

ITMK

Institut für Translation
und Mehrsprachige
Kommunikation

Technology
Arts Sciences
TH Köln

Schmalenbach
Institut für Wirtschafts-
wissenschaften

Fakultät für Wirtschafts-
und Rechtswissenschaften

Technische Hochschule KÖLN
ITMK und Schmalenbach Institut

MODULHANDBUCH

Modules Manual

MASTER
„International Management und
Intercultural Communication
- GlobalMBA“

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Module Description

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

Course description

Module code	224-0 1
Name of course:	Intercultural Communication (+ Intercultural Training)
Type of module:*	L/S
ECTS credits:	4
Language:	English
Duration:	1 term
Study semester:	Term 1 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator(s):	Prof. Dr. Elke Schuch, Prof. Dr. Ragna Seidler-de Alwis, Dr. Cornelia Dahmer
Lecturers:	Prof. Dr. Elke Schuch (Intercultural Communication), Diplom-Psychologe Alexander Scheitza (Intercultural Training)
Learning Outcome(s):	<p>Upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of concepts of culture • Demonstrate an understanding of the ways cultures differ • Identify the challenges which arise from these cultural differences • Analyse the relationship between communication and processes and culture • Create and apply effective communications strategies to overcome obstacles in intercultural encounters • Assess the impact of one's own cultural conditioning on values, perception, assumptions, expectations, and behavior • Interpret intercultural activities and contexts from different perspectives • Demonstrate an understanding of the constructed nature of cultural identities • Evaluate the diversity, complexity and fluidity of social identities, particularly with respect to the intersections of nationality, ethnicity, gender and class • Evaluate the role of context and power in intercultural settings • Analyse intercultural business encounters by applying intercultural terminology, theory and methods as well as methodological approaches from relevant disciplines • Construct team-building strategies • Analyse and evaluate the changes, challenges and opportunities of digitalization and new media on Intercultural Communication
Content:	<p>International business requires the ability to communicate and co-operate effectively with people from different cultures. Understanding the effect of cultural difference on communication and social interaction is a vital prerequisite for acting in an interculturally competent manner. This course provides an extensive and in-depth introduction to the different intercultural theories and methodological approaches and to how they can be applied to understand, analyse and approach intercultural business encounters, focusing on the following subjects:</p> <ul style="list-style-type: none"> • Different communication models and styles • Concepts of culture • Categories of cultural description and analysis • Identity and culture • Diversity in teams • Interculturality in multinational organisations • Differences in management styles • Global, culture-specific and Ethno-/advertising

	<ul style="list-style-type: none"> • Digital communication
Teaching methods:	The course is designed as an interactive seminar, integrating case studies from a wide range of business contexts, with the instructor in the role as facilitator of student discussions. It is preceded by a two-day mandatory cultural awareness-training designed to introduce the student to the basics of intercultural studies as well as to enhance team-building skills and group cohesiveness within the cohort
Assessment methods:	Team (Poster) Presentation: 50% of the final grade Written exam: 50% of the final grade
Total workload: (25 - 30 h \pm 1 ECTS credit) :	120
Attendance:	60
Self-study:	60
Recommended prerequisites:	
Mandatory prerequisites:	Participation in the introductory Intercultural Training
Recommended reading:	<p>ADLER, Nancy (2003). „Communication across Cultural Barriers.“ In: Jürgen Bolten, Claus Ehrhardt (ed.). <i>Interkulturelle Kommunikation: Texte und Übungen zum Interkulturellen Handeln</i>, Sternenfels: Wissenschaft und Praxis, 247-273.</p> <p>BILGE, Nurhayat and Maria Inés MARINO (2018). <i>Reconceptualizing New Media and Intercultural Communication in a Networked Society</i> (Advances in Linguistics and Communication Studies). Hershey, USA: IGI Global.</p> <p>BREIDENBACH, JOANA, Pal NYIRI (2009). <i>Seeing Culture Everywhere, from Genocide to Consumer Habits</i>. Washington: University of Washington Press.</p> <p>DE MOOIJ, Marieke (2013⁴). <i>Global Marketing and Advertising: Understanding Cultural Paradoxes</i>. Sage Publications.</p> <p>FANG, Tony and Guy Oliver FAURE (2011). “Chinese communication characteristics: A Yin Yang perspective”. <i>International Journal of Intercultural Relations</i> (3), 320-333.</p> <p>MARTIN, Roger L. and Tony GOLSBY-SMITH (2017). “Why Management Needs Philosophers” [Management is Much More Than a Science]. <i>Harvard Business Review</i>. September-October issue 2017. https://hbr.org/2017/09/management-is-much-more-than-a-science</p> <p>PILLER, Ingrid (2011). <i>Intercultural Communication: A Critical Introduction</i>. Edinburgh: Edinburgh University Press, (esp. chapters 5 and 6).</p> <p>SCHNEIDER, Susan and Jean-Louis BARSOUX (2003). <i>Managing Across Cultures</i>. Prentice Hall: Pearson Education.</p> <p>THOMAS, Alexander, Eva-Ulrike KINAST, Sylvia SCHROLL-MACHL (2010). <i>Handbook of Intercultural Communication and Cooperation</i>.Göttingen: Vandenhoeck & Ruprecht.</p> <p>WELSCH, Wolfgang (1999). „Transculturality – the Puzzling Form of Cultures today“. At: http://www2.uni-jena.de/welsch/Papers/transcultSociety.html</p>
Further comments:	
Last update:	February 2023

*Type of module:

L = lecture
T = tutorial
S = seminar
P = project
O = other

Course description

Module code	224-01 2
Name of course:	Business Environment: Germany
Type of module:*	L/S
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 1 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Prof. Dr. Elke Schuch, Prof. Ragna Seidler-de Alwis, Dr. Cornelia Dahmer
Lecturers:	Prof. Ragna Seidler-de Alwis
Learning Outcome(s):	<p>Students should gain a thorough understanding of the business environment in Germany and its impact on company operations, strategies and performance including current topics such as digitization, start-ups etc. upon successful completion of this course, students should be able to:</p> <ul style="list-style-type: none"> • Understand and describe major elements and issues of the German business environment as well as its impact on companies and their strategies • Gain a clear understanding of important German industries and to be able to analyse and evaluate German companies and their industries • Perform and interpret in-depth market- and competitive analysis
Content:	<p>This course is designed to give the participants a detailed and thorough understanding of the German business environment. After a general introduction of the German economy, the seminar deals with key success factors in the German economy which shape today's business environment and performance of German companies. In a further step, the international competitiveness in Germany will be discussed, turning then the view on how to effectively research the business environment in Germany with emphasis on market and company information. The course will be complemented by visiting Germany companies and specific German Economic Institutions and presentations of their executives incl. discussions with the students.</p> <p>Course outline:</p> <ul style="list-style-type: none"> • Main facts and background information of the German business environment • Why is Germany so successful in exporting? • How German companies promote digitization and which companies are successful in doing so? • SME's: Germany's economic backbone • International competitiveness • Major industries in Germany • How to research the business environment in Germany? <p>Company visits:</p> <ul style="list-style-type: none"> • Chamber of Commerce Cologne • German Economic Institute, Cologne • Greenplan (logistics and data science) • Vodafone (telecommunication and new work) • Viva con Agua Wasser GmbH (German start-up) • Dierkes Associates (career planning) • Etc.
Teaching methods:	<p>The course is designed as an interactive seminar, integrating many examples from German industries and German companies. Visiting German economic institutions and German companies open the possibility for students to gain a deeper understanding of theory and offers students to get in close contact with corresponding executives and increase their network. Team-building skills are encouraged by working on joint projects/presentations.</p>

Assessment methods:	Team PPT OR term paper on a German company incl. a market and competitive analysis
Total workload: (25 - 30 h \pm 1 ECTS credit) :	90
Attendance:	30
Self-study:	60
Recommended prerequisites:	Basic knowledge in microeconomics
Mandatory prerequisites:	
Recommended reading:	<ul style="list-style-type: none"> • Badke, William (2017): Research Strategies: Finding your way through the information fog. – 6. ed. – i-Universe. • Hedin, Hans; Hirvensalo, Irmeli; Vaarnas Markko (2014): The Handbook of Market Intelligence: Understand, compete and grow in global markets. – 2. ed. – John Wiley & Sons, 2014 • O’Conor, Cailin; Weatherall, James O. (2019): The misinformation age. New Haven, London: Yale Univ. Press. • Porter, Michael (2004): Competitive Strategy: Techniques for analyzing industries and competitors. – Free Press. • Schwab, Klaus [Ed.] (2021): The Global Competitiveness Report 2019 – World Economic Forum, Geneva. Available online https://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2019.pdf • Simon, Hermann: Hidden Champions of the Twenty-First Century (2009): The success strategies of unknown world market leaders. – Berlin: Springer. • Statistisches Bundesamt (ed.): Data and publications German Economy (available online: https://www.destatis.de/EN/Themes/_node.html) • Latest articles on different German Industries in the international press e.g. The Economist, Financial Times, Businessweek
Further comments:	
Last update:	March 2023

**Type of module :*

*L = lecture
T = tutorial
S = seminar
P = project
O = other*

Course description

Module code	224-0 1
Name of course:	Applied Intercultural Communication: Germany
Type of module:*	S
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 1 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Prof. Dr. Elke Schuch, Prof. Dr. Ragna Seidler-de Alwis, Dr. Cornelia Dahmer
Lecturers:	Dr. Cornelia Dahmer
Learning Outcome(s):	<p>Upon successful completion of the course students can</p> <ul style="list-style-type: none"> • understand the historical roots of cultural realities as well as the cultural embeddedness of historical narratives and the implications for individual perceptions of (national) history, • apply this knowledge for the purposes of culture-sensitive communication in a German speaking environment as well as for intercultural teamwork, • analyse case studies within the German context based on cultural, historical, and social explanations, as well as the students' own first-hand experiences, • evaluate the specific dynamics of German collective memories, national history, and family histories, including migrants' as well as local perspectives and their potential significance in a business context.
Content:	<p>They work towards this goal by</p> <ul style="list-style-type: none"> • focusing on specific aspects of German culture, including key concepts of history, collective memory and national identity, religion, beliefs, and customs etcetera as well as German cultural standards • working in pairs / groups as a multinational and intercultural team and experiencing the challenges of the (assumed different) communication and working / study patterns of the students due to their individual cultural backgrounds. • discussing case studies, critical incidents, and scenarios (university as well as business settings) and thus practicing how to manage new situations in a low risk setting while working with their peers. • actively participating in field trips to institutions (e. g. museums or public broadcasting companies) engaged in representing German present and past culture and thus potentially turning it into shared cultural knowledge. • engaging with historical sources and environments on an immediate and personal level, as well as with an appropriate level of scholarly rigour, by creating their own "guided tour" to one of Cologne's historically significant sites. • dealing with the different levels of prior knowledge of and different attitudes to German culture and history in a part German, part non-German group.
Teaching methods:	<p>Teaching methods:</p> <ul style="list-style-type: none"> • The first part of the course is designed as an interactive seminar (preparatory reading, discussion of critical incidents and case studies, instructor's input, pair work / groupwork) with the instructor in the role as facilitator of student discussions. This is complemented by field trips (usually including a visit to a museum / public institution / company, guided tour or meeting and discussion with experts) • The second part of the course is focused on active learning and project-based: Students work in multinational groups / pairs to prepare and implement subject-specific "guided tours" of historical places of interest in Cologne (literature research, independent study, practical preparation, students' presentations, discussion) for their fellow students.

Assessment methods:	Group presentations
Total workload: (25 - 30 h \pm 1 ECTS credit) :	90
Attendance:	30
Self-study:	60
Recommended prerequisites:	
Mandatory prerequisites:	
Recommended reading:	<p>Assmann, Aleida. "Basic Concepts of Memory Research." <i>Introduction to Cultural Studies: Topics, Concepts, Issues</i>, Aleida Assmann, 2nd ed., Erich Schmidt Verlag, 2019, pp. 168–77. Grundlagen der Anglistik und Amerikanistik.</p> <p>Bischoff, Matthias, et al. "Facts about Germany". FAZIT, in cooperation with the Federal Foreign Office, Berlin, 2018, www.tatsachen-ueber-deutschland.de/files/2020-11/tatsachen_2018_eng.pdf. (Continuously updated version available online: http://www.tatsachen-ueber-deutschland.de/en/)</p> <p>Kolinsky, Eva. <i>The Cambridge Companion to Modern German Culture</i>. Cambridge University Press, 2006. Cambridge Companions to Culture.</p> <p>Phipps, Alison M., editor. <i>Contemporary German Cultural Studies</i>. Arnold, 2002.</p> <p>Schroll-Machl, Sylvia. <i>Doing Business with Germans: Their Perception, Our Perception</i>. 6th ed. Vandenhoeck & Ruprecht, 2016.</p> <p>Silcock, B. William. "Global News, National Stories: Producers as Mythmakers at Germany's Deutsche Welle Television." <i>Journalism & Mass Communication Quarterly</i>, vol. 79, no. 2, 2002, pp. 339–52. doi.org/10.1177/107769900207900206.</p>
Further comments:	
Last update:	March 2023

*Type of module:

L = lecture

T = tutorial

S = seminar

P = project

O = other

Module Description

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

Course description

Module code	224-02 1	
Name of course:	Global Economics and Thesis Seminar	
Type of module:*	Interactive lecture (L) in 1 st part. Seminar (S) & research project (P) in 2 nd part	
ECTS credits:	5	
Language:	English	
Duration:	1 term	
Study semester:	Term 1 of 4-Term IMIC/GlobalMBA program	
Semester hours per week:	4	
Module coordinator:	Prof. Dr. Ridwan D. Rusli, Prof. Dr. Harald Sander	
Lecturers:	Prof. Dr. Harald Sander	
Learning Outcome(s):	<p>The students will gain a thorough understanding of the globalization of production, trade and investments and its impact on company operations and performance. Upon successful completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Understand the major driving forces of globalization and its impact on people, organizations and countries. • Able to assess the impact of national and international trade policies and its impact on company strategy and performance. • Perform in-depth analysis of global business strategies of major international industries. 	
Content:	<p>The first part of the class is devoted to an in-depth discussion of the determinants and effects of global trade, investment and trade policies. Discussed topics include:</p> <ul style="list-style-type: none"> • Globalization and regionalization of production, trade and investment. • Determinants and effects of international trade • Determinants and effects of foreign direct investments • Global and regional value chains and production networks • Trade policies in industrial and developing countries • Regional integration agreements • The multilateral trading system and the World Trade Organization) <p>In the second part of the course participants are required to prepare and present industry case studies. In particular, participants will have to work in multi-country teams on how globalization of trade and investment have impacted on competitive advantages of major global industries and how these developments have shaped the internationalization strategies of these industries. The teams are expected to perform as a professional consulting team with the task to provide an in-depth and up-to-date analysis of the current situation of the investigated industry.</p>	
Teaching methods:	Reading assignments, interactive lectures, case studies, research-based learning, seminar presentations, (panel) discussions-	
Assessment methods:	<ul style="list-style-type: none"> • 5 short tests on assigned readings • Team research project and presentation • Case Study Presentations • Written examination 	<ul style="list-style-type: none"> 20% of final grade 40% of final grade 10% of final grade 30% of final grade
Total workload: (25 - 30 h \pm 1 ECTS credit) :	150	
Attendance:	60	
Self-study:	90	
Recommended prerequisites:	Microeconomics, Macroeconomics	
Mandatory prerequisites:		
Recommended reading:	Required Readings:	

Sander, H., *Understanding the New Global Economy: A European Perspective*. Routledge 2022.

Dicken, P., *Global Shift. Mapping the Changing Contours of the World Economy*, 7th Edition, The Guilford Press 2015 (selected chapters as base for industry studies).

Recommended readings:

Amador, J. and Di Mauro, F., eds. (2015), *The Age of Global Value Chains: Maps and Policy Issues*. A VoxEU.org eBook, CEPR Press. Downloadable here: <http://www.voxeu.org/content/age-global-value-chains-maps-and-policy-issues>

Baldwin, R., (2006), *Globalization: the great unbundling(s)*, September

Baldwin, R. (2016), *The Great Convergence. Information Technology and the New Globalization*. Harvard University Press.

Baldwin, R. (2019), *The Globotics Upheaval: Globalisation, Robotics and the Future of Work*, Oxford University Press.

Bhagwati, J. (2005), *In Defense of Globalization*. Oxford University Press.

Bown, C. (2017), *Economics and Policies in the Age of Trump*. A VoxEU.org eBook, CEPR Press.

Bown, C. P., & Bollyky, T. J. (2021). How covid-19 vaccine supply chains emerged in the midst of a pandemic. *Peterson Institute for International Economics Working Paper*, (21-12).
<https://www.piie.com/publications/working-papers/how-covid-19-vaccine-supply-chains-emerged-midst-pandemic>

Brynjolfsson, E. and A. McAfee (2014), *The Second Machine Age: Work, Progress and Prosperity in a Time of Brilliant Technologies*. Norton.

Dehesa, G. de la (2006), *Winners and Losers in Globalization*. Blackwell Publishing.

Friedman, T.L. (2005). *The world is flat. A brief history of the twenty-first century*. Farrar, Straus and Giroux.

Hausman, R. et al. (2013), *The Atlas of Economic Complexity*, Harvard University (online: <http://www.atlas.cid.harvard.edu>)

Helpman, E. (2011), *Understanding Global Trade*. Harvard University Press.

Hoekman, B., ed., (2015), *The Global Trade Slowdown: A New Normal?*, A VoxEU.org eBook, CEPR Press. Downloadable here: <http://www.voxeu.org/content/global-trade-slowdown-new-normal>

Krugman, P.R., M. Obstfeld & M. Melitz, *International Economics. Theory and Policy*. latest edition. Pearson.

Porter, Michael (1990), *The Competitive Advantage of Nations*. The Free Press.

Rodrik, Dani (2011), *The Globalization Paradox Democracy and the Future of the World Economy*. W.W. Norton.

Rodrik, D. (2018). *Straight Talk on Trade*. Chapter 1. A Better Balance. 1–14.
<https://doi.org/10.1515/9781400888900-002>

Pereira da Silva, L. A. (2020). Green Swan 2 – Climate change and Covid-19: reflections on efficiency versus resilience. Bank for International Settlements.
<https://www.bis.org/speeches/sp200514.pdf>.

Sander, H. (2019), *Europe in the New Global Economy: A Policy Paper*. GloBuS Working Paper. Institute of Global Business and Society, TH Koeln.
https://www.th-koeln.de/mam/downloads/europe_in_the_new_global_economy_a_policy_paper.pdf

Stiglitz, Joseph (2006), *Making Globalization Work*. Penguin.

World Bank (2017). *Global Value Chain Development Report 2017*. International Bank of Reconstruction and Development/World Bank.

WTO (2019) *Global Value Chain Development Report 2019*. World Trade Organisation.

Further comments:

Last update:

21 February 2023

*Type of module:

L = lecture
T = tutorial
S = seminar
P = project
O = other

Course description

Module (& Course) codes	224-02 (224-02 2)
Name of course:	International Management Accounting
Type of module:*	L
ECTS credits:	4
Language:	English
Duration:	1 term
Study semester:	Term 1 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3 contact hours weekly (or 4 ending in December, with exam in January)
Module coordinator:	Prof. Dr. Ridwan D. Rusli, Prof. Dr. Harald Sander
Lecturers:	Prof. Dr. Ridwan D. Rusli
Learning Outcome(s):	<p>Students should gain a thorough understanding of management accounting and financial practices in the context of climate change, sustainability and economic resilience. The course aims to help students acquire the basic skills to:</p> <ul style="list-style-type: none"> • Understand and apply companies' cost-volume-profit calculations; planning and budgeting, controlling and performance measurement techniques; financial analysis, investment and financing decisions; • Analyze and evaluate volume and pricing decisions; budgets, variances and performance measurement systems; cash flows and financial analysis; transfer prices; green- versus non-green investment, financing and reporting decisions; • Apply and evaluate management accounting and finance tools to study the economics of electric vehicles; the restructuring of energy and gas companies in the wake of the European energy crises; the feasibility of renewable energy projects; multinational- and energy company transfer prices.
Content:	<p>MBA candidates need good knowledge in management accounting - no matter which areas of concentration they choose in their studies and plan for their future careers (e.g. marketing, finance, operations, logistics, strategy). In this course students will learn the fundamentals of modern management accounting incl. cost accounting, budgeting and performance measurement, investments and financial analysis. Lectures and case studies are designed with particular emphasis on the accounting and financial implications of sustainability and resilience topics such as electrification of road transport, renewable energy and energy crises, brown versus green industries, multinational- and energy transfer pricing:</p> <p>Part 1: Cost, volume and price decisions, budgeting and performance measurement</p> <p>Part 2: Financial statements, cashflows and financial analysis, corporate restructuring and capital budgeting</p> <p>Part 3: Multinational- and energy company transfer pricing.</p>
Teaching methods:	Preparatory reading of textbook, academic and other literature. Seminar-like lectures with interactive discussions, team case studies and presentations. This course may be taught together with TH Köln's International Business MA course International Accounting and Sustainable Finance.
Assessment methods:	Team case studies and presentations (30-40% weighting), 60-90min end-of-semester exam (60-70%)
Total workload: (25 - 30 h \pm 1 ECTS credit) :	40-45 contact hours and ca. 75-80 hours of self- and team studies.
Attendance:	Mandatory.
Self-study:	Self- and team studies.

Recommended prerequisites:	Introductory Accounting or Financial Accounting; Microeconomics; International Economics.
Mandatory prerequisites:	
Recommended reading:	<p>Textbooks</p> <ul style="list-style-type: none"> • Bowhill, Bruce: Business Planning and Control: Integrating Accounting, Strategy and People, Wiley's 2013, 5th edition • Weygandt, Jerry, Paul Kimmel, and Donald Kieso: Accounting Principles (IFRS Version), Global Edition, 2019, chapter 1-4 on accounting process and principles, chapters 17-18 on cashflows and financial analysis, chapters 19-27 on management accounting. <p>Articles (mostly downloadable on the web e.g. through Google Scholar etc.)</p> <ul style="list-style-type: none"> • Arcos-Vargas, Angel, and Pablo A. de Toledo: An analysis of Spanish electrical utility industry: Economies of scale, technological progress and efficiency (Energy Economics 2009) • Cooper, R. and Robert S. Kaplan: Measure costs right: Make the right decisions (Harvard Business Review 1988) • Dukmedjian, Pierre-Regis and Alejandro Dominguez. 2018. "Amazon case: towards transfer pricing harmonization?", Tax Journal, 06.04.2018 • Hanna, Rick and Laurent Bocquel: Global Automotive Perspectives 2010 (PwC 2010) • Jones, Mark E.: Why big always wins: Examining economies of scale (Dow Chemical, 2013) • Kallstrom, Henry: What makes the auto industry highly concentrated? (Investing in the automotive industry 2015) • Kaplan, Robert S.: The Evolution of Management Accounting (The Accounting Review 1984) • Kaplan, Robert S. and David P. Norton: Using Balanced Scorecard as strategic management tool (Harvard Business Review 2007) • Klassen, Kenneth, Mark Lang and Mark Wolfson: Geographic income shifting by multinational corporations in response to tax rate changes (Journal of Accounting Research 1993) • Lessard, Donald R.: Transfer prices, taxes and financial markets: Implications of internal financial transfers within the multinational corporation (Research in Intl Business & Finance 1979) • Lyal, Richard. 2015. "Transfer pricing rules and state aid", Fordham International Law Journal, 38:4, pp. 1017-1043 • Malmi, Teemu: Balanced scorecards in Finnish companies: A research note (Management Accounting Research 2001) • Olefirenko, Ekaterina: Transfer pricing in a case company MedTechnica 1 (BA Thesis, Haaga-Helia 2013) • Otley, David: Performance management: a framework for management control systems research (Management Accounting Research 1999) • Steffens, P. R. and E. J. Douglas: Valuing technology investments: Use real options thinking but forget real options valuation (Intl Journal of Technoentrepreneurship 2007) • Tillmann, Katja and Andrew Goddard: Strategic management accounting and sense-making in a German multinational company (Management Accounting Research 2008). • etc.
Further comments:	
Last update:	Aug. 2023

*Type of module:

L = lecture
T = tutorial
S = seminar
P = project
O = other

Module Description

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

Course description

Module (& Course) codes	224-03 1
Name of course:	Business Environment: Poland
Type of module:*	L/S
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 2 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Prof. Zbigniew Hockuba, Prof. Lukasz Gruszczynski
Lecturers:	Part 1: Prof. Lukasz Gruszczynski Part 2: Prof. Zbigniew Hockuba
Learning Outcome(s):	<p>This module is delivered in two parts:</p> <ol style="list-style-type: none"> 1. European Business Law (1,5 ECTS) 2. Business Environment Poland (1,5 ECTS) <p>Part 1: European Business Law Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Critically analyse and assess the developments in EU law as well as currently functioning mechanisms • Demonstrate problem solving skills (i.e., be able to identify, analyse, and describe a legal problem related to EU business law) • Apply their knowledge of institutional structure and design of the EU and fundamental freedoms of the internal market (i.e. free movement of goods, services, workers and capital) • Demonstrate their knowledge and skills as well as an understanding of the need for constant learning (due to changing legal environment) <p>Part 2: Business Environment: Poland Upon successful completion of the course, the students will be able to:</p> <ul style="list-style-type: none"> • Describe the business environment in Poland • Compare and contrast the business environment in the Poland with those of Germany, the United States and South Korea • Compare and contrast the factors that continue to influence diverse business practices today • Describe the changing relative economics of the Poland and the implications for future business relationships as it continues to transition from communism to a market economy <p>Demonstrate the ability to research and analyze a company and present that research in a concise, engaging format</p>
Content:	<p>Part 1: European Business Law This course is intended to give the students a thorough grounding in the substantive economic law of the European Union as relevant for international business. The main focus is on the substantive provisions in the Treaty on the functioning of the European Union on the internal market. In this context, the course will address the basic principles of:</p> <ul style="list-style-type: none"> • free movement of goods (e.g. tariff and quantitative restrictions, measures having equivalent effect to quantitative restrictions, selling arrangements and exceptions), • free movement of workers and their family members (distinction between free movement of persons and workers, principle of non-discrimination, restrictions on taking up an occupation, restrictions on the pursuit of an occupation) • freedom of establishment,

- free movement of services (concept of cross-border provision of services, basic rules and the Service Directive, specific restrictions (marketing and prices, regulated industries and professions), exceptions), and
- free movement of payments and capital (scope of the free movement of capital (meaning of capital, applicable test), direct effect, exceptions (e.g. anti-avoidance and public policy, rule of reason)
- The course will also provide basic information on the operation of the EU law as well as challenges of the European integration (migration crisis, security crisis, Euro crisis, rule of law crisis), without which it is not possible to understand the current developments of European business law.

Part 2: Business Environment: Poland

The course has been designed to provide a supportive context for better understanding of business environment in Poland (and the region). After familiarizing with a simple model of business environment, there will be presentations and discussions of selected business environmental factors and issues. Experts and representatives of businesses and financial institutions will be invited to present the respective issues.

Course outline

- The firm and business environment – introduction to the course, components of business environment, a simple model of business environment, analysis of key business environmental factors,
- Main elements and characteristics of the Polish business environment, process of transition from plan to market, sources of economic growth,
- The role of institutions and regulations, rule of law and property rights, the growing role of the state in Central and Eastern Europe, politics and its impact on businesses,
- Recent macroeconomic developments and crisis as an element of business environment in Poland and Central and Eastern European region,
- Climate crises, green economy transition (GET), circular economy, and socially responsible business.

Teaching methods:

Part 1:
Interactive lecture combined with the discussion of legal problems resolved by the students during the lecture

Part 2:
Interactive lectures, class discussion with representatives of business and financial institutions.

Assessment methods:

Part 1: Written exam (open book)
Part 2: (Group) presentation, academic essay (research).

**Total workload:
(25 - 30 h ± 1 ECTS credit) :**

90

Attendance:

30

Self-study:

60

Recommended prerequisites:

Mandatory prerequisites:

Recommended reading:

Part 1:
Required Reading:
(one of the following)

- N. Foster, Foster on EU Law (8th ed.), Oxford University Press, Oxford 2021
- R. Schütze, An Introduction to European Law (3rd ed.), Oxford University Press, Oxford 2021
- A. Reinisch, Essentials of EU Law (2nd ed.), Cambridge University Press, Cambridge: 2022
- D Chalmers, G Davies and G Monti, European Union Law. Text and Materials (4th ed), Cambridge University Press, Cambridge: 2019

Part 2:

Required Reading:

- Worthington I., Britton Ch., Thompson E. (2018), *Business Environment*, Pearson Education, 8th ed. (or earlier editions, selected chapters)
- Kaczorowska A. (2013), *European Union Law*, 3rd ed., Routledge (selected chapters)
- Revoltella D. (ed.) (2021/2022) *Investment Report – Recovery as a Springboard for Change*, European Investment Bank
- Schwab K. and Zahidi S. (2020) *Global Competitiveness Report - How Countries are Performing on the Road to Recovery*, Special Report, World Economic Forum, Geneva

Recommended Reading

- Friedman, T. L. (2005), *The World is Flat*, Expanded Edition. Anchor Books, New York
- Paul C., Grainne de Burca (2020), *EU Law. Text, Cases, and Materials*, 7th ed., Oxford University Press
- Prasek D. (2022), *Circular Economy Handbook for Universities*
- *The EBRD's Investment Climate Support Activities* (2018), EBRD Evaluation Department
- Articles on current issues related to the course in international press e.g. The Economist and Financial Times
- Journal articles as assigned

Further comments:

Last update:Feb. 2023

*Type of module:

L = lecture

T = tutorial

S = seminar

P = project

O = other

Course description

Module (& Course) codes	224-03 2
Name of course:	Applied Intercultural Communication: Poland
Type of module:*	L/S
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 2 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Prof. Halina Grzymała-Moszczyńska
Lecturers:	Prof. Halina Grzymała-Moszczyńska
Learning Outcome(s):	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Explain relevant facts about Polish history and their influence on contemporary Polish society and culture • Analyze case studies within the Polish context based on cultural, historical and social explanations • Analyze cultural differences between Poland, US, Germany and South Korea and their impact on respective business solutions • Analyze differences between Polish culture and the culture of former socialist countries and their impact on business operations. Because of the influx of Ukrainian war refugees to Poland and on Polish job market, information about Ukrainian culture and its impact on the job performance will be presented. Attention will be paid to the gender differences between Polish and Ukrainian employees as well as cultural traps and miscommunication which originate from such a differences. • Critically evaluate the Polish business context (involving legal, financial and cultural aspects) with a view to starting up a multicultural company • Critically reflect on the intercultural dynamic (including synergies and conflicts) in business collaborations with representatives of different cultures • Evaluate conflict management strategies as they relate to Human Resources-issues • Compose an intercultural diary based on the students' attentive observation of the Polish environment and their critical analysis of their observations, applying intercultural theories (where necessary) • The Impact of digitalization and social media on global migration: What do we gain and what do we lose?
Content:	<p>The course aims to develop knowledge and understanding of the dynamic of business with representatives of Polish culture and provide comparative knowledge about Polish business with neighboring post-iron curtain countries. The course includes:</p> <ul style="list-style-type: none"> • Overview of Polish culture: key concepts of history, religion, beliefs and customs • Polish business culture and attitudes: transitional character of cultural dimensions describing Polish culture. • Assessment of cultural viability of different business ideas for Poland • Challenges and practical solutions for doing business in Poland (hands-on experience in setting up a company, including business plan and implementing it in Poland while passing through all stages of building start-up a multinational company) • Communication and negotiations as culturally specific interpersonal dynamics in the Polish context • Conflict management strategies as they relate to Human Resources issues.
Teaching methods:	<p>Lectures supplemented with analysis of cases related to Polish business context. Excerpts of films related to Polish history; simulation games on intercultural competence (Diversophy), field trip to Cracow as the cradle of Polish history and Nowa Huta as an example of embodied communist history of Poland and its influential legacy for contemporary Poland, especially on strategies of decision taking and responsibility sharing.</p>

Assessment methods:	Intercultural diaries, group project, knowledge test.
Total workload: (25 - 30 h \pm 1 ECTS credit) :	90
Attendance:	30
Self-study:	60
Recommended prerequisites:	
Mandatory prerequisites:	
Recommended reading:	<ul style="list-style-type: none"> • Davies, N. (2003). <i>God's playground: A history of Poland</i>. Oxford: Oxford University Press. • Klos-Sokol L. (2010). <i>Shortcuts to Poland</i>. Warsaw: IPS. • Hallam, A., Kaim-Kerth, J. (2008). <i>Trading Places-Intercultural Communication in Business</i>. British Council: Krakow. • Simpson, S. (2010), History and Mithology of Polish Vodka 1270-2007. <i>Food and History</i> 8,1,121-148 • Rozkwitalska M., Sułkowski Ł., Magala S. eds. (2017). <i>Intercultural Interactions in the Multicultural Workspace - Traditional and Positive Organizational Scholarship</i>. Switzerland: Springer <p><u>Optional reading:</u></p> <ul style="list-style-type: none"> • Linville, Kliuchnikov, A. (2021). A Model for Understanding and Changing the Practice of Leadership in Ukraine. <i>Business Ethics and Leadership</i>, 5(4), 17-31. http://doi.org/10.21272/bel.5(4).17-31.2021. • Stewart, W.H., May R.C, Ingram A.I. (2021), The Ties that (Un)Bind: Change and Organizational Commitment in Ukraine. <i>Management and Organization Review</i> 17,1, 77-111; doi: 10. 1017/mor.2020.61
Further comments:	
Last update:	Feb. 2023

*Type of module:

L = lecture

T = tutorial

S = seminar

P = project

O = other

Module Description

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

Course description

Module code	224-04 1
Name of course:	Organizational Theory
Type of module:*	L/S
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 2 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Prof. Dr. Beata Glinka
Lecturers:	Prof. Dr. Beata Glinka, Julita Majczyk
Learning Outcome(s):	<p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> • Demonstrate an understanding of diversity of contemporary organizations, organization theories and management methods applied to address this diversity, • Identify challenges and opportunities which arise from diversity, as well as from the environmental trends, • Demonstrate an understanding of evolution of organization theory, • Assess the possibilities of utilisation of different organization/management concepts and fashions in a given situation, • Understand the systemic character of organizations, • Interpret organizational problems, challenges and opportunities from different perspectives, using different management tools and concepts, • Understand the nature of managerial work and leadership roles within contemporary organizations, • Identify and apply basic rules of organization design and change, • Evaluate the role of context and its impact on organizations and managers, • Create techniques for effective problem analysis and solving, • Demonstrate proficiency in intercultural teamwork.
Content:	<p>International business requires the ability to analyse and address challenges in multinational context. The diversity of organization, as well as the diversity of concepts and methods of management requires analytical skills and understanding of systemic character of organizations and their relations with environment. Therefore, the course presents main principles and concepts of contemporary management and organization theory. It aims to improve the understanding of organizations, their relations with complex environment, and main problems and dilemmas they face.</p> <p>Following topics are addressed during the course:</p> <ul style="list-style-type: none"> • Organizations and management – basic concepts. The nature of managerial work. • Management and organizations – past and present. Lessons from the evolution of management theory. • The diversity of organizations. Metaphors and images of organizations and their practical implications. • Context – environment of contemporary organizations. Organization and environment: interrelations. How to deal with uncertain environment? • Managers in contemporary organizations. Managerial work in uncertain world – typical mistakes of managers. Learning from experience. • Systems approach to organizational analysis: mainstream in contemporary management. Counterintuitive behavior of complex systems. Feedback loops and archetypes. • Organizing for learning and development: high reliability organizations, learning organizations, corporate entrepreneurship. • Power and politics in organizations – why is it often neglected in organizational analysis? Fundamental bases of power in an organization. • Organizing: organization design. How organizations change over time? Corporate entrepreneurship, smart organizations.

	Case studies or/and guest lecturers will provide additional interpretations of topics discussed.
Teaching methods:	Interactive lecture, critical incidents, case study scenarios, assigned readings, group-based discussions, class presentations
Assessment methods:	Participants are required to prepare presentations on selected concepts (e.g. power and politics in organizations, organization design, learning organizations, organizational change etc.).
Total workload: (25 - 30 h \pm 1 ECTS credit) :	90
Attendance:	30
Self-study:	60
Recommended prerequisites:	Basic knowledge on management and organizations
Mandatory prerequisites:	
Recommended reading:	<ul style="list-style-type: none"> • Jones, Gareth (2013 or more recent) <i>Organizational theory, design, and change</i>. Pearson Education International. • Burrell, Gibson (2022) <i>Organization Theory. A research overview</i>. London and New York: Routledge. <p>Additional sources:</p> <ul style="list-style-type: none"> • Blomberg, J. (2020) <i>Organizations: management&leadership analysis</i>. Sage. • Mullins, Laurie J. (2005) <i>Management and organizational behaviour</i> (VII ed.). Prentice Hall. • Hatch, Mary Jo (1997) <i>Organization Theory: Modern, Symbolic, and Postmodern Perspectives</i>. Oxford University Press. • Morgan, Gareth (1986) <i>Images of Organization</i>. SAGE Publications. • Senge, Peter.M. (1990) <i>The Fifth Discipline</i>. ANCHOR BOOKS. <p>Selected articles from business and scientific journals (Harvard Business Review, European Management Review etc.)</p>
Further comments:	
Last update:	21 February 2023

*Type of module:

L = lecture

T = tutorial

S = seminar

P = project

O = other

Course description

Module code	224-04 2
Name of course:	International Management and Strategy
Type of module:*	L/T
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 2 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Michał Zdziarski, Ph.D.
Lecturers:	Michał Zdziarski, Ph.D.
Learning Outcome(s):	<p>Upon successful completion of this course students will be able to:</p> <ul style="list-style-type: none"> • Demonstrate an in-depth understanding of strategic choices faced by MNCs • Review theories of international trade and FDI • Describe and analyse modes of entry into the foreign markets • Evaluate opportunities and challenges offered by a variety of internationalization strategies (i.e. export, FDI, licensing, offshoring, global sourcing) • Understand potential social and environmental implications of international business activities • Analyze data and make decisions regarding: timing and mode of entry into foreign markets, managing international alliances, organizing foreign operations and international marketing, balancing the “global integration – local responsiveness” trade-off • Create an international market entry plan
Content:	<ul style="list-style-type: none"> • Introduction to international business strategy • Global trends, challenges and opportunities for international business • Digitalization, Technology and Sustainability Strategy (ESG, AI, VR, AR, digital based business models) • Entry into foreign markets and international entrepreneurship and start-ups • Managing across cultures • International strategic alliances • International social enterprises • Project presentations and course wrap-up
Teaching methods:	The course will combine lectures with interactive methods, including company study visits, case-study discussions, experiential learning, role playing, games and presentations.
Assessment methods:	Case study reports and activity – 50 %, group project – 50%
Total workload: (25 - 30 h ± 1 ECTS credit) :	90
Attendance:	30
Self-study:	60
Recommended prerequisites:	Making Decision & Data, Global Economics
Mandatory prerequisites:	
Recommended reading:	International Business by Oded Shenkar, Yadong Luo, et al.: HYPERLINK Case studies and articles on International Business assigned before each session
Further comments:	
Last update:	February 2023

**Type of module:*

L = lecture

T = tutorial

S = seminar

P = project

O = other

Module Description

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

Course description

Module (& Course) codes	224-05 1
Name of course:	Human Resources Management
Type of module:*	L/S
ECTS credits:	2
Language:	English
Duration:	1 term
Study semester:	Term 2 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Andrzej Woźniakowski, PhD
Lecturers:	Andrzej Woźniakowski, PhD
Learning Outcome(s):	<ul style="list-style-type: none"> • Understanding systemic and strategic aspects of managing the organization's human assets • Explaining basic concepts and tools used to realize human resource management function in the organization • Applying knowledge to design policies and initiatives aimed at building competitive advantage based on effective use of the organization's human assets • Using tools and methods required to implement Human Resources Management policies and initiatives • Understanding new trends and best practices in Human Resource Management
Content:	<ul style="list-style-type: none"> • Main objectives of Human Resources Management in the organization – development trends and controversies. Tasks, responsibilities and structure of HR department. Changing challenges and environment for execution of tasks and responsibilities of HRM department. • Designing Human Resources Strategy, selection of HR metrics and benchmarks to measure effectiveness of its implementation. • Workforce planning and adjusting employment level and structure to the business needs. Measuring of the effectiveness of using human resources and forecasting workforce needs. • Recruitment and selection process and tools. Internal and external sourcing of candidates. Writing job specifications and using competence models. Development of the Employer Brand. • Training and Talent Development Process. Diagnosing training needs and designing training programs as well as measuring training effectiveness. Management Development and Career Management. • Performance Management and employee appraisal – evolution of concepts and tools. • Compensation and Benefits – designing of compensation schemes, incentive schemes and benefit plans. Discussion on Executive Pay. • International Human Resources Management – analysis of differences in HRM practices across countries and need for cultural intelligence. Building effective global HRM system. • Employee Relations and Engagement. Cooperation with trade unions and collective bargaining process. Development of employee engagement programs and internal communication. Designing and implementation of diversity and civility programs.
Teaching methods:	Lecture, Presentation, Case analysis, Problem solving exercise, Quiz, Discussion
Assessment methods:	<ul style="list-style-type: none"> • Active course participation (30%) • Team presentation on solving HRM problems (30%) • Written exam (40%)

Total workload: (25 - 30 h \pm 1 ECTS credit) :	60
Attendance:	30
Self-study:	30
Recommended prerequisites:	
Mandatory prerequisites:	
Recommended reading:	<ul style="list-style-type: none"> • Dessler, G., Fundamentals of Human Resource Management, Pearson 2018 • Dowling, P., International Human Resource Management, Cengage, 2017 • Bock, L., Work Rules, Hachette Book Group, 2015 • Ulrich D., HR Transformation, McGraw Hill 2009 • Blanchard K., Leading at a Higher Level, Blanchard Management Corporation 2017
Further comments:	
Last update:	Feb. 2023

**Type of module:*

L = lecture

T = tutorial

S = seminar

P = project

O = other

Course description

Module (& Course) codes	224-05 2
Name of course:	Advanced Financial Management
Type of module:*	L/S
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 2 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Prof. Waldemar Koziół, Ph.D.
Lecturers:	Prof. Waldemar Koziół, Ph.D.
Learning Outcome(s):	<p>Intended Learning Outcome The objective of this course is to introduce the student to problems and practices of financial management in both transnational corporations and small technological start-up. The course will discuss the forces which help to company make financial decisions The course will also cover financing and investing internationally. Learning methods will include lecture, problems, and presentations by students and discussions. After completing this course the student should be able to analyze financial decisions and its results and prepare yourself to make financial decisions connected with opening new business, understand nature of financial risks and finally understand the basics of financial decisions.</p> <p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> • Understanding organization of the financial operations and strategies on the TNCs level • Understanding of the financial challenges of the startups • Assess the financial condition of firms and identify hidden assets and hidden liabilities • Identify relationships among operating, investment and financial decisions in huge TNCs and startups as well • Identify relevant cash flows that are the effects of economic actions • Analyse and describe ventures in terms of cash flow and risk • Analyse and describe ventures in terms of cash flow (and cost of capital) from different stakeholders point of view • Identify main sources of financial risk • Assess a company's value using DCF methods under condition of certainty and uncertainty • Analyse and assess the external financial needs to finance particular ventures • Analyse and choose the optimal sources of financing in short and long-term • Identify and assess flexibilities using real option approach • Prepare of the financial part of startup Business Plan and Feasibility Study
Content:	<p>Block I Financial Management of TNC</p> <ol style="list-style-type: none"> 1. Organization and Functions of Financial Department in TNC 2. Treasury and its role in TNCs operations 3. Sources of financing. Financial instruments 4. Cost of capital 5. Capital Structure 6. Cost and Capital Budgeting 7. Working Capital 8. Cash management – netting and pooling 9. International Financial Market and International Strategy 10. Valuation of the company <p>Block II Financing of technological start-ups</p> <ol style="list-style-type: none"> 1. Basis for technological start up 2. Risks of technological start up

	3. How to finance start up 4. Costs of new business 5. Incomes forecasts of the new business 6. Valuation of your own business
Teaching methods:	Interactive lecture, class discussion, case analysis
Assessment methods:	Team project work, written assignments
Total workload: (25 - 30 h \pm 1 ECTS credit) :	90
Attendance:	30
Self-study:	60
Recommended prerequisites:	
Mandatory prerequisites:	
Recommended reading:	<ul style="list-style-type: none"> • Intermediate Financial Management, 12th edition, Brigham, Daves , • Valuation, Measuring and Managing the Value of Companies, 6th edition, Koller, Goedhardt, Wessels • Principles of Corporate Finance, 12th edition, Brealey, Myers, Allen • Case Problems in Finance, 12th edition, Kester, Ruback, Tufano • Multinational Business Finance. A Custom Edition. 10th Edition, • Eiteman, Stonehill, Moffett • Corporate Finance, 3rd Edition, Berk, DeMarzo • Financial Management, Paramasivan, Subramanian Selected articles from Journal of Applied Corporate Finance and McKinsey on Finance
Further comments:	
Last update:	Feb. 2023

*Type of module:

L = lecture

T = tutorial

S = seminar

P = project

O = other

Module Description

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

Course description

Module (& Course) codes	224-06 1
Name of course:	Management Information Systems (MIS)
Type of module:*	L/T
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 2 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Alicja Fandrejewska, PhD
Lecturers:	Alicja Fandrejewska, PhD
Learning Outcome(s):	<p>Upon successful completion of this course, the Student will be able to:</p> <ul style="list-style-type: none"> • demonstrate understanding of the concept and development of MIS in organizations and industries, • identify the challenges related to the development and implementation of MIS, • analyze the relationship between MIS implementation and the strategy, functioning and organizational culture of business entities, • differentiate between various types of MIS solutions, • assess the possibility and benefits related to implementing particular types of MIS in different organizations, • assess the quality of MIS solutions, understand the methods of MIS evaluation and the differences between them, • interpret the results of MIS evaluations and their importance for organizations, analyze the usability of MIS solutions, • identify the place and role of MIS in organizations, • present and assess the functioning of integrated systems using specific examples and case studies.
Content:	<ul style="list-style-type: none"> • The definition, role and place of MIS in organizations. • MIS development areas: architecture, functional integration and scope of application. • Digitalization and new ICT solutions: artificial intelligence, machine learning, big data, blockchain, IoT, VR and AR, etc. in MIS. • The present condition and development of e-commerce and digital consumer trends. • The foundations of electronic and mobile banking and payments. New developments in finance and banking: FinTech, Open Finance and DeFi. • The necessary conditions and barriers to implementation of MIS in organizations. Effective use of ICT solutions in organizations and industries. • Enterprise architecture. IT governance. Cybersecurity. Analyzing data and knowledge management strategies using MIS: selected examples and case studies. • Management and application of new ICT technologies – key concepts. • Selected methods of the evaluation of ICT solutions: platforms, websites and mobile applications.
Teaching methods:	Interactive lectures, case study scenarios, MIS presentations, assigned readings, preparation of a team project.
Assessment methods:	Written exam (test) and projects prepared in small (preferably international) teams
Total workload: (25 - 30 h \pm 1 ECTS credit) :	90
Attendance:	30
Self-study:	60

Recommended prerequisites: General information about ICT technologies

Mandatory prerequisites:

Recommended reading:

- Turban E., at al.: Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability, 12th Edition, 2021.
- Laudon K. C., Laudon J. P.: Management Information Systems: Managing the Digital Firm, Global Edition 17th Edition, Pearson, 2021.
- Chmielarz W.: Information Technology Project Management, Wydawnictwo Naukowe WZ UW, Dom Wydawniczy Elipsa, Warsaw, 2015,
- Chmielarz W.: Selected Problems of IT Development, Wydawnictwo Naukowe WZ UW, Warsaw, 2005,
- Stencil J. at al.: CIO Best practices: Enabling Strategic Value with Information Technologies, Wiley and SAS Business Series, 2010,
- Dyché, J.: The New IT: How Technology Leaders Are Enabling Business Strategy in the Digital Age, McGraw-Hill, 2015.

Further comments:

Last update: Feb. 2023

**Type of module:*

L = lecture

T = tutorial

S = seminar

P = project

O = other

Course description

Module (& Course) codes	224-06 (224-06 2)
Name of course:	Making Decisions with Data
Type of module:*	L/S
ECTS credits:	4
Language:	English
Duration:	1 term
Study semester:	Term 1 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Prof. Dr. Felix Miebs
Lecturers:	Prof. Dr. Felix Miebs
Learning Outcome(s):	By the end of this module, students are able to draw data-based inferences in order to evaluate business and economic-related research questions. Students have by the end of the module an adequate understanding of the necessary statistical tools and know how to apply these tools for quantitatively analyzing current real-world situations and deriving recommendations for action. The covered tools represent the core concepts of business and predictive analytics and lay the foundation for the analysis of big data. The acquired methodical and technical skills are prerequisites for empirical research in the curriculum (such as the term paper for this course and the final thesis) as well as for data-based decision-making in a management environment.
Content:	<ul style="list-style-type: none"> ▪ Probability calculus ▪ Probability and sampling distributions ▪ Confidence intervals ▪ Hypothesis testing ▪ Simple and multiple linear regression
Teaching methods:	Interactive lectures, case studies.
Assessment methods:	Exams and term paper (groupwork).
Total workload: (25 - 30 h \pm 1 ECTS credit) :	45 contact hours and ca. 75 hours of self- and team studies.
Attendance:	Mandatory.
Self-study:	Self- and group studies.
Recommended prerequisites:	Basic knowledge in algebra and analysis, prior knowledge in mathematical statistics is a plus.
Mandatory prerequisites:	
Recommended reading:	David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams, J. Freeman, E. Shoesmith: "Statistics for Business and Economics", 3rd ed., Cengage Learning EMEA, 2014.
Further comments:	
Last update:	Feb. 2023

*Type of module:

L = lecture
T = tutorial
S = seminar
P = project
O = other

Module Description

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

Course description

Module (& Course) codes	MAR 6158
Name of course:	International Marketing
Type of module:*	L/T
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 3 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	2
Module coordinator:	Prof. Dr. Youngtae Choi
Lecturers:	Prof. Dr. Youngtae Choi
Learning Outcome(s):	<ul style="list-style-type: none"> • identify and analyze global marketing opportunities and apply marketing concepts to a wide range of international business marketing situations. • appraise and develop practical marketing decision-making skills to be successful in conducting business in international markets. • demonstrate the mastery of the nature and scope, as well as the practice, of a topic(s) and/or set of international marketing concepts covered in class.
Content:	<p>This course is concerned with the development, evaluation, and implementation of international marketing management in complex international business environments. The course deals primarily with an in-depth analysis of a variety of international marketing concepts, theories, internal and external environments affecting international marketing, and marketing processes to come up with effective international marketing strategies and tactics (i.e., international marketing plan). The course will ensure that students build a solid foundation of the fundamental international marketing decision-making tools and management of all of the elements in the international marketing plan.</p>
Teaching methods:	Preparatory reading of the textbook, academic papers and case studies. Seminar-like lectures with interactive discussions, group projects and presentations.
Assessment methods:	Three exams (60-70%), Group project and presentation (25-27%), and class participation (5%)
Total workload:	42-48 contact hours and 70-80 hours of self- and group studies.
Attendance:	Mandatory.
Self-study:	Self- and group project
Recommended prerequisites:	
Mandatory prerequisites:	
Recommended reading:	<p>Textbook:</p> <ul style="list-style-type: none"> • Warren J. Keegan and Mark C. Green (2020): <i>Global Marketing</i>, 10th edition, Prentice Hall <p>Lecture notes:</p> <ul style="list-style-type: none"> • Lecture Notes (PPT) are posted on Canvas • Articles are posted on Canvas <p>Selected reading:</p> <ul style="list-style-type: none"> • The State of Globalization in 2022 (Harvard Business Review) • How COVID-19 Will Change the Geography of Competition (MIT Sloan Business Review) • The Most Common Mistakes Companies Make with Global Marketing" (HBR)

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- The uncertain future of market research (Marketing News)
 - Name Your Brand with a Global Audience in Mind" (HBR)
 - Designing the Best Strategy for Your Next Global Product Rollout
 - Marketing in the Age of Alexa (HBR) Why AI Failed to Live Up to Its Potential During the Pandemic (HBR)
 - The Elusive Green Consumer (HBR)
 - The Transformational Power of Recommendation" (MIT Sloan)
 - How the War in Ukraine Is Further Disrupting Global Supply Chains (HBR)
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Further comments:

Last update: Feb. 2023

**Type of module:*

L = lecture

T = tutorial

S = seminar

P = project

O = other

Course description

Module code	224-07 2
Name of course:	Advanced Strategic Management
Type of module:*	L/S
ECTS credits:	4
Language:	English
Duration:	1 term
Study semester:	Term 4 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Prof. Dr. Tobias Huning
Lecturers:	Prof. Dr. Tobias Huning
Learning Outcome(s):	<p>By the end of this course the student should be able to:</p> <ol style="list-style-type: none"> (1) Evaluate alternative business strategies. (2) Recognize and evaluate the impact of ethical, social, and diversity issues on business decisions. (3) Develop and assess integrated technology solutions to improve key business function performance. (4) Assess the impact of global economic environments on business decisions and strategies. (5) Apply individual critical thinking and team management skills to solve business problems across multiple business functions.
Content:	<p>Advanced Strategic Management (ASM) is the Capstone course of the MBA program. This course requires the student to assimilate and integrate the knowledge acquired from the functional disciplines through application utilizing a strategic framework. Further, students utilize various models and theories of firm structure and performance to understand how to evaluate, allocate, and deploy the various resources that an enterprise controls in order to develop and achieve integrated strategic objectives.</p> <p>“This course offers a comprehensive review of the business strategy process enabling students to gain an understanding of the competitive forces and factors shaping the global market place in the 21st century. Additionally, it will include topics covering a variety of business strategy tools, techniques, and concepts.”</p>
Teaching methods:	Preparatory reading of textbook, academic and other literature. Seminar-like lectures with interactive discussions, team case studies and presentations.
Assessment methods:	Individual research article presentation, case analyses with discussion, exams, Team Strategic Audit paper
Total workload: (25 - 30 h \pm 1 ECTS credit) :	48hrs of class time, 80-100 hours outside of class for individual and team assignments.
Attendance:	Required
Self-study:	Self and team study
Recommended prerequisites:	Economics, Accounting, Finance, Marketing
Mandatory prerequisites:	Students must be in their last semester of graduate work, have an overall graduate GPA of 3.0 or better on their degree evaluation courses and have attained permission to register from a graduate advisor
Recommended reading:	<p>Strategic Management 5e by Frank T. Rothaermel; ISBN10: 126026128X ISBN13: 9781260261288; Copyright: 2021</p> <p>Assigned research articles Wall Street Journal</p>
Further comments:	

Last update: Feb 2023

**Type of module:*

L = lecture

T = tutorial

S = seminar

P = project

O = other

Module Description

Module name	Applied Intercultural Communication: South Korea				
Module code	224-08				
Study program	MA International Management and Intercultural Communication				
Responsible person(s) for this module	Prof. Dr. Hannah Oh, Prof. Troy C. Fuhriman, PhD, Prof. Jenni Lee, PhD				
Status	compulsory		duration	1 term	
Credit points	6		contact hours p/w entire module	6	
Courses <i>L = lecture</i> <i>T = tutorial</i> <i>S = seminar</i> <i>P = project</i> <i>O = other</i>	Form	code	course title	contact hours p/w	credits
	L/T	1	Business Environment: South Korea	3	3
	L/T	2	Applied Intercultural Communication: South Korea	3	3
Learning Outcomes	<ul style="list-style-type: none"> gaining an understanding Korean etiquette and ethics, including such concepts as group consciousness, forced harmony, social hierarchy, situational truth, gender roles, Korean justice, the central importance of interpersonal networks, and, yes, business drinking. exploring Korea's military-style business culture and how it impacts internal and external company communications developing interpersonal and institutional communications skills and strategies analyzing your audiences to maximize effectiveness in giving and receiving communications, particularly those that involve Korean individuals or organizations delivering effective prepared and impromptu communications enhancing personal awareness and building productive intercultural relationships in teams 				
Contents	<p>This course supports your success as an effective communicator across cultural lines, specifically the lines that separate Korean cultural and communications norms from those of non-Koreans. This requires (1) exploring key aspects of Korean cultural and political history; (2) developing and understanding of Korean business culture, etiquette, and ethics; and (3) learning how to apply cross-cultural communications strategies on interpersonal, intra-institutional, and inter-institutional bases. In short, this course will help you learn to better understand how and why Korean individuals and businesses communicate and more generally behave certain ways. Relatedly, you will explore ways to communicate effectively within, or at least around, the Korean cultural environment.</p>				
Prerequisites					
Additional requirements					
Requirements for performance assessment	Work will be required both individually and in teams.				
Further Comments					

Course description

Module code	224-08 1
Name of course:	Business Environment: South Korea
Type of module:*	L/T
ECTS credits:	3
Language:	English
Duration:	1 Semester
Study semester:	Term 3 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Prof. Dr. Hannah Oh, Prof. Dr. Jinsan Kim
Lecturers:	Prof. Dr. Hannah Oh, Prof. Dr. Jinsan Kim
Learning Outcome(s):	
Content:	<p>This course will be based on a combination of lectures/discussions, country snapshots and a final business plan project in which student teams launch a discrete product or brand in Korea.</p> <p>You will be asked individually, and as a member of a team, to provide both in-class discussions and written analysis that will enable you to examine the business environment (e.g., issues and opportunities) in Korea. This course integrates and addresses the significant impact of cultural, economic, political, infrastructure and population variables in Korea. Students will explore business issues and implications in a cross-cultural perspective.</p> <p>This course will balance academic rigor and theoretical framework with the real world and the practical application that will require the use of business tools and practices with the emphasis on the implementation of global business strategy and plans.</p>
Teaching methods:	Interactive lectures, group discussions, case study and analysis
Assessment methods:	Business plan project (team-based), Written analysis on business environment in Korea (individual), Participation in class discussion
Total workload: (25 - 30 h \pm 1 ECTS credit) :	90
Attendance:	45
Self-study:	45
Recommended prerequisites:	Basic knowledge in international economics and finance, reasonably good level of English language proficiency. Co-requisites: Attendance, participation, and actual field activities
Mandatory prerequisites:	
Recommended reading:	<p>There is no mandatory textbook for this course. However, the following books will provide you with useful background knowledge on Korea, its economic development and its business environment.</p> <ul style="list-style-type: none"> • International Business in Korea: The Evolution of the Market and the Globalization Era – O. Yul Kwon, Simon Fraser University, Canada • The Making of Modern Korea. – Adrian Buzo, Abingdon: Routledge. • Latest articles on different Korean industries in the international press.
Further comments:	
Last update:	March 2023

*Type of module:
L = lecture

T = tutorial
S = seminar
P = project
O = other

Course description

Module code	224-08 2
Name of course:	Applied Intercultural Communication: South Korea
Type of module:*	L/T
ECTS credits:	3
Language:	English
Duration:	1 Semester
Study semester:	Term 3 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Prof. Troy C. Fuhriman, PhD, Prof. Jenni Lee, PhD
Lecturers:	Prof. Troy C. Fuhriman, PhD, Prof. Jenni Lee, PhD
Learning Outcome(s):	<p>Communications of all forms, be it personal, collective, organizational, verbal and non-verbal and between people or organizations, necessarily involve the cultures of speakers. When communicating interculturally, one needs to understand the culture of the other party and also present one's own culture in a way that can be understood. This course seeks to equip students with skills and strategies for effective communication in the Korean context. The course consists of two sections: (1) exploring the cultural, historical and legal underpinnings of modern Korean society and gaining perspectives on how to better understand and communicate with members of Korean society, (2) exploring aspects of cross-cultural communication from the perspectives of tourism studies.</p> <p>Learning outcomes section 1:</p> <ul style="list-style-type: none"> • To understand how modern Korea has emerged from colonialism to the present, with a particular focus on legal history. • To identify how Korean and non-Korean cultures differ in hierarchies of values and, thus, legal rules and important manifestations of such values, including business norms. • To recognize how major pillars of Korean society, particularly male-dominated military culture, have shaped modern Korean business culture. • To explore how tremendous changes are taking place in Korean society to the point of virtually subdividing Korean culture on generational lines. • To develop an understanding of modern Korean society and how to communicate with members of Korean society. <p>Learning outcomes section 2:</p> <ul style="list-style-type: none"> • To understand the tourism system in the global tourism market. • To define culture and identify the elements of culture. • To identify major cultural differences in the tourism market. • To define social contacts in tourism. • To learn strategies that can develop cultural tourism products.
Content:	<p>Section 1 – Communicating with Koreans: Revealing Clues from Korean History, Law & Culture: Taking an interdisciplinary approach, this section of the course will cover how modern Korea and modern Koreans have come to find themselves in a society that has been shaped by ancient traditions, a history of upheaval from within and without, and a rapidly changing culture that finds itself amid serious issues that impact the relationship of the younger Korean generation with prior generations and the outside world. This course will delve into issues ranging from the militarization of modern Korean business culture to the structure of the Korean constitution. In the process, how to better understand elements of modern Korean society and how to communicate with members of such society will be presented.</p> <p>Section 2 – Cultural Tourism: Tourism is a global business that attracts international tourists by offering cultural tourism products. Understanding cross-cultural behavior in tourism is</p>

	essential to develop effective tourism marketing strategies. This course provides basic knowledge about the tourism system, as well how international tourists behave cross culturally. The course also studies issues related to cultural conflicts caused by social interaction between tourists and local communities. Lastly, students will learn how to develop the cultural tourism products, particularly related to cities and towns.
Teaching methods:	Interactive lectures, group discussions
Assessment methods:	Attendance 10%, group activities 40%, group presentation 50%
Total workload: (25 - 30 h \pm 1 ECTS credit) :	90
Attendance:	45
Self-study:	45
Recommended prerequisites:	
Mandatory prerequisites:	
Recommended reading:	<p>Required reading section 1:</p> <ul style="list-style-type: none"> • “The Asiatic Idea in Communication: Understanding the Significance of a Paradigm”, 西南学院大学英语英文学論集. 2019, at http://repository.seinangu.ac.jp/bitstream/handle/123456789/1712/eg-n60v1-p49-73-mii.pdf?sequence=1&isAllowed=y • Choi, Chongko, “Law and Custom in Korean Society”. In Law and Justice in Korea: North and South. Seoul National University Press. 2005, at https://space.snu.ac.kr/bitstream/10371/9964/1/law_v47n2_220.pdf • Castells, Manuel. "Development and the Crisis in Asia Pacific: Globalization and the State". In The End of Millennium. West Sussex, UK: Wiley-Blackwell. 2010, at http://www.mediastudies.asia/wp-content/uploads/2016/09/Manuel_Castells_End_of_Millennium_The_Information_Age.pdf • Constitution of the Republic of Korea (focus on Chapters 1 & 2) • Um, Sejin, “The Militarized Workplace: How Organizational Culture Perpetuated Gender Inequality in Korea”, Gender, Work & Organization. April 27, 2023, at https://onlinelibrary.wiley.com/doi/10.1111/gwao.13005 • Lee, Sook Jong, “Generational Divides and the Future of South Korean Democracy”, in Demographics and the Future of South Korea. 2021, at https://carnegieendowment.org/2021/06/29/generational-divides-and-future-of-south-korean-democracy-pub-84818 <p>Recommended reading section 1:</p> <ul style="list-style-type: none"> • Min, Byoung-chul, Ugly Koreans, Ugly Americans. 2022 [available on Kyobo, Amazon Kindle and through other ebook services]. • Banyan, Confucianism Has Become a Political Punchbag in South Korea, The Economist. 2021, at https://www.economist.com/asia/2021/01/02/confucianism-has-become-a-political-punchbag-in-south-korea • “[Uniquely Korean] Military Culture in Korean Society”, Korea Herald. April 9, 2014, at https://www.koreaherald.com/view.php?ud=20140409000974 <p>Optional reading section 2:</p> <ul style="list-style-type: none"> • Hargrove, C. ((2017). Cultural heritage tourism: Five steps for success and sustainability. Rowman & Littlefield. • Kolb, B. (2017). Tourism marketing for cities and towns: Using social media and branding to attract tourists. Routledge. • Reisinger, Y. (2003). Cross-cultural behaviour in tourism: Concept and analysis. Routledge.
Further comments:	
Last update:	March 2023

**Type of module:*

L = lecture

T = tutorial

S = seminar

P = project

O = other

Module Description

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

Course description

Module (& Course) codes	224-09 1
Name of course:	International Finance
Type of module:*	L/S
ECTS credits:	4
Language:	English
Duration:	1 term
Study semester:	Term 3 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Prof. Dr. Jongwan Bae
Lecturers:	Prof. Dr. Jongwan Bae, Prof. Dr. KwangJoo Koo
Learning Outcome(s):	This course is designed to provide you insights on international financial management. As the world becomes more and more connected each other, it is critical to understand topics like foreign exchange rate risk, international capital markets, corporate governance in global perspectives, and etc. Once you complete this course, I expect you to be a competent international financial manager with a skillset suitable for 21st century.
Content:	<ul style="list-style-type: none"> • Globalization and the Multinational Firm • International Monetary System • Balance of payments • Corporate Governance around the World • The Market for Foreign Exchange • International Parity Relationships and Forecasting Foreign Exchange Rates • Futures and Options on Foreign Exchange • Management of Transaction Exposure • Management of Economic Exposure • Management of Transaction Exposure • International Banking and Money Market • International Bond Market • International Equity Markets • Interest Rate and Currency Swaps • International Portfolio Investment
Teaching methods:	Interactive lectures, seminars
Assessment methods:	There will be two exams, and each exam counts for 40% towards your overall grade. The remaining 20% comes from class discussions for cases from the textbook.
Total workload: (25 - 30 h \pm 1 ECTS credit) :	120
Attendance:	45
Self-study:	75
Recommended prerequisites:	Advanced Financial Management or equivalent
Mandatory prerequisites:	
Recommended reading:	International Financial Management 9th Edition, 2021 – McGraw Hill by Cheol Eun, Bruce Resnick and Tuugi Chuluun
Further comments:	
Last update:	Feb. 2023

**Type of module:*

L = lecture

T = tutorial

S = seminar

P = project

O = other

Course description

Module code	MAN6501
Name of course:	Modeling and Management of Operations
Type of module:*	L/S
ECTS credits:	4
Language:	English
Duration:	1 term
Study semester:	Term 4 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Dr. Andres Gallo
Lecturers:	Dr. Nathan Kunz
Learning Outcome(s):	<p>Upon successful completion of the course, the student will be able to:</p> <ul style="list-style-type: none"> • Identify and analyze situations where quantitative techniques can be applied. • Apply planning and control functions (e.g., forecasting, inventory management) related to production and distribution processes. • Use linear programming models that optimize various resource allocation problems. • Use Microsoft Excel to apply the quantitative techniques we learn in the course.
Content:	Operations Strategy, Forecasting, Inventory Management, Linear Programming
Teaching methods:	Lecture and self-study
Assessment methods:	Multiple
Total workload: (25 - 30 h \pm 1 ECTS credit) :	120
Attendance:	30%
Self-study:	70%
Recommended prerequisites:	Making Decisions with Data
Mandatory prerequisites:	
Recommended reading:	
Further comments:	
Last update:	Fall 2022

*Type of module:

L = lecture
T = tutorial
S = seminar
P = project
O = other

Module Description

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

Course description

Module code	MAN 6656
Name of course:	Business Environment: United States
Type of module:*	L/S
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 4 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Prof. Dr. Andres Gallo
Lecturers:	Prof. Dr. Andres Gallo
Learning Outcome(s):	<ol style="list-style-type: none"> 1. Describe the general business environment in the United States. 2. Compare and contrast the specific environments faced by several business and nonprofit organizations in the United States. 3. Compare and contrast the factors that continue to influence diverse practices of business and nonprofit organizations in the United States. 4. Describe the changing relative economic power of the United States and the implications for future business relationships. 5. Describe his or her reflections on business and culture as experienced in the GlobalMBA program. 6. Demonstrate the ability to research and analyze business and nonprofit organizations and present that research in a concise engaging format. 7. Become familiar with business and nonprofit organizational practices in the United States by completing the STAR program offered by the Coggin College and participating in the GlobalMBA service project.
Content:	This course examines the business environment in the United States, with particular emphasis on inter-country differences relative to Germany, Poland, and China. Students will learn about historical, political, social, environmental and economic factors that influence the business environment in the US. Particular attention will be paid to the changing relative economic power of the US resulting from globalization forces. The course requires participation in several full-day visits to companies, as well as regular classroom instruction.
Teaching methods:	Lecture
Assessment methods:	Presentations, participation, reports
Total workload: (25 - 30 h \approx 1 ECTS credit) :	60 contact hours + 30 hrs self study & team work.
Attendance:	Mandatory
Self-study:	Self-study, required events, workshops and training.
Recommended prerequisites:	None
Mandatory prerequisites:	None
Recommended reading:	
Further comments:	
Last update:	Fall 2022

*Type of module:

L = lecture

T = tutorial

S = seminar

P = project

O = other

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update: 07 August 2023 (wo/rr)

Course description

Module (& Course) codes	MAN 6666
Name of course:	Applied Intercultural Communication: USA
Type of module:*	L/S
ECTS credits:	3
Language:	English
Duration:	1 term
Study semester:	Term 4 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	3
Module coordinator:	Dr. Paul A. Fadil
Lecturers:	Dr. Paul A. Fadil
Learning Outcome(s):	<p>The main objective of this course is to provide you with a firm grasp of intercultural communication and its impact on the organization. The goal is to help students acquire the basic skills to:</p> <ul style="list-style-type: none"> • Understand the connection between culture and communication and how it impacts organizational operation. • Analyze and evaluate multinational the new paradigm of multinational operations and its impact on leadership, negotiation, team building and cohesion, and motivation.
Content:	<p>MBA candidates need good knowledge in organizational behavior or other organizational soft skills - no matter what main focus (marketing, finance, operations, logistics) they have chosen in their studies and for their future careers. Students will therefore learn the fundamentals of communication and the various impacts it can have on an organization. Whenever possible, lectures, case studies and discussions will incorporate concepts of leadership, team building, negotiation, and motivation.</p> <p>Part 1: Communication Part 2: Domestic and Cross-culturally comparative organizational communication. Part 3: Examine comparative effects on Leadership, Motivation, Negotiation and Team-Building.</p>
Teaching methods:	Preparatory reading of academic and other literature. Seminar-like lectures with interactive discussions, team case studies and presentations.
Assessment methods:	Team case studies and presentations (50% weighting), 60-90min end-of-semester exam (50%)
Total workload: (25 - 30 h \pm 1 ECTS credit) :	40-45 contact hours and ca. 40-45 hours of self- and team studies.
Attendance:	Mandatory.
Self-study:	Self- and team studies.
Recommended prerequisites:	Organizational Behavior, Organizational Theory
Mandatory prerequisites:	
Recommended reading:	<p>Academic readings assigned</p> <ul style="list-style-type: none"> • Ferraro, Gary P. The Cultural Dimension of Business. 5th Edition Pearson Publishing (2016) • Morrison, Terri, and Wayne Conway. Kiss, Bow or Shake Hands. Adams Media 2nd Edition. <p>Lecture and case notes:</p> <ul style="list-style-type: none"> • Dr. Fadil's lecture and case notes. <p>Selected reading:</p>

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- Academic articles or current events that show cross-cultural communication comparisons and impacts on organizational and leadership functions.
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Further comments:

Last update: Dec. 2022

**Type of module:*

L = lecture

T = tutorial

S = seminar

P = project

O = other

Module Description

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

Course description

Module (& Course) codes	224-11
Name of course:	Master Thesis and Defense
Type of module:*	O
ECTS credits:	20
Language:	English
Duration:	16 weeks (written Master's thesis)
Study semester:	Terms 3 and 4 of 4-Term IMIC/GlobalMBA program
Semester hours per week:	
Module coordinator:	Prof. Dr. Harald Sander
Lecturers:	Prof. Dr. Harald Sander, Mr. Steffen Wolfer, MSc. and other lecturers of the IMIC-GlobalMBA program
Learning Outcome(s):	Students are able to an in-depth and thoughtful investigation of developments in and strategies of major global industries that is properly-grounded in academic methodology. During the oral defense, they demonstrate their ability to reflect on and communicate methods and results of the investigation. Moreover, they demonstrate that they are able to function effectively over time in an internationally diverse team of approximately four students.
Content:	Preparation of a Master's thesis and oral defense of the Master's thesis. Student teams are expected to perform like an international consulting team with the task to identify and provide an in-depth and current analysis of pressing industry issues in the "new global economy", with a focus on digitalization and sustainability.
Teaching methods:	Research-based learning.
Assessment methods:	Research paper, presentation
Total workload: (25 - 30 h \triangleq 1 ECTS credit) :	20 ECTS credits
Attendance:	
Self-study:	
Recommended prerequisites:	
Mandatory prerequisites:	Completion of the first two semesters of the IMIC/GlobalMBA program
Recommended reading:	
Further comments:	
Last update:	Feb. 2023

*Type of module:

L = lecture

T = tutorial

S = seminar

P = project

O = other

Summer Term Appendix

Course description

Module (& Course) codes	224-09 1						
Name of course:	International Finance						
Type of module:*	L/T						
ECTS credits:	4						
Language:	English						
Duration:	1 term						
Study semester:	Term 3 of 4-Term IMIC/GlobalMBA program						
Semester hours per week:	3						
Module coordinator:	Prof. Pieter de Jong, Ph.D.						
Lecturers:	Prof. Pieter de Jong, Ph.D.						
Learning Outcome(s):	<p>The objective of this course is to introduce the student to theory, problems, and practices involving international financial management. The course will discuss the forces, which help to determine currency exchange rates, and how to forecast and manage exchange rate risk. The course will also cover financing and investing internationally. After completing this course the student should be able to perform basic exchange rate forecasting, determine appropriate exchange rate hedging instruments, calculate proceeds for exchange hedges, and understand the basics of direct and indirect investing abroad. Pursuant to this mission, the following six objectives receive high or moderate coverage in this course:</p> <ol style="list-style-type: none"> 1. Communicate effectively in written, oral and electronic formats. 2. Understand the global economy and recognize the impact of diverse socio-economic and cultural factors on business operations. 3. Utilize technology to enhance decision-making skills and improve productivity. 4. Demonstrate the ability to think critically to identify problems, and propose alternatives to these problems and implement solutions. 5. Acquire knowledge in the major functional areas of business and understand the interrelationships among them. 6. Demonstrate the content knowledge and skills in interest rates, bond values and returns, stock values and returns, and international currency issues. 						
Content:	<ul style="list-style-type: none"> • Overview • International Flow of Funds • International Financial Markets • Exchange Rate Determination • Currency Derivatives • Government Influence • International Arbitrage • Inflation, Interest and Exchange Rates • Forecasting • Exposure • Managing Transaction Exposure • Managing Economic Exposure 						
Teaching methods:	Learning methods will include (online) lecture, problems, and discussions of articles in the Economist, Financial Times, Wall Street Journal.						
Assessment methods:	<p>The final grade will be based upon the following weights:</p> <table> <tr> <td>Exam I</td> <td>100 points – 15% of total grade</td> </tr> <tr> <td>Exam II</td> <td>100 points – 25% of total grade</td> </tr> <tr> <td>Exam III</td> <td>100 points – 30% of total grade</td> </tr> </table>	Exam I	100 points – 15% of total grade	Exam II	100 points – 25% of total grade	Exam III	100 points – 30% of total grade
Exam I	100 points – 15% of total grade						
Exam II	100 points – 25% of total grade						
Exam III	100 points – 30% of total grade						

	Assignments	180 points – 30% of total grade
Total workload: (25 - 30 h \pm 1 ECTS credit) :		120
Attendance:		45
Self-study:		75
Recommended prerequisites:		
Mandatory prerequisites:		Advanced Financial Management
Recommended reading:	Required textbook:	1. International Financial Management, Abridged 12th Edition, by Jeff Madura. 2. Wall Street Journal / Financial Times
Further comments:		
Last update:		May 2023

*Type of module:

L = lecture

T = tutorial

S = seminar

P = project

O = other