

## Program and Course Description

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*Global Business*

*Master of Arts (M. A.)*

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*THI Business School*

Study and Examination Regulation: WS 23/24 (per 23.01.2023)

as per: Summer Semester 2025 (08.01.2025)



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# 1 Overview of modules and hours (1st – 4th Semester) \*

Start in Winter Semester:

CURRICULUM GLOBAL BUSINESS		1st Semester WS		2nd Semester SS		3rd Semester WS		4th Semester SS	
SPO No.	Module	SWS**	ECTS	SWS	ECTS	SWS	ECTS	SWS	ECTS
1	Global Business and Economics 1	4	5						
2	Intercultural Competencies	4	5						
3	Global Business Model Design	4	5						
7	Modern Leadership	4	5						
5	Global Business and Economics 2			4	5				
6	Global Business Case Studies			4	5				
4	Research methods for Business			4	5				
8	Advanced Topics in Internationalization			4	5				
9	Specialisation modules in Global Business***					4x4= 16	4x5= 20		
10	Management Elective					4	5		
11	Master Thesis								25
<b>Total</b>		<b>16</b>	<b>20</b>	<b>16</b>	<b>20</b>	<b>20</b>	<b>25</b>		<b>25</b>

\*All further details are specified in the attachment of the respective Study and Examination Regulation (SPO WS23/24) [here](#).

\*\* Hours per week.

\*\*\* Will be taken in semester 3 and 4.

Start in Summer Semester:

CURRICULUM GLOBAL BUSINESS		1st Semester SS		2nd Semester WS		3rd Semester SS		4th Semester WS	
SPO No.	Module	SWS**	ECTS	SWS	ECTS	SWS	ECTS	SWS	ECTS
1	Global Business and Economics 1			4	5				
2	Intercultural Competencies			4	5				
3	Global Business Model Design			4	5				
7	Modern Leadership			4	5				
5	Global Business and Economics 2	4	5						
6	Global Business Case Studies	4	5						
4	Research methods for Business	4	5						
8	Advanced Topics in Internationalization	4	5						
9	Specialisation modules in Global Business***					4x4= 16	4x5= 20		
10	Management Elective					4	5		
11	Master Thesis								25
<b>Total</b>		<b>16</b>	<b>20</b>	<b>16</b>	<b>20</b>	<b>20</b>	<b>25</b>		<b>25</b>

\*\* Hours per week.

\*\*\* Will be taken in semester 3 and 4.

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## 2 Introduction

The Master's degree program in Global Business builds upon undergraduate degree programs in fields such as economics or related disciplines. Its aim is to provide students with interdisciplinary and multidisciplinary academic and methodological knowledge in the field of Global Business. Alongside analytical and methodological competencies, the program focuses on conceptual and strategic skills, particularly in the areas of globalization, sustainability, and supply chain management. Additionally, key skills for working in an academic environment are strengthened. Management and social competencies are also taught. Through the development of intercultural competencies, students are prepared to meet the growing demands of an increasingly globalized business environment and collaboration in international teams.

### 2.1 Objectives

The Global Business Master's degree program aims to prepare students for leadership roles in an increasingly interconnected and dynamic global economy. The program is designed to equip students with a deep understanding of international markets, global economic trends, and the strategic challenges faced by businesses operating across borders. By combining theoretical insights with practical applications, students gain expertise in global business model design, intercultural communication, and innovative problem-solving. Emphasizing sustainability and ethical decision-making, the program encourages students to address complex global challenges with socially responsible solutions. Graduates are empowered to thrive as leaders, entrepreneurs, or intrapreneurs, leveraging interdisciplinary knowledge and cross-cultural competencies to create impactful, sustainable, and competitive business strategies in a globalized world. The program fosters a global mindset, innovation-driven approaches, and the ability to manage diverse teams, making its graduates well-suited to navigate the complexities of the modern global business landscape.

#### 2.1.1 Focus: Supply Chain Management

The focus on Supply Chain Management within the Global Business Master's degree program aims to equip students with the skills and knowledge to design, implement, and manage efficient, innovative, and sustainable supply chain systems in a globalized economy. Students gain a comprehensive understanding of the complexities of global supply networks, exploring topics such as supply chain analytics, digital technologies, sustainable practices, and risk management. The program emphasizes a balance between theoretical frameworks and practical applications, preparing students to address modern

supply chain challenges, including disruptions, environmental impacts, and technological advancements. By integrating sustainability into supply chain strategies, students learn to create responsible and resilient systems that align with evolving global demands. Through case studies, real-world projects, and exposure to cutting-edge tools such as AI and blockchain, graduates are prepared to lead supply chain innovation, optimize operations, and contribute to organizational success in an increasingly competitive and interconnected world. This specialization fosters critical thinking, strategic planning, and problem-solving skills essential for driving sustainable value across global supply chains.

### 2.1.2 Focus: Sustainability

The focus on sustainability within the Global Business Master's degree program is designed to empower students to understand and address the critical environmental, social, and economic challenges facing businesses and societies worldwide. This specialization emphasizes the integration of sustainable practices into business strategies, fostering a mindset that values long-term, ethical decision-making over short-term gains. Students explore topics such as sustainable supply chain management, corporate social responsibility (CSR), and the role of businesses in achieving global sustainability goals like the United Nations' Sustainable Development Goals (SDGs). They learn how to balance profitability with environmental stewardship and social equity, developing strategies to minimize environmental impacts, optimize resource efficiency, and promote social well-being. The program highlights the importance of innovation and interdisciplinary collaboration in solving sustainability challenges, equipping students with tools to measure and communicate the impact of sustainability initiatives. By combining theory, case studies, and hands-on projects, graduates are prepared to lead transformative change, championing sustainability as a core principle of modern business practice and contributing to a more equitable and sustainable global economy.

## 2.2 Admission Requirements

The general admission requirement for the Master's degree program "Global Business" is the successful completion of a degree program at a university with at least 210 ECTS credit points or equivalent academic achievements in the field of economics or a comparable field, as well as the successful completion of an aptitude test to determine suitability for the program.

Additionally, applicants must demonstrate sufficient knowledge of the English language (minimum level B2 of the Common European Framework of Reference for Languages).

Applicants who have completed a university degree or equivalent qualification with less than 210 but at least 180 ECTS credit points may be admitted if they meet the other required prerequisites and provide evidence of compensatory competencies along with their application.

Detailed information about the aptitude assessment process for the Master's degree program in Global Business can be found on the program's website or via this [link](#).

General admission requirements for a Master's degree at THI can also be found at: <https://www.thi.de/en/studies/application/master-application/>.

## 2.3 Target Group

The target group for the Master's degree program "Global Business" includes students with a Bachelor's degree in economics or related disciplines. The selection of students is based on a process to determine program-specific aptitude, in which experience in the field of globalization is a key admission criterion. The program focuses on providing students with necessary scientific, quantitative, methodological, and technical skills on the one hand, and on the conception and practical implementation of entrepreneurial ideas on the other.

Detailed information about the aptitude assessment process for the Master's degree program in Global Business can be found on the program's website or via this [link](#).

## 2.4 Program Structure

The curriculum of the program consists of a total of thirteen mandatory and elective modules, as well as a Master's thesis. The Master's thesis serves as the scientific capstone of the program. Through the thesis, students demonstrate their ability to independently apply the knowledge acquired during their studies to complex practical problems in a scientific manner. The topic of the Master's thesis is assigned no earlier than at the beginning of the third semester. The assignment of the thesis topic requires the successful completion of coursework and examinations amounting to at least 30 ECTS credits. The thesis must be completed within six months. The diagram in "[1 – Overview of modules and hours](#)" illustrates the program's structure. Details are specified in the appendix to the applicable examination and study regulations.

## 2.5 Prerequisites for advancement

The study and examination regulations for the Global Business program, applicable to students starting in the winter semester of 2023/24 (SPO - 23.01.2023), in conjunction with the General Examination Regulations of Technische Hochschule Ingolstadt (APO), include only one progression requirement, which pertains to the Master's thesis:

The topic of the Master's thesis will be assigned no earlier than the beginning of the third semester. The assignment of the Master's thesis topic requires the successful completion of coursework and examinations amounting to at least 30 ECTS credits.

## 2.6 Concept and advisory board

The Global Business Master's degree program is designed to prepare students for leadership roles in an increasingly interconnected and dynamic global economy. With a focus on interdisciplinary and practical learning, the program equips students with advanced knowledge and skills in areas such as globalization, sustainability, and supply chain management. By integrating theoretical foundations with real-world applications, students gain expertise in global business model design, intercultural communication, and innovative problem-solving.



The curriculum emphasizes sustainability, ethical decision-making, and the strategic challenges of global operations, fostering the ability to address complex issues responsibly. Students develop key competencies in strategic planning, cultural adaptability, and analytical thinking, while also engaging in hands-on projects, case studies, and international experiences.

Through its focus on collaboration, innovation, and cultural diversity, the program cultivates a global mindset and prepares graduates to excel as leaders, entrepreneurs, or intrapreneurs in competitive and rapidly evolving international markets.

### **3 Qualification profile**

#### **3.1 Mission statement**

The Global Business Master's degree program is designed to prepare students for leadership roles in an increasingly interconnected and dynamic global economy. With a focus on interdisciplinary and practical learning, the program equips students with advanced knowledge and skills in areas such as globalization, sustainability, and supply chain management. By integrating theoretical foundations with real-world applications, students gain expertise in global business model design, intercultural communication, and innovative problem-solving.

The curriculum emphasizes sustainability, ethical decision-making, and the strategic challenges of global operations, fostering the ability to address complex issues responsibly. Students develop key competencies in strategic planning, cultural adaptability, and analytical thinking, while also engaging in hands-on projects, case studies, and international experiences.

Through its focus on collaboration, innovation, and cultural diversity, the program cultivates a global mindset and prepares graduates to excel as leaders, entrepreneurs, or intrapreneurs in competitive and rapidly evolving international markets.

#### **3.2 Study objectives**

In our mission to develop personalities with responsible and innovative mindsets and comprehensive skills in general management for success in a globalized economy, we have defined general competence goals (and learning objectives) that are relevant for all our master programs. This principle ensures that all learners develop generally relevant business skills and competences specific for a business school.



Figure 1: Mission driven competency goals and learning objectives for “Global Business (M.A.)”

### 3.2.1 Subject-specific competences of the study program

The **subject-specific competences** of the Global Business Master’s degree program are designed to equip students with the knowledge and skills needed to excel in a globalized and dynamic business environment. These competences include:

1. **Global Business Expertise:** Understanding international markets, trade systems, and the global economic landscape, including the impact of globalization on industries and businesses.
2. **Strategic Thinking:** Developing the ability to analyze, design, and implement competitive business strategies in a global context.
3. **Sustainability Integration:** Gaining proficiency in incorporating sustainable practices into business operations, focusing on environmental, social, and economic responsibility.
4. **Supply Chain Management:** Mastering the design and management of efficient, innovative, and sustainable global supply chains.
5. **Intercultural Competence:** Building cultural awareness and effective communication skills to navigate diverse cultural settings and manage international teams.
6. **Data-Driven Decision-Making:** Applying analytical methods and tools, such as supply chain analytics and digital technologies, to solve complex business problems.
7. **Innovation and Entrepreneurship:** Developing innovative solutions and fostering an entrepreneurial mindset to identify and seize global opportunities.
8. **Ethical Business Practices:** Understanding the importance of ethical decision-making and corporate social responsibility in global business activities.

These competences prepare graduates to address the challenges of globalization, lead diverse teams, and create sustainable value in both entrepreneurial and corporate settings.

### 3.2.2 Interdisciplinary competences of the study program

The **interdisciplinary competences** of the Global Business Master’s degree program are designed to prepare students for the multifaceted challenges of modern global business by integrating knowledge and skills from various disciplines. These competences include:

1. **Problem-Solving Across Disciplines:** The ability to approach complex global business challenges using methods, tools, and insights from multiple fields such as economics, sustainability, management, and technology.
2. **Systems Thinking:** Understanding and analyzing interconnected systems within global businesses, including economic, social, and environmental systems, to make holistic and strategic decisions.
3. **Adaptability and Flexibility:** Developing the ability to adapt to rapidly changing global environments and applying knowledge across diverse industries, roles, and cultural settings.
4. **Collaboration and Teamwork:** Building strong skills in interdisciplinary collaboration by working in diverse teams that include individuals from various academic and professional backgrounds.
5. **Analytical and Methodological Expertise:** Using a combination of quantitative and qualitative approaches, including data analytics, research methods, and technology-driven solutions, to address global business issues effectively.
6. **Sustainability Integration Across Disciplines:** Incorporating principles of sustainability into various business functions such as supply chain management, finance, and marketing, bridging gaps between environmental responsibility and profitability.
7. **Communication and Negotiation Skills:** Developing clear and effective communication skills to convey complex, interdisciplinary ideas and negotiate across cultural and professional boundaries.
8. **Innovation Through Diversity:** Leveraging diverse perspectives, knowledge, and experiences to foster creativity and develop groundbreaking solutions to global challenges.

By mastering these interdisciplinary competences, students become well-rounded professionals capable of navigating complex global business landscapes and making impactful contributions across industries and disciplines.

### 3.2.3 Examination concept of the study program

The modules, their respective hours, types of courses, examinations, continuous assessments, and other related regulations are specified in Appendix 1 of the corresponding Study and Examination Regulations (SPO).

Various types of teaching formats are used for the modules, which necessitate different examination concepts. These teaching formats are as follows:

German Name	German Abbreviation	English Name	English Abbreviation
Seminaristischer Unterricht / Übung	SU/Ü	Seminar course with exercises	SC/E

Seminar	S	Seminar	S
Projekt	Prj	Project	Prj

For successfully completed examinations and continuous assessments, credit points are awarded according to the European Credit Transfer System (ECTS). Typically, a maximum of 60 credits are awarded per academic year, with each credit corresponding to a workload of 25 hours, which includes both in-person sessions and independent study phases. The number of credits for each module is outlined in Appendix 1 of the SPO.

Selected modules, including their examinations, are conducted in English as specified in this module handbook.

All modules are classified as either compulsory, specialization or elective:

1. **Compulsory modules:** Modules that are compulsory for all students.
2. **Specialization modules:** Modules that build together a focus area. Students must select a certain number of these in accordance with the SPO, and the chosen modules are treated as mandatory.
3. **Elective modules:** Modules offered individually or in groups as alternatives. Students must select a certain number of these in accordance with the SPO, and the chosen modules are treated as mandatory.

The modules utilize a mix of examination types to appropriately assess the diverse competencies imparted. These are also outlined in Appendix 1 of the SPO.

The table below provides an overview of the examination types used in the Master's degree program. Since all modules are offered in English but the German SPO is decisive, their descriptions and examination terms are provided both in German and English:

German Name	Abbreviation	English Name	Description
Kolloquium	Koll	Colloquium	An oral examination (15–45 minutes) where the student defends the results of their work.
Leistungsnachweis	LN	Performance record	May include a written exam (schrP), seminar paper (SA), student research project (StA), practical exam (prP), or project work (PA), as defined in the module handbook.
Masterarbeit	MA	Master Thesis	A written thesis of 50–80 pages (excluding cover sheets, tables, and appendices) created using a word processing program.

Mündliche Prüfung	mdIP	Oral examination	An oral test lasting 15 minutes per person unless stated otherwise.
Projektarbeit	PA	Project work	A group project where students collaboratively solve a task and present their results both orally and in writing. Individual contributions are mandatory. Oral presentations last 15 minutes, and the written component is approximately 5–25 pages.
Praktische Prüfung	prP	Practical examination	Demonstrates the practical application of the competencies acquired, typically lasting 15 minutes unless stated otherwise.
Seminararbeit	SA	Seminar paper	A term paper combined with an oral presentation. The paper must be 3,000–6,000 words (10–20 pages), and the presentation lasts 15–20 minutes, which may occur during the semester.
Studienarbeit	StA	Student research project	A term paper without an oral presentation, typically 3,000–6,000 words (10–20 pages).
Schriftliche Prüfung	schrP	Written examination	A written test lasting 90 minutes unless otherwise specified.

In the Master's thesis, students demonstrate their ability to independently apply the knowledge gained during their studies to complex practical problems through a scientific approach (§8 SPO). The topic of the Master's thesis is assigned no earlier than the beginning of the third semester. The assignment requires the successful completion of coursework and examinations totaling at least 30 ECTS credits. The processing time for the Master's thesis is six months.

A colloquium, comprising a specialized presentation and discussion of the scientific findings of the Master's thesis, is required. The colloquium contributes to the thesis grade with a weighting of 1:4. The grade for the Master's thesis constitutes 30% of the overall program grade.

### 3.2.4 Application of the study program

The **Global Business Master's degree program** equips students with the necessary skills and knowledge to excel in future management roles in an increasingly globalized and complex business environment. Its interdisciplinary approach prepares graduates to address the multifaceted challenges of international markets, enabling them to lead diverse teams and manage cross-border operations effectively.

- **Application to Future Management Tasks:**

- **Global Strategic Leadership:** The program develops strategic thinking and decision-making skills, enabling managers to navigate competitive global markets, analyze complex international business environments, and devise effective strategies for organizational growth and success.
- **Intercultural Management:** By fostering intercultural competence, the program prepares students to lead and collaborate with diverse, multicultural teams, handle cross-cultural negotiations, and build strong international partnerships.
- **Sustainability Integration:** Students learn to incorporate sustainability and ethical decision-making into management practices, addressing environmental, social, and economic challenges while balancing corporate responsibility and profitability.
- **Innovative Problem-Solving:** The program emphasizes critical thinking and creative approaches to solving real-world business challenges, equipping future managers to drive innovation and implement forward-thinking solutions.
- **Supply Chain Leadership:** With expertise in global supply chain management, graduates can optimize logistics, manage risks, and develop sustainable, resilient supply chains to enhance organizational performance.
- **Adaptability in Dynamic Markets:** Students gain the ability to adapt to rapid changes in global business landscapes, such as technological advancements, geopolitical shifts, and economic disruptions, ensuring effective leadership in volatile environments.

By combining theoretical insights with practical applications, the program positions graduates as capable leaders who can manage diverse teams, implement innovative strategies, and address global business challenges with confidence and competence.

### 3.2.5 Contribution of individual modules to the objectives of the program

In accordance with our Assurance of Learning concept (AOL), the connection between the THI Business School mission statement, the course objectives and the individual modules was established for the course in the curriculum mapping, which can be seen in the graphic below.

<b>Mission</b>		We develop <b>personalities</b> with <b>responsible</b> and <b>innovative mindsets</b> and <b>comprehensive skills in general management</b> for <b>success in a globalized economy</b> .					
<b>Competency Goals</b> <i>Graduates on Master Level</i>		Our graduates are <b>proactive personalities</b> with <b>responsible</b> characters and <b>innovative</b> mindsets and have the spirit of leadership.		Our graduates have <b>comprehensive skills in general management</b> and the competences to develop their business fields as leaders.		Our graduates drive analysis-based solutions and have competencies for <b>success in a globalized economy</b> .	
<b>Learning Objectives</b> <i>Students on Master Level</i>		<b>Attitude of Responsibility</b> Our students integrate the concept of sustainability and responsible management in business and/or leadership.	<b>Spirit of Creativity and Entrepreneurial Thinking</b> Our students integrate ideation, creativity, and/or entrepreneurial thinking in business and/or leadership	<b>Business Competence</b> Our students <b>analyse</b> the impact of strategies and/or operating models in business.	<b>Application Strength</b> Our students integrate business tools and/or practitioner perspectives in business and/or leadership	<b>Analytical Competence</b> Our students analyze scientific problems.	<b>Intercultural Competence</b> Our students apply international understanding, and/or intercultural insights in business and/or leadership
1	Global Business and Economics 1	CSR in a global context		Understanding globalization and its impact on business			Cross-cultural communication and negotiation skills
2	Intercultural Competencies				Managing cross cultural teams effectively		Understanding cultural difference and their impact on business interactions
3	Global Business Model Design		Case studies of successful global business models	Identifying sources of competitive advantage in global business			Analyzing the impact of cultural differences on business models
4	Research methods for Business	Ensuring research ethics and integrity			Understanding the scientific method and its application to business research	Analyzing the limitations and challenges of conducting research in business context	
5	Global Business and Economics 2	The role of cultural and social norms in global business		Understanding the global financial system			The role of multinational and intercultural corporations in global economics
6	Global Business Case Studies				Identifying key factors contributing to success or failure in global business	Analyzing real world examples of global business successes and failures	Understanding the cultural and economic context of global business cases
7	Modern Leadership	Leading change and innovation in global organizations					Developing leadership skills for multicultural environments
8	Advanced Topics in Internationalization			Managing cross border mergers and acquisitions		Analyzing the impact of global trends on internationalization	Understanding the impact of cultural differences on internationalization
9	<b>Specialization Modules in Global Business</b>	See individual modules below					
9.1	<i>Sustainable Supply Chain Management</i>	Identifying and managing supply chain risks related to sustainability			Developing sustainable procurement practices and supplier management strategies	Analyzing the impact of sustainability on supply chain costs and competitiveness	
9.2	<i>Supply Chain Analytics</i>			Understanding the role of AI and machine learning in supply chain analytics		Understanding the importance of data analytics in SCM	
9.3	<i>Innovative Supply Chain Solutions</i>				Identifying opportunities for innovation in global supply chains	Analyzing the impact of innovation on supply chain costs and competitiveness	
9.4	<i>Digital SCM Technologies</i>			Developing effective digital supply chain strategies		Case studies of companies implementing digital supply chain technologies	
9.5	<i>Sustainable Supply Chain Management</i>	Identifying and managing supply chain risks related to sustainability			Developing sustainable procurement practices and supplier management strategies	Analyzing the impact of sustainability on supply chain costs and competitiveness	
9.6	<i>Social Impact, Sustainability and Compliance</i>	objective emphasized			Developing sustainable procurement practices and supplier management strategies	Analyzing the impact of regulations and compliance on social impact and sustainability	
9.6	<i>Social Entrepreneurship</i>		Understanding the concept of social entrepreneurship and its importance in promoting social impact and sustainability			Developing effective social impact measurement and reporting practices	
9.8	<i>Sustainable HR Management</i>	Developing sustainable HR policies and practices such as diversity and inclusion initiatives			Understanding the role of HR management in promoting work-life-balance and employee well-being		Developing effective intercultural training programs for employees
10	Management Elective	Too diverse to clearly specify					
11	Master Thesis	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized
		Course embedded AoL Measure	Course embedded AoL Measure	Course embedded AoL Measure	Course embedded AoL Measure	Course embedded AoL Measure	Course embedded AoL Measure
1.1	Master Thesis	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized
11.2	Master Thesis Colloquium	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized	Objective emphasized

### **3.3 Possible professional fields**

The Master's degree program Global Business can act as a springboard for management positions in various industries, as it combines a broad business education with a strong focus on globalization. For example, graduates can aspire to the following professional fields: Export Management, Global Supply Chain Management, International Sales and Marketing Management, International HR Management, Management Consulting.



## 4 Description of Modules

### 4.1 General compulsory modules

<b>4.1.1 Global Business and Economics 1</b>			
<b>Module abbreviation:</b>	GBU_GBE1	<b>SPO-No.:</b>	1
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	1,2
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Vogler, Thomas		
<b>Lecturers:</b>	Vogler, Thomas		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Global Business and Economics 1		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	schrP90-120 written examination 90 minutes		
<b>Usability for other study programs:</b>	The module is offered in other master's degree programs as well.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
At the end of the course, the students			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>demonstrate in-depth knowledge of global economic theories and their application to business decision-making.</li> <li>understand the impact of globalization on business and the global economy.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>can analyze complex global business environments using advanced economic and strategic tools.</li> <li>can analyze the competitive environment in global markets.</li> <li>can identify opportunities and challenges presented by emerging markets.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>approach complex business problems with critical thinking and creative problem-solving skills.</li> </ul>			

<ul style="list-style-type: none"> <li>• evaluate corporate social responsibility practices within a global business context.</li> </ul>
<p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• collaborate effectively in diverse, multicultural teams to achieve common goals.</li> </ul>
<p><b>Content:</b></p>
<ul style="list-style-type: none"> <li>• Understanding globalization and its impact on business</li> <li>• Theories of international trade and investment</li> <li>• Analyzing the competitive environment in global markets</li> <li>• Global supply chain management and logistics</li> <li>• Corporate social responsibility in a global context</li> <li>• Cross-cultural communication and negotiation skills</li> <li>• Emerging markets and the challenges and opportunities they present</li> <li>• Emerging issues in global economics, such as climate change and inequality</li> <li>• The role of culture and social norms in global economics</li> <li>• Ethical considerations in global economics and business practices</li> </ul>
<p><b>Literature:</b></p>
<p><i>Compulsory:</i> None</p> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>• VELASQUEZ, Manuel G., 2013. <i>Business Ethics: Concepts and Cases</i>. 7th edition. Harlow: Pearson Education, Limited. ISBN 978-1-292-02281-9, 978-1-292-03601-4</li> <li>• LÜTGE, Christoph, UHL, Matthias, 2021. <i>Business Ethics: An Economically Informed Perspective</i> [online]. Oxford, United Kingdom: Oxford University Press PDF e-Book. ISBN 978-0-19-189685-9. Available via: 20.500.12854/112311.</li> </ul>
<p><b>Additional remarks:</b></p>
<p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>

### 4.1.2 Intercultural Competencies

<b>Module abbreviation:</b>	GBU_IC	<b>SPO-No.:</b>	2
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	1,2
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Ferrell, Beroz		
<b>Lecturers:</b>	Ferrell, Beroz		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Intercultural Competencies		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	seminar paper and presentation		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
At the end of the course, the students			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>• understand cultural difference and their impact on business interactions.</li> <li>• understand how individual differences can strengthen a group or organization.</li> <li>• analyze the impact of globalization on international trade, sustainability, and cultural exchange.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>• apply learning to real world experience in global business.</li> <li>• use advanced negotiation and decision-making models to resolve cross-border business conflicts.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>• understand issues related to diversity and intercultural communication.</li> <li>• are committed to valuing similarities and differences in individuals.</li> <li>• show confidence in handling ambiguity and complex decision-making scenarios.</li> </ul>			
<b>Social Competence</b>			

<ul style="list-style-type: none"> <li>• manage cross cultural teams effectively.</li> <li>• are open to discussions about the deeper implications of diversity and intercultural communication through dialogue.</li> <li>• demonstrate advanced intercultural communication skills to build trust and foster global partnerships.</li> <li>• build and manage professional networks across different cultural, industry, and organizational settings.</li> </ul>
<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>• Cultural intelligence and its importance in global business</li> <li>• Developing empathy and cultural sensitivity</li> <li>• Overcoming stereotypes and biases in cross-cultural contexts</li> <li>• Understanding cultural differences and their impact on business interactions</li> <li>• Communication skills for multicultural environments</li> <li>• Strategies for building trust across cultures</li> <li>• Resolving conflicts in intercultural settings</li> <li>• 5 Core skills for being effective in a diverse world</li> <li>• Demonstrate learning through the completion of assigned reading, research, class participation, group projects and presentations</li> </ul>
<p><b>Literature:</b></p> <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• Course Workbook with relevant learning materials and tools (downloadable on Moodle) to be brought to class.</li> </ul> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>• BANAJI, Mahzarin R. and Anthony G. GREENWALD, 2013. <i>Blindspot: hidden biases of good people</i>. New York: Delacorte Press. ISBN 978-0-553-80464-5, 978-0-440-42329-4</li> <li>• MEYER, Erin, 2015. <i>The culture map: decoding how people think, lead, and get things done across cultures</i>. 1st edition. New York, NY: PublicAffairs. ISBN 978-1-61039-276-1</li> </ul>
<p><b>Additional remarks:</b></p> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>

### 4.1.3 Global Business Model Design

<b>Module abbreviation:</b>	GBU_GBMD	<b>SPO-No.:</b>	3
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	1,2
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Vogler, Thomas		
<b>Lecturers:</b>	Vogler, Thomas		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Global Business Model Design		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	seminar paper and presentation		
<b>Usability for other study programs:</b>	The module is offered in other master's degree programs as well.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
At the end of the course, the students			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>understand different business models and how they apply to global markets.</li> <li>identify sources of competitive advantage in global business.</li> <li>explain the role of digitalization in driving innovation, efficiency, and competitiveness in international markets.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>develop and evaluate international business models using data-driven approaches.</li> <li>analyze the impact of cultural differences on business models.</li> <li>design a global value chain that maximizes efficiency and effectiveness.</li> <li>develop global marketing strategies.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>develop an entrepreneurial mindset to identify and capitalize on global business opportunities.</li> </ul>			

<p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• facilitate and lead interdisciplinary team projects in global environments.</li> </ul>
<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>• Understanding different business models and how they apply to global markets</li> <li>• Identifying sources of competitive advantage in global business</li> <li>• Designing a global value chain that maximizes efficiency and effectiveness</li> <li>• Developing global marketing strategies</li> <li>• Understanding the role of technology in global business model design</li> <li>• Innovating and adapting business models to changing global conditions</li> <li>• Analyzing the impact of cultural differences on business models</li> <li>• Identifying and managing risks in global business models</li> <li>• Balancing local and global needs in business model design</li> <li>• Business Simulation</li> </ul>
<p><b>Literature:</b></p> <p><i>Compulsory:</i></p> <p>None</p> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>• HILL, Charles W. L. and G. Tomas M. HULT, 2020. <i>Global Business Today</i>. 11th edition. New York, NY: McGraw-Hill Education. ISBN 978-1-260-56581-2</li> <li>• KEEGAN, Warren J. and Mark C. GREEN, 2020. <i>Global marketing</i>. 10th edition. Harlow, England: Pearson. ISBN 978-1-292-30402-1, 1-292-30402-2</li> </ul>
<p><b>Additional remarks:</b></p> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>

#### 4.1.4 Research methods for Business

<b>Module abbreviation:</b>	GBU_RMB	<b>SPO-No.:</b>	4
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	1,2
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Fend, Lars		
<b>Lecturers:</b>	Fend, Lars		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Research methods for Business		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	Project work (5-25 pages) with oral presentation (15 minutes)		
<b>Usability for other study programs:</b>	The module is offered in other master's degree programs as well.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>The aim of the seminar is to prepare students for the researching and writing of high-quality academic papers (from seminar papers to master's thesis). In this context students</p>			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>understand the scientific method and its application to business research.</li> <li>know the characteristics of scientific research and academic writing to contribute to scientific and practical solutions.</li> <li>know the general rules and principles of good academic work, as well as the consequences of non-compliance with these rules.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>analyze the limitations and challenges of conducting research in business context.</li> <li>apply quantitative and qualitative research methods to evaluate business performance and identify market trends.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>ensure research ethics and integrity.</li> </ul>			

<ul style="list-style-type: none"> <li>• demonstrate adaptability and resilience in managing uncertainties and disruptions.</li> <li>• cultivate self-motivation and time management skills to meet academic and professional deadlines.</li> </ul> <p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• self- and group-organize and work out different topic blocks for milestone dates.</li> <li>• overcome typical challenges in the research and writing process.</li> <li>• collaborate effectively to achieve academic excellence.</li> <li>• present business ideas and strategies persuasively to international audiences.</li> </ul>
<b>Content:</b>
<ul style="list-style-type: none"> <li>• Understanding the compositional approaches for designing qualitative, quantitative, and mixed methods research in the social sciences</li> <li>• Deciding on a suitable research method</li> <li>• Literature research (library, databases, Internet, ...)</li> <li>• If necessary, survey of companies (e.g. questionnaire)</li> <li>• Preparation of academic papers and presentations according to academical standards</li> </ul>
<b>Literature:</b>
<p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• CRESWELL, John W. and J. David CRESWELL, 2023. <i>Research design: qualitative, quantitative, and mixed methods approaches</i>. 6th edition. Los Angeles; London; New Delhi; Singapore; Washington DC; Melbourne: Sage. ISBN 978-1-07-181794-0</li> </ul> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>• BOOTH, Wayne C. and others, 2016. <i>The craft of research</i>. 4th edition. Chicago; London: The University of Chicago Press. ISBN 978-0-226-23956-9, 978-0-226-23973-6</li> <li>• MERRIAM, Sharan B. and Elizabeth J. TISDELL, 2016. <i>Qualitative research: a guide to design and implementation</i>. 4th edition. San Francisco, CA: Jossey-Bass. ISBN 978-1-119-00361-8</li> <li>• LOZANO, Raul A.R., 2022. <i>Quantitative research and scientific publications: Theories, methods and models</i>. 1st edition. London: Our Knowledge Publishing. ISBN 9786205471081</li> </ul>
<b>Additional remarks:</b>
The course is held on-site. However, under special circumstances, it may also take place virtually.



### 4.1.5 Global Business and Economics 2

<b>Module abbreviation:</b>	GBU_GBE2	<b>SPO-No.:</b>	5
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	1,2
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Rauscher, Alois		
<b>Lecturers:</b>	Rauscher, Alois		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Global Business and Economics 2		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	schrP90-120 written examination 90 minutes		
<b>Usability for other study programs:</b>	The module is offered in other master's degree programs as well.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
Students will learn to:			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>understand the role of multinational corporations in the global economy.</li> <li>explain the determination of exchange rates and the international monetary system.</li> <li>describe the dynamics of the foreign exchange market.</li> <li>understand international debt and equity markets.</li> <li>explain the functions and impacts of international financial institutions, such as the IMF and WTO, on global trade and commerce.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>apply foreign exchange risk management techniques.</li> <li>assess and adapt global financial strategies in response to currency fluctuations and international market trends.</li> <li>conduct a country risk analysis.</li> <li>apply concepts related to capital budgeting and cross-border merger &amp; acquisition management of a multinational corporation.</li> </ul>			

<p><b>Personality</b></p> <ul style="list-style-type: none"> <li>critically evaluate economic data to develop well-founded solutions during case study discussions.</li> <li>approach complex business problems with critical thinking and creative problem-solving skills.</li> </ul> <p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>collaborate effectively in multicultural teams to solve complex global business tasks.</li> <li>demonstrate intercultural communication skills to foster strong professional relationships.</li> </ul>
<p><b>Content:</b></p> <ul style="list-style-type: none"> <li>The role of multinational corporations in the global economy</li> <li>Corporate governance from a global perspective</li> <li>The determination of exchange rates and the international monetary system</li> <li>The foreign exchange market</li> <li>Foreign exchange risk management</li> <li>International debt and equity markets</li> <li>The impact of economic policies on global business and country risk analysis</li> <li>Capital budgeting for the multinational corporation</li> <li>Critical aspects regarding cross-border mergers and acquisitions</li> </ul>
<p><b>Literature:</b></p> <p><i>Compulsory:</i> None</p> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>EUN, Cheol S., Bruce G. RESNICK and Tuugi CHULUUN, 2021. <i>International Financial Management</i>. 9th edition. New York: McGraw-Hill. ISBN 978-1-260-57531-6; 1-260-57531-4</li> <li>SHAPIRO, Alan C. and Paul HANOUNA, 2020. <i>Multinational Financial Management</i>. 11th edition. Hoboken: Wiley. ISBN 9781119559849</li> </ul>
<p><b>Additional remarks:</b></p> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>

### 4.1.6 Global Business Case Studies

<b>Module abbreviation:</b>	GBU_GBCS	<b>SPO-No.:</b>	6
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	1,2
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Vogler, Thomas		
<b>Lecturers:</b>	Vogler, Thomas		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Global Business Case Studies		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	Project work (5-25 pages) with oral presentation (15 minutes)		
<b>Usability for other study programs:</b>	The module is offered in other master's degree programs as well.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
At the end of the course, the students			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>describe the role of entrepreneurship and intrapreneurship in fostering innovation and economic development globally.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>analyze real-world examples of global business successes and failures.</li> <li>apply theoretical concepts from other lectures to real-world cases.</li> <li>develop recommendations for companies facing global business challenges.</li> <li>evaluate the implications of international trade policies and agreements on global business operations.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>develop critical thinking and problem-solving skills through case analysis.</li> <li>exhibit curiosity and openness to lifelong learning and innovation in global business practices.</li> </ul>			
<b>Social Competence</b>			

- develop relationships with stakeholders across different global markets.

**Content:**

1. Gain an In-Depth Understanding of the Global Business Environment: Students will learn about the current trends, challenges, and opportunities in international markets, equipping them with a comprehensive understanding of the global business landscape.
2. Develop Skills in Analyzing Market Entry Strategies: Through detailed case studies, students will learn to analyze both successful and unsuccessful market entry strategies, gaining insights into the nuances of joint ventures, acquisitions, franchising, and direct investments.
3. Understand Global Supply Chain Management: Students will learn how companies manage complex global supply chains. This includes insights into logistics, supplier relationships, and risk management.
4. Acquire Knowledge in Cross-Cultural Management and Communication: The course will provide students with an understanding of the importance of cultural differences in global business operations. Students will learn strategies for effective cross-cultural communication and management practices.
5. Learn About Global Marketing Strategies: Students will explore how companies adapt their marketing strategies for different global markets, studying cases on localization versus standardization, global branding, and digital marketing approaches.
6. Master International Financial Management Concepts: The course will cover how businesses manage currency risks, global taxation, and adhere to international financial regulations, helping students understand the financial aspects of global business.
7. Understand CSR in a Global Context: Students will learn about how multinational corporations handle corporate social responsibility (CSR), ethical considerations, and sustainable business practices in different countries.
8. Explore Global E-Commerce Trends and Challenges: Students will study the challenges faced by e-commerce giants and startups in the global marketplace, including logistics, digital payment systems, and cross-border regulations.
9. Learn About Innovation in Global Business: The course will provide insights into how companies foster innovation to stay competitive in the global market, including case studies on global R&D strategies, collaboration, and knowledge sharing.
10. Understand the Dynamics of Emerging Markets: Students will learn about the strategies, risks, and potentials of businesses entering and succeeding in emerging markets, giving them a practical perspective on high-growth regions.

**Literature:***Compulsory:*

- HILL, Charles W. L. and G. Tomas M. HULT, 2019. *International business: competing in the global marketplace*. 12th edition. New York, NY: McGraw-Hill Education. ISBN 1-260-09234-8, 978-1-260-09234-9
- Harvard Business Review Case Studies
- Stanford Graduate School of Business Case Studies

*Recommended:*

None

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.1.7 Modern Leadership

<b>Module abbreviation:</b>	GBU_ML	<b>SPO-No.:</b>	7
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	1,2
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Hackl, Oliver		
<b>Lecturers:</b>	Hackl, Oliver		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Modern Leadership		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	mdIP - oral exam, 15-20 minutes		
<b>Usability for other study programs:</b>	The module is offered in other master's degree programs as well.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
Basic knowledge in HR management and leadership.			
<b>Learning outcomes:</b>			
At the end of the course, the students			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>understand the changing nature of leadership in the global new normal.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>use advanced negotiation and decision-making models to resolve cross-border business conflicts.</li> <li>apply advanced leadership frameworks and decision-making models to solve complex challenges in global organizations.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>foster adaptability and resilience to navigate leadership challenges in volatile, uncertain, complex, and ambiguous (VUCA) global settings.</li> </ul>			
<b>Social Competence</b>			
<ul style="list-style-type: none"> <li>build, motivate and manage high-performance teams in a fast changing and increasingly digitized world.</li> </ul>			

<ul style="list-style-type: none"> <li>• correspondingly lead change and innovation in global organizations.</li> <li>• listen actively and adapt communication styles to diverse team dynamics.</li> </ul>
<b>Content:</b>
<ul style="list-style-type: none"> <li>• Introduction to Modern Leadership in the New Normal</li> <li>• Adapting Leadership Styles for the New Normal</li> <li>• Organizational Behavior and Decision Making</li> <li>• Motivating and Engaging High-Performance Teams</li> <li>• Effective Communication &amp; Coaching</li> <li>• Embracing Digital Transformation in Leadership</li> <li>• Leading in the Midst of Chaos, Crisis and Uncertainty</li> <li>• Cultivating Diversity, Equity and Inclusion in Leadership</li> <li>• Ethical and Emotional Leadership in the New Normal</li> <li>• Nurturing Innovation and Creativity in Leadership</li> <li>• Leading Change and Transformation</li> <li>• The Future of Leadership: Trends and Emerging Practices</li> <li>• Overview of the Oral Exam Format, including the Structure, Duration, and Assessment Criteria</li> </ul>
<b>Literature:</b>
<p><i>Compulsory:</i></p> <p>None</p> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>• KAHNEMAN, Daniel, 2012. <i>Thinking, fast and slow</i>. [London]: Penguin Books. ISBN 978-0-141-03357-0, 0-141-03357-6</li> <li>• GOLEMAN, Daniel, Richard E. BOYATZIS and Annie MCKEE, 2004. <i>Primal leadership: learning to lead with emotional intelligence</i>. Boston, Mass.: Harvard Business School Press. ISBN 978-1-59139-184-5, 1-59139-184-9</li> <li>• ALSUWAIDI, Faisal and CHATGPT, 2023. <i>Beyond the Horizon: Uncharted Territories in Modern Leadership</i>. ISBN 979-8389502468</li> <li>• CULBERTSON, Lloyd and Michael Scott PARKS, 2023. <i>Leadership Today. How to Harness The Power Of Modern Leadership Practices</i>. ISBN 979-8386384081</li> </ul>
<b>Additional remarks:</b>
The course is held on-site. However, under special circumstances, it may also take place virtually.

#### 4.1.8 Advanced Topics in Internationalization

<b>Module abbreviation:</b>	GBU_ATI	<b>SPO-No.:</b>	8
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	1,2
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Knoppe, Marc		
<b>Lecturers:</b>	Knoppe, Marc		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Advanced Topics in Internationalization		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	Project work (5-25 pages) with oral presentation (15 minutes)		
<b>Usability for other study programs:</b>	The module is offered in other master's degree programs as well.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
At the end of the course, the students			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>• demonstrate knowledge of legal frameworks and compliance requirements in international business.</li> <li>• are familiar with the reasons for, objectives, forms, chances and threats of going and being international in business.</li> <li>• know how to deal theoretically and practically with various factors that impact the process of internationalizing and measures which could be used to handle the same.</li> <li>• know selected instruments and strategies for the design and further development of an international concept.</li> <li>• know specific features, problems and characteristic traits of international business in a problem-oriented way.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>• create actionable business reports and dashboards using business intelligence tools.</li> <li>• use case studies to exercise contents learned.</li> <li>• apply the tools of internationalization.</li> </ul>			

<p><b>Personality</b></p> <ul style="list-style-type: none"> <li>• maintain a global mindset while addressing local needs in business strategies.</li> </ul>
<p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• develop relationships with stakeholders across different global markets.</li> </ul>
<p><b>Content:</b></p> <p>International Trends</p> <ul style="list-style-type: none"> <li>• Development of branded environments</li> <li>• Technical aspects and sustainable aspects.</li> <li>• International Experience</li> </ul> <p>Development, relevance &amp; dimensions of internationalization in business</p> <ul style="list-style-type: none"> <li>• Strategies and instruments</li> <li>• Chances and threats</li> <li>• Case studies</li> </ul>
<p><b>Literature:</b></p> <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• KONINA, Natalia, 2021. <i>Digital strategies in a global market: navigating the fourth industrial revolution</i> [online]. Cham: Palgrave Macmillan PDF e-Book. ISBN 978-3-030-58267-8. Available via: <a href="https://doi.org/10.1007/978-3-030-58267-8">https://doi.org/10.1007/978-3-030-58267-8</a>.</li> <li>• FUCHS, Manfred, 2022. <i>International Management: The Process of Internationalization and Market Entry Strategies</i> [online]. Berlin: Springer Gabler PDF e-Book. ISBN 978-3-662-65870-3. Available via: <a href="https://doi.org/10.1007/978-3-662-65870-3">https://doi.org/10.1007/978-3-662-65870-3</a>.</li> </ul> <p><i>Recommended:</i></p> <p>None</p>
<p><b>Additional remarks:</b></p> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>



### 4.1.9 Master Thesis

<b>Module abbreviation:</b>	GBU_MT	<b>SPO-No.:</b>	11
<b>Curriculum:</b>	<b>Programme</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Compulsory Subject	4
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	Winter and summer term
<b>Responsible for module:</b>	Vogler, Thomas		
<b>Lecturers:</b>	Vogler, Thomas; N.N.		
<b>Credit points / SWS:</b>	25 ECTS / 0 SWS		
<b>Workload:</b>	Contact hours:	23 h	
	Self-study:	602 h	
	Total:	625 h	
<b>Subjects of the module:</b>	Master Thesis		
<b>Lecture types:</b>	Final Thesis		
<b>Examinations:</b>	Koll/MA: Master thesis with colloquium (weight 4:1)		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
Release of the Master Thesis subject assumes the successful completion of credits and examinations totaling at least 30 ECTS. There is a six-month preparation period for the Master Thesis. The regulations on the issuance of the thesis in the general examination regulation of the Technische Hochschule Ingolstadt are also applicable.			
<b>Recommended prerequisites:</b>			
None.			
<b>Learning outcomes:</b>			
The students demonstrate that they can independently work out a complex problem in the field of Global Business in a comprehensive, practice-oriented, and scientifically sound manner within a specified period. The students prove that they can intensively analyze and process complex problems, communicate professionally with possible partners, and come to decisions or find solutions. Students must demonstrate the ability to independently understand, apply, and create scientific theory. The student will work on the research design, methods, and resulting implications.			
<b>Content:</b>			
<ol style="list-style-type: none"> <li>1. Individual definition of the topic of the master thesis</li> <li>2. Planning of the master thesis</li> <li>3. Project realization by applying the acquired scientific skills and methods</li> <li>4. Project controlling and interaction with the primary supervisor</li> <li>5. Presentation of results in the form of a scientific paper and peer-discussion</li> </ol> <p>The Master Thesis will be coached and evaluated by a professor. Students choose their topics individually.</p>			

**Literature:***Compulsory:*

- APA Style Guide – Publication Manual of the American Psychological Association, Seventh Edition (2020) American Psychological Association, available at: <https://apastyle.apa.org/style-grammar-guidelines>
- Bell, E., Bryman, A. & Harley, B. (2022). Business research methods. Sixth edition. Oxford: Oxford University Press

*Recommended:*

- GLASMAN-DEAL, Hilary, 2021. Science research writing: for native and non-native speakers of English. 2nd Edition. New Jersey; London; Singapore; Beijing; Shanghai; Hong Kong; Taipei; Chennai; Tokyo: World Scientific. ISBN 978-1-78634-783-1, 978-1-78634-784-8

**Additional remarks:**

If students seek to graduate in the respective term, the deadlines for the official hand-in of the thesis are:

- Deadline winter semester: January 15.
- Deadline summer semester: July 15.

Please note that the master colloquium has to be completed at least two weeks before the end of the semester (i.e., September 15 for the summer semester, February 28 for the winter semester).

## 4.2 Specialization modules in Global Business

The following specialization modules will be offered:

- Global Supply Chain and Logistics Management (SCM)
- Social Impact and Sustainability (SUS)

Students must choose one specialization and take the corresponding courses.

### 4.2.1 SCM/SUS - Sustainable Supply Chain Management

<b>Module abbreviation:</b>	GBU-SCM+SUS-SSCM	<b>SPO-No.:</b>	9
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Specialization module	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	winter and summer term
<b>Responsible for module:</b>	Sternbeck, Michael		
<b>Lecturers:</b>	Sternbeck, Michael		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Sustainable Supply Chain Management		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - oral exam, 15 minutes		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
At the end of the course, the students			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>recognize sustainability-relevant topics in supply chain management.</li> <li>describe the principles of global supply chain management and its role in achieving operational efficiency.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>analyze and evaluate supply chain solutions with regard to their sustainability relevance in all sustainability dimensions.</li> <li>integrate sustainability goals into logistical decision-making processes.</li> <li>apply sustainability frameworks to measure and improve environmental, social, and governance (ESG) performance in organizations.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>develop a proactive and responsible mindset toward addressing sustainability challenges in supply chains.</li> </ul>			

<ul style="list-style-type: none"> <li>• enhance critical thinking and decision-making skills to balance profitability with social and environmental objectives.</li> <li>• cultivate self-motivation and time management skills to meet academic and professional deadlines.</li> </ul> <p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• negotiate successfully in international business contexts, considering cultural and ethical differences.</li> <li>• demonstrate effective collaboration and negotiation skills to align stakeholders toward common sustainability goals.</li> </ul>
<b>Content:</b>
<p>Selected sustainability-related aspects of supply chain management:</p> <ul style="list-style-type: none"> <li>• Closed loop supply chains, circular economy</li> <li>• Sustainable packaging</li> <li>• Ergonomics in Operations</li> <li>• Planning and Measures against Food Waste</li> <li>• Modern slavery in Supply Chains</li> <li>• Integration of alternative drive technologies in transportation systems</li> <li>• Integration of sustainability objectives in operational decision-making processes</li> <li>• Specific challenges of sustainability management in supply chain management</li> </ul>
<b>Literature:</b>
<p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• HEIZER, Jay, Barry RENDER and Chuck MUNSON, 2024. <i>Operations Management - Sustainability and Supply Chain Management</i>. 14. edition. Pearson Education: Harlow.</li> <li>• GRANT, David B., Alexander TRAUTRIMS and Chee Yew WONG, 2022. <i>Sustainable Logistics and Supply Chain Management: Principles and Practices for Sustainable Operations and Management</i>. 3. edition.</li> <li>• BELVEDERE, Valeria and Alberto GRANDO, 2017. <i>Sustainable Operations and Supply Chain Management</i>.</li> </ul> <p><i>Recommended:</i></p> <p>None</p>
<b>Additional remarks:</b>
The course is held on-site. However, under special circumstances, it may also take place virtually.

## 4.2.2 SCM - Innovative Supply Chain Solutions

<b>Module abbreviation:</b>	GBU-SCM-ISCS	<b>SPO-No.:</b>	9
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Specialization module	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	winter and summer term
<b>Responsible for module:</b>	Sternbeck, Michael		
<b>Lecturers:</b>	Hirl, Andreas; Sternbeck, Michael		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Innovative Supply Chain Solutions		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
At the end of the course, the students			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>• know innovative technical and planning solutions for procurement and supply chain management in companies.</li> <li>• describe the principles of global supply chain management and its role in achieving operational efficiency.</li> <li>• explain the role of digitalization in driving innovation, efficiency, and competitiveness in international markets.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>• analyze and evaluate new technologies and planning approaches with their implications for the objectives of supply chain management.</li> <li>• to apply innovation management approaches to procurement and supply chain management issues.</li> <li>• implement supply chain optimization strategies using analytics and digital tools such as AI and block-chain.</li> </ul>			

<b>Personality</b> <ul style="list-style-type: none"><li>• foster a creative and forward-thinking mindset to identify and implement transformative supply chain solutions.</li><li>• enhance problem-solving and adaptability skills to address uncertainties and disruptions in supply chains.</li></ul>
<b>Social Competence</b> <ul style="list-style-type: none"><li>• communicate technological and innovative solutions to both technical and non-technical audiences.</li></ul>
<b>Content:</b> <ul style="list-style-type: none"><li>• State-of-the-art process design in procurement, production and distribution.</li><li>• Technology and digitalization in supply chain management.</li><li>• Paradigm shift on the way to Industry 4.0.</li><li>• Technology and digitalization, especially in purchasing and procurement.</li><li>• Integration of new approaches to procurement management, e.g., e-auctions.</li></ul>
<b>Literature:</b>
<i>Compulsory:</i> <ul style="list-style-type: none"><li>• selected papers of international journals (to be announced in the course of the lecture).</li></ul> <i>Recommended:</i> None
<b>Additional remarks:</b>
The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.2.3 SCM - Supply Chain Analytics

<b>Module abbreviation:</b>	GBU-SCM-SCA	<b>SPO-No.:</b>	9
<b>Curriculum:</b>	<b>Programme</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Specialization module	3
<b>Modul attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	Summer term
<b>Responsible for module:</b>	Sternbeck, Michael		
<b>Lecturers:</b>	Sternbeck, Michael		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Supply Chain Analytics		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<b>Knowledge:</b>			
<ul style="list-style-type: none"> <li>Students know how to conceptualize and organize a data-driven supply chain analytics project with the help of a large case study of real business practice.</li> <li>Students understand the role and impact of quantitative models in supply chain management.</li> <li>Students understand the fundamental concepts and methods of supply chain analytics, including data collection, processing, interpretation and communicating the results.</li> </ul>			
<b>Methodology:</b>			
<ul style="list-style-type: none"> <li>Students apply quantitative methods for data analytics (descriptive, predictive and prescriptive)</li> <li>Students apply model-based decision-making approaches</li> <li>Students apply the methods to a real problem in practice and use real data and software to derive their results.</li> <li>Students develop effective data visualization and reporting practices.</li> </ul>			
<b>Personality:</b>			
<ul style="list-style-type: none"> <li>Students cultivate a data-driven and analytical mindset to approach supply chain challenges systematically and quantitatively.</li> </ul>			



<ul style="list-style-type: none"> <li>• Students work together in groups and thus train their personal teamwork skills</li> <li>• Dealing with quantitative models requires a high level of personal structuring ability, which is trained as a result.</li> </ul>
<p><b>Social Competence:</b></p> <ul style="list-style-type: none"> <li>• Students communicate complex analytical findings clearly and persuasively to both technical and non-technical audiences.</li> <li>• Students learn to reflect on quantitative results against the background of other qualitative effects and therefore apply a holistic approach to decision-making.</li> </ul>
<p><b>Content:</b></p> <p>The course is based throughout on a case from practice, which is addressed by the students during the course and ultimately a solution is found for the practical case. This requires the following steps, which form the content of the course:</p> <ul style="list-style-type: none"> <li>• Definition and clarity of the decision problem and formulation of objectives</li> <li>• Identification of relevant data sources</li> <li>• Obtaining the data</li> <li>• Preparation of the data using relational databases</li> <li>• Descriptive statistics, simple evaluations and visualization</li> <li>• Determination of the further methodological procedure</li> <li>• Setting up a decision model</li> <li>• Implementing the decision model</li> <li>• Analyzing the results and sensitivity analysis</li> <li>• Visualization and communication of the results</li> </ul>
<p><b>Literature:</b></p> <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• TEMPELMEIER, Horst, 2020. Inventory Analytics: Prescriptive Analytics in Supply Chains.</li> </ul> <p><i>Recommended:</i></p> <p>None</p>
<p><b>Additional remarks:</b></p> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>

#### 4.2.4 SCM - Digital SCM Technologies

<b>Module abbreviation:</b>	GBU-SCM-DSCMT	<b>SPO-No.:</b>	9
<b>Curriculum:</b>	<b>Programme</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Specialization module	3
<b>Modul attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	Summer term
<b>Responsible for module:</b>	Sternbeck, Michael		
<b>Lecturers:</b>	Sternbeck, Michael		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Digital SCM Technologies		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN – seminar paper		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<b>Knowledge:</b>			
<ul style="list-style-type: none"> <li>• Students understand the digital transformation and its impact on supply chain management.</li> <li>• Students are able to explain the role of digitalization and technology in driving innovation, efficiency, effectiveness, resilience and sustainability in international supply chains.</li> <li>• Students learn about current technical developments and their significance for production and logistics.</li> <li>• Students recognize the change from centrally controlled production and logistics systems to increasingly decentralized and (partially) autonomously controlled systems.</li> </ul>			
<b>Methodology:</b>			
<ul style="list-style-type: none"> <li>• Students develop effective digital and technology-supported supply chain strategies</li> <li>• Students identify relevant digital technologies for supply chain management, such as IoT and AI</li> <li>• Students integrate digital transformation technologies into global business strategies effectively.</li> <li>• Students apply planning approaches to new technological environments</li> </ul>			
<b>Personality:</b>			
<ul style="list-style-type: none"> <li>• Students work together in groups and thus train their personal teamwork skills</li> </ul>			

<ul style="list-style-type: none"> <li>Dealing with approaches to digitalization and technology management requires a high level of personal structuring ability, which is trained as a result.</li> </ul>
<p><b>Social Competence:</b></p> <ul style="list-style-type: none"> <li>Students communicate digital and technological solutions to both technical and non-technical audiences.</li> <li>Students reflect on the effects of technology on people in production and logistics systems as well as on the environment and society and are therefore able to evaluate technology holistically.</li> </ul>
<p><b>Content:</b></p> <p>The lecture uses specific examples to address the influence of new technologies on the management and transformation of supply chains. This includes, but is not limited to:</p> <ul style="list-style-type: none"> <li>The benefits of supply chain transparency</li> <li>Tracking and tracing in transportation</li> <li>The Internet of Things (IoT) and digital supply chain twins</li> <li>Autonomous production</li> <li>Blockchain technology in SCM</li> <li>The development of IT architectures in SCM</li> </ul>
<p><b>Literature:</b></p> <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>WURST, Christian and Luca GRAF, 2021. <i>Disrupting Logistics</i>. Cham, Switzerland: Springer. ISBN 978-3-030-61092-0</li> <li>HOCHSCHULTE, Andreas, 2022. <i>Digital Supply Chain and Logistics with IoT</i>. Cham, Switzerland: Springer. ISBN 978-3-030-89407-8</li> </ul> <p><i>Recommended:</i></p> <p>None</p>
<p><b>Additional remarks:</b></p> <p>The course is held on-site. However, under special circumstances, it may also take place virtually.</p>

### 4.2.5 SUS - Social Entrepreneurship

<b>Module abbreviation:</b>	GBU-SUS-SE	<b>SPO-No.:</b>	9
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Specialization module	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Huber, Florian		
<b>Lecturers:</b>	Huber, Florian		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Social Entrepreneurship		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>This course aims to equip students with a comprehensive understanding of social entrepreneurship and the corresponding skill set to act on entrepreneurial ideas.</p> <p>The following learning outcomes will guide the course:</p>			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>• Students understand the principles of social entrepreneurship.</li> <li>• Students know different cases of social entrepreneurship.</li> <li>• Students describe various ways in which social entrepreneurship creates impact.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>• Students describe and visualize different social entrepreneurship business models.</li> <li>• Students reflect on the behavioral principles related to successful social entrepreneurship.</li> <li>• Students tie together their learning in a consistent pitch presentation.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>• Students develop confidence in their ability to be effective in the domain of social entrepreneurship.</li> <li>• Students articulate their personal perspective towards social entrepreneurship.</li> </ul>			

<p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• Students know how to marshal the necessary resources for a social entrepreneurship venture together in a functioning team.</li> <li>• Students effectively communicate various facets of startup ideas to a variety of audiences.</li> </ul>
<p><b>Content:</b></p> <p>In this course, three main themes will guide us throughout the semester. First, we will learn about social entrepreneurship and how it might differ from other startup stories we often see in popular media. Second, we will train selected necessary skills to be social entrepreneurs by working on a class project. Third, we will discuss how you can take action and bring your social venture ideas to market.</p> <p>Theme 1: Learning about social entrepreneurship.</p> <ul style="list-style-type: none"> <li>• Is social entrepreneurship different than other forms of entrepreneurship?</li> <li>• What are different types of social entrepreneurship?</li> <li>• What are successful and unsuccessful examples of social entrepreneurship?</li> <li>• How does the German social entrepreneurship eco-system look like?</li> </ul> <p>Theme 2: Developing through social entrepreneurship.</p> <ul style="list-style-type: none"> <li>• How can I visualize and break down complex business models?</li> <li>• How do I construct scenarios of possible futures?</li> <li>• How can we define and measure impact in the context of a social venture?</li> <li>• What forms of prototyping are effective in the context of social entrepreneurship?</li> <li>• How do I communicate ideas for a social venture as a pitch presentation?</li> <li>• How do I develop self-efficacy as a social entrepreneur?</li> </ul> <p>Theme 3: Preparing for social entrepreneurship.</p> <ul style="list-style-type: none"> <li>• What is my motivation to be a social entrepreneur?</li> <li>• Who do I need to launch a social venture?</li> <li>• How do I fund a social venture?</li> <li>• How do I navigate the local startup ecosystem?</li> </ul>
<p><b>Literature:</b></p> <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• Ashoka (2016). The guide to the 7 questions all social entrepreneurs should ask themselves. Ashoka Switzerland.</li> <li>• Brown, T. &amp; Wyatt, J. (2010). Design thinking for social innovation, Stanford Social Innovation Review. 3, 30-35.</li> <li>• Bugg-Levine, A., Kogut, B. &amp; Kulatilaka, N. (2012). A new approach to funding social enterprises. Harvard Business Review. 1.</li> <li>• Gedeon, S. (2010). What is entrepreneurship? Entrepreneurial Practice Review. 1(3), 16-35.</li> <li>• GEM (recent edition). Global entrepreneurship monitor. Global Entrepreneurship Research Association. London: GEM.</li> <li>• Kirsch, V., Bildner, J. &amp; Walker, J. (2016). Why social ventures need systems thinking. Harvard Business Review. 3.</li> <li>• Prokesch, S. (2011). The reluctant social entrepreneur. Harvard Business Review. 3.</li> <li>• Osberg, S. R. &amp; Martin, R. L. (2015). The keys to sustainable social enterprise. Harvard Business Review. 3.</li> <li>• Sarasvathy, S. (2001). Causation and effectuation: Towards a theoretical shift from economic inevitability to entrepreneurial contingency, Academy of Management Review, 26(2), 243-263.</li> </ul> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>• Bland, D. &amp; Osterwalder, A. (2019). Testing business ideas: A field guide for rapid experimentation. Hoboken, NJ: John Wiley &amp; Sons.</li> </ul>

- Burnett, B. & Evans, D. (2016). *Designing your life: How to build a well-lived, joyful life*. New York, NY: Alfred A. Knopf.
- Graham, P. (various dates). *Essays*. [website]
- Kawasaki, G. (2015). *The art of the start 2.0: The time-tested, battle-hardened guide for anyone starting anything*. Second Edition. New York: Portfolio.
- Raz, G. (2016 – ongoing). *How I built this*. NPR. [podcast]
- Savoia, A. (2019). *The right it: Why so many ideas fail and how to make sure yours succeed*. New York, NY: HarperOne.
- Sinek, S. (2011). *Start with why: How great leaders inspire everyone to take action*. New York, NY: Portfolio / Penguin.
- Social Entrepreneurship Netzwerk Deutschland (recent edition). *Deutscher Social Entrepreneurship Monitor*. SEND e.V.
- Vallor, S. (2018). *Technology and the virtues: A philosophical guide to a future worth wanting*. Oxford: Oxford University Press.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

## 4.2.6 SUS - Sustainable HR Management

<b>Module abbreviation:</b>	GBU-SUS-SHRM	<b>SPO-No.:</b>	9
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Specialization module	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Lieske, Claudia		
<b>Lecturers:</b>	Lieske, Claudia; Wolfenstetter, Silke		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Sustainable HR Management		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>The students know about the aspects of sustainability management with a focus on the role of Human Resource management.</li> <li>They have comprehensive knowledge about tools and instruments available for the sustainable management of people with dedicated attention to HR practices and health management.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>Students drive analysis-based solutions concerning problems in sustainable HR Management and health management.</li> <li>They analyse the impact of business strategies regarding sustainable HR Management in a company.</li> </ul>			
<b>Personality</b>			
<ul style="list-style-type: none"> <li>The students work independently on tasks in the field of sustainable HRM and health management.</li> <li>They carry out independent research and analysis on current trends and developments in the field of sustainable HRM and health management.</li> <li>The students foster ethical responsibility and long-term thinking in business decision-making.</li> </ul>			

<p><b>Social Competence</b></p> <ul style="list-style-type: none"> <li>• The students can work out a solution together in a larger group.</li> <li>• The students create an inclusive and respectful environment for collaboration in international teams.</li> </ul>
<p><b>Content:</b></p> <p>The course will examine different aspects about sustainable HR Management and health management.</p> <ul style="list-style-type: none"> <li>• Students analyse the role of corporate sustainability and CSR for the human resource management practice.</li> <li>• Students reflect and evaluate the different practices in health management.</li> <li>• Students develop and produce a research paper that explains a particular issue or phenomenon of the discussion on sustainable HR and health management.</li> </ul>
<p><b>Literature:</b></p> <p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• HASKI-LEVENTHAL, D., L. ROZA and S. BRAMMER, 2020. <i>Employee Engagement in Corporate Social Responsibility</i>. London: SAGE Publications. ISBN 978-1526496508</li> <li>• EHNERT, I., W. HARRY and K. ZINK, 2015. <i>Sustainability and Human Resource Management: Developing Sustainable Business Organizations</i>. ISBN 978-3642435867</li> <li>• PANDEY, Anamika and Balamurugan BALUSAMY, 2023. <i>Disruptive artificial intelligence and sustainable human resource management: impacts and innovations: the future of HR</i>. Gistrup, Denmark: River Publishers. ISBN 978-87-7022-990-6</li> <li>• MEISSNER, Ulrike Emma, 2022. <i>Nachhaltiges Human Resources Management</i>. Berlin: Peter Lang GmbH, Internationaler Verlag Der Wissenschaften. ISBN 978-3-631-86728-0</li> <li>• SITKO, Rafal, 2023. <i>Sustainable human resource management: using HRM to achieve long-term social, environmental and business goals</i>. London; New York, NY; New Delhi: Kogan Page. ISBN 978-1-3986-0671-5</li> <li>• GUTMANN, J., 2019. <i>Controlling im betrieblichen Gesundheitsmanagement: Instrumente, Kennzahlen und Best Practices</i>. 1. edition.</li> <li>• AREZES, P., 2024. <i>Occupational and Environmental Safety and Health V</i>. 1. edition. ISBN 978-3-031-38277-2</li> <li>• PFANNSTIEL, M. and H. MEHLICH, 2016. <i>Betriebliches Gesundheitsmanagement: Konzepte, Maßnahmen, Evaluation</i>. 1. edition. Wiesbaden: Springer Gabler.</li> </ul> <p><i>Recommended:</i></p> <ul style="list-style-type: none"> <li>• MITCHELL, R.J., BATES, P., 2011. Measuring Health-Related Productivity Loss. In: <i>Population Health Management</i>. 2011(14:2), p.93-98.</li> <li>• TREIER, M., 2022. <i>Corporate Health Management 4.0 in the Digital Age</i>. 1. edition. Wiesbaden: Springer Fachmedien.</li> </ul>
<p><b>Additional remarks:</b></p> <p>The main part of the module is a block seminar that will take place from December 4th to 6th, 2024 in the Possenhofen Youth Hostel with a presentation of the seminar papers of all students. There will be accommodation and food costs for the youth hostel which have to be paid by the students.</p> <p>The rest of the course can take place either partially or entirely in a virtual format.</p>



### 4.2.7 SUS - Social Impact, Sustainability and Compliance

<b>Module abbreviation:</b>	GBU-SUS-SISC	<b>SPO-No.:</b>	9
<b>Curriculum:</b>	<b>Programme</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Specialization module	3
<b>Modul attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	Summer term
<b>Responsible for module:</b>	Loza Adauí, Cristian Rolando		
<b>Lecturers:</b>	Loza Adauí, Cristian Rolando		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:		47 h
	Self-study:		78 h
	Total:		125 h
<b>Subjects of the module:</b>	Social Impact, Sustainability and Compliance		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	None		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>This course broadens students' understanding of the evolving role of business in addressing societal challenges. Through a combination of theoretical exploration and action learning in collaboration with the Social Impact Start-Up Academy (SISTAC), students will gain critical knowledge and skills in social impact assessment, sustainability management, and compliance. The course emphasizes the practical application of concepts through real-world engagement with a social impact start-up.</p> <p>At the end of the course:</p>			
<b>Knowledge</b>			
<ul style="list-style-type: none"> <li>• Students understand sustainability management principles and their practical application in global business contexts.</li> <li>• Students learn and apply diverse methods for assessing social impact.</li> <li>• Students demonstrate knowledge of global regulatory frameworks and compliance requirements relevant to international business operations.</li> </ul>			
<b>Methodology</b>			
<ul style="list-style-type: none"> <li>• Students deepen their understanding of global business management by engaging directly with a social impact start-up through hands-on collaboration.</li> </ul>			

- Students enhance their analytical skills by independently evaluating business models and developing actionable proposals that address social impact, sustainability, and compliance.
- Students analyze the influence of cultural and social factors on managerial interventions within the complex socio-economic systems of a social-impact start-up operating in a developing country.
- Students refine their proposals based on iterative feedback from stakeholders, ensuring alignment with the real needs of the start-up.

#### Personality

- Students strengthen an awareness of their role as change agents within the global business community and its significance for advancing sustainable development.
- Students enhance their capacity for self-reflection in the action-learning process.
- Students embrace sustainability as a personal and professional value, integrating it into their future endeavors.
- Students cultivate a strong ethical mindset, enabling responsible decision-making and business practices in diverse global contexts.

#### Social Competence

- Students develop strategies to effectively address the organizational challenges of working in groups.
- Students learn to communicate with sensitivity to intercultural differences and expectations.
- Students acquire the skills to effectively communicate the importance of sustainability, social responsibility, and compliance to internal and external audiences.
- Students evaluate critically and improve their debate, presentation, and communication skills through practice and reflection.

#### Content:

- Stakeholder capitalism and corporate purpose in the 21st century
- Foundations of sustainability and social impact
- Social Impact assessment tools and methods
- Sustainability management in practice
- Compliance and global regulatory frameworks
- Action learning: Social impact start-up collaboration

#### Literature:

##### Compulsory:

- HAHN, Rüdiger, 2022. *Sustainability Management: Global perspectives on concepts, instruments, and stakeholders*. Fellbach: Rüdiger Hahn. ISBN 978-3-982311-0-3
- RASCHE, Andreas and others, 2023. *Corporate Sustainability: managing responsible business in a globalised world*. Cambridge: Cambridge University Press. ISBN 978-1-009-11492-9
- VANCLAY, Frank and Ana Maria ESTEVES, 2024. *Handbook of Social Impact Assessment and Management*. Cheltenham, UK: Edward Elgar. ISBN 978-1-80220-887-0

##### Recommended:

- SANDERS, Nada R. and John D. WOOD, 2015. *Foundations of Sustainable Business: Theory, Function, and Strategy*. Hoboken: Wiley. ISBN 978-1-118-44104-6
- YOUNG, Scott T. and K. Kathy DHANDA, 2013. *Sustainability: Essentials for business*. Thousand Oaks: Sage. ISBN 978-1-4129-8284-9
- RIDLEY-DUFF, Rory and Mike BULL, 2016. *Understanding Social Enterprise: Theory and practice*. London: Sage. ISBN 978-1-44629-553-3
- HAZENBERG, Richard and Claire PATERSON-YOUNG, 2022. *Social Impact Measurement for a Sustainable Future*. Cham: Palgrave Mcmillan. ISBN 978-3030-83152-3

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3 Management Electives

At the moment, the following Management Electives are offered:

Summer term:

- Advanced Economics (summer term)
- Business Analytics & Artificial Intelligence (summer term)
- Digital Commerce (summer term)
- Digital Marketing (summer term)
- Entrepreneurship & Innovation Management (summer term)
- Entrepreneurship Coaching (summer and winter term)
- Geolocation in Retail and Consumer Management (summer term)
- Global Entrepreneurship & Intercultural Leadership (summer term)
- Innovation Management Methods (summer term)
- Retail Branding and Store Marketing (summer term)
- Retail and Consumer Project (summer and winter term)
- Sales and Customer Lifecycle Management (summer term)
- Social Implications of Artificial Intelligence (summer term)

Winter term:

- Consumer Experience Management (winter term)
- Digital Analytics and Artificial Intelligence in Retailing (winter term)
- Entrepreneurship Coaching (summer and winter term)
- Future Business Modelling (winter term)
- International Management (winter term)
- Management Accounting & International Taxation (winter term)
- Retail and Consumer Project (summer and winter term)
- Retail Locations and International Retailing (winter term)

The electives are listed below in alphabetical order. These modules are imported from other study programs from within and outside of the business school.

<b>4.3.1 Advanced Economics</b>			
<b>Module abbreviation:</b>	Adv_Econ_M-EGM	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Eisenberg, Andrea		
<b>Lecturers:</b>	Eisenberg, Andrea		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Advanced Economics		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	schrP90 - written exam, 90 minutes		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Engineering and Management of the Faculty of Industrial Engineering and Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>The students get to:</p> <ul style="list-style-type: none"> <li>• understand the importance of global economic system and problems for strategic business decisions in globally active companies.</li> <li>• Be able to evaluate challenges resulting from globalization and growing international business transactions.</li> <li>• understand global economic problems, international economic relations and economic policy.</li> <li>• understand how the international monetary system works.</li> <li>• achieve an in-depth understanding of micro- and macroeconomic interrelationships.</li> </ul>			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>• Advanced Microeconomic theory: supply and demand, economic actors</li> <li>• Advanced Macroeconomics: inflation, unemployment, economic growth</li> <li>• Institutional economics and international economic organizations</li> <li>• International trade and globalization</li> <li>• Interest rates, international monetary policy and currency systems</li> </ul>			

**Literature:***Compulsory:*

- MANKIWI, Nicholas Gregory and Mark P. TAYLOR, 2023. *Economics*. Andover, Hampshire: Cengage. ISBN 978-1-4737-8698-1
- MCDOWELL, Moore, 2012. *Principles of economics*. London [u.a.]: McGraw-Hill Education. ISBN 0-07-713273-4, 978-0-07-713273-6
- TAYLOR, Timothy, 2022. *Principles of Economics*. PDF [online]. PDF e-Book.

*Recommended:*

None

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.2 Business Analytics & Artificial Intelligence

<b>Module abbreviation:</b>	BusAn_AI_M-EGM	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Bock, Jürgen		
<b>Lecturers:</b>	Bock, Jürgen; Radtke, Max		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Business Analytics & Artificial Intelligence		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	schrP90 - written exam, 90 minutes		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Engineering and Management of the Faculty of Industrial Engineering and Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>The students are able to</p> <ul style="list-style-type: none"> <li>• explain the various conflict of objectives of supervised learning.</li> <li>• apply different models of supervised learning.</li> <li>• assess the quality of different models of supervised learning.</li> <li>• apply different clustering methods.</li> <li>• practically implement various machine learning methods using common software libraries.</li> <li>• distinguish between different areas of artificial intelligence and select suitable technologies for specific fields of application.</li> <li>• explain the basic principles and special concepts of formal knowledge representation.</li> <li>• transfer concrete domain knowledge into a formal knowledge model and provide added value through automatic reasoning.</li> </ul>			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>• Linear regression</li> <li>• Various classification algorithms</li> <li>• Various clustering techniques</li> <li>• Artificial Neural Networks</li> </ul>			

- Implementation of Machine Learning algorithms using suitable software tools and libraries
- Definition of Artificial Intelligence and overview over subdisciplines
- Formal knowledge representation and automatic reasoning

**Literature:***Compulsory:*

- JAMES, Gareth and others, 2021. *An introduction to statistical learning: with applications in R*. New York, NY: Springer. ISBN 978-1-0716-1417-4, 1-0716-1417-7

*Recommended:*

- BISHOP, Christopher M., 2016. *Pattern recognition and machine learning*. softcover reprint of the original 1st edition 2006. edition. New York, NY: Springer. ISBN 978-1-4939-3843-8

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.



### 4.3.3 Consumer Experience Management

<b>Module abbreviation:</b>	RCM_CEM 1.3. Ind. Elective	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Fend, Lars		
<b>Lecturers:</b>	Fend, Lars		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Consumer Experience Management		
<b>Lecture types:</b>	S/PT: seminar/project thesis		
<b>Examinations:</b>	project report. Practical work. Written composition approx. 10-15 pages with presentation 15-30 minutes.		
<b>Usability for other study programs:</b>	This module is offered by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<ul style="list-style-type: none"> <li>• Students will have an overview of the current state of knowledge in the field of Consumer Experience Management.</li> <li>• Students will understand the philosophy, language and key frameworks of Consumer Experience Management in a national and international context.</li> <li>• Participants will develop an in-depth knowledge of consumer behaviour: They will develop a differentiated understanding of the motivations and needs of today's customers.</li> <li>• Participants will be able to develop a consumer experience strategy: They will know how to create a comprehensive consumer experience strategy that considers the entire customer journey.</li> <li>• Students can apply the essential concepts and tools to successfully implement a consumer experience strategy</li> <li>• Finally, students will be able to select the appropriate CXM tools and apply them to specific business tasks.</li> </ul>			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>• The term and concept of consumer experience management</li> <li>• Consumer relationship versus consumer experience management</li> <li>• Consumer experience management (CXM) and business transformation</li> <li>• Digital consumer experience</li> </ul>			

- Consumer experience frameworks
- Consumer personas
- The importance of empathy
- Creating and measuring the consumer journey
- Consumer journey management and improvement

**Literature:***Compulsory:*

- ROBBA-BISSANTZ, Susanne, LATTEMANN, Christoph, 2019. *Digital Customer Experience: mit digitalen Diensten Kunden gewinnen und halten* [online]. Wiesbaden: Springer Vieweg PDF e-Book. ISBN 978-3-658-22542-1. Available via: <https://doi.org/10.1007/978-3-658-22542-1>.
- BRUHN, Manfred, 2012. *Customer experience* [online]. Wiesbaden: Springer Gabler PDF e-Book. ISBN 978-3-8349-4000-1, 978-3-8349-4001-8. Available via: <https://doi.org/10.1007/978-3-8349-4001-8>.
- MEYER, Christopher, SCHWAGER, Andre. Understanding Customer Experience. In: *Harvard Business Review*. **2007**(February)

*Recommended:*

- RUSNJAK, Andreas, SCHALLMO, Daniel, 2018. *Customer Experience im Zeitalter des Kunden: best Practices, Lessons Learned und Forschungsergebnisse* [online]. Wiesbaden: Springer Gabler PDF e-Book. ISBN 978-3-658-18961-7. Available via: <https://doi.org/10.1007/978-3-658-18961-7>.
- WALDEN, Steven, 2017. *Customer Experience Management Rebooted: Are you an Experience brand or an Efficiency brand?* [online]. London: Palgrave Macmillan PDF e-Book. ISBN 978-1-349-94905-2. Available via: <https://doi.org/10.1057/978-1-349-94905-2>.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

#### 4.3.4 Digital Analytics and Artificial Intelligence in Retailing

<b>Module abbreviation:</b>	RCM_DA&AIR_1.3 Ind. Elective	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Jungbluth, Michael		
<b>Lecturers:</b>	Jungbluth, Michael		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Digital Analytics and Artificial Intelligence in Retailing		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	project report. Practical work. Written composition approx. 10-15 pages with presentation 15-30 minutes.		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<ul style="list-style-type: none"> <li>As defined by the Digital Analytics Association, the analysis of digital data refers to information collected in interactive channels (online, mobile, social, etc.). Digital Analytics has become an integral part of core business strategies and maintaining a competitive edge.</li> <li>Students will learn essential contributions of applied data science, modern technology and artificial intelligence in retail and consumer commerce.</li> <li>Students will receive a profound overview on essential data science methodologies (descriptive, predictive, prescriptive), each within a dedicated retail business context. The course enables students to later act as cross-functional analytics "translators", not as functional experts.</li> <li>Analytics "translators" draw on their domain-, analytics- and technology know-how to help business leaders identify and prioritize their business problems while working closely with multiple functional experts and stakeholders.</li> <li>Students will understand, how predominantly digital challenges can be addressed and automated through analytics and AI to augment retail value chains for sustainable competitive advantages.</li> </ul>			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>Approximately 1/3 of each lesson will be devoted to the underlying analytics theory, to selected use cases within the field of retailing and to hands-on problem solving with open-source software.</li> </ul>			

- We cover methods of data exploration, inference and hypothesis testing, clustering and segmentation, visualization and storytelling, regression, decision trees, experiments, testing and causation, recommendation engines, big data, machine learning and AI.
- Google Analytics will be introduced as the current market dominating digital analytics tool. Utilizing Google Analytics, students will learn how to use Digital Analytic software technology in the context of analytical, exploratory and reporting capabilities. Students will learn by doing: that is, guided by the instructor and using software, they will focus on data discovery and communicating insights.
- Open-source code will be provided as Google Collaboratory notebooks for best traceability and learning support for IT-savvy as well as non-IT-savvy students.

**Literature:***Compulsory:*

- KUMAR, U Dinesh, 2017. *Business Analytics: The Science of Data-Driven Decision Making*. India: Wiley. ISBN 9788126568772
- KAMKI, Jumin, 2017. *Digital Analytics: Data Driven Decision Making in Digital World*. 1. edition. ISBN 978-1946556196

*Recommended:*

- SPONDER, Marshall and Gohar F. KHAN, 2018. *Digital analytics for marketing*. New York and London: Routledge, Taylor & Francis Group. ISBN 978-1-138-19067-2, 978-1-138-19068-9
- MOKALIS, Alexa L. and Joel J. DAVIS, 2018. *Google Analytics Demystified*. 4. edition. ISBN 978-1545486917
- WHEELAN, Charles J., 2013. *Naked statistics: stripping the dread from the data*. 1. edition. New York [a.o.]: Norton & Company. ISBN 978-0-393-07195-5, 978-0-393-34777-7
- KAHN, Barbara E., 2021. *The Shopping Revolution, Updated and Expanded Edition: How Retailers Succeed in an Era of Endless Disruption Accelerated by COVID-19*. ISBN 978-1613631140
- SCHMARZO, Bill, 2020. *The Economics of Data, Analytics and Digital Transformation: The theorems, laws and empowerments to guide your organization's digital transformation*. 1. edition. Birmingham - Mumbai: Packt Publishing. ISBN 978-1800561410

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

<b>4.3.5 Digital Commerce</b>			
<b>Module abbreviation:</b>	RCM_DC	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Stummeyer, Christian		
<b>Lecturers:</b>	Stummeyer, Christian		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:		47 h
	Self-study:		78 h
	Total:		125 h
<b>Subjects of the module:</b>	Digital Commerce		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>The students acquire application- and practice-oriented in-depth knowledge of innovative concepts, processes and applications in Digital Commerce:</p> <ul style="list-style-type: none"> <li>• They understand the most important developments around the digitalization of society and retail and the future of commerce.</li> <li>• They acquire the basic knowledge and skills for entering digital commerce.</li> <li>• They know the essential elements of the value chain in digital commerce.</li> <li>• They are able to apply the acquired knowledge within the framework of a practical project.</li> </ul> <p>The students also train their analytical skills, presentation techniques and communication skills.</p>			
<b>Content:</b>			
<p>Introduction: Digitalization of society and retail</p> <p>Digital Basics</p> <ul style="list-style-type: none"> <li>• Target groups and targeting</li> <li>• Usability, User Experience and Customer Experience</li> <li>• Conversion Rate Optimization</li> <li>• Website Check</li> <li>• KPIs and Web Analytics</li> </ul> <p>Digital Commerce</p>			

- The future of retail
- The digital channel within different channel concepts
- Driver tree in e-commerce
- Basics of Digital Commerce Systems
- Processes in E-Commerce
- Digital Commerce Scenarios in Retail
- Digital PoS
- Artificial Intelligence in Digital Commerce
- Success factors of digital business models

**Literature:***Compulsory:*

- ZENTES, Joachim, Dirk MORSCHEIT and Hanna SCHRAMM-KLEIN, 2017. *Strategic retail management: Text and international cases*. Wiesbaden: Springer Gabler. ISBN 3-658-10182-2, 978-3-658-10182-4
- CHAFFEY, Dave, 2015. *Digital business and E-commerce management: strategy, implementation and practice*. Harlow: Pearson Education Limited. ISBN 978-0-273-78657-3, 0-273-78657-1

*Recommended:*

None

**Additional remarks:**

Besides the lecture, the students will also work with an E-Commerce System to get practical experience. The course is held on-site. However, under special circumstances, it may also take place virtually.

<b>4.3.6 Digital Marketing</b>			
<b>Module abbreviation:</b>	RCM_DM	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Gunn, Frances		
<b>Lecturers:</b>	Gunn, Frances; Knoppe, Marc		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:		47 h
	Self-study:		78 h
	Total:		125 h
<b>Subjects of the module:</b>	Digital Marketing		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>Students learn strategic fundamentals of Digital Marketing.</p> <p>Students learn how digital marketing is part of a comprehensive marketing and corporate strategy. Students learn how digital marketing is optimized and integrated in the marketing mix. Established approaches in marketing planning are combined with the creative use of modern digital models and tools.</p>			
<b>Content:</b>			
<p>Digital Marketing</p> <ul style="list-style-type: none"> <li>• draw up digital marketing plans</li> <li>• apply digital marketing principals</li> <li>• integrate online and offline communications</li> <li>• customer driven digital marketing</li> <li>• reduce costly trial and error</li> <li>• learn best practices</li> <li>• develop marketing strategies</li> </ul>			
<b>Literature:</b>			
<i>Compulsory:</i>			

- CHAFFEY, Dave, Paul R. SMITH and P. R. SMITH, 2017. *Digital marketing excellence: planning, optimizing and integrating online marketing*. London; New York: Routledge. ISBN 978-1-138-19168-6, 978-1-138-19170-9

*Recommended:*

None

**Additional remarks:**

Interactive teaching style with case studies and practical insights.

Students are required to work on a paper which are graded and presented in class.

The course is held on-site. However, under special circumstances, it may also take place virtually.



### 4.3.7 Entrepreneurship & Innovation Management

<b>Module abbreviation:</b>	ES_Inno_Mgt_M_EGM	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Albrecht, Tobias		
<b>Lecturers:</b>	Albrecht, Tobias		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Entrepreneurship & Innovation Management		
<b>Lecture types:</b>	S - seminar		
<b>Examinations:</b>	Proj - Project work with oral presentation (15 min) and written elaboration (5 - 25 pages)		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's Degree program Engineering and Management of the Faculty of Industrial Engineering and Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>The students get to:</p> <ul style="list-style-type: none"> <li>• understand the challenges and pitfalls of starting-up a company.</li> <li>• comprehend important aspects of innovations.</li> <li>• be able to apply innovation management tools.</li> <li>• know how to implement start-up specific management concepts.</li> <li>• be able to develop convincing business plans.</li> <li>• be able to effectively work as a team.</li> <li>• further improve their presentation skills.</li> <li>• understand the relevance of innovation and entrepreneurship for society.</li> <li>• understand the effectiveness of intercultural competencies by developing innovative ideas.</li> </ul>			
<b>Content:</b>			
<p>Theory</p> <ul style="list-style-type: none"> <li>• What is entrepreneurship?</li> <li>• Innovation: types, sources, how to find?</li> <li>• Innovation management and strategy</li> </ul>			

- Start-ups: strategy agile product development, marketing, financing
- Business plans
- Other relevant topics: e.g. legal forms, intellectual property right

Start-up project:

- Creating of a business concept along 3 milestones, incl. pitch-presentations
- Formulating a business plan as a team
- Development of a prototype/mock-up ad a pitch-Videos

**Literature:**

*Compulsory:*

- KAWASAKI, Guy, 2015. *The art of the start 2.0: the time-tested, battle-hardened guide for anyone starting anything*. London: Portfolio Penguin. ISBN 978-0-241-18726-5
- RIES, Eric, 2019. *The lean startup: how constant innovation creates radically successful businesses*. London: Penguin Business. ISBN 978-0-670-92160-7

*Recommended:*

None

**Additional remarks:**

No additional remarks.

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.8 Entrepreneurship Coaching

<b>Module abbreviation:</b>	MVM_EC	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	Summer and winter term
<b>Responsible for module:</b>	Bader, Martin		
<b>Lecturers:</b>	Bader, Martin		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	79 h	
	Total:	126 h	
<b>Subjects of the module:</b>	Entrepreneurship Coaching		
<b>Lecture types:</b>	Seminar		
<b>Examinations:</b>	project report		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Marketing/Sales/Media.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>After successful participation in the module course, students are able to:</p> <ul style="list-style-type: none"> <li>• develop and evaluate a business idea themselves and differentiate it into a consistent business plan.</li> <li>• identify the success factors for certain types of business and derive appropriate measures for implementation.</li> <li>• consistently prepare the implementation and initiate or actually introduce the business idea to the market by founding a company.</li> <li>• prepare specifically for participation in start-up competitions and fulfil the challenges that arise there.</li> </ul>			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>• Ideation</li> <li>• Value Proposition Design</li> <li>• Business Model Canvas</li> <li>• Business Model Innovation</li> <li>• Minimal Viable Product &amp; Preto-/Prototyping</li> <li>• Business Planning</li> </ul>			

**Literature:***Compulsory:*

- AULET, Bill, Thomas DEMMIG and Marius URSACHE, 2013. *Disciplined entrepreneurship: 24 steps to a successful startup*. Hoboken, NJ: Wiley. ISBN 978-1-118-69228-8, 978-1-118-72088-2
- BAYSTARTUP GmbH, 2022. Handbuch Businessplan-Erstellung, Der Weg zum erfolgreichen Unternehmen. [online]. <https://www.bay-startup.de/startups/handbuch-businessplan-erstellung>: BayStartUP GmbH, 18.07.2022 [Accessed on: 18.07.2022]. Available via: [https://www.bay-startup.de/fileadmin/Dokumente/Downloads/Handbuch\\_Businessplan\\_Erstellung.pdf](https://www.bay-startup.de/fileadmin/Dokumente/Downloads/Handbuch_Businessplan_Erstellung.pdf)

*Recommended:*

- KAWASAKI, Guy, 2015. *The art of the start 2.0: The time-tested, battle-hardened guide for anyone starting anything*. London: Portfolio Penguin. ISBN 978-0-241-18726-5, 978-1-59184-811-0
- RIES, Eric, 2017. *The lean startup: how today's entrepreneurs use continuous innovation to create radically successful businesses*. New York: Currency. ISBN 978-1-5247-6240-7
- FUEGLISTALLER, Urs, FUST, Alexander, MÜLLER, Christoph, MÜLLER, Susan, ZELLWEGGER, Thomas, 2019. *Entrepreneurship: Modelle – Umsetzung – Perspektiven: Mit Fallbeispielen aus Deutschland, Österreich und der Schweiz* [online]. Wiesbaden: Springer Gabler PDF e-Book. ISBN 978-3-658-26800-8. Available via: <https://doi.org/10.1007/978-3-658-26800-8>.
- GASSMANN, Oliver, Karolin FRANKENBERGER and Michaela CSIK, 2017. *Geschäftsmodelle entwickeln: 55 innovative Konzepte mit dem St. Galler Business Model Navigator*. 2. edition. München: Hanser. ISBN 978-3446451759
- GASSMANN, Oliver, Karolin FRANKENBERGER and Michaela CHOUDURY, 2020. *Business Model Navigator: The Strategies Behind the Most Successful Companies*. 2. edition. Harlow: Pearson. ISBN 978-1292327129
- OSTERWALDER, Alexander and Yves PIGNEUR, 2010. *Business Model Generation: Ein Handbuch für Visionäre, Spielveränderer und Herausforderer*. ISBN 978-3-593-39474-9
- OSTERWALDER, Alexander and Yves PIGNEUR, 2014. *Value Proposition Design: How to Create Products and Services Customers Want*. ISBN 978-1118968055

**Additional remarks:**

Coaching is carried out (where possible) in cooperation with a business partner as a business mentor. Through this co-operation, each team receives a business mentor in addition to support from the THI lecturer.

## Project work

The aim is, among other things, to use the various media in the further development of business models and for the final presentation.

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.9 Future Business Modelling

<b>Module abbreviation:</b>	FuBuMo_M-GFT	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Wrobel, Stefanie		
<b>Lecturers:</b>	Wrobel, Stefanie		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Future Business Modelling		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	schrP90 - written exam, 90 minutes		
<b>Usability for other study programs:</b>	This module is offered by the master's degree program Global Foresight and Technology Management of the Faculty Engineering and Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
The students			
<ul style="list-style-type: none"> <li>are familiar with entrepreneurship-related theories, models, and ideas, and can reflect on what entrepreneurship is and what it means to develop an entrepreneurial mindset and culture.</li> <li>know and can discuss the relationship and meaning of technological, social and environmental trends and scenarios with regard to business model development and innovation as well as the meaning of sustainability in the context of business development and risk management.</li> <li>are familiar with digital, sustainable, disruptive and forward-looking business models, can explain the special features of each and give examples of successful business models.</li> <li>know concepts of organisational resilience and can explain and discuss resilience in the context of entrepreneurship, business success and business modelling.</li> <li>know the entrepreneurship process, business modelling tools and key factors of successful business models.</li> <li>are able to develop future oriented business models by using different tools and methods.</li> <li>know the meaning of uncertainty for corporates and entrepreneurs and approaches and methods to deal with uncertainty in the business context.</li> <li>know the requirements for risk management and the four phases of risk management.</li> <li>can apply selected risk management tools and methods in the context of future oriented business modelling and develop an enterprise risk management system.</li> <li>can evaluate business models qualitatively and quantitatively.</li> </ul>			

**Content:**

## General introduction

- Business Development, sustainability and future orientation of corporates
- Introduction into Entrepreneurship
- Development of entrepreneurship as a research discipline
- Types of entrepreneurship
- Entrepreneurial mindset and culture
- Entrepreneurship process
- Business opportunities

## Future oriented business modelling and business modelling tools

- Types of different business models (social, sustainable, digital, disruptive business models, business model patterns)
- Sources of business ideas, ideation, ideation tools
- Business modelling, business model innovation
- Business model evaluation
- Business planning
- Aspects of finance and accounting
- Risk management

## Business environment and business organization

- Economic systems
- Technical, social and environmental environment
- Traditional and alternative business forms

## Trends in entrepreneurship

- Dealing with global challenges, megatrends, VUCA and uncertainty (design thinking, lean startup approach, effectuation)
- Data driven business models
- Disciplined entrepreneurship

**Literature:***Compulsory:*

- GEDEON, S., 2010. What is entrepreneurship?. In: *Entrepreneurial Practice Review*. **1(3)**, p.16-35.
- GASSMANN, Oliver, Karolin FRANKENBERGER and Michaela CHOUDURY, 2020. *The business model navigator: the strategies behind the most successful companies*. 5. edition. Harlow, England: Pearson. ISBN 978-1-292-32712-9, 1-292-32712-X
- OSTERWALDER, Alexander and Yves PIGNEUR, 2010. *Business model generation: a handbook for visionaries, game changers, and challengers*. Hoboken, NJ: Wiley. ISBN 978-0-470-87641-1, 0-470-87641-7
- RIES, Eric, 2019. *The lean startup: how constant innovation creates radically successful businesses*. London [u.a.]: Penguin Business. ISBN 978-0-670-92160-7
- SARASVATHY, Sara, 2001. Causation and effectuation: Toward a theoretical shift from economic inevitability to entrepreneurial contingency. [http://entrepreneurscommunicate.pbworks.com/f/2001\\_Sarasvathy\\_Causation+adn+effectuation.pdf](http://entrepreneurscommunicate.pbworks.com/f/2001_Sarasvathy_Causation+adn+effectuation.pdf). In: *Academy of Management Review*. **26(2)**, p.243-263.
- HAHN, Rüdiger, 2022. *Sustainability management: global perspectives on concepts, instruments, and stakeholders*. F. edition. Fellbach: Rüdiger Hahn. ISBN 978-3-9823211-0-3, 3-9823211-0-7
- DUCHNEK, Stephanie, 2020. Organizational resilience: a capability-based conceptualization. In: *Business Research*. (13), p.215-246.

*Recommended:*

- AULET, Bill, 2013. *Disciplined entrepreneurship: 24 steps to a successful startup*. Hoboken, NJ: Wiley. ISBN 978-1-118-69228-8, 978-1-118-72088-2

- HUNZIKER, Stefan, 2021. *Enterprise Risk Management: Modern Approaches to Balancing Risk and Reward* [online]. Wiesbaden: Springer Gabler PDF e-Book. ISBN 978-3-658-33523-6. Available via: <https://doi.org/10.1007/978-3-658-33523-6>.
- OSTERWALDER, Alexander and others, 2014. *Value proposition design: how to create products and services customers want*. Hoboken, NJ: Wiley. ISBN 978-1-118-96805-5, 1-118-96805-0
- SCHIRMER, J., R. EBER and I. BOURDON, 2021. 32 ways to innovate business models through data: Emerging data-driven solution business model patterns from a study of 471 late-stage data-driven startups. (<https://scholarspace.manoa.hawaii.edu/handle/10125/71226>). In: *Proceedings of the 54th Hawaii International Conference on System Sciences*, S. 4996-5005.
- UEBERNICKEL, Falk and others, 2020. *Design thinking: the handbook*. Singapore: World Scientific. ISBN 978-981-120-214-8, 978-981-12-0350-3
- VANINI, Ute, RIEG, Robert, 2021. *Risikomanagement: Grundlagen - Instrumente - Unternehmenspraxis* [online]. Stuttgart: Schäffer-Poeschel Verlag PDF e-Book. ISBN 978-3-7910-4527-6, 978-3-7910-4526-9. Available via: <https://doi.org/10.34156/9783791045269>.
- BULIGA, Oana, SCHEINER, Christian W., VOIGT, Kai-Ingo, 2016. Business model innovation and organizational resilience: towards an integrated conceptual framework. In: *J Bus Econ (2016) 86 (86)*, p.647–670.
- SOLTANIFAR, Mariusz, HUGHES, Matthew, GÖCKE, Lutz, 2021. *Digital entrepreneurship: impact on business and society* [online]. Cham, Switzerland: Springer PDF e-Book. ISBN 978-3-030-53914-6. Available via: <https://doi.org/10.1007/978-3-030-53914-6>.
- ZUCHELLA, Antonella, URBAN, Sabine, 2019. *Circular Entrepreneurship: Creating Responsible Enterprise* [online]. Cham: Palgrave Macmillan PDF e-Book. ISBN 978-3-030-18999-0. Available via: <https://doi.org/10.1007/978-3-030-18999-0>.

**Additional remarks:**

Additional literature and self-study resources will be announced and provided throughout the course.  
The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.10 Geolocation in Retail and Consumer Management

<b>Module abbreviation:</b>	RCM_GIRCM_1.3 Ind. Elective	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Aversa, Joseph		
<b>Lecturers:</b>	Aversa, Joseph		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Geolocation in Retail and Consumer Management		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	project report. Practical work. Written composition approx. 10-15 pages with presentation 15-30 minutes.		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>At the end of the course, the students</p> <ul style="list-style-type: none"> <li>• analyze the geography of consumer demand and its influence on retail markets.</li> <li>• evaluate factors influencing retail location decisions.</li> <li>• understand the organization and dynamics of the retail sector.</li> <li>• apply site selection techniques to identify optimal retail locations.</li> <li>• examine consumer behavior patterns and their impact on retail strategies.</li> <li>• conduct trade area analysis to assess market potential.</li> <li>• explore retail activity at the settlement scale and its spatial implications.</li> <li>• utilize GIS tools for decision support in retail planning.</li> <li>• investigate the structure of retail within urban environments.</li> <li>• assess planning issues related to retail development and land use.</li> <li>• identify and analyze the forces driving retail change over time.</li> <li>• examine the role of virtual retail and envision the future of retailing.</li> </ul>			



**Content:****1. MARKETING, GEOGRAPHY, AND MARKETING GEOGRAPHY**

Retail and other urban services. The global context of retail. Typologies of retail. Hierarchies of services. Public and private sector perspectives. Overview of retail market and retail supply. Consumption and the environment.

**2. SPATIAL CONCEPTS AND THE VALUE OF THE GEOGRAPHICAL PERSPECTIVE**

Distance, distance decay, intervening opportunities, gravity models. The value of location. GIS and Geodemographics. The geographical perspective.

**3. TRADE AREA DELIMITATION TECHNIQUES**

Normative and Behavioural Approaches.  
Thiessen polygon, Converse (Reilly) breakpoint and Huff models.

**4. CUSTOMER SPOTTING TECHNIQUES**

Who and where? Surveys and affinity cards. Market penetration.

**5. SITE SELECTION TECHNIQUES**

Overview of site selection methods. Application of regression analysis.

**6. THE GEOGRAPHY OF DEMAND**

Market composition and location. Socio-economic, demographic and ethnic composition. Typical geographical patterns.

**7. CONSUMER BEHAVIOUR**

Normative and behavioural approaches to understanding consumer behaviour. Perception and imagery.

**8. THE GEOGRAPHY OF RETAIL SUPPLY: RETAIL STRUCTURE AND CHANGE**

Types of retail activity. Evolution of the retail system. The role of the shopping centre and retail chains. Emergence of "big boxes" and power centres. The Toronto experience. The changing experience of downtowns.

**9. CHANGING MARKET AND SUPPLY RESPONSES**

Population and economic changes and the consequences for consumption.

**10. RETAIL PLANNING ISSUES**

Externalities and planning debates. Urban futures.

**11. THE FUTURE: CHANGING TRENDS IN RETAIL SUPPLY AND CONSUMPTION**

Non-store retailing. Virtual shopping and the re-emergence of catalogue shopping. The future of retailing or a complement to existing retailing?

**Literature:***Compulsory:*

- AVERSA, J., HERNANDEZ, T., & DOHERTY, S. (2021). Incorporating big data within retail organizations: A case study approach. *Journal of retailing and consumer services*, 60, 102447.
- AVERSA, J., DOHERTY, S., & HERNANDEZ, T. (2018). Big data analytics: The new boundaries of retail location decision making. *Papers in Applied Geography*, 4(4), 390-408.
- AVERSA, J., AZMY, A., & HERNANDEZ, T. (2024). Untapping the potential of mobile location data: The opportunities and challenges for retail analytics. *Journal of Retailing and Consumer Services*, 81, 103993.

*Recommended:*

None

**Additional remarks:**

The course can take place either partially or entirely in a virtual format.

### 4.3.11 Global Entrepreneurship & Intercultural Leadership

<b>Module abbreviation:</b>	EDB_GE&IL	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	McDonald, James		
<b>Lecturers:</b>	McDonald, James; Shirley, Thomas		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	79 h	
	Total:	126 h	
<b>Subjects of the module:</b>	Global Entrepreneurship & Intercultural Leadership		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	Project work with oral presentation (15 min) and written elaboration (5 - 25 pages)		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Entrepreneurship and Digital Business.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>Participants in the course</p> <ul style="list-style-type: none"> <li>• will become familiar with contemporary investigations into intercultural business communication.</li> <li>• will explore a variety of cultural systems beyond simple national categories.</li> <li>• will understand and apply relevant communication and leadership theories and practices.</li> <li>• will discover opportunities for individualized exploration and analysis of specific intercultural communication contexts.</li> <li>• will recognize the role and influence of culture in various entrepreneurial contexts.</li> </ul>			
<b>Content:</b>			
<p>Course content (discussions and readings) will focus on three large topics at the intersection of culture and entrepreneurship:</p> <ul style="list-style-type: none"> <li>• The practical relevance of intercultural communication to startups and entrepreneurship.</li> <li>• The evolution and management of corporate cultures from startup to larger and more complex organizational forms.</li> <li>• Practical examples of intercultural business communication (e.g. multicultural teams, leadership styles, negotiation).</li> </ul>			

**Literature:***Compulsory:*

- FRITSCH, Michael, WYRWICH, Michael, 2019. *Regional trajectories of entrepreneurship, knowledge, and growth: the role of history and culture* [online]. Cham: Springer PDF e-Book. ISBN 978-3-319-97782-9. Available via: <https://doi.org/10.1007/978-3-319-97782-9>.

*Recommended:*

- THAKKAR, Bharat S., 2021. *Culture in Global Businesses: Addressing National and Organizational Challenges* [online]. Cham: Palgrave Macmillan PDF e-Book. ISBN 978-3-030-60296-3. Available via: <https://doi.org/10.1007/978-3-030-60296-3>.
- GLĂVEANU, Vlad Petre, 2016. *The Palgrave handbook of creativity and culture research*. London: Palgrave Macmillan UK. ISBN 978-1-137-46343-2, 978-1-349-69059-6
- KOLM, Serge-Christophe, 2009. *Reciprocity: an economics of social relations*. Cambridge [u.a.]: Cambridge Univ. Press. ISBN 978-0-521-88265-1, 978-0-521-12320-4
- OPRESNIK, Marc Oliver, 2014. *The hidden rules of successful negotiation and communication: getting to yes!*. Cham [u.a.]: Springer. ISBN 978-3-319-06193-1, 978-3-319-06194-8
- RICHERSON, Peter J. and Robert BOYD, 2006. *Not by genes alone: how culture transformed human evolution*. Chicago [u.a.]: Univ. of Chicago Press. ISBN 0-226-71212-5, 978-0-226-71212-3

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.12 International Management

<b>Module abbreviation:</b>	Int_Mgt_M-EGM	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Schneider, Yvonne		
<b>Lecturers:</b>	Schneider, Yvonne		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	International Management		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	mdIP - oral exam, 15 minutes		
<b>Usability for other study programs:</b>	This module is offered by the master's degree program Engineering and Management of the Faculty Engineering and Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>By actively participating in this course, students should be able to</p> <ul style="list-style-type: none"> <li>• understand key terms and challenges while conducting international business.</li> <li>• analyze how international firms are embedded in the global economy and contribute to international trade and foreign direct investment.</li> <li>• compare options firms have and how they can operate internationally.</li> <li>• determine the complexity of relationships between headquarters and subsidiaries.</li> <li>• differentiate between challenges of the environment that multinational enterprises face, incl. cultural differences, political influence, international trade agreements.</li> <li>• evaluate options for managing organisational structure and culture in an international environment.</li> <li>• explain the multi-dimensional nature of internationalization strategies.</li> <li>• assess how the international dimension of strategy can help to build a company's competitive advantage.</li> <li>• gain ability to critically reflect upon internationalization, its antecedents and consequences.</li> </ul> <p>Cases and examples are integrated through the course to reinforce and clarify major topics.</p>			
<b>Content:</b>			
This module provides a general overview on principles and challenges of International Management. Among others, the following aspects will be discussed:			

- Introduction into globalization and international business
- International business environment: culture, politics, economy
- International trade and investment: government influence, cross-national cooperation
- Internationalization strategies (process, market entry modes, etc.)
- Internationalization and corporate social responsibility and business ethics
- Specifics of multinational companies, such as
- Organizational structure of multinational companies
- Leadership and human resource management in multinational companies
- Strategic management of multinational corporations
- Cultural differences and impact as cause for differences

**Literature:***Compulsory:*

- DERESKY, Helen and Stewart R. MILLER, 2023. *International management: managing across borders and cultures: text and cases*. T. edition. Harlow: Pearson. ISBN 978-1-292-43036-2
- HILL, Charles W. L., 2023. *International business: competing in the global marketplace*. 14. edition. New York: McGraw-Hill. ISBN 978-1-265-03854-0
- MORSCHETT, Dirk, SCHRAMM-KLEIN, Hanna, ZENTES, Joachim, 2015. *Strategic International Management: Text and Cases* [online]. Wiesbaden: Springer Fachmedien Wiesbaden PDF e-Book. ISBN 978-3-658-07884-3. Available via: <https://doi.org/10.1007/978-3-658-07884-3>.

*Recommended:*

None

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.13 Innovation Management Methods

<b>Module abbreviation:</b>	InnoMaMeth_M-GFT	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Schönmann, Alexander		
<b>Lecturers:</b>	Schönmann, Alexander		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Innovation Management Methods		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	schrP90 - written exam, 90 minutes		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's Degree program Global Foresight and Technology Management of the Faculty of Industrial Engineering and Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>After attending the course, the students will have the following knowledge:</p> <ul style="list-style-type: none"> <li>• know modern methods for the creation, management and marketing of innovations and can explain them.</li> <li>• can propose appropriate innovation models based on industry and company size.</li> <li>• can name sources of innovation and know where and how to get inspiration.</li> <li>• design the implementation of workshops for eliciting requirements for product development.</li> <li>• know types of innovation processes and know how to design an innovation process.</li> </ul>			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>• Innovation Management and types of innovation</li> <li>• Component and architectural innovation</li> <li>• Sources of discontinuity</li> <li>• Patterns of innovation and lifecycle models (S-curve, Disruptive innovation, Hype Cycle)</li> <li>• Traditional and modern models of innovation (Technology Push, Market Pull, dominant design, interactive model, coupling model, networking model, Triple-Helix model, Quad-Helix model)</li> <li>• Open Innovation</li> <li>• Frugal Innovation</li> </ul>			

- Reverse innovation
- Design-driven innovation
- New Service Innovation
- Lean Start-up
- Lean Innovation
- Value Innovation (Value Curve, Strategy Canvas)
- Product-Service-Systems (PSS)
- Market and customer research methods
- Innovation process design (linear Departmental-stage models, phase-review, simultaneous and concurrent process design, Lean Innovation)
- Stage-Gate-Process (Traditional Stage-Gate, Scalable Stage-Gate, next generation agile Stage-Gate)
- Creativity methods and tools for ideation and problem solving: questioning techniques (e.g. 5 Whys), Method of Focal Objects, Brainstorming, Idea Box/Morphological analysis, Six Thinking Hats, Inside-Out process
- Product Concept Generation: Need, Form, Technology, Business model
- Business Model Archetypes
- Sustainable Innovation
- Testing and Validation
- Agile management of innovation processes and projects
- Diffusion and marketing of innovations
- Case studies and industry examples on latest trends and technologies

#### Literature:

##### *Compulsory:*

None

##### *Recommended:*

- TROTT, Paul, 2021. *Innovation management and new product development*. Harlow, England: Pearson. ISBN 978-1-292-25152-3
- TIDD, Joseph and John R. BESSANT, 2021. *Managing innovation: integrating technological, market and organizational change*. Hoboken, NJ: Wiley. ISBN 978-1-119-71330-2
- BIAZZO, Stefano, FILIPPINI, Roberto, 2021. *Product Innovation Management: Intelligence, Discovery, Development* [online]. Cham: Springer PDF e-Book. ISBN 978-3-030-75011-4. Available via: <https://doi.org/10.1007/978-3-030-75011-4>.
- KARAOMERLIOGLU, Dilek Cetindamar, Robert PHAAL and David PROBERT, 2016. *Technology management: activities and tools*. New York, NY: Palgrave Macmillan. ISBN 978-1-137-43185-1
- DORF, Richard C., 1999. *The technology management handbook*. Heidelberg: Springer. ISBN 3-540-64814-3
- SCHRAMM, Laurier L., 2018. *Technological innovation: an introduction* [online]. Berlin; Boston: De Gruyter PDF e-Book. ISBN 978-3-11-042919-0. Available via: <https://doi.org/10.1515/9783110429190>.
- BESSANT, John R. and Joseph TIDD, 2015. *Innovation and entrepreneurship*. Chichester: Wiley. ISBN 978-1-118-99309-5, 978-1-119-08943-8
- SCHILLING, Melissa A., 2020. *Strategic management of technological innovation*. New York, NY: McGraw-Hill Education. ISBN 978-1-260-56579-9
- CHEN, Jin, BREM, Alexander, VIARDOT, Eric, WONG, Poh-Kam, 2019. *The Routledge companion to innovation management* [online]. London; New York: Routledge PDF e-Book. ISBN 978-1-315-27667-0. Available via: <https://routledgehandbooks.com/doi/10.4324/9781315276670>.



**Additional remarks:**

A voluntary bonus system is offered: In the course, topics on methods of innovation management are offered for individual processing, which lead to bonus points for the examination performance for each qualitatively processed task. The creditability as well as maximum crediting of bonus points takes place according to the APO.

Lectures contain digital learning elements for self-study, such as learning videos or meetings via web conferences.

The examination can be held in digital form on a PC at the university campus.

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.14 Management Accounting & International Taxation

<b>Module abbreviation:</b>	MgtAcc_IntTax_M-EGM	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Albrecht, Tobias		
<b>Lecturers:</b>	Albrecht, Tobias; Eisenberg, Andrea		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Management Accounting & International Taxation		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	schrP90 - written exam, 90 minutes		
<b>Usability for other study programs:</b>	This module is offered by the master's degree program Automotive Production Engineering of the Faculty Engineering and Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
Students are capable to			
<ul style="list-style-type: none"> <li>understand the importance of international taxation systems for strategic decision-making.</li> <li>achieve sound understanding of the most important aspects of international company taxation.</li> <li>understand the core concepts of cost and management accounting.</li> <li>use advanced management accounting concepts as a base for strategic management in global companies.</li> </ul>			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>Economics of public sector, the tax systems</li> <li>International taxation: taxation of global groups, Value added tax, withholding tax, transfer pricing</li> <li>Principles of Cost Accounting</li> <li>Advanced management accounting systems</li> <li>Budgeting and strategic planning as a base for strategic decisions making</li> </ul>			
<b>Literature:</b>			
<i>Compulsory:</i>			
None			
<i>Recommended:</i>			

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None
<b>Additional remarks:</b>
The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.15 Retail Branding and Store Marketing

<b>Module abbreviation:</b>	RCM_RBSM	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Hackl, Oliver		
<b>Lecturers:</b>	Hackl, Oliver		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Retail Branding and Store Marketing		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
Students understand the need of retailers become a memorable brand in consumer's mind. In times of digitization retailers more than ever before have to develop a strong brand image that influence consumers positively. Students learn how to carefully construct and maintain a retail brand.			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>• Basic theoretical concepts of retail branding</li> <li>• Understanding the sources of brand richness</li> <li>• Identifying and understanding relevant brand touchpoints</li> <li>• Branding customer's access to a retail brand</li> <li>• Branding in-store personalities and atmospheres</li> <li>• Branding price, promotion and assortment</li> <li>• Creating rich brand experience by digital technologies</li> </ul>			
<b>Literature:</b>			
<i>Compulsory:</i>			
<ul style="list-style-type: none"> <li>• Will be announced at the beginning.</li> </ul>			
<i>Recommended:</i>			
None			

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.16 Retail Locations and International Retailing

<b>Module abbreviation:</b>	RCM_RLIR	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Vogler, Thomas		
<b>Lecturers:</b>	Vogler, Thomas		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Retail Locations and International Retailing		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	mdIP - oral exam, 15-20 minutes		
<b>Usability for other study programs:</b>	This module is offered by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>The students shall be able to develop solutions in critical situations that can occur in international retailing - they shall get a feeling of the complexity of retailing esp. in different countries and under consideration of real estate issues.</p> <p>They shall be able to understand what is essential in buying real estate with a retail store or buying a retail chain.</p> <p>They should be able to develop their own opinion about future in retail - esp. brick and mortar retail.</p> <p>They shall get an understanding of sustainability esp. in real estate for retail.</p> <p>They shall get acquainted with different methods of turnover prediction- their weaknesses and strength.</p>			
<b>Content:</b>			
<p>Nearly every lesson starts with a role play - students have to discuss and find a solution for a given situation that is real estate and retail related. The different solutions will be discussed.</p> <p>Following issues will be presented and discussed:</p> <ul style="list-style-type: none"> <li>• Internationalisation and growth- implications for brick-and-mortar retailer</li> <li>• Walmart in Germany - why did they fail?</li> <li>• Real Estate in different legal systems</li> <li>• Case buying a retail store (real estate with store) with financial implications</li> </ul>			

- Sustainability in retail- esp. for Real Estate
- Trade Areas
- Different Turnover estimation methods
- Future of real estate in retail
- Asset management in retail
- Strategic support of retail by real estate

The students have to read beside the books down what will be supplied from my side in Moodle.

**Literature:**

*Compulsory:*

- LEVY, Michael and Barton WEITZ, *Retailing Management - chapter 7 and 8*. 8. edition. ISBN 987-0-07-122098-9
- ZENTES, J., 2017. *Strategic Retail Management chapter 8*.
- BARKHAM, Richard, 2012. *Real estate and globalisation, chapter 1,2,.5*. Hoboken, N.J.: Wiley-Blackwell. ISBN 978-0-470-65597-9, 978-1-118-35167-3

*Recommended:*

- THRALL, Grant Ian, *Business Geography and new real estate market analysis chapter 1 and 7*.
- NOZEMAN, Ed F., 2014. *European metropolitan commercial real estate markets: Ed F. Nozeman ... (ed.)* [online]. Berlin [u.a.]: Springer PDF e-Book. ISBN 978-3-642-37851-5, 978-3-642-37852-2. Available via: <https://doi.org/10.1007/978-3-642-37852-2>.
- ELLISON, Louise and Victoria EDWARDS, 2004. *Corporate Property management aligning real estate with business strategy*.
- SQUIRES, Graham, *Routledge Companion to Real Estate Development chapter 5, 8, 14, 15, 17, 18, 20*.
- TOSHIHARA, Ishikawa, 2016. *Dynamic Locational Phases of Economic Activity in the Globalized World Part 1*.

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.17 Retail and Consumer Project

<b>Module abbreviation:</b>	RCM_RCP	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only winter term
<b>Responsible for module:</b>	Knoppe, Marc		
<b>Lecturers:</b>	Knoppe, Marc		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Retail and Consumer Project		
<b>Lecture types:</b>	S/PT: seminar/project thesis		
<b>Examinations:</b>	LN - project work		
<b>Usability for other study programs:</b>	This module is offered by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>The objective of the Retail and Consumer Project is to carry out a personal retail project in a professional way. This gives students the opportunity to put into practice the methodological and technical competences acquired during their studies and to show their ability to work independently. The Retail and Consumer Project offers students professional work experience and the possibility to familiarize themselves with retail business processes.</p>			
<b>Content:</b>			
<p>The Retail and Consumer Project is based on the Retail Lab: Consumer Projects and Project Management. A project might be for instance a retail start-up, a multinational retail project, a retail business case or a special retail project in cooperation with a well-known retailer.</p> <p>Students will have 1-2 supervisors for their Retail and Consumer Project:</p> <ol style="list-style-type: none"> <li>1. An academic supervisor: a THI professor who will follow the project.</li> <li>2. Maybe also a company supervisor: a representative of a company who will follow the student's work</li> </ol> <p>Typical project phases:</p> <ul style="list-style-type: none"> <li>• problem definition</li> <li>• analysis and market research</li> <li>• design phase</li> <li>• project documentation</li> </ul>			



<ul style="list-style-type: none"><li>• project implementation</li><li>• presentation of the project results</li></ul>
<b>Literature:</b>
<i>Compulsory:</i> <ul style="list-style-type: none"><li>• Literature will be announced at the beginning.</li></ul> <i>Recommended:</i> None
<b>Additional remarks:</b>
The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.18 Sales and Customer Lifecycle Management

<b>Module abbreviation:</b>	RCM_SCLM	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Vogler, Thomas		
<b>Lecturers:</b>	Vogler, Thomas		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Sales and Customer Lifecycle Management		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	schrP90 - written exam, 90 minutes)		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's degree program Retail and Consumer Management.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
The students are able to understand the details of the selling process. Regarding the customers they know how to assess customer value and how to create a long-term customer relationship. They also have deep knowledge about the relevance of Service Management. They also know how they can use big data to forecast consumer behaviour.			
<b>Content:</b>			
<ul style="list-style-type: none"> <li>• Sales Management</li> <li>• Sales Organization</li> <li>• Sales Force Management</li> <li>• Personal Selling</li> <li>• Customer Relationship Management</li> <li>• Consumer Behaviour and Big Data</li> </ul>			
<b>Literature:</b>			
<p><i>Compulsory:</i></p> <ul style="list-style-type: none"> <li>• WAYSHAK, Marc, 2018. The High-Velocity Sales Organization. ISBN 0985411333</li> <li>• SOLOMON, Michael R., Søren ASKEGAARD and Margaret HOGG, 2019. ISBN 978-1292245423</li> </ul>			

- WEINBERG, Mike, 2015. *Sales management. Simplified.: The Straight Truth about Getting Exceptional Results from Your Sales Team*. New York: Amacom - American Management Association. ISBN 9780814436431

*Recommended:*

None

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.

### 4.3.19 Social Implications of Artificial Intelligence

<b>Module abbreviation:</b>	AIN_SocImplAI	<b>SPO-No.:</b>	10
<b>Curriculum:</b>	<b>Program</b>	<b>Module type</b>	<b>Semester</b>
	Global Business (SPO WS 23/24)	Management Elective	3
<b>Module attributes:</b>	<b>Language of instruction</b>	<b>Duration of module</b>	<b>Frequency of offer</b>
	English	1 semester	only summer term
<b>Responsible for module:</b>	Richter, Florian		
<b>Lecturers:</b>	Richter, Florian		
<b>Credit points / SWS:</b>	5 ECTS / 4 SWS		
<b>Workload:</b>	Contact hours:	47 h	
	Self-study:	78 h	
	Total:	125 h	
<b>Subjects of the module:</b>	Social Implications of Artificial Intelligence		
<b>Lecture types:</b>	SU/Ü - lecture with integrated exercises		
<b>Examinations:</b>	mdIP - oral exam, 30 minutes		
<b>Usability for other study programs:</b>	This module is offered as an elective by the master's Degree program Artificial Intelligence of the Faculty of Computer Science.		
<b>Prerequisites according examination regulation:</b>			
None			
<b>Recommended prerequisites:</b>			
None			
<b>Learning outcomes:</b>			
<p>The module will discuss the impact of the use of artificial intelligence on society. The course is divided into two major topic areas. In the first topic area, the ethical implications of AI are considered and reflected upon against the background of alternative normative theories. The possibilities of ethics through AI (machine ethics) as well as possible influences of AI on human behaviour will be discussed. In the second topic area, the economic implications of AI are discussed. Here, in addition to a microeconomic analysis of individual markets, the macroeconomic influence of the technology on the national economy is in the foreground.</p> <p>After completing the module, students will be able to</p> <ul style="list-style-type: none"> <li>• distinguish the categories of ethics and characterize the features of ethical judgments.</li> <li>• describe and criticize the most important normative theories.</li> <li>• elaborate and reflect on specific issues of ethics of technology in general and ethics of AI in particular.</li> <li>• discuss concrete applications of AI against the background of ethical theories.</li> <li>• identify their own research questions on the ethics of AI and outline research designs to address them.</li> <li>• assess the importance of AI for economics and replicate essential stylized data.</li> <li>• analyze and exemplify the impact of AI from a microeconomic perspective.</li> <li>• describe the influence of AI on the national economy and critically question forecasts in this area.</li> <li>• elaborate own research questions of an economics of AI and outline research designs to address them</li> </ul>			

**Content:**

- Introduction to ethics
- The main normative theories for the social assessment of AI
- Conceptions of justice and algorithmic justice
- Behavioural ethics of technology, biases and heuristics, and their relevance to the ethics of AI
- The importance of empirical methods for the ethics of AI
- Ethics and paternalism of things
- The distinction between microeconomics and macroeconomics
- Microeconomic analysis of the impact of AI on the economy
- Consideration of the impact of AI on markets (labour, procurement, sales, financial)
- Macroeconomic analysis of the impact of AI on the national economy
- The connection between ethics and economics

**Literature:**

*Compulsory:*

None

*Recommended:*

- AGHION, Philippe, *The Power of Creative Destruction: Economic Upheaval and the Wealth of Nations*. ISBN 978-0674971165
- AGRAWAL, Ajay, *The economics of artificial intelligence: an agenda*. ISBN 978-0-226-61333-8
- COECKELBERGH, Mark, *AI ethics*. ISBN 978-0-262-35706-7
- LIAO, S. Matthew, *Ethics of artificial intelligence*. ISBN 978-0-19-090503-3, 978-0-19-090504-0

**Additional remarks:**

The course is held on-site. However, under special circumstances, it may also take place virtually.