlling a company's finances and investment activities; they play a key role in a firm from the perspective of capital market participants. This course provides an introduction to corporate finance and financial management. Students will gain insight into topics that are highly relevant in practice such as the goals and objectives of finance management within a company, measures for financial control, and the basic functions of capital markets. Basic tools of financial analysis such as the calculation of cash flows are also introduced. The course covers aspects regarding the determination of a company's optimal capital structure and costs related to different financing options. Students will also be introduced to the basics of options theory and options pricing as well as the practical application of options in a company.

Course Outcomes

On successful completion, students will be able to

- recognize and evaluate different equity and debt financing alternatives as well as internal and external sources of funding.
- recognize the role that financial markets play in providing funding for companies and how these markets interact with companies.
- explain the tension between risk and return.
- recognize the importance of portfolio diversification and utilize the capital asset pricing model (CAPM) to evaluate financial instruments together with costs of capital.
- describe options, option pricing, and how options are used in financial management.
- critically discuss questions regarding the optional capital structure of a company from a theoretic and practical perspective.

Contents

1. Introduction to Financial Management
 - 1.1 The Role of the Financial Management
 - 1.2 Goals of Financial Management
 - 1.3 Role of Financial Markets

2. Types of Business Entities and Corporate Governance
 - 2.1 Legal Business Forms
 - 2.2 Principal-Agent-Problem in Corporations
 - 2.3 Corporate Governance
3. Long-Term Financial Planning
 - 3.1 Equity vs. Debt Financing
 - 3.2 External vs. Internal Financing
 - 3.3 Organizational Growth and Financial Planning
4. Discounted-Cash-Flow Valuation
 - 4.1 Single-Period Horizon
 - 4.2 Multi-Period Horizon
 - 4.3 Business Valuation
5. Risk vs. Return
 - 5.1 Return
 - 5.2 Risk
 - 5.3 Risk and Return of Portfolios
 - 5.4 Diversification
 - 5.5 Capital Market Line
6. Options
 - 6.1 Introduction to Options
 - 6.2 Option Pricing Basics
 - 6.3 Equity as Option
7. Capital Structure
 - 7.1 Leverage Effect
 - 7.2 Modigliani-Miller Propositions
 - 7.3 Optimal Capital Structure
 - 7.4 Capital Structure Policy

Literature**Compulsory Reading****Further Reading**

- Brealey, R. A., & Myers, S. C. (2010). Principles of corporate finance (10th ed.). London: McGraw-Hill.
- Brealey, R. A., Myers, S. C., Myers, S., & Brattle Group. (2003). Financing and risk management. New York: McGraw Hill Professional.
- Brigham, E., & Ehrhardt, M. (2016). Financial management: Theory & practice. Cengage Learning.
- Calder, A. (2008). Corporate governance: A practical guide to the legal frameworks and international codes of practice. London: Kogan Page Publishers.
- Hillier, D., Ross, S. A., Westerfield, R. W., Jaffe, J., & Jordan, B. D. (2010). Corporate finance (European ed.). London: McGraw-Hill.
- Madure, J. (2008). International finance management (9th ed.). Boston, MA: Cengage Learning.
- Vernimmen, P., Quiry, P., Dallochio, M., Le Fur, Y., & Salvi, A. (2014). Corporate finance: Theory and practice (4th ed.) Hoboken, NJ: John Wiley & Sons.
- Weaver, S. C., & Weston J. F. (2008). Strategic financial management: Applications of corporate finance. Mason, OH: Thomson South-Western.

Study Format Distance Learning

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|--|--------------------------------------|
| Study Format Distance Learning | Course Type Online Lecture |
|--|--------------------------------------|

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|---|--|
| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

| | | | | | |
|-------------------------|-----------------|-----------------|------------------|-----------------------------|--------------------|
| Student Workload | | | | | |
| Self Study | Presence | Tutorial | Self Test | Practical Experience | Hours Total |
| 90 h | 0 h | 30 h | 30 h | 0 h | 150 h |

| | |
|--|---|
| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed |

Managerial Economics

Module Code: DLMBME-01

| Module Type | Admission Requirements | Study Level | CP | Student Workload |
|----------------|------------------------|-------------|----|------------------|
| see curriculum | None | MBA | 5 | 150 h |

| Semester / Term | Duration | Regularly offered in | Language of Instruction |
|-----------------|-----------------------|----------------------|-------------------------|
| see curriculum | Minimum 1 semester | WiSe/SoSe | English |

Module Coordinator

Dr. Christoph Kneiding (Managerial Economics)

Contributing Courses to Module

- Managerial Economics (DLMBME01-01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- The nature of managerial economics
- Market forces: Demand and supply
- Market structures and competition
- Strategy analysis and decision-making

Learning Outcomes**Managerial Economics**

On successful completion, students will be able to

- Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large.
- Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies.
- Calculate various elasticities of demand and accurately estimate future demand using regression analysis.
- Identify price and non-price determinants of supply and calculate production and cost functions.
- Identify various market structures and evaluate pricing strategies adopted by firms.
- Evaluate the role and effectiveness of policies to reduce the occurrence of market failure.
- Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects.
- Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

Links to other Study Programs of IUBH

All Master Programmes in the IT & Technology field(s).

Managerial Economics

Course Code: DLMBME01-01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MBA | English | | 5 | None |

Course Description

This course takes an in-depth look into the economic framework underlying markets and economies and the economic rationale underlying strategic decisions. In order to enable students to analyze the economic environment and draw conclusions from a managerial perspective, the first part of the course is devoted to the description and analysis of market forces. Following this, strategic decision making makes up the second half of the course. In particular, these latter units deal with the role of different market structures and asymmetric information as well as the fundamentals of game theory, which supports students to understand with the underlying decision making processes at work in modern economics.

Course Outcomes

On successful completion, students will be able to

- Define the scope of managerial economics and describe its contribution to both entrepreneurial decision-making and economic theory at large.
- Identify and interpret various macroeconomic indicators and analyze the role of macroeconomic factors in shaping governmental and central bank policies.
- Calculate various elasticities of demand and accurately estimate future demand using regression analysis.
- Identify price and non-price determinants of supply and calculate production and cost functions.
- Identify various market structures and evaluate pricing strategies adopted by firms.
- Evaluate the role and effectiveness of policies to reduce the occurrence of market failure.
- Recognize the role of understanding risk in managerial decision-making and select advantageous capital budgeting projects.
- Apply theories of economic behavior and design entrepreneurial strategies to successfully manage a company and secure for it a competitive advantage.

Contents

1. The Nature, Scope, and Method of Managerial Economics
 - 1.1 The Nature and Scope of Managerial Economics
 - 1.2 The Method of Managerial Economics

2. The Macroeconomic Environment
 - 2.1 Macroeconomic Conditions and the Business Cycle
 - 2.2 Government and Central Bank Policies
3. Market Force: Demand
 - 3.1 The Theory of Demand
 - 3.2 Elasticity of Demand
 - 3.3 Demand Estimation
4. Market Force: Supply
 - 4.1 The Theory of Supply
 - 4.2 Price Determination
 - 4.3 Production Theory
 - 4.4 Cost Theory
5. Market Structures and Competition
 - 5.1 Theories of the Firm
 - 5.2 Market Structures
 - 5.3 Pricing Strategies
6. Government Regulation and Industry
 - 6.1 Market Failures
 - 6.2 Government Policies to Reduce Market Failure
7. Strategic Analysis and Decision-Making
 - 7.1 Game Theory
 - 7.2 Information and Decision-Making
 - 7.3 Auctions
8. Capital Budgeting and Risk
 - 8.1 Capital Budgeting
 - 8.2 Investment Analysis
 - 8.3 Risk Versus Uncertainty

Literature**Compulsory Reading****Further Reading**

- Baye, M. R. (2009). *Managerial economics and business strategy* (7th ed.). New York, NY: McGraw-Hill Higher Education.
- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2009). *Economics of strategy* (5th ed.). John Wiley and Sons
- Gupta, G. S. (2011). *Managerial economics* (2nd ed.). New York, NY: McGraw Hill.
- Keat, P. G., Young, P. K. Y., & Erfle, S. E. (2013). *Managerial economics: Economic tools for decision makers* (7th ed.). London: Prentice Hall.
- Kreps, D. M. (2003). *Microeconomics for managers*. New York, NY: W. W. Norton & Company.
- Png, I., & Lehman, D. (2012). *Managerial economics* (4th ed.). London: Routledge.

Study Format Distance Learning

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| Study Format Distance Learning | Course Type Lecture |
|--|-------------------------------|

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| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

| | | | | | |
|---------------------------|------------------------|-------------------------|--------------------------|------------------------------------|-----------------------------|
| Student Workload | | | | | |
| Self Study 90 h | Presence 0 h | Tutorial 30 h | Self Test 30 h | Practical Experience 0 h | Hours Total 150 h |

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| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed |

2. Semester

Strategic Management

Module Code: DLMBSME

| Module Type | Admission Requirements | Study Level | CP | Student Workload |
|----------------|------------------------|-------------|----|------------------|
| see curriculum | None | MBA | 5 | 150 h |

| Semester / Term | Duration | Regularly offered in | Language of Instruction |
|-----------------|-----------------------|----------------------|-------------------------|
| see curriculum | Minimum 1 semester | WiSe/SoSe | English |

Module Coordinator

Prof. Dr. Maren Weber (Strategic Management)

Contributing Courses to Module

- Strategic Management (DLMBSME01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- Foundations and concepts of strategic management
- Strategic planning process
- International challenges of strategic management

Learning Outcomes**Strategic Management**

On successful completion, students will be able to

- Understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- Apply appropriate analysis tools in order to methodically address specific business decisions.
- Analyze the capabilities of their organization from a functional and resource perspective by evaluating its strengths and weaknesses.
- Develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- Evaluate strategies by employing appropriate controlling tools.

Links to other Modules within the Study Program

This module is similar to other modules in the field of Business Administration & Management.

Links to other Study Programs of IUBH

All Master Programmes in the Business & Management field.

Strategic Management

Course Code: DLMBSME01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MBA | English | | 5 | None |

Course Description

Various methods of strategic market analysis are presented in this course so as to allow students to evaluate risks and opportunities in markets and understand strengths and weaknesses of organizations that face specific market situations. Supported by new developments in the field of market research, the process for identifying and analyzing core competencies and competitive advantages in national and international environments is discussed at length. Students are supported to plan strategic alternatives and to implement and control these by taking on fictitious roles within the organization. Exercises and case studies help students to identify with the role of management and participate in the strategic planning process as well as in operational management. This helps students understand the problems companies regularly face and comprehend how methods of modern management can be used in order to solve these.

Course Outcomes

On successful completion, students will be able to

- Understand the entire process of strategic planning from the organizational planning, the implementation to the evaluation and controlling.
- Apply appropriate analysis tools in order to methodically address specific business decisions.
- Analyze the capabilities of their organization from a functional and resource perspective by evaluating its strengths and weaknesses.
- Develop a better understanding of the wider business environment by analyzing the opportunities and threats facing their organization.
- Evaluate strategies by employing appropriate controlling tools.

Contents

1. What is Strategy?
 - 1.1 What is a Corporate Strategy?
 - 1.2 What Has to be Taken into Consideration when Making Strategic Decisions?
 - 1.3 Who Takes Part in Developing a Strategy?
 - 1.4 What is Included in a Solid Strategic Plan?

2. The Strategic Environment
 - 2.1 Where Are We in the Market Place? The Macro Environment
 - 2.2 Where Are We in the Market Place? The Micro Environment
 - 2.3 Analysis, Strategic Capabilities, and the Five Forces Model
3. The Position in the Market
 - 3.1 Why Do We Exist?
 - 3.2 What is Our Position in the Market?
 - 3.3 What Information Does the Company Need?
 - 3.4 What Capabilities Does the Company Have?
 - 3.5 What Capabilities Do Others Have?
4. What Strategic Options Are Available to the Strategic Business Unit (SBU)?
 - 4.1 What Strategic Options Does the SBU Have?
 - 4.2 Interactive Strategies
 - 4.3 Product Life Cycle
5. What Strategic Options Are Available to the Corporation?
 - 5.1 Areas to Consider When Formulating a Strategy
 - 5.2 Strategic Options
 - 5.3 Outsourcing
 - 5.4 Product Portfolio Analysis Using the BCG Matrix
 - 5.5 Product Portfolio Analysis Using the GE-McKinsey Matrix
6. What International Strategies Are Available?
 - 6.1 Why Do Companies Go International?
 - 6.2 What Factors Contribute to the Decision About Which Country to Invest In?
 - 6.3 How Can a Company Invest Internationally?
7. Do-It-Yourself, Buy, or Ally?
 - 7.1 Do-It-Yourself
 - 7.2 Mergers and Acquisitions (M&As)
 - 7.3 Strategic Alliances
 - 7.4 How to Decide Whether to Buy, Ally, or Do-It-Yourself?
8. How to Evaluate Strategies?
 - 8.1 How to Evaluate Strategy?
 - 8.2 Implementing Strategy

Literature**Compulsory Reading****Further Reading**

- Harvard Business School Essentials. (2006). The essentials of strategy. Boston: Harvard Business School Press.
- Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2016). Marketing management (3rd ed.). London: Pearson Education.
- Johnson, G., Scholes, K., & Whittington, R. (2008). Exploring corporate strategy (8th ed.). Harlow: Prentice Hall.
- Mooradian, T. A., Matzler, K., & Ring, L. J. (2014). Strategic marketing. Good Dog Publishing.
- Porter, M. (1998). Competitive advantage: Creating and sustaining superior performance. New York, NY: The Free Press.
- Porter, M. (2004). Competitive strategy: Techniques for analyzing industries and competitors. New York, NY: The Free Press.
- Porter, M. (2008). On competition. Boston, MA: Harvard Business Review Press.
- Wheelen, T. L., & Hunger, D. (2012). Strategic management and business policy: Towards global sustainability (International Edition). Harlow: Pearson.
- Winer, R. S., & Dhar, R. (2013). Marketing management (4th ed.). Harlow: Pearson Education.

Study Format Distance Learning

| | |
|--|--------------------------------------|
| Study Format Distance Learning | Course Type Online Lecture |
|--|--------------------------------------|

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|---|--|
| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

| | | | | | |
|-------------------------|-----------------|-----------------|------------------|-----------------------------|--------------------|
| Student Workload | | | | | |
| Self Study | Presence | Tutorial | Self Test | Practical Experience | Hours Total |
| 90 h | 0 h | 30 h | 30 h | 0 h | 150 h |

| | |
|--|--|
| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed |

Change Management

Module Code: DLMBCM

| | | | | |
|--------------------------------------|---------------------------------------|--------------------------|----------------|----------------------------------|
| Module Type see curriculum | Admission Requirements none | Study Level MA | CP 5 | Student Workload 150 h |
|--------------------------------------|---------------------------------------|--------------------------|----------------|----------------------------------|

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|--|--|--|---|
| Semester / Term see curriculum | Duration Minimum 1 semester | Regularly offered in WiSe/SoSe | Language of Instruction English |
|--|--|--|---|

Module Coordinator

Prof. Dr. René Schmidpeter (Change Management)

Contributing Courses to Module

- Change Management (DLMBCM01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Written Assessment: Case Study

Split Exam

Weight of Module

see curriculum

Module Contents

- The context and meaning of change
- The change process
- Perspectives for understanding change
- Implementing change

Learning Outcomes

Change Management

On successful completion, students will be able to

- recognize common features of organizational change and anticipate some of the standard difficulties encountered when an organization engages in change processes.
- explain the importance of organizational change.
- develop a conceptual framework for planned and improvised organizational change, and differentiate between anticipated, emergent, and opportunity-based change.
- utilize and redesign formal organizational structures to facilitate change processes.
- recognize the role of informal organizational structures and identify key stakeholders to promote change processes.
- analyze the social networks that exist within an organization, map independencies and motives/interests, and plan how to distribute information and redesign work flows.
- differentiate between groups of stakeholders and identify the most suitable strategy to adopt with each group.
- recognize the role of the change leader as a political broker and build social capital through informal methods.
- utilize stories and symbols when communicating with others in an organization to maximize leverage as a cultural change leader.
- draw on empirical evidence to plan and implement change processes in an organization.

Links to other Modules within the Study Program

This module is similar to other modules in the fields of Business Administration & Management

Links to other Study Programs of IUBH

All Master Programmes in the Business & Management fields

Change Management

Course Code: DLMBCM01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MA | English | | 5 | none |

Course Description

We live in a world characterized by constant change. This affects not only individuals but also organizations. Even successful organizations need to constantly reinvent themselves in order to remain successful. This course presents a discussion of change in relation to the complexities of organizational life, with an emphasis on applying theory to actual practice. Organizational change is an international phenomenon and the course includes many international case examples. With a focus on organizational change as opposed to personal change and/or entrepreneurship, this course has a distinctly different focus from the related modules “Leadership” and “Innovation and Entrepreneurship.” The first part of the course considers the nature of change and different change models. The second part focuses on how different perspectives complement one another and can be used to better understand, analyze, and diagnose change processes. The course deals with issues of structure, culture, and politics. In the later part of the course, the implementation of change is considered in detail. Given that many change processes fail, this part is an important learning component to complement an in-depth understanding of change.

Course Outcomes

On successful completion, students will be able to

- recognize common features of organizational change and anticipate some of the standard difficulties encountered when an organization engages in change processes.
- explain the importance of organizational change.
- develop a conceptual framework for planned and improvised organizational change, and differentiate between anticipated, emergent, and opportunity-based change.
- utilize and redesign formal organizational structures to facilitate change processes.
- recognize the role of informal organizational structures and identify key stakeholders to promote change processes.
- analyze the social networks that exist within an organization, map independencies and motives/interests, and plan how to distribute information and redesign work flows.
- differentiate between groups of stakeholders and identify the most suitable strategy to adopt with each group.
- recognize the role of the change leader as a political broker and build social capital through informal methods.
- utilize stories and symbols when communicating with others in an organization to maximize leverage as a cultural change leader.
- draw on empirical evidence to plan and implement change processes in an organization.

Contents

1. Organizational Change
 - 1.1 What is Organizational Change About?
 - 1.2 Organizational Change is Ubiquitous
 - 1.3 Change is Difficult
2. Change Management
 - 2.1 The Context of Organizational Change
 - 2.2 Planned Versus Improvisational Change Management
 - 2.3 The Congruence Model of Change
3. Designing Structure
 - 3.1 Formal Structure in Organizations
 - 3.2 Grouping
 - 3.3 Linking
 - 3.4 The Change Leader as an Architect
4. Social Networks
 - 4.1 What are Social Networks?
 - 4.2 Key Terms of Social Network Analysis
 - 4.3 Unique Characteristics of Social Networks
 - 4.4 Social Networks and Organizational Change
5. Politics
 - 5.1 Organizations as Political Arena
 - 5.2 Politics and Change
 - 5.3 The Importance of a Political Perspective on Change
6. Sense-Making
 - 6.1 Organizational Culture
 - 6.2 Sense-Making in Organizations
 - 6.3 The Change Leader as Shaman
7. Change Implementation
 - 7.1 How to Implement Change Successfully
 - 7.2 Four Perspectives on Change

Literature**Compulsory Reading****Further Reading**

- Burnes, B. (2009).
Managing change (5th ed.). Upper Saddle River, NJ: Financial Times Press.
- Carnall, C. (2007). Managing change in organizations (5th ed.) Upper Saddle River, NJ: Financial Times Press.
- Grieves, J. (2010). Organizational change: Themes and issues
Oxford: Oxford University Press.
- Hall, G. E., & Hord, S. M. (2011). Implementing change: Patterns, principles, and potholes (3rd ed.). Boston, MA: Allyn & Bacon.
- Myers, P., Hulks, S., & Wiggins, L. (2012). Organizational change: Perspectives on theory and practice. Oxford: Oxford University Press.
- Senior, B., & Swailes, S. (2010). Organizational change (4th ed.). Upper Saddle River, NJ: Financial Times Press.
- Tushman, M. L., & O'Reilly, C. A. (2002). Winning through innovation: A practical guide to leading organizational change and renewal
Cambridge, MA: Harvard Business School Press.

Study Format Distance Learning

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|--|----------------------------------|
| Study Format Distance Learning | Course Type Case Study |
|--|----------------------------------|

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| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Written Assessment: Case Study |

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|----------------------------|------------------------|-------------------------|--------------------------|------------------------------------|-----------------------------|
| Student Workload | | | | | |
| Self Study 110 h | Presence 0 h | Tutorial 20 h | Self Test 20 h | Practical Experience 0 h | Hours Total 150 h |

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| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input checked="" type="checkbox"/> Guideline <input checked="" type="checkbox"/> Live Tutorium/Course Feed |

Managing in a Global Economy

Module Code: DLMBGE

| Module Type | Admission Requirements | Study Level | CP | Student Workload |
|----------------|------------------------|-------------|----|------------------|
| see curriculum | none | MA | 5 | 150 h |

| Semester / Term | Duration | Regularly offered in | Language of Instruction |
|-----------------|-----------------------------|----------------------|-------------------------|
| see curriculum | Minimaldauer: 1 Semester | WiSe/SoSe | English |

Module Coordinator

Prof. Dr. Jürgen Matthias Seeler (Managing in a Global Economy)

Contributing Courses to Module

- Managing in a Global Economy (DLMBGE01)

Module Exam Type

Module Exam

Study Format: Distance Learning
Exam, 90 Minutes

Split Exam

Weight of Module

see curriculum

Module Contents

- The nature of international business and multinational enterprises
- Strategic management and globalization
- International business operations management
- Organizational structures of international business
- Cultural diversity and international business

Learning Outcomes

Managing in a Global Economy

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

Links to other Modules within the Study Program

This module is similar to other moduls in the field(s) of Business Administration & Management

Links to other Study Programs of IUBH

All Master Programmes in the Business & Management field(s)

Managing in a Global Economy

Course Code: DLMBGE01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|------------------------|
| MA | English | | 5 | none |

Course Description

The internationalization and globalization of product and service markets has meant that industries and economies worldwide are increasingly subject to competition and change. Nowadays, it is essential for the viability and profitability of companies that they adopt a global mindset. Establishing a business and operating in an international context offers a company many unique opportunities, but importantly, multiple diverse threats emerge in this context. An elevated level of international competition, increasing client mobility in a globalized marketplace, discriminatory practices of foreign governments, and subtle cultural differences mean that running an efficient and profitable international business is exceedingly challenging and the likelihood of failure is high. The course is designed to cover the economic, organizational, and cultural underpinnings that students need to grasp in order to better understand the managerial challenges that global organizations of all types and sizes have to cope with. Participants will gain the detailed knowledge and practical experiences they require to understand how organizations can achieve a competitive advantage in a globalized world. This course includes an optional international field trip (Note: special conditions apply - availability depends on demand, special conditions apply). This course will enable students to describe and contrast a set of sustainable corporate and functional strategies in the context of globalization. They will have a detailed understanding of the extent to which globalization and internationalization strategies affect the organizational structures and value creation of global firms.

Course Outcomes

On successful completion, students will be able to

- Recognize and explain the cultural, social, economic, historical, and political differences that affect strategic decision making on an international/global scale.
- Gather specific information and conduct reliable assessments of the opportunities and risks related to business activities in different geographical market regions and specific national markets.
- Describe the impact of culture on international business activities.
- Identify different options for market entry and market development and participate in strategic planning activities that address these issues.
- Design and evaluate different organizational structures for international businesses and design measures to optimize organizational structures for international operations.
- Design, evaluate, and optimize human resource management practices for global and multinational companies.
- Explain options for international marketing and select an appropriate marketing mix relative to specific products/services and the target market.
- Plan multinational or global supply chains.
- Oversee strategic decisions regarding international accounting practices and the remuneration of expatriate staff.
- Identify and manage challenges associated with operating in an international/global business environment, such as the procurement and coordination of resources and human resource management.
- Develop business plans that implement specific organizational, marketing, and distribution strategies in selected regions/countries.

Contents

1. Introduction to Managing in a Global Economy
 - 1.1 What is Globalization?
 - 1.2 Facts on Globalization and the Global Economy
 - 1.3 Theoretical Explanations for Globalization
2. The International Company and its Environment
 - 2.1 International Companies and their Operations
 - 2.2 Operational Patterns in International Markets
 - 2.3 Assessment of the Environment for Internationalization
3. Culture and International Business
 - 3.1 A Generic Perspective on Culture
 - 3.2 Organizational Culture
 - 3.3 Cultural Diversity and the Contemporary Manager

4. Strategy Development in International Business
 - 4.1 Strategy in Globalized Business Operations
 - 4.2 Strategy Concepts and Strategic Options
 - 4.3 Managing Strategy
5. International Human Resource Management
 - 5.1 Characteristics of International Human Resource Management
 - 5.2 The Global Manager
 - 5.3 Instruments in International Human Resource Management
6. Organization in International Business
 - 6.1 Traditional Perspectives on Business Organization
 - 6.2 Modern Views on Business Organization
 - 6.3 Coordination and Control of Intra-Organizational Collaboration
7. International Marketing
 - 7.1 Marketing in International Business
 - 7.2 Strategic Choices in International Marketing
 - 7.3 Marketing Mix Choices in International Marketing
8. Supply Chain Management and Accountancy in International Business
 - 8.1 Supply Chain Management and International Business
 - 8.2 Quality, Supplier Networks, and Inventory in Supply Chain Management
 - 8.3 Accounting in International Business

Literature**Compulsory Reading****Further Reading**

- Beamish, P. W., Morrison, A. J., Inkpen, A. C., & Rosenzweig, P. M. (2003). *International management: Text & cases* (5th ed.). New York, NY: McGraw Hill.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2013). *International business, environments and operations* (14th ed.). Upper Saddle River, NJ: Pearson Prentice Hall.
- Hill, C. (2011). *International business: Competing in the global marketplace* (8th ed.). New York, NY: McGraw Hill.
- Johnson, G., Scholes, K., & Whittington, R. (2008). *Exploring corporate strategy* (8th ed.). Harlow: Pearson Prentice Hall.
- Morgan, G., Kristensen, P. H., & Whitley, R. (Eds.). (2001). *The multinational firm: Organizing across institutional and national divides*. Oxford: Oxford University Press.
- Wall, S., Minocha, S., & Rees, B. (2010). *International business* (3rd ed.). Harlow: Prentice Hall.
- Werner, S. (2002). Recent development in international management research. *Journal of Management*, 28(3), 277–305.

Study Format Distance Learning

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|--|--------------------------------------|
| Study Format Distance Learning | Course Type Online Lecture |
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| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | Exam, 90 Minutes |

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|-------------------------|-----------------|-----------------|------------------|-----------------------------|--------------------|
| Student Workload | | | | | |
| Self Study | Presence | Tutorial | Self Test | Practical Experience | Hours Total |
| 90 h | 0 h | 30 h | 30 h | 0 h | 150 h |

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| Instructional Methods | |
| <input type="checkbox"/> Learning Sprints® <input checked="" type="checkbox"/> Course Book <input type="checkbox"/> Vodcast <input checked="" type="checkbox"/> Shortcast <input checked="" type="checkbox"/> Audio <input checked="" type="checkbox"/> Exam Template | <input type="checkbox"/> Review Book <input type="checkbox"/> Creative Lab <input type="checkbox"/> Guideline <input type="checkbox"/> Live Tutorium/Course Feed |

DLMBGE01

Capstone Project

Module Code: MBCPA

| Module Type | Admission Requirements | Study Level | CP | Student Workload |
|----------------|---|-------------|----|------------------|
| see curriculum | Capstone Thesis: Completion of modules totaling a minimum of 30 ECTS; Capstone Thesis Defense: Submission of the Capstone Thesis | MBA | 15 | 450 h |

| Semester / Term | Duration | Regularly offered in | Language of Instruction |
|-----------------|--------------------|----------------------|-------------------------|
| see curriculum | Minimum 1 semester | WiSe/SoSe | English |

Module Coordinator

Prof. Dr. Holger Sommerfeldt (Capstone Thesis and Thesis Defense)

Contributing Courses to Module

- Capstone Thesis and Thesis Defense (MBCPA01)

Module Exam Type

Module Exam

Study Format: Berufsbegleitendes Studium

Type of examination

Study Format: Distance Learning

Type of examination

Split Exam

Weight of Module

see curriculum

Module Contents

- Capstone Thesis
- Capstone Thesis Defense

Learning Outcomes

Capstone Thesis and Thesis Defense

On successful completion, students will be able to

- Capstone Thesis:
 - demonstrate their skills in producing an academic paper transferring the competences acquired during their MBA studies, as well as their acquired knowledge of a practical problem and its solution.
 - reflect the current academic level of knowledge of the chosen topic.
 - make use of respective theoretical knowledge specific to the chosen practical case, and culminate in suggested practical courses of action.
- Capstone Thesis Defense:
 - The main goal of the thesis defense is for students to provide evidence of their ability to transfer professional and methodical expertise to a practical case. In addition, the student should demonstrate that he/she can actively take part in a thematically oriented discussion with a subject area expert. Last but not least, the thesis defense serves to provide students with the opportunity to display presentation-specific communication techniques in the context of a goal-oriented, academic interaction.

Links to other Modules within the Study Program

All modules in the MBA programs

Links to other Study Programs of IUBH

All MBA Programs in Distance Learning

Capstone Thesis and Thesis Defense

Course Code: MBCPA01

| Study Level | Language of Instruction | Contact Hours | CP | Admission Requirements |
|-------------|-------------------------|---------------|----|---|
| MBA | English | | 15 | Capstone Thesis: Completion of modules totaling a minimum of 30 ECTS; Capstone Thesis Defense: Submission of the Capstone Thesis |

Course Description

Capstone Thesis: The students independently prepare the written capstone thesis. The aim of the Capstone Thesis is to effectively apply the knowledge acquired throughout the MBA course to an academic paper that has a thematic reference to the MBA course. The thesis can take the format of a business plan or a consulting report. The thesis is an independent piece of work, that, with the guidance of a supervisor, seeks to scientifically analyze and critically discuss a chosen issue, and suggest possible solutions. The chosen topic from the student's area of specialization should demonstrate their acquired competence in the functional area, yet also enrich and round out the student's scientific knowledge. This will optimally prepare the student for the needs of their future career path. Capstone Thesis Defense: The Thesis Defense is done after handing in the capstone thesis. This will take place at the invitation of the supervisor. A second examiner will also be present alongside the supervisor. The students have to prove that they have independently produced the content in the Capstone Thesis by providing a detailed presentation of their project. The Thesis Defense presentation should consist of the most relevant information from the report (including methodology, research, project outcomes, and recommendations), and is followed by a question-and-answer round led by the supervisor.

Course Outcomes

On successful completion, students will be able to

- Capstone Thesis:
 - demonstrate their skills in producing an academic paper transferring the competences acquired during their MBA studies, as well as their acquired knowledge of a practical problem and its solution.
 - reflect the current academic level of knowledge of the chosen topic.
 - make use of respective theoretical knowledge specific to the chosen practical case, and culminate in suggested practical courses of action.
- Capstone Thesis Defense:
 - The main goal of the thesis defense is for students to provide evidence of their ability to transfer professional and methodical expertise to a practical case. In addition, the student should demonstrate that he/she can actively take part in a thematically oriented discussion with a subject area expert. Last but not least, the thesis defense serves to provide students with the opportunity to display presentation-specific communication techniques in the context of a goal-oriented, academic interaction.

Contents

- Capstone Thesis:
 - The content of the Capstone Project shall be decided upon by the MBA students together with the supervisor. However, the supervisors have the right to recommend specific topics for students.
 - The Capstone Thesis can take the format of a business plan or of a consulting report.
 - A business plan should include at least the following points (however, this is not a compulsory structure):
 - Summary
 - Description of the planned product/the service offer
 - Founding team
 - Market analysis
 - Marketing and sales planning
 - Operations and organization
 - Financial planning
 - Literature
 - A consulting report should include at least the following points (however this is not a compulsory structure):
 - Summary
 - Problem description and circumstances
 - Goal setting
 - Method
 - Analysis
 - Recommendation
 - Literature

- Capstone Thesis Defense:
 - The Capstone Thesis Defense consists of a presentation of the most important results of the capstone project followed by the student answering questions from the examiners/experts.

Literature

Compulsory Reading

Further Reading

- Capstone Thesis:
 - Bailey, S. (2011): Academic Writing for International Students of Business. Routledge.
 - Bender, S.L. (2003): Producing the Capstone Project. Kendall Hunt Publishing.
 - Swales, J. M./Feak, C. R. (2012): Academic Writing for Graduate Students: Essential Tasks and Skills. (3rd ed.). Michigan Series in English for Academic & Professional Purposes.
- Capstone Thesis Defense:
 - Subject specific chosen by the student

Study Format Berufsbegleitendes Studium

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|---|------------------------------|
| Study Format Berufsbegleitendes Studium | Course Type Thesis |
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| Information about the examination | |
| Examination Admission Requirements | BOLK: yes Course Evaluation: no |
| Type of Exam | |

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|----------------------------|------------------------|------------------------|-------------------------|------------------------------------|-----------------------------|
| Student Workload | | | | | |
| Self Study 450 h | Presence 0 h | Tutorial 0 h | Self Test 0 h | Practical Experience 0 h | Hours Total 450 h |

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| Instructional Methods |
| Individual support by the tutors and supervisors during the preparation of the capstone project. The students need a laptop and will be provided with the appropriate technical means for their presentation. |

Study Format Distance Learning

| | |
|--|------------------------------|
| Study Format Distance Learning | Course Type Thesis |
|--|------------------------------|

| | |
|---|---|
| Information about the examination | |
| Examination Admission Requirements | BOLK: no Course Evaluation: no |
| Type of Exam | |

| | | | | | |
|-------------------------|-----------------|-----------------|------------------|-----------------------------|--------------------|
| Student Workload | | | | | |
| Self Study | Presence | Tutorial | Self Test | Practical Experience | Hours Total |
| 450 h | 0 h | 0 h | 0 h | 0 h | 450 h |

| |
|---|
| Instructional Methods |
| Individual support by the tutors and supervisors during the preparation of the capstone project. The students need a laptop and will be provided with the appropriate technical means for their presentation. |