Ludwigshafen University of Business and Society
University of Applied Sciences

Module Handbook
Distance Learning
MBA
International Business Management

Module Descriptions

Module 1: Scientific Theory
Module 2: Marketing
Module 3: Logistics
Module 4: Social Skills
Module 5: Management
Module 6: International Management
Module 7: Human Resources Management
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Module 9: Master's Thesis/Colloquium

In each module, students will have the opportunity to discuss ideas and exchange information with instructors and other students on Olat (an E-Learning platform). Students can also access current academic papers and articles and get tips on additional recommended readings. In addition to this, students can access the coursepacks for International Business Administration Parts I & II at the beginning of the program in preparation of their studies.

Module Description

Ludwigshafen University of Business and Society
University of Applied Sciences

Module Name:	**Department:** II
Required Module **Scientific Theory**	**Program of Study:** Distance Learning MBA International Business Management

Number	**Workload**	**Credits**	**Program Semester**	**Offered**	**Length**
1	**60 hours**	**2**	1st sem.	each semester (winter and summer)	1 Semester

1	**Course Components** a) Seminar b) Practical activities and case studies c) Small group projects	**Contact Hours (webinar and mail)** 10 hours	**Self-Study** 50 hours	**Planned Group Size** approx. 20 students

2 Learning Outcomes / Skills Learned

In the Scientific Theory module, students will learn to recognize and develop scientific findings and corresponding methodology. In addition, the limits of such findings will be examined. Students will gain an understanding of how to prepare and conduct a research project by utilizing research methods by learning the fundamentals of research, enabling to build on existing knowledge and to understand the issues involved in gaining new information.

3 Content

Theory of Science

- Science and Research
- Goals and forms of research
- Research process
- Basic research and applied science
- Hypotheses testing
- Practical application: Master Thesis preparation

Research Methods

- Methods of data collection in empirical data research
- Primary research: Questionnaire preparation

4 Learning Format

Distance learning with a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.

5 Module Participation Requirements/Recommendations

None

6 Examination Form

Written assignment (research outline document)

7 Requirement for Receiving Credit Points

Earning a passing grade on course assignment

8	**Weight of Module Grade in Final Grade** -
9	**Module Supervisor and Main Instructors** Prof. Dr. Elmar Günther
10	**Other Information** **Course packs:** Prof. Dr. Elmar Günther: Scientific theory Prof. Dr. Elmar Günther: Research methods **Additional Reading Recommendations:** Creswell, J. W. Research Design: Qualitative, Quantitative, and Mixed Methods Approaches. 2nd edn. Thousand Oaks, SAGE Publications: California. 2003 Bailley, S. Academic Writing. 4th Edition. New York. 2015 Giltrow, J. Gooding,; Burgoyne, D.; and M. Sawatsky. Academic Writing. Plymouth. 2009 Skern, T. Writing Scientific English. Vienna. 2011 Walliman, N. Research Methods: The Basics. 1st edn. Routledge, Oxon, NY. 2011

Module Description

Ludwigshafen University of Business and Society
University of Applied Sciences

Module Name:	**Department:** II
Required Module **Marketing**	**Program of Study:** Distance Learning MBA International Business Management

Number	**Workload**	**Credits**	**Program Semester**	**Offered**	**Length**
2	**360 hours**	**12**	1st sem.	each semester (winter and summer)	1 semester

1	**Course Components**	**Contact Hours**	**Self-Study**	**Planned Group Size**
	a) Seminar b) Practical activities and case studies c) Small group projects	**(webinar and mail)** 30 h	330 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

Students will learn methodological as well as practical applied skills in the area of sophisticated marketing tools. They will be able to evaluate the suitability of these respective instruments for different practcial areas in management. They will also be to conduct sophisticated market research, and analyze and interpret the results. These basic skills are then expanded and deepened with specific advanced topics. A particular focus is placed on international marketing. Following a practical approach using case studies, students will learn to apply marketing strategies and tools to international markets.

3 Content

Basics of Marketing (review in coursepack)

- **Marketing as Market-Oriented Management**
  - Integrated communication
  - Innovation management
  - Conjoint analysis on product and pricing policy
  - New developments in key account management
  - Methods in market research
  - Advanced topics: Porter, Hinterhuber and Gälweiler
  - Marketing of services
  - Marketing of productive goods (distinguishing features)
  - Marketing of consumer goods (distinguishing features)
  - Social marketing
  - Non-Profit marketing
  - Developing a marketing plan
  - Methods in marketing research

- **International Marketing**
  - International marketing defined
  - The EPRG scheme
  - International marketing management process
  - Self-reference criterion

	○ The components and impact of culture shock ○ Stereotypes and underlying patterns ○ Global awareness ○ Key characteristics of a global manager ○ Cross-cultural training: International market behavior ○ Basics of international market research ○ Product decisions in international marketing ○ International communication ○ International distribution management ○ Pricing decisions in international management ○ Generic international strategies ○ Globalization vs. localization matrix ○ International product-market decisions ○ International product-market portfolio ○ Product-market/business system strategy ○ International market entry decisions ○ The nature of exporting ○ Key components of an international franchise system ○ The characteristics of a joint venture ○ International timing strategies ○ Generic market coverage strategies ○ Location strategies ○ International branding strategies
4	**Learning Format** Distance learning with webinar, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics. Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities, case studies, and small-group work. Students have the opportunity to discuss ideas and exchange information with instructors and other students on OLAT, an E-Learning platform. Here, students can also access current academic articles, and get tips on additional recommended readings.
5	**Module Participation Requirements/Recommendations** Basics of marketing and business English
6	**Examination Form** Seminar paper
7	**Requirement for Receiving Credit Points** Earning a passing grade on the module project work
8	**Weight of Module Grade in Final Grade** 12/90 (13,3%)
9	**Module Supervisor and Main Instructors** Assoc. Prof. Dr. Hamed Shamma
10	**Other Information** **Additional Reading Recommendations:** Ferrell, P.: Marketing. Boston. 2016 Kotler, Ph., Keller, K.L., Brady, M., and M. Goodman. Marketing Management. 3rd Edition. Upper Saddle River. 2015

Module Description

Ludwigshafen University of Business and Society
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Module Name:	**Department:** II
Required Module **Logistics**	**Program of Study:** Distance Learning MBA International Business Management

Number	Workload	Credits	Program Semester	Offered	Length
3	**120 hours**	**4**	1st sem.	each semester (winter and summer)	1 semester

1	Course Components	Contact Hours	Self-Study	Planned Group Size
	a) Seminar b) Practical activities with case studies	**(webinar and mail)** 20 hours	100 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

Students will learn to be able to assess the significance of integrated value-added supply chains using case studies and other practically oriented activities. They will understand how modern logistics systems are structured, and will be able to utilize tools to increase competitiveness in this branch. In addition to this, students will be able to evaluate the logistics-related consequences of decisions made in marketing and sales. The goal is for students to understand logistics systems in all of their complexity, and for students to be empowered to make decisions on their own, while also considering the consequences of such decisions for other areas of business, especially marketing and manufacturing.

3 Content

Production Logistics I

Frame of Reference

1.1 Classification: The Supply Chain Operations Reference model (SCOR)
1.2 Sub-processes in manufacturing logistics
1.3 Process modelling: The Event-Driven Process Chain (EPC) approach

2. Primary Requirements Planning
   2.1 Contributing factors in primary requirements planning
   2.2 Determining an optimal production program
3. Requirements Planning
   3.1 Bill of materials administration
   3.2 Requirement explosion
   3.3 Requirements tracking
4. Time Scheduling and Capacity Planning
   4.1 Basic data management
   4.2 Lead-time scheduling
   4.3 Capacity alignment

Production Logistics II

1. Releasing Production Orders
   1.1 Functions in releasing production orders
   1.2 Types of availability checks
   1.3 Organizational forms of production

	2. Production Control 2.1 Detailed scheduling 2.2 Control of production processes 2.3 BDE 2.4 Control and data analysis 3. Concepts in Production Logistics 3.1 Criticism of the classical PPS concept 3.2 MRP concepts 3.3 Kanban system 3.4 BOA 3.5 Cumulative quantity concept **Distribution & Sales Logistics** 1. Frame of Reference 1.1 Classification and description 1.2 Influencing factors in distribution logistics 1.3 Delivery service 2. Order Processing 2.1 Order data 2.2 Order processing procedure 2.3 Business-wide information organization 3. Organization of Distribution Structures 3.1 Distribution channels 3.2 Location determination 4. Warehouse Logistics 4.1 Warehousing 4.2 Dispatching outgoing goods 4.3 Order commissioning 4.4 Packaging 5. Transportation 5.1 Transportation type 5.2 Delivery planning 6. Spare Parts Logistics 7. Supply Chain Management
4	**Learning Format** Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics. Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities and case studies.
5	**Module Participation Requirements/Recommendations** Basic knowledge of business administration and marketing
6	**Examination Form** Oral Exam
7	**Requirement for Receiving Credit Points** Earning a passing grade on the module exam
8	**Weight of Module Grade in Final Grade** 4/90 (4,4%)
9	**Module Supervisor and Main Instructors** Prof. Dr. Andreas Gissel

10	**Other Information** **Coursepacks:** Production Logistics I and II Distribution Logistics **Additional Reading Recommendations:** Ballou, R.H.; and S.K. Srivastava. Business Logistics: Supply Chain Management. Upper Saddle River. 2007 Bowersox, D.; Closs, D.; and M. Bixby Cooper. Supply Chain Logistics Management. New York. 2012 Christopher, M. Logistics & Supply Chain Management: Creating Value-Adding Networks. Upper Saddle River. 2010

Module Description

Ludwigshafen University of Business and Society
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Module Name:	**Department:** II
Required Module **Social Skills**	**Program of Study:** Distance Learning MBA International Business Management

Number	Workload	Credits	Program semester	Offered	Length
4	**300 hours**	**10**	1st-3rd sem	each semester (winter and summer)	3 semesters

1	Course Components	Contact hours	Self-Study	Planned Group Size
	a) Seminar b) Practical activities c) Presentations	**(webinar and mail)** 70 hours	230 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

Students will develop the ability to derive guidelines for their own management style from discussions of ethics. They will develop a positive relationship to criticism. By learning this philosophical course content, students will not only be able to evaluate information in a more nuanced way, but will also learn to critically reflect on their own personality. This will lead to a strengthening of their own personality, and to a reevaluation of their individual management skills. Students will be able to distinguish objective statements from unsubstantiated opinions, norms, and ideology. Students will also be taught to analyze the psychology of creativity, and to significantly increase their own creativity and that of others (e.g. coworkers). This also includes learning to recognize the process of creative group-based discussions, and learning to lead and moderate such discussions on their own. Students are taught a modern conception of leadership using case studies to produce possible applications that can serve to assist colleagues to work independently, and to call upon and expand their performance potential. Students will learn, for instance, to see motivation not as a form of unfair manipulation, but as something that can be used to support and develop workers.

3 Content

Ethics

- Critical-rational business ethics
- Ethical principles of human decision-making and responsibility
- The principle of neutrality in science and the normative infiltration of human experience
- Construction and criticism: Practical experience as a system of more or less proven solutions to problems. Practical experience as a continuous, never-ending process of searching for ever-better solutions. Criticism as the driving engine of progress.
- Possibilities for perceiving and categorizing programs

Rhetoric

- Key terms and essential concepts in rhetoric
- Rhetoric of ancient Greece
- Rhetoric of ancient Rome
- Rhetoric of the Western World
- The social psychology of speech
- The grammar of speaking and writing
- Preparation and planning in speaking situations
- Comprehensability

	○ Argumentation ○ Public speaking behavior **Creativity** ○ Creativity and rationality: Two sides of the same coin ○ The creative process ○ Characteristics of creative people, and promoting individual creativity ○ Divergent thinking and lateral thought ○ Techniques for individuals ○ Techniques for groups (e.g. brainstorming, basic synectics, synectical excursion)
4	**Learning Format** Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics. Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities, case studies, and small-group work. Students have the opportunity to discuss ideas and exchange information with instructors and other students on OLAT, an E-Learning platform. Here, students can also access current academic articles, and get tips on additional recommended readings.
5	**Module Participation Requirements/Recommendations** None
6	**Examination Form** Philosophy/Ethics: Presentation Rhetoric: Manuscript, free speech, comments Creativity: Real creativity session based on a specific question
7	**Requirement for Receiving Credit Points** Earning a passing grade on each respective module exam
8	**Weight of Module Grade in Final Grade** 10/90 (11,1%)
9	**Module Supervisor and Main Instructors** Ethics: Marina Wikman Rhetoric: Prof. Mika Hietanen Creativity: Daniel Brunnett
10	**Other Information** **Coursepacks:** Prof. Dr. Fritz Unger: Economics and Ethics Prof. Dr. Fritz Unger: Rhetorica ad Palatinum – or Rhetoric: The Art of Spoken Persuasion Prof. Dr. Fritz Unger: Creativity – Complex Thought **Additional Reading Recommendations:** Fisher, C.; and A. Lovell. Business Ethics. 3rd Edition. Harlow. 2009 Flynn, G. (Ed.). Leadership and Business Ethics. Heidelberg. 2008 Malachowski, A. (Ed.). Critical Perspectives on Business and Management. London. 2001

Module Description

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Module Name:	**Department:** II
Required Module **Management**	**Program of Study:** Distance Learning MBA International Business Management

Number	**Workload**	**Credits**	**Program Semester**	**Offered**	**Length**
5	**360 hours**	**12**	2nd sem.	each semester (winter and summer)	1 Semester

1	**Course Components** a) Seminar b) Business simulation c) Practical activities and case studies d) Presentations	**Contact Hours (webinar and mail)** 52 hours	**Self-Study** 308 hours	**Planned Group Size** approx. 20 students

2 Learning Outcomes / Skills Learned

Coursework in the **Management** module pursues an integrated, holistic approach. Coming from different angles, the interplay of business functions from both the perspectives of management and leadership are taken into account.

In **Strategic Management**, students will gain competency in the area of strategic business management. Based on considerations of normative management (vision, mission statement, company culture), students will become familiar with areas of analysis and instruments to develop, analyze, formulate, and implement strategies. A particular emphasis is placed on developing skills to position strategic business units in the framework of portfolio models. To complement this, the principles of project management are also taught.

In **Controlling**, students will be able to connect rational company management with the contributions offered by controlling. As a result of this course, they will have an understanding of the most important tools in controlling, and will be able use these in real-life examples. They will also be able to apply findings from “decision and responsibility accounting” and put them into practice. This includes learning to critically question which controlling instruments are best suited for different issues in a business.

The **Business Simulation** allows participants to experience firsthand the interconnections in a company, particularly the conflicts of objectives that systemically arise in the management of companies. This activity not only teaches and expands students’ knowledge of business, but also promotes teamwork by working in small groups –the group, as the “management team” of “their company” will have to answer for their decisions and the resulting consequences. It also trains students to deal with information retrieval and decision-making under time pressure. TOPSIM – General Management II is particularly well suited for teaching systematic business thinking and action, as well as strategic management.

3 Content

Strategic Management

- Key terms and concepts in management
- Concept and process of strategic planning
- Analysis of strategic business units
- Consequences from portfolio analysis

	- Fundamentals of project management **Controlling** - Controlling concepts (function, institution, teaching/review of basic terms in accounting as needed) - Instruments of strategic controlling - Analysis of annual financial report and liquidity and financial planning as operative controlling instruments - Contribution margin calculation, standard costing, activity-based costing, target costing, life cycle costing **Business Simulation** - The business simulation TOPSIM - General Management II is an integrated industry simulation. It encompasses all areas of a business, from the production to purchasing, human resources planning and research & development, to marketing and sales, as well as topics such as product life cycles, staff training, productivity, rationalization, environmental aspects, stock prices, and company valuation. - Company goals and strategies - Section: Competitor analysis, marketing mix, product life cycle, product re-launch, product reintroduction, entry into a new market, cost calculation for special projects, contribution margin accounting, and market research reports as informational basis for marketing decisions. - Research & Development (R&D): Technology, ecology, value analysis - Sourcing/warehousing: Optimal order quantities - Manufacturing: Investment, divestment, in-house manufacturing or external sourcing, capacity planning, environmentally sustainable manufacturing, streamlining, learning curve - Staff: Planning, training, productivity, absenteeism, fluctuation - Finance and accounting: Cost-type, cost-center, and cost-unit accounting, graded contribution margin accounting, financial planning, balance sheets and profit and loss statements, cash flow - Stock price and company valuation - Portfolio analysis
4	**Learning Format** Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics. Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities, case studies, and small-group work, as well as presentations.
5	**Module Participation Requirements/Recommendations** Basics of accounting and management
6	**Examination Form** Strategic Management: Presentation/poster Controlling: Case study and presentation Business simulation: Participation in simulation days and presentation (group work)
7	**Requirements for Receiving Credit Points** Earning a passing grade on module exam / successful completion of case study with presentation / successful presentation of business simulation tasks
8	**Weight of Module Grade in Final Grade** 12/90 (13,3%)
9	**Module Supervisor:** Prof. Dr. Kihm, Prof. Dr. Busch/Christian May, Dr. Malte Busch
10	**Other Information** **Coursepacks:** Prof. Dr. Beißner: Introduction to Strategic and Operative Controlling **Additional Reading Recommendations:** Freeman, E.R. Strategic Management. Cambridge. 2010 Harrison, J.S.; and C.H. St. John. Foundations in Strategic Management. Mason. 2014 Sadler, Ph. Strategic Management. 2nd Edition. London. 2003

Module Description

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Module Name:	**Department:** II
Required Module **International Competencies**	**Program of Study:** Distance Learning MBA International Business Management

Number	**Workload**	**Credits**	**Program Semester**	**Offered**	**Length**
6	**180 hours**	**6**	2nd sem.	each semester (winter and summer)	1 Semester

1	**Course Components**	**Contact Hours**	**Self-Study**	**Planned Group Size**
	a) Seminar b) Practical activities with case studies c) Small group projects	**(webinar and mail)** 48 hours	192 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

Students will learn to recognize and take into account the international aspects of management, particularly in marketing (market research and the comparability of studies). They will also become aware of the forms of international marketing and the demands placed on international management orientation, and to apply this knowledge to their own behavior. Culture is to be understood as a factor for success – one that must also be mastered. International management also affects international marketing: corresponding aspects are taught and should be implemented (cultural skills also apply here as a factor for success). The differentiation and standardization of instruments from human resources management as a problem of international human management should be understood and considered.

In terms of communication, (international) teamworking and the ability to work through conflict will be taught.

At the core of this module is acquiring cultural competency as a strategic factory for success in the global economy. In many regards, cultural competency is a central prerequisite for international business activity, above all in human resources management and marketing. Yet, cultural competency should not be only acquired: it should also flow into concrete decisions, and is also a feature of one's own behavior, meaning that it is an aspect of social competency – skills that need to be developed.

3 Content

International Market Research
International primary and secondary research is presented, along with several case studies.

International Management

The internationalization of companies and the distinctive features of doing business abroad are important aspects in an international orientation. Topics such as licenses, franchising, export and joint venture are discussed, and the demands of an international orientation in management are outlined.

	International Communication The essence of cultural differences, language barriers, and the practical problems of intercultural communication are addressed alongside culture as an important component of communication. At the end of the module, students will have learned how to successfully navigate intercultural situations.
4	**Learning Format** Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics. Webinar sessions have a seminar-like nature, and are complemented with practically oriented projects and case studies from the international business world.
5	**Module Participation Requirements/Recommendations** Basics of business administration, management, marketing, and human resource management.
6	**Examination Form** Seminar paper
7	**Requirement for Receiving Credit Points** Earning a passing grade on the seminar paper
8	**Weight of Module Grade in Final Grade** 6/90 (6,65%)
9	**Module Supervisor and Main Instructor** Prof. Dr. Rainer Busch Ridha Mejri
10	**Other Information** **Coursepacks:** Prof. Dr. R. Busch, Prof. Dr. F. Unger: Intercultural Communication Prof. Dr. R. Busch, Prof. Dr. F. Unger: International Management **Additional Coursepacks:** Prof. Dr. R. Busch, Prof. Dr. F. Unger: Communications Policy I – III **Additional Reading Recommendations:** Ahlstrom, D.; and G.D. Bruton. International Management. Mason. 2010 Lane, H.W.; Maznevski, M.L.; and J.J. Di Stefano. International Management Behaviour. 6th Edition. Chichester. 2009 McFarlin, D.; and P. Sweeney. International Management. 4th Edition. New York. 2011

Module Description

Ludwigshafen University of Business and Society
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Module Name:	**Department:** II
Required Module **Human Resources Management**	**Program of Study:** Distance Learning MBA International Business Management

Number	**Workload**	**Credits**	**Program Semester**	**Offered**	**Length**
7	**300 hours**	**10**	3rd sem.	each semester (winter and summer)	1 Semester

1	**Course Components**	**Contact Hours**	**Self-Study**	**Planned Group Size**
	a) Seminar b) Practical activities with case studies	**(webinar and mail)** 45 hours	255 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

Based on case studies and discussions of students' own companies, students will acquire skills relating to the current demands and developments in the world of work, such as flexible models of work, innovative work and compensation policies, target agreement systems, and modern approaches in human resources controlling. They will learn to design and manage these. They will also learn to determine how useful education and training management are as instruments of human resources management. In order to consciously design their own management style (that they will later use in their careers), students will establish points of reference based on intensive reflection of the psychological principles of the human triad, as well as work and organization (motivation, satisfaction on the job, decision-making processes, etc.). They will be able to conduct and learn to evaluate a study of workplace morale at their company. On the basis of these acquired methodological skills, they can then assess whether and to what degree it would make sense to employ alternative instruments of human resources management.

3 Content

The **Human Resources Management** module encompasses three fields: (1) Human Resources, with an emphasis on staff organization, international human resources management, training management, employment policy, balanced scorecard, and goal setting; (2) "Work and Organizational Psychology," and (3) "Organization."

International Human Resources Management

- Characteristics of International Human Resource Management
- Strategic International Human Resource Management
- International Recruitment
- International Staffing
- International Leadership
- Current topics in Human Resource Management (Digital Transformation, Work 4.0, New Work, Agile Leadership)

Work and Organizational Psychology

- Principles of motivational psychology
- Issues of measuring satisfaction at work
- Problems in management behavior: Consequences and ways to avoid them
- The psychology of incentives

	○ Group behavior (convergence and divergence in groups, the influence of minorities, group performance) ○ Analysis of work behavior ○ Studies of workplace morale **Organization** ○ Structure and process ○ Organization as a social system (what is an organization?) ○ The situative approach (Kieser & Kubizeck) ○ Description and analysis of formal structures ○ Determinants of formal organizational structures - Offerings: Diversification and divisionalization - Internationalization - Scale - Manufacturing technology - Environment ○ Organizational structure and activity ○ Experiences in organizations ○ Communication in organizations ○ Power and decision-making in organizations ○ Formal power v. social power ○ The organization as an open system: External orientation (market) ○ Development of an organization as the creation of organizational culture
4	**Learning Format** Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics. Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities, case studies, and small group work.
5	**Module Participation Requirements/Recommendations** Basic knowledge of human resources and psychology
6	**Examination Form** Project/seminar paper
7	**Requirement for Receiving Credit Points** Earning a passing grade on the module exams and successful completion of project
8	**Weight of Module Grade in Final Grade** 10/90 (11,1%)
9	**Module Supervisor and Main Instructors** Dr. Eva Miriam Konrad, Ralf Blasek, Assoc. Prof. Dr. Andrea Ceschi
10	**Other Information** **Additional Reading Recommendations:** Armstrong, M. Human Resource Management Practice.10th Edition. London. 2007 Durai, P. Human Resource Management. Chennai. 2010 Torrington, D.; Hall, L.; and S. Taylor. Human Resource Management. 7th Edition. Harlow. 2008

Module Description

Ludwigshafen University of Business and Society
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Module Name:	**Department:**	II
Required Elective Module (Choose 2 of 4) **Law**	**Program of Study:**	Distance Learning MBA International Business Management

Number	**Workload**	**Credits**	**Program Semester**	**Offered**	**Length**
8.1	**60 hours**	**2**	3rd sem.	each semester (winter and summer)	1 Semester

1	**Course Components**	**Contact Hours**	**Self-Study**	**Planned Group Size**
	a) Seminar b) Practical activities with case studies	**(webinar and mail)** 10 hours	50 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

In the required elective module **Law**, students will be taught the cultural basis and its influence on the design of legal systems. Through this, they will understand legal systems of various cultural inflections. Drawing on case studies, students will learn to recognize and understand the structure of legal relationships through agreed-upon contracts in an international context. They will also gain skills in problem-solving in contract negotiations and drafting of contracts, particularly in dealing with international business partners.

3 Content

- Legal systems
  - Distinguishing Criteria:
    - Religious, philosophical, and ideological foundations
    - Historical development
    - Prevailing legal thought
  - Legal Systems of the World: An Overview
    - Continental European legal systems (unique features of the Roman legal system)
    - The Anglo-American legal system (built upon precedent)
    - Other legal systems
  - Structure of legal system
  - Interpretation and legal reasoning
- Foundations of constitutional law
  - Rule of law
  - Separation of powers
  - Sources of law
- Legal disciplines and basic concepts of legal systems
  - Public and private law
  - Procedural and material law
  - Legal subjects
  - Juridical acts
  - Duty and right
  - Claims and obligations
  - Property rights

	- The law of contracts
	  o Preparing One's Own Position
	  • Basic principles of negotiating
	  • Phases of a negotiation
	  • Determining the rules of the game together
	  • Strategies for argumentation
	  • Miscommunication / models for compromise
	  o Decision and Conclusion
	  o Sources of contract law
	  o The contents of the contract
	- Liability law
	  o Strict liability
	  o Fault liability
	- Legal issues relevant for international business
	- Dispute resolution
	  o Court proceedings - litigation
	  o Alternative dispute resolution
	  • Arbitration
	  • Mediation

4	**Learning Format** Lecture, legal cases, practice activities
5	**Module Participation Requirements/Recommendations** Basic knowledge of legal principles
6	**Examination Form** Oral exam
7	**Requirement for Receiving Credit Points** Earning a passing grade on the module exam
8	**Weight of Module Grade in Final Grade** 2/90 (2,2%)
9	**Module Supervisor and Main Instructors** Ass. Prof. Dr. Dominika Harasimiuk
10	**Other Information** Jaap Hage, Antiona Waltermann, Bram Akkermans (eds)., Introduction to Law, Second ed. Springer Unidroit Principles of International commercial contracts

Module Description

Ludwigshafen University of Business and Society
University of Applied Sciences

Module Name:	**Department:** II
Required Elective Module (Choose 2 of 4) **Sociology**	**Program of Study:** Distance Learning MBA International Business Management

Number	Workload	Credits	Program Semester	Offered	Length
8.2	**60 hours**	**2**	3rd sem.	each semester (winter and summer)	1 Semester

1	Course Components	Contact Hours	Self-Study	Planned Group Size
	a) Seminar	**(webinar and mail)** 10 hours	50 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

Students will gain insights into sociological theory and a profound understanding of different sociological perspectives on contemporary phenomena. We learn how some classic and modern sociologists tried to understand society by either focusing on social entities (Durkheim – structuralism) or on social interactions between individuals (Weber – constructivism). The course centers around the question of social order in societies and how it is maintained in times of multpiple crises. We address this question through three different lenses: social norms, social institutions and social relations. For all three approaches we take a look at the theoretical foundations and illustrate them with practical examples, including reference to migration sociology.

3 Content

- Foundations of sociological theory – an approach to sociological thinking
- Understanding social facts (Durkheim) - structuralism
- Social relationships and interaction (Weber) – constructivism
- Sociology as empirical science
- Sociological methodology / qualitative approaches
- Understanding how social order is maintained (the Leviathan – Hobbes)
- Approach 1: Social norms
- Approach 2: Social institutions (the welfare state)
- Approach 3: Social networks (bridging and bonding capital (Granovetter)
- Forms of capital (Bourdieu)
- Examples related to migration sociology and other contemporary social challenges
- Selected contemporary sociological theories
- Inequality and social change

4 Learning Format

Distance learning with webinars. Students have the opportunity to discuss, ask questions and apply the theory to examples from their (work) experiences.

5 Module Participation Requirements/Recommendations

None

6 Examination Form

Oral exam

7 Requirement for Receiving Credit Points

	Earning a passing grade on the module exam
8	**Weight of Module Grade in Final Grade** 2/90 (2,2%)
9	**Module Supervisor and Main Instructors** Dr. Kerstin Schmidt
10	**Other Information** **Reading Recommendations:** Van Tubergen, F. (2020). *Introduction to sociology*. Routledge.

Module Description

Ludwigshafen University of Business and Society
University of Applied Sciences

Modulbezeichnung: Required Elective Module (Choose 2 of 4) **Managerial Finance**	**Department:** II **Program of Study:** Distance Learning MBA International Business Management

Number	Workload	Credits	Program Semester	Offered	Length
8.3	**60 hours**	**2**	3rd sem.	each semester (winter and summer)	1 Semester

1	Course Components	Contact Hours	Self-Study	Planned Group Size
	a) Seminar	**(webinar and mail)** 10 hours	50 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

Students will:

- Master the methods of statistical and dynamic investment calculation techniques.
- Understand common financial instruments in the areas of internal and external financing
- Assess self-financing and financing with external capital of companies
- Learn about debt policy and the optimization of capital structures.
- Get an overview of financial markets and information on stock as a long-term investment.

3 Content

- Investment
- Financing
- Financial markets

4 Learning Format

Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.

5 Module Participation Requirements/Recommendations

None

6 Examination Form

Oral exam

7 Requirement for Receiving Credit Points

Earning a passing grade on module exam

8 Weight of Module Grade in Final Grade

2/90 (2,2%)

9 Module Supervisor and Main Instructors

Javier Gonzalez

10 Other Information

Additional Reading Recommendations:

Bhat, S. Financial Management. 2nd Edition. New Delhi. 2008
Brigham, E.F.; and M.C. Ehrhardt. Financial Management.12th Edition. Mason. 2008
Madura, J. International Financial Management.13th Edition. Boston. 2018

Module Description

Ludwigshafen University of Business and Society
University of Applied Sciences

Module Name:	**Department:** II
Required Elective Module (Choose 2 of 4) **Macroeconomics**	**Program of Study:** Distance Learning MBA International Business Management

Number	**Workload**	**Credits**	**Program Semester**	**Offered**	**Length**
8.4	**60 hours**	**2**	3rd sem.	each semester (winter and summer)	1 Semester

1	**Course Components**	**Contact Hours**	**Self-Study**	**Planned Group Size**
	a) Lecture	**(webinar and mail)** 10 hours	50 hours	approx. 20 students

2 Learning Outcomes / Skills Learned

Students will learn to understand overarching economic processes and the possibilities of state influence (economic policy). In addition to this, they will also learn to critically evaluate social issues in macroeconomics. Students will come to understand the consequences of societal processes and structures, particularly for marketing, human resources, and for strategic management, and learn to practically apply this knowledge.

3 Content

Macroeconomics I

- Macroeconomics as special sociology
- Introduction to Keynesian theory
- The goods market
- The money market
- The labor market
- Business cycle policy
- Exports and imports
- Questions of income distribution

Macroeconomics II

- Competition policy
- Labor market policy
- Social policy
- Regulatory policy
- Economic process policy (business cycle policy)
- Structural policy
- Foreign trade policy

4 Learning Format

Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.

5 Module Participation Requirements/Recommendations

	None; regularly engage with news and current topics in economics and business
6	**Examination Form** Oral exam
7	**Requirement for Receiving Credit Points** Earning a passing grade on module exam
8	**Weight of Module Grade in Final Grade** 2/90 (2,2%)
9	**Module Supervisor and Main Instructors** Prof. Dr. Chengyu Yang
10	**Other Information** **Coursepacks:** Prof. Dr. Fritz Unger: Macroeconomics I and II **Additional Reading Recommendations:** Arnold, R.A.: Economics. 9th Edition. Mason. 2008 Glanville, A.; and J. Glanville. Economics from a Global Perspective. 4th Edition. Dolton.2011 Samuelson, P.A.; and W.D. Nordhaus. Economics. 19th Edition. New Delhi. 2010

Module Description

Ludwigshafen University of Business and Society
University of Applied Sciences

Module Name:	**Department:** II
Master's Thesis (incl. colloquium)	**Program of Study:** Distance Learning MBA International Business Management

Number	Workload	Credits	Program Semester	Offered	Length
8	**900 hours**	**30**	4th sem.	each semester (winter and summer)	1 Semester

1	**Course Components** Presentation of Master's thesis	**Contact Hours** 10 - 30 hours (or more, depending on the student's needs)	**Self-Study** 870 - 890 hours	**Planned Group Size** 1 Student (or two students for joint thesis projects)

2 Learning Outcomes / Skills Learned

Students will demonstrate that they can successfully work through a problem using the methods of their field of study, within a pre-determined period of time, to develop an independent, scientifically reasoned assessment of a topic to formulate scientifically founded claims.
During the colloquium, students' independently produced work will be evaluated. In the written Master's thesis, students present the academic findings they have reached.

3 Content
Researching and writing one's own Master's thesis

4 Learning Format
Presentation

5 Participation Requirements/Recommendations
Master's thesis submitted by deadline

6 Examination Form
Master's thesis presentation

7 Requirement for Receiving Credit Points
Accepted Master's thesis and successfully completed colloquium

8 Weight of Module Grade in Final Grade
30/90 (33,3%)

9 Module Supervisor and Main Instructors
a) Prof. Dr. Andreas Gissel in his function as program director,
b) Other advising instructors

10 Other Information

Additional Reading Recommendations:

Bailley, S. Academic Writing. 4th Edition. New York. 2015
Giltrow, J.; Gooding, R.; Burgoyne, D.; and M. Sawatsky. Academic Writing. Plymouth. 2009
Skern, T. Writing Scientific English. Vienna. 2011