



**MODULHANDBUCH**  
**International Business Con-**  
**sulting (IBC)**  
**(IBC-M)**

Stand: 20.04.2026

Studien- und Prüfungsordnung 20181

## Modulhandbuch IBC-M

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# 1. Semester

IBC-01: Corporate Finance

IBC-02: Microeconomics

IBC-03: Accounting

IBC-04: Advanced Accounting

IBC-05: Strategic and Marketing Management

IBC-06: Logistics and Simulation

IBC-07: Turnaround Management

IBC-08: Business Information Systems

IBC-09: Integrated Case Study

IBC-10: Leadership Management

IBC-11: Electives

IBC-12: Master Thesis

## IBC-01: Corporate Finance

<b>Empfohlene Vorkenntnisse</b>	Basic knowledge in Business Administration for Corporate Finance I (1. semester) and knowledge/expertise from Corporate Finance I for Corporate Finance II (2. semester).	
<b>Lehrform</b>	Vorlesung/Seminar	
<b>Lernziele</b>	<p>The aim of the course is to introduce students to concepts in corporate finance. At the end of the course students will be able to evaluate the most common concepts and techniques used in corporate finance; therefore students will build up an expertise to</p> <ul style="list-style-type: none"> <li>- evaluate investment alternatives using static and dynamic methods</li> <li>- determine "best" financial options for financing the investments</li> <li>- illustrate the impact of investments on the financial year statement</li> <li>- manage and monitor the liquidity level using the toll of Working Capital Management.</li> <li>- understand the interconnection between financial decisions and strategic management.</li> <li>- see the broader application of financial concepts to control and lead business incl. strategic change.</li> <li>- understand how shareholders and capital markets value business and returns.</li> </ul>	
<b>Dauer</b>	2 Semester	
<b>SWS</b>	4 SWS	
<b>Aufwand</b>	Lehrveranstaltung:	45,00 h
	Selbststudium/Gruppenarbeit:	135,00 h
	Workload:	180,00 h
<b>ECTS</b>	6,00 ECTS	
<b>Voraussetzungen für die Vergabe von LP</b>		
<b>Modulverantwortung</b>	Prof. Dr. Rainer Fischer	
<b>Empfohlenes Semester</b>	1. Semester	
<b>Häufigkeit</b>	jedes Semester	
<b>Verwendbarkeit</b>	The content of the module can also be used for the University's Part-Time Program "General Management" as well as for general business or industrial engineering master programs of other universities (in Germany and abroad).	

<b>LEHRVERANSTALTUNG: Corporate Finance I</b>	
<b>Art</b>	Vorlesung
<b>Nr.</b>	IBC-01-01
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>Corporate finance is concerned with realizing defined profitability and ensuring a sufficient level of liquidity by the implementation of optional strategies. This results in the following tasks which are adressed in the lesson:</p> <ul style="list-style-type: none"> <li>- Realizing capital investments and deploying a company's long-term</li> </ul>

	<p>capital. The capital investment decision process is primarily concerned with identifying capital expenditures, estimating future cash flows from proposed capital projects, comparing planned investments with potential proceeds and deciding for the "best" investment alternative</p> <ul style="list-style-type: none"> <li>- Sourcing capital in the form of debt or equity. Capital financing is a balancing act in terms of deciding on the relative amounts or weights between debt and equity. A major issue are the costs of capital described by the so-called Weighted Average of Cost (WACC).</li> <li>- Taking into account short-term financial management the goal is to ensure a sufficient level of liquidity to carry out continuing operations. Short-term financial management concerns current assets and current liabilities and operating cash flows. A company must be able to meet all its current liability obligations when due. A most important method in this context is the so-called Working Capital Management.</li> </ul>
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	<p>Atrill, P: Financial Management for Decision Makers, 7th Edition 2013                  Brealey, R.: Fundamentals of Corporate Finance, 10th Edition 2020                  Brealey, R. et al: Principles of Corporate Finance, 13th Edition 2020                  Further recommended readings are given in the lecture.</p>

<b>LEHRVERANSTALTUNG: Corporate Finance II</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-01-02
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>Corporate finance II is concerned with (i) the application of Value Based Management (VBM) tools in practice and (ii) the understanding of the effects of management decisions on profitability, working capital and shareholder value. The course focuses on Economic Value Added (EVA) as an example of the implementation of VBM within a business. This results in the following main issues, which are addressed during the course:</p> <ul style="list-style-type: none"> <li>- Understanding the principal differences between shareholder value and stakeholder value.</li> <li>- Understanding the way shareholders measure return and how capital markets value companies resp. value creation / increase / decrease.</li> <li>- Broad understanding of the different VBM concepts.</li> <li>- Detailed understanding of EVA and its theoretical foundation incl. cash-flow as the main business objective.</li> <li>- Application of EVA concept(s) in strategic management of companies.</li> <li>- Understanding of accounting adjustments as important part of EVA implementation.</li> <li>- Management compensation based on EVA concept(s).</li> </ul> <p>company must be able to meet all its current liability obligations when due. A most important method in this context is the Working Capital Management.</p>
<b>Lehrveranstaltungs-</b>	de

sprache	
<b>Literatur</b>	<p>Blokdyk, Gerardus: Value Based Management - A Complete Guide, 5STARCOOKS, 2020.</p> <p>Gabriel Hawawini and Claude Viallet: Finance for Executives: Managing for Value Creation, 7/e, Cengage Learning, 2022.</p> <p>S. David Young and Stephen F. O"Byrne: EVA and Value-Based Management: A Practical Guide to Implementation, McGraw-Hill, 2001</p> <p>Further recommended readings are given during the lecture.</p>

## IBC-02: Microeconomics

Empfohlene Vorkenntnisse	Basics in mathematics.	
Lehrform	Vorlesung	
Lernziele	<p>After completing the module, students should be able to</p> <ul style="list-style-type: none"> <li>- Understand that economics is about the allocation of scarce resources, that scarcity forces choices and that every choice has an opportunity cost.</li> <li>- Understand how comparative advantage provides the basis for gains through trade.</li> <li>- List the determinants of the demand and supply for a good in a competitive market and explain how demand and supply together determine equilibrium price.</li> <li>- Understand the role of prices in allocating scarce resources in market economies and explain the consequences of government price controls.</li> <li>- Understand the costs of production and how profit-maximizing firms determine how much to produce. Be able to distinguish between long-run decisions and short-run decisions.</li> <li>- Distinguish between perfect competition and imperfect competition and be able to explain the welfare loss in non-competitive markets.</li> <li>- Understand the interdependence of market structure and firm behavior in specific industries.</li> </ul>	
Dauer	1 Semester	
SWS	2 SWS	
Aufwand	Lehrveranstaltung:	22,50 h
	Selbststudium/Gruppenarbeit:	67,50 h
	Workload:	90,00 h
ECTS	3,00 ECTS	
Voraussetzungen für die Vergabe von LP		
Modulverantwortung	Prof. Dr. Hans-Jörg Weiß	
Empfohlenes Semester	1. Semester	
Häufigkeit	jedes Jahr (WS)	
Verwendbarkeit	The content of the module can also be used for the University's own Part Time Program "General Management".	

<b>LEHRVERANSTALTUNG: Microeconomics</b>	
Art	Vorlesung
Nr.	IBC-02-01
SWS	2,00 SWS
Lerninhalt	<p>Microeconomics is about the allocation of scarce resources. Its analytical starting point is the behavior of individual economic units. These units include consumers, workers, investors, owners of land, business firms etc. More generally, any individual or entity that plays a role in the functioning of our economy can be the subject of microeconomic analysis. Microeconomics explains how and why these units make</p>

	<p>economic decisions.</p> <p>Another important concern of microeconomics is how economic units interact to form larger entities, especially markets and industries. By studying the behavior and interaction of individual firms and consumers, microeconomics reveals the determinants of equilibrium market prices and quantities, how industries and markets evolve, why they differ from one another, and how they are affected by government policies and global economic conditions.</p> <p>The lecture contains an introduction into a part of microeconomics called industrial organization. This is the study of how market performance in a specific industry depends on market structure and market conduct. For example, industrial organization addresses the question, how the number of firms affects pricing decisions of individual firms and the efficiency of the overall outcome.</p>
<b>Lehrveranstaltungs- sprache</b>	de
<b>Literatur</b>	<p>Mankiw, N. Gregory/Taylor, Mark P. (2020), Microeconomics, 5th Edition, Cengage Learning.</p> <p>Pindyck, Robert S./Rubinfeld, Daniel L. (2017), Microeconomics, 9th Edition, Pearson Education.</p> <p>Further recommended readings are given in the lecture.</p> <p>A comprehensive set of lecture slides will be provided.</p>

## IBC-03: Accounting

<b>Empfohlene Vorkenntnisse</b>	Basic knowledge in Business Administration.	
<b>Lehrform</b>	Vorlesung/Seminar	
<b>Lernziele</b>	<p>The aim of the course is to introduce students to concepts in Financial Accounting and Reporting. At the end of the course students will be able to read a Balance Sheet, analyze financial reports and understand basic IFRS rules ; therefore students will build up an expertise to</p> <ul style="list-style-type: none"> <li>- Achieve a deeper insight into Financial Accounting, IFRS and the presentation of Financial Statements</li> <li>- Read, understand and analyze financial reports</li> <li>- Evaluate the impact of the strategic decision making on the fiscal year statements</li> <li>- manage and monitor the profitability using financial ratios.</li> </ul>	
<b>Dauer</b>	1 Semester	
<b>SWS</b>	4 SWS	
<b>Aufwand</b>	Lehrveranstaltung:	45,00 h
	Selbststudium/Gruppenarbeit:	105,00 h
	Workload:	150,00 h
<b>ECTS</b>	5,00 ECTS	
<b>Voraussetzungen für die Vergabe von LP</b>	<p>The course will be finalized with a closed&amp;#8208;book final exam. Duration of the exam will be 90 min for both Managerial Accounting (34 minutes) and Financial Accounting &amp; Reporting (56 minutes). Students will have to evaluate and apply concepts and techniques used in corporate finance. The course grade will be based on the written exam.</p>	
<b>Modulverantwortung</b>	Monika Bénit	
<b>Empfohlenes Semester</b>	1. Semester	
<b>Häufigkeit</b>	jedes Jahr (WS)	
<b>Verwendbarkeit</b>	<p>The content of the module can also be used for the University's own part-time program "General Management" as well as for general business or industrial engineering master programs of other universities (in Germany and abroad).</p>	

<b>LEHRVERANSTALTUNG: Cost Management</b>	
<b>Art</b>	Vorlesung
<b>Nr.</b>	IBC-03-01
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>Managerial accounting Corporate finance is concerned with realizing defined profitability and ensuring a sufficient level of liquidity by the implementation of optional strategies. This results in the following tasks which are addressed in the lesson:</p> <ul style="list-style-type: none"> <li>- Understand the difference between Financial and Managerial Accounting.</li> <li>- Understand how Financial Accounting helps Managerial Accounting</li> </ul>

	(Cost Element). - Review the different types of costing : Overhead Costing, Order Costing, Profitability Costing, Target Costing
<b>Lehrveranstaltungs- sprache</b>	de
<b>Literatur</b>	Bhimani, Datar, Horngren, Littlefield, Management and Cost Accounting, Pearson 2019 Weygandt, Kimmel, Kieso, Managerial Accounting : tools for business decision making, 7th edition, 2022, John Wiley Wild, Shaw, Chiappetta, Managerial Accounting, McGraw Hill 2021 , 8th edition Further recommended readings are given in the lecture.

<b>LEHRVERANSTALTUNG: Financial Accounting and Reporting I</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-03-02
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	Financial Corporate finance is concerned with realizing proper Financial Statements, their analysis. This results in the following tasks which are addressed in the lesson: - Understanding the Financial Statements and their links - Performing a financial analysis : profitability, efficiency, performance - Determining the financial risks.
<b>Lehrveranstaltungs- sprache</b>	de
<b>Literatur</b>	- Financial Accounting and Reporting, Mr Barry Elliott, Jamie Elliott, Pearson 2019 - ISBN-13: 978-1292255996 - ISBN-10: 1292255994 - Introductory Financial Accounting for Business, Thomas Edmonds, Christopher Edmonds, Éditeur ; ; McGraw-Hill Education (4 avril 2018) - ISBN-10 ; ; 1260288366 - ISBN-13 ; ; 978-1260288360 - Accounting for Non-Accountants - Financial Accounting Made Simple for Beginners, Wayne Label; Sourcebooks, Inc; 3e édition (1 janvier 2013) - ISBN-10 ; ; 1402273045 - ISBN-13 ; ; 978-1402273049 - Further recommended readings are given in the lecture.

## IBC-04: Advanced Accounting

<b>Empfohlene Vorkenntnisse</b>	Basic knowledge in Business Administration. Expertise in corresponding topics from the 1st semester.	
<b>Lehrform</b>	Vorlesung	
<b>Lernziele</b>	Students move into the role of Inhouse Consultants: <ul style="list-style-type: none"> <li>- working efficiently in international teams</li> <li>- dealing with complex and interdisciplinary topics</li> <li>- using adequate tools and instruments for solving the cases</li> </ul>	
<b>Dauer</b>	2 Semester	
<b>SWS</b>	4 SWS	
<b>Aufwand</b>	Lehrveranstaltung:	45,00 h
	Selbststudium/Gruppenarbeit:	105,00 h
	Workload:	150,00 h
<b>ECTS</b>	5,00 ECTS	
<b>Voraussetzungen für die Vergabe von LP</b>		
<b>Modulverantwortung</b>	Prof. Dr. Rainer Fischer	
<b>Empfohlenes Semester</b>	1. Semester	
<b>Häufigkeit</b>	jedes Semester	
<b>Verwendbarkeit</b>	The content of the module can also be used for the University's own part-time program "General Management".	

<b>LEHRVERANSTALTUNG: Advanced Accounting</b>	
<b>Art</b>	Vorlesung
<b>Nr.</b>	IBC-04-01
<b>SWS</b>	4,00 SWS
<b>Lerninhalt</b>	<ul style="list-style-type: none"> <li>- Based on the courses (run in the 1st semester) Cost Management, Financial Accounting &amp; Reporting and Corporate Finance I the expertise will be extended in that way that Controlling aspects will be additionally considered.</li> <li>- Topics: <ul style="list-style-type: none"> <li>- Marketing Controlling</li> <li>- Logistics Controlling</li> <li>- Investment Controlling</li> <li>- Production Controlling</li> </ul> </li> </ul> <p>In addition to the input of the lecturer</p> <ul style="list-style-type: none"> <li>- cases are involved</li> <li>- an IT supported game is involved</li> </ul>
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	Handout Materials made available in corresponding lessons (Corporate Finance I, Cost Management and Financial Accounting & Reporting I).

## IBC-05: Strategic and Marketing Management

<b>Empfohlene Vorkenntnisse</b>	Basic knowledge in Business Administration.	
<b>Lehrform</b>	Seminar	
<b>Lernziele</b>	<p>By the end of the module, students will have developed a critical knowledge and understanding of:</p> <ul style="list-style-type: none"> <li>- The strategic management process for strategy development.</li> <li>- Competitive advantage and differentiation as part of the value equation.</li> <li>- Evaluation of the external environments.</li> <li>- Evaluation of the business enterprise.</li> <li>- Marketing strategy, competition, and control.</li> <li>- Strategic management of the marketing mix including portfolio management, pricing and innovation.</li> </ul>	
<b>Dauer</b>	2 Semester	
<b>SWS</b>	4 SWS	
<b>Aufwand</b>	Lehrveranstaltung:	45,00 h
	Selbststudium/Gruppenarbeit:	105,00 h
	Workload:	150,00 h
<b>ECTS</b>	5,00 ECTS	
<b>Voraussetzungen für die Vergabe von LP</b>		
<b>Modulverantwortung</b>	Prof. Dr. R. Fischer	
<b>Empfohlenes Semester</b>	1. Semester	
<b>Häufigkeit</b>	jedes Semester	
<b>Verwendbarkeit</b>	The content of the module can also be used for the University's own part-time program "General Management".	

<b>LEHRVERANSTALTUNG: Strategic and Marketing Management</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-05-01
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>Because different students will have varying levels of prior strategy and marketing knowledge, we aim to provide a comprehensive introduction to the relevant key strategic management and marketing management theories and concepts. Here marketing issues will be addressed from a strategic perspective. These are linked with industry practice through "real-world" examples that highlight benefits of being market and customer oriented, as well as the difficulties that companies face in a turbulent marketplace.</p> <p>A key element of this course is that we want you to develop a strategic approach for business management and for marketing: marketing has strategic importance, and has performance implications to businesses. A strategy needs to add to performance. To do so, a firm needs to understand external environment and internal resources/capabilities, and combine both to develop strategies. Superior performance draws on</p>

	how well a firm develops and implements strategies. Marketing strategies follow these rules to enable a firm to outperform rivals.
<b>Lehrveranstaltungs- sprache</b>	de
<b>Literatur</b>	<p>Essential texts</p> <p>Term 1: Graham Hooley, Brigitte Nicoulaud, Nigel Piercy, John Rudd, and Nick Lee, Marketing Strategy and Competitive Positioning, 7th Edition, Pearson.</p> <p>Term 2: Philip Kotler, Kevin Lane Keller, Malcolm Goodman, Mairead Brady and Torben Hansen, Marketing Management, 4th European Edition, Pearson.</p> <p>Useful articles</p> <p>Barney, J, Ketchen Jr., D. J., &amp; Wright, M. (2011). The Future of Resource-Based Theory: Revitalization or Decline? Journal of Management, 37(5): 1299-1315.</p> <p>Ellis, PD 2006. Market Orientation and Performance: A Meta-Analysis and Cross-National Comparisons. Journal of Management Studies, 43(5): 1089-1107.</p> <p>Feng, H, Morgan, NA, and Rego, LL, 2015, Marketing Department Power and Firm Performance. Journal of Marketing, 79(5): 1-20.</p> <p>Hanssens, DM, and Pauwels, KH, 2016. Demonstrating the Value of Marketing. Journal of Marketing. 80(6): 173-190. youtube.com/watch?v=vipxVPmUrqc</p> <p>Hunt, SD (2015), The theoretical foundations of strategic marketing and marketing strategy: foundational premises, R-A theory, three fundamental strategies, and societal welfare, AMS Review, 5 (3): 61-77.</p> <p>Katsikeas, CS, Morgan, NA, Leonidou, LC, Hult, GTM, 2016. Assessing Performance Outcomes in Marketing. Journal of Marketing, 80(2): 1-20.</p> <p>Moorman, C &amp; Day, GS, 2016. Organizing for Marketing Excellence. Journal of Marketing, 80(6): 6-35. youtube.com/watch?v=H6appJQdDYk</p> <p>Peng MW, Wang DYL, Jiang Y. 2008. An Institution-Based View of International Business Strategy: A Focus on Emerging Economies. Journal of International Business Studies 39(5): 920-936</p> <p>Porter M (1980) Competitive Strategy. Free Press, New York, NY Chapters 1-2</p>

## IBC-06: Logistics and Simulation

<b>Empfohlene Vorkenntnisse</b>	Basic knowledge in Business Administration.	
<b>Lehrform</b>	Seminar	
<b>Lernziele</b>	<p>The module "Logistics" reflects the broad scope of the term Logistics and intends to highlight numerous facets of logistics.</p> <p>On the one hand, the course "Production &amp; Operations Management" examines decision-making processes in operations management as well as their common points with regard to other managerial functions - from the perspective of a management consultant.</p> <p>On the other hand, the course "Production &amp; Operations Management" is rather focusing on Intra Logistics, and the course "Supply Chain Management" highlights the networking of logistical processes on a global level before dealing with "classical" tools as e. g. "Supply Network Planning", "Available to Promise".</p> <p>The course "Modeling &amp; Simulation" und "Simulation Cases" provides information with regard to the forming of logistical networks. After a basic introduction into the topic, the relation to concrete managerial problems is made.</p> <p>A conceptual frame of reference is created covering the wide field of the subject Logistics by means of four courses comprising</p> <ul style="list-style-type: none"> <li>- Production &amp; Operations Management</li> <li>- Supply Chain Management</li> <li>- Modeling &amp; Simulation</li> <li>- Simulation Cases</li> </ul> <p>which are complemented by peripheral sub-divisions as e. g. Marketing.</p> <p>As with the other modules, it is not only the goal of the module to fulfill all module-oriented tasks. The learning target is rather</p> <ul style="list-style-type: none"> <li>- to perceive inherent possibilities of design in the Logistics field</li> <li>- to show performance- and cost-related consequences of design options on a functional level</li> <li>- to document design options with regard to their company-wide effects as e. g. the Return on Investment</li> <li>- to document design options with regard to their company-wide effects expressed for example by key performance indicators like service levels, Return on Investment..</li> </ul> <p>Learning Outcomes</p> <p>Consulting expertise in the fields of</p> <ul style="list-style-type: none"> <li>- Intra-Logistics</li> <li>- Inter-Logistics</li> </ul>	
<b>Dauer</b>	2 Semester	
<b>SWS</b>	8 SWS	
<b>Aufwand</b>	Lehrveranstaltung:	90,00 h
	Selbststudium/Gruppenarbeit:	150,00 h
	Workload:	240,00 h
<b>ECTS</b>	8,00 ECTS	

Voraussetzungen für die Vergabe von LP	
Modulverantwortung	Prof. Dr. Rainer Fischer, Prof. Dr. Andreas Friedel, Dr. Andreas Rinkel
Empfohlenes Semester	1. Semester
Häufigkeit	jedes Semester
Verwendbarkeit	The content of the module can partly be used for the University's own part-time program "General Management".

<b>LEHRVERANSTALTUNG: Production and Operations Management</b>	
Art	Seminar
Nr.	IBC-06-01
SWS	2,00 SWS
Lerninhalt	<p>Production has long had to assert itself as an economic service provider in global competition. Increasingly volatile markets and shorter product life cycles require flexible organizations that are able to quickly adapt to changes in the environment. Operations management requires thus agile decision processes based at a vast knowledge of models and tools to successfully lead productions.</p> <p>This course covers from a management consultants perspective the fundamental questions in productions and operations management in relation to the product and the product and quantity spectrum to the effective and efficient organization of operative order processing. The focus is on methods whose systematic application increases the performance and efficiency of the production process. The reference to Lean Production and digitalization is established throughout and reflected on together. A lean production game will help to understand the main approaches to improve productions.</p> <p>The students will have to make themselves familiar with the topics covered in the script, by reading and answering the questions related to the respective chapter.</p> <p>Additional reading is required as basis for case studies in group-work help the students to actually apply the learned lessons. The respective results will be presented to the other students and the instructor.</p> <p>Soft Skills:</p> <ul style="list-style-type: none"> <li>- Improving cultural understanding, in particular by working in international teams to achieve measurable results</li> <li>- Improving presentation skills by repeatedly presenting the results of group assignments.</li> </ul> <p>Hard Skills:</p> <ul style="list-style-type: none"> <li>- Analyzing complex issues in operations, develop and evaluate alternatives, take decisions, and implement the required change in the customer"s enterprise.</li> <li>- Applying contemporary concepts of Production and Operations Management, Supply Chain Management techniques in the managerial decision process.</li> </ul>
Lehrveranstaltungs-sprache	de

<b>Literatur</b>	<p>Heizer, J., Render, B.: Operations Management (11th Edition), Pearson, 2013.</p> <p>Rother, M.: Toyota Kata: Managing People for Improvement, Adaptiveness and Superior Results, McGraw Hill; 1. Edition, 2009</p> <p>Womack, J.T., Jones, D.T., Ross, Daniel, The Machine that changed the world, New York, 1990.</p>
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<b>LEHRVERANSTALTUNG: Modeling and Simulation</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-06-02
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>Modelling and Simulation is the process of creating and analyzing a digital prototype of a real-world model to predict and optimize its performance.</p> <p>The simulation approach includes:</p> <ul style="list-style-type: none"> <li>- Creating and analyzing the model</li> </ul> <p>The model includes the system architecture and flow of entities through the system as well as the data according to the mainly stochastic input and system parameters</p> <ul style="list-style-type: none"> <li>- Implementing the model in a professional simulation environment (Simio)</li> <li>- Define and process a series of experiments according to the objectives</li> <li>- Interpreting the stochastic results</li> <li>- Presenting the results of the simulation</li> </ul>
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	<p>Process Analysis and Improvement: Tools and Techniques, McGraw-Hill, Irwin, 2005</p> <p>Applied Simulation Modeling, McGraw-Hill, Andrew Seila, Vlatko Ceric, Pandu Tadikamalla, 2003</p> <p>Simio&amp;Simulation; McGraw-Hill, W. David Kelton, Jeffery S. Smith, David T. Sturrock, 2011</p> <p>Simulation Modelling with SIMIO: A Workbook SIMIO LCC, Jeffery A. Joines, Stephen D. Roberts, 2012</p> <p>Further recommended readings are given in the lecture.</p>

<b>LEHRVERANSTALTUNG: Supply Chain Management IBC</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-06-03
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>Strategic aspects of SCM like the optimization of international Logistics" networks (e.g. procurement &amp; distribution structures and processes) by modeling and simulation approaches tasking into account cost (e.g. transport, warehousing), capital employed (e.g. inventory, investments) and service level (e.g. delivery time) objectives. The important managerial perspective of "Make or Buy"-decisions is discussed as well, because outsourcing is an important option of modern Logistics. Furthermore process redesign and reengineering are introduced to the</p>

	audience, as well as Supply Chain Controlling (SCC) based on predefined Key Performance Indicators (KPI) like the international used standard Supply Chain Operation Reference-Model (SCOR).
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	<p>Kulwant S. Pawar: Developments in Logistics and Supply Chain Management: Past, Present and Future, 1st Edition 2016</p> <p>Deepankar Sinha: Global supply chains and multimodal logistics: emerging research and opportunities, 1st Edition 2019</p> <p>David Grant: Sustainable logistics and supply chain management: principles and practices for sustainable operations and management, 1st Edition 2017</p> <p>L. Wang et al: Contemporary Logistics in China: Persistent Reformation, Continual Opening and Vibrant Innovation, 1st Edition 2020</p>

<b>LEHRVERANSTALTUNG: Simulation Cases</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-06-04
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>Modelling and Simulation is the process of creating and analyzing a digital prototype of a real-world model to predict and optimize its performance.</p> <p>Whereas the lecture modelling and simulation found the basis and theoretical background of the simulation process and the introduction in Simio, this module forces students to do a full more praxis-relevant project.</p> <p>Learning Objectives</p> <p>The goal of the course is to allow students to realise a small realistic full simulation project from the beginning to the end.</p> <p>Finally, students will be able to handle and understand the whole simulation process and can evaluate whether simulation is a proper approach to solving a problem. The lecture starts with a short recapitulation of "Modelling and Simulation" and goes on with the project</p>
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	<p>Process Analysis and Improvement: Tools and Techniques, McGraw-Hill, Irwin, 2005</p> <p>Applied Simulation Modeling, McGraw-Hill, Andrew Seila, Vlatko Ceric, Pandu Tadikamalla, 2003</p> <p>Simio&amp;Simulation; McGraw-Hill, W. David Kelton, Jeffery S. Smith, David T. Sturrock, 2011</p> <p>Simulation Modelling with SIMIO: A Workbook SIMIO LCC, Jeffery A. Joines, Stephen D. Roberts, 2012</p> <p>Further recommended readings are given in the lecture.</p>

## IBC-07: Turnaround Management

<b>Empfohlene Vorkenntnisse</b>	Basic knowledge in Business Administration; for the lecture "Turnaround Management" knowledge on "Corporate Finance" and "International Economic Law I".	
<b>Lehrform</b>	Vorlesung/Seminar	
<b>Lernziele</b>	International Economic Law - Institutionen und Akteure des internationalen Finanzmanagements (Multinationale Konzerne, Finanzintermediäre, Öffentliche Institutionen, Sonstige) - Internationale Außenfinanzierungsinstrumente: Debt Financing, Equity Financing, Mezzanine Financing - Internationale Innenfinanzierung, insbesondere Cash-Pooling, Verrechnungspreise und Asset-Liability-Management - Länder- und geopolitische Risiken, Wechselkurs- und Zinsänderungsrisiken - Einsatz und Bewertung von derivativen Finanzinstrumenten - Entwicklung von Hedgingstrategien	
<b>Dauer</b>	2 Semester	
<b>SWS</b>	4 SWS	
<b>Aufwand</b>	Lehrveranstaltung:	45,00 h
	Selbststudium/Gruppenarbeit:	105,00 h
	Workload:	150,00 h
<b>ECTS</b>	5,00 ECTS	
<b>Voraussetzungen für die Vergabe von LP</b>		
<b>Modulverantwortung</b>	Prof. Dr. Rainer Fischer	
<b>Empfohlenes Semester</b>	1. Semester	
<b>Häufigkeit</b>	jedes Semester	
<b>Verwendbarkeit</b>	The content of the module can partly be used for the University's own part-time program "General Management".	

<b>LEHRVERANSTALTUNG: International Economic Law I</b>	
<b>Art</b>	Vorlesung
<b>Nr.</b>	IBC-07-01
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	Institutions and actors in international financial management (multinational corporations, financial intermediaries, public institutions, others) International external financing instruments: debt financing, equity financing, mezzanine financing International internal financing, in particular cash pooling, transfer pricing, and asset-liability management Country and geopolitical risks, exchange rate and interest rate risks Use and valuation of derivative financial instruments

	Development of hedging strategies
Lehrveranstaltungs-sprache	de
Literatur	<p>Hill, C. W. L. (2022). International Business: Competing in the Global Marketplace. Vereinigtes Königreich: McGraw Hill.</p> <p>Hull, J. (2021). Options, Futures, and Other Derivatives. (11th ed.). Pearson International.  <a href="https://elibrary.pearson.de/book/99.150005/9781292410623">https://elibrary.pearson.de/book/99.150005/9781292410623</a></p> <p>Marinov, M. A., Marinova, S. T., Larimo, J. A., &amp; Leposky, T. (2019). International business and emerging economy firms.: (Universal issues and the Chinese perspective): Vol. I. Palgrave Macmillan.</p> <p>Moffett, M., Eiteman, D. &amp; Stonehill, A. (2020). Fundamentals of Multinational Finance. (6th ed.). Pearson International. <a href="https://elibrary.pearson.de/book/99.150005/9781292215273">https://elibrary.pearson.de/book/99.150005/9781292215273</a></p> <p>Thummuluri Siddaiah. (2025). International Financial Management: An Analytical Framework, 2nd Edition by Pearson. Pearson India.</p>

<b>LEHRVERANSTALTUNG: Turnaround Management I</b>	
Art	Seminar
Nr.	IBC-07-02
SWS	2,00 SWS
Lerninhalt	<p>With a very limited amount of time available the turnaround consultant is asked for a precise analysis of the company's and its market's situation emphasizing on the explanation why the company suffers from losses and / or cash drains based on facts and figures.</p> <p>Therefore it`s essential to rapidly gather, evaluate and interpret all relevant data to fully understand and report the company's problems. This will lead to the answer of the main question:                  Is company`s potential sufficient to overcome the crisis?</p> <p>If the answer is positive the next step will be to create a master plan or blue print for the company's future starting from the strategic and managerial guidelines and developing the necessary means and measures to regain the state of profitability. To convince the various participants in the turn around process, particularly the bankers involved, this master plan has to include realistic forecasts of the company's financial future: profit &amp; loss statement, balance sheet, and detailed forecast of the future cash flow plan, which is of special interest for calculating the amount of fresh money which required.</p> <p>Usually, the consultant is also asked to support the implementation of the master plan and/or to control the restructuring process with regular reports to the banks.</p> <p>If the company cannot survive exit strategies have to be developped: sale of the activity or even bankruptcy in its different forms.</p> <p>All these steps will be discussed in detail based on real cases. Additionally it will be illustrated in which `way` the consultant has to cooperate with all participants involved e.g. banks, stake-holders, trade unions,</p>

	creditors.
<b>Lehrveranstaltungs- sprache</b>	de
<b>Literatur</b>	<p>Harvard Business Review on Turnarounds (WD 706A) 2001.</p> <p>Arpi, Bo International Turnaround Management, McMillan 1999. (WD 703).</p> <p>Gilson, Stuart C., Creating Value Through Corporate Restructuring: Case Studies in Bankruptcies, Buyouts, Breakups, in John Wiley Sons, 2001.</p> <p>Donaldson, Gordon, Corporate Restructuring: Managing the Change Process from Within; Harvard Business School Press, 1994.</p>

## IBC-08: Business Information Systems

<b>Empfohlene Vorkenntnisse</b>	Basics in Business Administration, practical computer skills.	
<b>Lehrform</b>	Seminar	
<b>Lernziele</b>	<p>Students will understand the processual and practical implications associated with the planning and implementation of Business Information Systems in an enterprise environment. Students will be equipped to evaluate the functional and technical requirements of an organization, and match these requirements to a technical solution that will add value to the organization. Students will learn how to prepare an investment and resource planning, along with the selecting the proper implementation technique for the selected technology.</p> <p>Students will understand the value of Business Analytics and data related techniques. They know the application areas and limitations of machine learning techniques in business. Students can make practical use of business intelligence and data science tools in their professional life as a consultant or business analyst.</p>	
<b>Dauer</b>	1 Semester	
<b>SWS</b>	5 SWS	
<b>Aufwand</b>	Lehrveranstaltung:	56,25 h
	Selbststudium/Gruppenarbeit:	93,75 h
	Workload:	150,00 h
<b>ECTS</b>	5,00 ECTS	
<b>Voraussetzungen für die Vergabe von LP</b>		
<b>Modulverantwortung</b>	Prof. Dr. Tobias Hagen, Dr. Jonathan Davis	
<b>Empfohlenes Semester</b>	1. Semester	
<b>Häufigkeit</b>	jedes Jahr (SS)	
<b>Verwendbarkeit</b>	The content of the module can also be used for the University's own part-time program "General Management".	

<b>LEHRVERANSTALTUNG: Business Information Systems I</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-08-01
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>The course addresses various operational and strategic aspects from the life cycle of modern Business Information Systems from the perspective of decision makers and domain experts.</p> <ul style="list-style-type: none"> <li>- Business Information Systems in the context of digital transformation</li> <li>- Types of Business Information Systems and use cases</li> <li>- Requirements engineering (technical and process engineering)</li> <li>- System selection and system design</li> <li>- Cloud versus on premise</li> <li>- Make or buy decision</li> </ul>

	<ul style="list-style-type: none"> <li>- Cyber security aspects of system planning and implementation</li> <li>- Systems of record versus systems of innovation</li> <li>- Program and project planning</li> <li>- Financial and business case planning (CAPEX and OPEX)</li> <li>- Software development practices (Waterfall, Agile, etc(...))</li> </ul> <p>Case studies are used to explore and clarify these aspects.</p>
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	<ul style="list-style-type: none"> <li>- Open resources, which are provided in the course and course material</li> <li>- Further recommended readings are given in the lecture.</li> <li>- Instructor provides case study material</li> </ul>

<b>LEHRVERANSTALTUNG: Business Information Systems II</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-08-02
<b>SWS</b>	3,00 SWS
<b>Lerninhalt</b>	<p>The course covers theory and practice of business analytics. It addresses the question of how to use data to support decision-making and how to generate value for companies from data. The course is divided into two parts:</p> <p>1 Business Intelligence Introduction to Data Warehouse Systems and Business Intelligence, Architecture and components of DW-systems, data modelling in DW-systems, Online Analytical processing, dashboards.</p> <p>2 Data Science Explorative Data Analysis, methods of supervised and unsupervised learning (regression, classification, clustering, association rule mining). Typical application areas of these methods in business.</p> <p>Learning Objectives Students will understand the value of Business Analytics and data related techniques. They know the application areas and limitations of machine learning techniques in business. Students can make practical use of business intelligence and data science tools in their professional life as a consultant or business analyst.</p>
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	<p>Provost, F., Fawcett, T.: Data Science for Business, O'Reilly 2013</p> <p>Further recommended readings are given in the lecture.</p> <p>Instructor provides case study material</p>

## IBC-09: Integrated Case Study

Empfohlene Vorkenntnisse		
Lehrform	null	
Lernziele		
Dauer	Semester	
SWS	4 SWS	
Aufwand	Lehrveranstaltung:	0,00 h
	Selbststudium/Gruppenarbeit:	0,00 h
	Workload:	0,00 h
ECTS	4,00 ECTS	
Voraussetzungen für die Vergabe von LP		
Modulverantwortung		
Empfohlenes Semester	1. Semester	
Häufigkeit	null	
Verwendbarkeit		

<b>LEHRVERANSTALTUNG: Integrated Case Study</b>	
Art	Seminar
Nr.	IBC-09-01
SWS	4,00 SWS
Lerninhalt	<p>The Integrated Case Study (ICS) course provides assessment of professional capabilities and competence of IBC students. Students are required to demonstrate their capabilities to integrate various elements of business knowledge.</p> <p>Concrete: For a defined product students have to draw up a business plan which is based on so-called sub plans which reflect functional areas such as Materials Management, Production, Marketing/Sales and (...).</p> <p>Students` Task/Requirements</p> <ul style="list-style-type: none"> <li>- Students develop for the functional area they are in charge of a plan which has to be presented to the class (including Q &amp; A)</li> <li>- Students must be ready to revise their plans if the requirement to revise becomes apparent in the time following presentations (of the other teams)</li> <li>- In case of revising plannings students always have in mind the timeline</li> <li>- All developed (sub) plans are the basis for drawing up the business plan (also covered by a team); the business plan is that instrument presented to stimulate investors providing financial means!</li> </ul>
Lehrveranstaltungs-sprache	de
Literatur	Literature made available in corresponding topics Julia M. Jonas: Stakeholder Integration in Service Innovation, 2nd Edition 2018

	<p>Tony Kealy: Evaluating Sustainable Development and Corporate Social Responsibility Projects: An Ethnographic Approach, 1st Edition 2020 José Manuel Saiz-Álvarez et al: Entrepreneurship and Family Business Vitality: Surviving and Flourishing in the Long Term, 1st Edition 2020</p>
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## IBC-10: Leadership Management

Empfohlene Vorkenntnisse	No prerequisites required	
Lehrform	Seminar	
Lernziele	Acquiring extensive leadership competency which can be used in the day-to-day routine of operative as well as strategic Consulting.	
Dauer	2 Semester	
SWS	6 SWS	
Aufwand	Lehrveranstaltung:	67,50 h
	Selbststudium/Gruppenarbeit:	112,50 h
	Workload:	180,00 h
ECTS	6,00 ECTS	
Voraussetzungen für die Vergabe von LP	Participation in class through dialogue and debate is encouraged within a mixture of lectures, case-studies, videos, small group activities, individual work and in-class discussions.	
Modulverantwortung	Dr. José Vallejo Garcia, Frank Schneegans	
Empfohlenes Semester	1. Semester	
Häufigkeit	jedes Semester	
Verwendbarkeit	The content of the module can partly be used for the University's own part-time program "General Management".	

LEHRVERANSTALTUNG: Organisational Behaviour	
Art	Seminar
Nr.	IBC-10-01
SWS	2,00 SWS
Lerninhalt	<p>This course serves as an introduction to the field of organizational behaviour (OB) and it is designed to understand the underlying complexity of human behaviour within organizations as a factor of competitiveness, efficiency, and readiness for change. With the support of an integrative model of human behaviour, the student will be able to identify, interpret and evaluate the elements that determine the behaviour of individuals in organizations and, thus, know how to align them with the vision of the company throughout the different operational levels.</p> <p>The module covers a range of other theories and practical functions dealing with aspects such as emotions at work, attitudes, perceptions, personality traits, motivation, decision-making, team dynamics, negotiation, conflict management, leadership, and organizational culture. Moreover, this course will present a vision on issues related to personal development, strategy diagnosis, performance, productivity, staff turnover, organizational processes, well-being, organizational health, interaction between workers, etc. In short, it is about understanding the study of the main human processes and behaviours related to the performance of people in the workplace.</p> <p>Learning Objectives</p>

	<p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> <li>- Understand the practical foundations of the nature and dynamics of human behaviour and its impact on the development of companies.</li> <li>- Know how the science of human behavior is used to select, develop, and manage employees.</li> <li>- Acquire a set of tools of technical and professional judgments to diagnose, design and restructure companies and institutions based on human behaviour in the context of globalization.</li> <li>- Critically evaluate and compare theoretical and empirical work of key writers, both classical and contemporary, on different aspects of international organizational behaviour as a distinctive field of study and practice.</li> <li>- Understand the relationship between the strategic orientations of multinational corporations and organizational policies and practices.</li> <li>- Have an understanding of the comparative and diverse contexts impacting organizational behaviour and its related practices in various regions.</li> <li>- Be aware of cultural diversity and its impact on organizational behaviour within international organizations.</li> <li>- Acquire basic organizational competences regarding management functions.</li> </ul>
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	<p>Suggested required course textbook:                  Schermerhorn, J. R., Hunt, J. G., Osborn, R. N. and Uhl-Bien, M. (2010). Organizational Behavior. 11th Edition. United States: John Wiley &amp; Sons, Inc.</p> <p>Additional recommended textbooks:                  Adler, N. (2008). International Dimensions of Organizational Behavior. 5th Ed. United States: Thomson South-Western.                  Barling, J. and Cooper, C. L. Eds. (2008). The SAGE Handbook of Organizational Behavior: Volume One: Micro Approaches. 1st Edition. London: SAGE Publications.                  Jex, S. M (2002). Organizational Psychology. A Scientist-Practitioner Approach. New York, NY: John Wiley &amp; Sons.                  McKenna, E. (2006). Business Psychology and Organisational Behaviour: A Student's Handbook. 4th Edition. New York, NY: Psychology Press.                  Payne, R. L. and Cooper, C. L. (2001). (Eds.). Emotions at Work. Theory, research and applications in management. West Sussex, England: John Wiley &amp; Sons Ltd.                  Reiche, B. S., Stahl, G. K., Mendenhall, M. E. and Oddou, G. R. (2016). Readings and Cases in International Human Resource Management. 6th Ed. United Kingdom: Routledge.</p>

<b>LEHRVERANSTALTUNG: Psychological Aspects of Consulting</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-10-02
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	The course is designed to provide an introduction of the social and

	<p>psychological impacts in consulting interactions. It will give a pragmatic understanding of the psychological importance in consulting processes, that go far beyond handling technical questions or problems. Consultants have to be aware of the fact that one of the most important success-factors in consulting are due to a constructive dynamic of social interactions and psychological effects.</p> <p>The general understanding of human behavior in change developments and intended change processes gives a closer insight of the psychological success factors or traps in the consulting work. Major aspects of communication, cognitive, emotional and pragmatic learning behavior as well as the understanding of roles and leadership help to give orientation in the interaction between client and consultant.</p> <p>Various models of transaction analysis, personality types, group dynamics and conflict developments will be applied to rationalize typical situations as well as crises in consulting work and how to deal with them. Finally, questions of team building and individual psychological challenges of consulting professionals are discussed and experimented with the students. All the models will be put in a Framework of Developmental Psychology from Clare Graves to rationalize on multiple organizational or individual life conditions, value patterns and reaction to changes in circumstances.</p> <p>Learning Objectives</p> <p>The lecture makes use of learning concepts and applies the need of teaching in consulting roles by giving parts of the training in the active teaching of the students.</p> <p>The aim of the course is to introduce students to basic psychological and sociological concepts. At the end of the course students will be rationalize a variety of typical life conditions, circumstances and developments of corporate / organizational nature; therefore students will build up an expertise to</p> <ul style="list-style-type: none"> <li>- evaluate value systems and their impact in social contexts</li> <li>- Understand the psychological implications of decision making processes and problem solving</li> <li>- Differentiate personality models and understand how to apply them</li> <li>- Work with clear awareness in a change process</li> </ul>
<p><b>Lehrveranstaltungs-sprache</b></p>	<p>de</p>
<p><b>Literatur</b></p>	<p>Roger Fisher, William Ury, Bruce M. Patton: Das Harvard-Konzept , Frankfurt a.M. 2009.</p> <p>Don Beck, Christopher Cowan: Spiral Dynamics, Bielefeld 2008.</p> <p>Daniel Goleman: Emotional Intelligence, NewYork 1997.</p> <p>Thomas A. Harris: I'm OK-You're OK (Transactional analy-sis), Reinbek 2009.</p> <p>Spencer Johnson: Who moved my Cheese. An amazing Way to Deal with Change in your Work and in your Life, London 2002.</p> <p>Bernard Mayer: The Dynamics of Conflict Resolution: A Practitioner's Guide, San Francisco 2000.</p> <p>Richard Rohr / Andreas Ebert: Enneagram : A Christian Perspective, NewYork 2002.</p> <p>Frank Schneegans: Seven Steps to control changes, Düs-seldorf 2001.</p>

Frederic Vester: Thinking, Learning, Forgetting, München 2007.
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<b>LEHRVERANSTALTUNG: Managing People in Projects</b>	
<b>Art</b>	Seminar
<b>Nr.</b>	IBC-10-03
<b>SWS</b>	2,00 SWS
<b>Lerninhalt</b>	<p>This module will examine the main concepts of Managing People in Projects in the context of the multinational business environments and the strategies of organizations for the management of people. It aims to provide students with the knowledge and concepts necessary for reflecting and solving problems when managing people from different nationalities, by describing, analyzing and discussing real examples that illustrate such concepts. The module will also address the importance on global experiences (e.g., student experiences working and living in international environments or abroad) for the development of future managers and address employability issues, relating to how students can best sell their global learning experiences.</p> <p>An overview of the soft skills required for managers working in culturally diverse environments focusing on the need for intercultural skills in the future. The module will highlight such key intercultural skills required by organizations today, and will focus on how students can sell and articulate the added value of their intercultural skills and global experiences to future employers. The course outlines the solutions, skills and the theoretical knowledge required to bridge the cultural gaps for the 21st century manager from a global HRM perspective.</p> <p>Learning Objectives</p> <p>On successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> <li>- Develop an international perspective, an imperative in the 21st century business world. Special focus on negotiations and working in teams.</li> <li>- Recognize and be aware of the cultural differences including values, beliefs, attitudes and norms that lead to different behaviours in the business world.</li> <li>- Understand the importance of being able to participate and lead multicultural teams in an efficient and effective manner by maximizing success, limiting frustrations and creating competitive advantage.</li> <li>- Identify which international management skills are most required for managers to be effective working in culturally diverse environments.</li> <li>- Compare strategies applied in a range of organizations to the international management of people in projects.</li> <li>- Understand the issues involved in managing international human resources of organizations in strategic ways.</li> <li>- Identify the main competences and behaviours in different cultural and institutional contexts.</li> <li>- Evaluate ideas of best practice, business ethics and good employer in international management of people.</li> </ul>
<b>Lehrveranstaltungs-sprache</b>	de
<b>Literatur</b>	Suggested required course textbook:

	<p>Briscoe, D. R., Schuler R. S., Claus, L. (2009). International Human Resource Management. Policies and Practices for Multinational Enterprises. 3rd Edition. New York &amp; London: Routledge Global Human Resource Management Series.</p> <p>Additional recommended textbooks:</p> <p>Bamber, G. J., Lansbury, R. D., Wailes, N. and Wright, C. F. (Eds.). (2016). International and Comparative Employment Relations: National Regulation, Global Changes. 6th Edition. London: SAGE Publications.</p> <p>Edwards, T. and Rees, C. (2010). International Human Resource Management: Globalization, National Systems and Multinational Companies. 2nd Edition. Canada: Prentice Hall.</p> <p>Harzing, A. W. and Pinnington, A. (2014). International Human Resource Management. London: SAGE Publications Ltd.</p> <p>Hollinshead, G. (2009). International and Comparative Human Resource Management. UK Edition. London: McGraw Hill Europe.</p>
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## IBC-11: Electives

Empfohlene Vorkenntnisse	
Lehrform	Vorlesung/Seminar
Lernziele	
Dauer	2 Semester
SWS	8 SWS
Aufwand	Lehrveranstaltung: 0,00 h
	Selbststudium/Gruppenarbeit: 0,00 h
	Workload: 240,00 h
ECTS	8,00 ECTS
Voraussetzungen für die Vergabe von LP	
Modulverantwortung	
Empfohlenes Semester	1. Semester
Häufigkeit	jedes Semester
Verwendbarkeit	

## IBC-12: Master Thesis

Empfohlene Vorkenntnisse	Successful attendance of courses with acquisition of at least 85% credit points.	
Lehrform	Wissenschaftl. Arbeit/Sem	
Lernziele	Ability to write a scientific thesis at the Master's level, other learning targets depend on the topic.	
Dauer	1 Semester	
SWS	1 SWS	
Aufwand	Lehrveranstaltung:	11,25 h
	Selbststudium/Gruppenarbeit:	888,75 h
	Workload:	900,00 h
ECTS	30,00 ECTS	
Voraussetzungen für die Vergabe von LP		
Modulverantwortung	Prof. Dr. Rainer Fischer	
Empfohlenes Semester	1. Semester	
Häufigkeit	jedes Semester	
Verwendbarkeit		

LEHRVERANSTALTUNG: Scientific work	
Art	Seminar
Nr.	IBC-14-01
SWS	1,00 SWS
Lerninhalt	
Lehrveranstaltungs- sprache	de
Literatur	

LEHRVERANSTALTUNG: Master-Thesis	
Art	Wissenschaftl. Arbeit
Nr.	IBC-14-02
SWS	0,00 SWS
Lerninhalt	
Lehrveranstaltungs- sprache	de
Literatur	

LEHRVERANSTALTUNG: Colloquium	
Art	Seminar
Nr.	IBC-14-03
SWS	0,00 SWS

Lerninhalt	
Lehrveranstaltungs- sprache	de
Literatur	

# 2. Semester



# 3. Semester

