

## Syllabus

### **MA International Management and Intercultural Communication GlobalMBA**

<b>Course Title:</b>	<b>Intercultural Communication (+ Intercultural Training)</b>
<b>Lecturer</b>	<b>Prof. Dr. Elke Schuch</b>
<b>ECTS Credits:</b>	<b>4</b>
<b>Contact Hours /Week</b>	<b>3</b>
<b>Prerequisites:</b>	Workshop “ Intercultural Basics”
<b>Type:</b>	The course is designed as an interactive seminar, integrating case studies from a wide range of business contexts, with the instructor in the role as facilitator of student discussions. Regular classroom attendance and active participation is required.

#### **Course Description:**

International business requires the ability to communicate and co-operate effectively with people from different cultures. Understanding the effect of cultural difference on communication and social interaction is a vital prerequisite for acting in an intercultural competent manner. This course provides an extensive and in-depth introduction to the different intercultural theories and methodological approaches and to how they can be applied to understand, analyse and approach intercultural business encounters.

#### **Objectives:**

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

- Demonstrate an understanding of the ways in which cultures differ
- Identify challenges which arise from these differences
- Analyse the relationship between communication products and processes and culture
- Create and apply effective communications strategies to overcome obstacles in intercultural encounters
- Assess the impact of one’s own cultural conditioning on values, perception, assumptions, expectations, and behaviour
- Interpret intercultural activities and contexts from different perspectives
- Demonstrate an understanding of the constructed nature of cultural identities
- Evaluate the diversity, complexity and fluidity of social identities, particularly with respect to the intersections of nationality, ethnicity, gender and class
- Evaluate the role of context and power in intercultural settings
- Analyse intercultural business encounters by applying intercultural terminology, theory and methods as well as methodological approaches from relevant disciplines
- Construct team-building strategies

#### **Course Outline:**

- Different communication models and styles
- Concepts of culture
- Categories of cultural description and analysis
- Identity and culture
- Diversity in teams
- Interculturality in multinational organisations
- Differences in management styles
- Global and culture-specific advertising

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#### Textbooks:

#### Required reading:

- Adler, Nancy (2003). „Communication across Cultural Barriers“. In: Bolten, Jürgen & Ehrhardt, Ina (Hg.). *Interkulturelle Kommunikation: Texte und Übungen zum Interkulturellen Handeln*, Sternenfels: Wissenschaft und Praxis, 247-273.
- Breidenbach, Joana and Pál Nyiri (2009). „The Age of `Cultural Competence`“. In: *Seeing Culture Everywhere, from Genocide to Consumer Habits*. Washington: University of Washington Press, 262-304.
- Fang, Tony and Guy Oliver Faure (2010). „Chinese communication characteristics: A Yin Yang perspective“. *International Journal of Intercultural Relations*.
- Martin, Roger L. and Tony GOLSBY-SMITH (2017). „Why Management Needs Philosophers“ [Management is Much More Than a Science]. *Harvard Business Review*. September-October issue 2017. <https://hbr.org/2017/09/management-is-much-more-than-a-science>
- Piller, Ingrid (2011). *Intercultural Communication: A Critical Introduction*. Edinburgh: Edinburgh University Press.
- Rathje, Stephanie (2009). „The Definition of Culture – An Application-Oriented Overhaul“, *Interculture Journal*, 8, 36-58.
- Welsch, Wolfgang (1999). „Transculturality – the Puzzling Form of Cultures today“. In : *Spaces of Culture : City, Nation, World*, ed. Mike Featherstone and Scott Lash : Sage, 194-219
- WHY IDENTITY MATTERS. Critical Media Project (2019). At: <https://criticalmediaproject.org/why-identity-matters/>

#### Recommended reading:

- Hall, Edward T. (1959, 1990). *The silent language*. New York: Anchor Books.
- Hall, Edward T. and Mildred R. Hall (1987). *Understanding cultural differences*. Yarmouth: Intercultural Press.
- Hofstede, Geert (1996). *Cultures and organizations: Software of the Mind*. New York.
- Thomas, Alexander, Kinast Eva-Ulrike, Sylvia Schroll-Machl (2010). *Handbook of Intercultural Communication and Cooperation*. Göttingen: Vandenhoeck & Ruprecht.
- Trompenaars, Fons and Charles Hamodien-Turner (1997, 2011). *Riding the Waves of Culture. Understanding Cultural Diversity in Business*. London: Nicholas Brealey Publishing.

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### **MA International Management and Intercultural Communication GlobalMBA**

<b>Course Title:</b>	<b>Applied Intercultural Communication: Germany</b>
<b>Lecturer</b>	<b>Dr. Cornelia Dahmer</b>
<b>ECTS Credits:</b>	<b>3</b>
<b>Contact Hours /Week</b>	<b>2</b>
<b>Prerequisites:</b>	None
<b>Type:</b>	Interactive Lecture

#### **Course Description:**

Students will have an opportunity to ...

- focus 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.
- work in pairs / groups as a multinational and intercultural team and experience the challenges of the (assumed different) communication and working / study patterns of the students due to their individual cultural backgrounds.
- discuss 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 participate 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.
- engage 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.
- deal with the different levels of prior knowledge of and different attitudes to German culture and history in a part German, part non-German group.

#### **Objectives:**

Upon successful completion of the course students can ...

- 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.

#### **Course Outline:**

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

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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.

#### **Textbooks:**

#### Recommended reading:

- Assmann, Aleida. "Basic Concepts of Memory Research." *Introduction to Cultural Studies: Topics, Concepts, Issues*, Aleida Assmann, 2nd ed., Erich Schmidt Verlag, 2019, pp. 168–77. Grundlagen der Anglistik und Amerikanistik.
- 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](http://www.tatsachen-ueber-deutschland.de/files/2020-11/tatsachen_2018_eng.pdf). (Continuously updated version available online: [www.tatsachen-ueber-deutschland.de/en](http://www.tatsachen-ueber-deutschland.de/en))
- Kolinsky, Eva. *The Cambridge Companion to Modern German Culture*. Cambridge University Press, 2006. Cambridge Companions to Culture.
- Phipps, Alison M., editor. *Contemporary German Cultural Studies*. Arnold, 2002.
- Schroll-Machl, Sylvia. *Doing Business with Germans: Their Perception, Our Perception*. 6th ed. Vandenhoeck & Ruprecht, 2016.
- Silcock, B. William. "Global News, National Stories: Producers as Mythmakers at Germany's Deutsche Welle Television." *Journalism & Mass Communication Quarterly*, vol. 79, no. 2, 2002, pp. 339–52. [doi.org/10.1177/107769900207900206](https://doi.org/10.1177/107769900207900206)

#### Required reading:

All texts relevant for class will be provided online on the course website within the ILU platform.

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### **MA International Management and Intercultural Communication GlobalMBA**

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

#### **Course Description:**

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

#### **Objectives:**

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

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

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

#### **Course Outline:**

The first part of the class is devoted to an in-depth discussion of the determinants and effects of global trade, investment and trade policies. The discussed topics include:

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

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

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#### **Textbooks:**

#### Prerequisites:

- Samuelson, P. and W. Nordhaus: Economics. McGraw-Hill, latest edition

#### Required (mandatory) reading:

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

#### Additional Readings

- Krugman, P.R., M. Obstfeld & M. Melitz, *International Economics. Theory and Policy.* latest edition. Pearson.
- Dicken, P., *Global Shift. Mapping the Changing Contours of the World Economy*, 7th Edition, The Guilford Press 2015.
- Journal articles, case studies and book chapters as provided and assigned via mail/e-learning)

#### Recommended Reading:

- 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), <http://voxeu.org/content/economics-and-policy-age-trump>. A VoxEU.org eBook, CEPR Press.
- 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>
- 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.
- 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](https://www.th-koeln.de/mam/downloads/europe_in_the_new_global_economy_a_policy_paper.pdf)
- Stiglitz, Joseph (2006), *Making Globalization Work.* Penguin.

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- 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.

#### Regular Publications to watch:

- WTO, World Trade Report, various years, Geneva (see: <http://www.WTO.org>)
- UNCTAD, World Investment Report, various years, Geneva (see: <http://www.unctad.org>)
- The Economist (current issues; industry specials)
- Financial *Times* (current issues, industry specials)

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### MA International Management and Intercultural Communication GlobalMBA

<b>Course Title:</b>	<b>International Management Accounting</b>
<b>Lecturer</b>	<b>Prof. Dr. Ridwan Rusli</b>
<b>ECTS Credits:</b>	<b>4</b>
<b>Contact Hours /Week</b>	<b>3</b>
<b>Prerequisites:</b>	Introductory Accounting or Financial Accounting; Microeconomics; International Economics.
<b>Type:</b>	Interactive lectures, case examples and studies, group project/homework.

#### **Course Description:**

MBA candidates need good knowledge in management accounting - no matter what main focus they have chosen in their studies and for their future careers (e.g. marketing, finance, operations, logistics, strategy). Students will learn the fundamentals of modern management accounting, planning and performance measurement, financial and investment analysis. Case examples and studies will expose students to the practice of international management accounting, particularly in relation to decisions about costing, pricing and production decisions; planning, budgeting and controlling; performance measurement; financial ratios and investment evaluation. 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

#### **Learning Objectives:**

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:

- 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.

#### **Course Outline:**

Part 1: Cost, volume and price decisions, budgeting and performance measurement

Part 2: Financial statements, cashflows and financial analysis, corporate restructuring and capital budgeting

Part 3: Multinational- and energy company transfer pricing.

Team case studies and presentations (30-40% weighting), 60-90min end-of-semester exam (60-70%)



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#### **Textbooks:**

All details shall be explained in Course Syllabus, which shall be distributed through ILIAS course website.

#### Required course reading:

##### Textbooks:

- 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.

Articles (mostly downloadable on the web e.g. through Google Scholar etc.):

- Arcos-Vargas, Angel, and Pabio 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.

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### MA International Management and Intercultural Communication GlobalMBA

<b>Course Title:</b>	<b>Making Decisions with Data (Statistics)</b>
<b>Lecturer</b>	<b>Prof. Dr. Felix Miebs</b>
<b>ECTS Credits:</b>	<b>4</b>
<b>Contact Hours /Week</b>	<b>3</b>
<b>Prerequisites:</b>	<ul style="list-style-type: none"><li>- Basic knowledge in algebra and analysis (as covered in Earl W. Swokowski, Jeffrey A. Cole: "Algebra and Trigonometry with Analytic Geometry", 13th ed., South-Western Cengage Learning, 2011)</li><li>- Basic knowledge of descriptive statistics (as covered in Anderson, Sweeney, Williams, Freeman, and Shoemith chapters 1-3)</li></ul>
<b>Type:</b>	Interactive lecture

#### **Course Description:**

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

#### **Objectives:**

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

#### **Course Outline:**

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

- Probability calculus
- Probability distributions
- Sampling
- Hypothesis testing

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

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

The grade is based on three electronic (online) exams with multiple choice questions and a case study (groupwork). The three exams account in total for 40% of the final grade, with the first and the second exam contributing 10% each and the third exam contributing 20% to the final grade. The groupwork accounts for 60% of the final grade.

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#### **Textbooks:**

#### Prerequisites:

- Earl W. Swokowski, Jeffrey A. Cole: "Algebra and Trigonometry with Analytic Geometry", 13<sup>th</sup> ed., South-Western Cengage Learning, 2011
- David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams: "Statistics for Business and Economics", 11th int. ed., South-Western Cengage Learning, 2011, Chapters 1-3

#### Required reading:

- David R. Anderson, Dennis J. Sweeney, and Thomas A. Williams: "Statistics for Business and Economics", 11th int. ed., South-Western Cengage Learning, 2011
- Damodar N. Gujarati: "Basic Econometrics", 5th int. ed., McGraw Hill Higher Education, 2010

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### MA International Management and Intercultural Communication GlobalMBA

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

#### **Course Description:**

This course is designed to give the participants a detailed and thorough understanding of the German business environment. After a general introduction of the German economy, the seminar deals with key success factors in 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.

#### **Objectives:**

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:

- 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

#### **Course Outline:**

- 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?

Company visits:

- 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)

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- Dierkes Associates (career planning)
- Etc.

#### **Textbooks:**

#### Prerequisites

Basic knowledge in microeconomics, macroeconomics

#### Required reading:

- 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](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](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

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### **MA International Management and Intercultural Communication GlobalMBA**

<b>Course Title:</b>	<b>Business Environment: Asia</b>
<b>Lecturer</b>	<b>Prof. Dr. Ridwan Rusli</b>
<b>ECTS Credits:</b>	<b>3</b>
<b>Contact Hours /Week</b>	
<b>Prerequisites:</b>	Basic knowledge in micro- and/or international economics and finance
<b>Type:</b>	Interactive lecture including business visits

#### **Course Description:**

This course integrates and addresses the significant impact of cultural, economic, political, infrastructure and social variables in one of the countries that is important to the company's businesses. The country may represent the company's most important target market, be the jurisdiction in which the company is headquartered and domiciled, etc. It will balance academic rigor and theoretical frameworks with real world and practical applications.

#### **Objectives:**

Upon completion of this course students shall possess:

- Knowledge and understanding of the business models, strategies, organizational and inter-cultural aspects of companies and organizations in one or two countries in Asia
- Selected tools and proficiency to apply, analyze and evaluate the strategic, organizational and intercultural aspects of a transition to sustainable and circular business models for Asian companies and or organizations.

#### **Course Outline:**

This course will be based on a combination of lectures and discussions, country- and company visits and a final team-based Sustainable Strategy Paper (Paper). For the Paper student teams choose and analyze one particular Asian company's business model and recommend sustainability and circular economy strategies and future business model innovations for the company.

#### **Textbooks:**

##### Recommended reading:

The following books will provide you with useful background knowledge on selected Asian economies:

- Dynamic Governance: Embedding Culture, Capabilities and Change in Singapore – Neo, Boon Siong, and Geraldine Chen, World Scientific, 2007 (available online)
- International Business in Korea: The Evolution of the Market and the Globalization Era – O. Yul Kwon, Simon Fraser University, Canada
- Selected journal and news articles (tba).