

MBA Module:	International Management
Key words:	Applied International Marketing, International Marketing, International Commercial Transactions, International Finance, International Technology and Production
Module number:	
Target group(s):	2 nd semester MBA students (ca. March – June)
ECTS credits:	9
Language of instruction:	English
Responsible:	Prof. Dr. Dr. h.c. Helmut Kohlert

Extent of work (hours)

Workload	Contact hours	Self study	Exam preparation
270	135	65	70

Prerequisites:	Participants have knowledge of the foundations of the modules “Finance”, in particular the topic “consolidation”, “Marketing & Strategy”, and “Operations Management”.
Objectives:	This module is designed to give the student knowledge of the international dimensions of management. This includes an understanding of issues like marketing, finance, and operations as well as the legal framework of the international environment. Using the methods and tools to solve real problems. Develop competences to act as a Manager in an international environment.
Module content:	<p>The module covers the following five courses:</p> <ul style="list-style-type: none"> Applied International Marketing: Apply international marketing tools and methods International Marketing: Understanding of the basic concepts in international marketing International Commercial Transactions: Understanding of commercial legal relations <p>International Finance: Evaluate different international investment strategies and sources of finance</p> <ul style="list-style-type: none"> International Technology and Production: Assess different technologies and industries in the global context <p>Although the self study part seems low there are exercises and presentations of the students during the contact hours i.e. in Applied International Marketing and International Technology and Production.</p>
Applicability:	This module lays the foundation for the corporate project and master’s thesis, where international issues play a big role in many times.
Requirements for credits:	<p>International Marketing, Applied International Marketing: presentation International Commercial Transactions: study assignment International Finance: written exam (30 minutes), presentation International Technology and Production: presentation, personal attendance of more than 80 % is compulsory to be admitted to the individual presentation</p> <p>Because of the variety of topics in this module, four exams must be passed in order to receive the ECTS for the whole module.</p>

Submodules and assessment

Submodule 1 of 5	Applied International Marketing		
Exam number:	1202006		
Lecturer:	Dr. Jürgen Kulle		
ECTS credits:	1		
Type of assessment:	Exam is included in the course International Marketing		
Learning objectives:	<ul style="list-style-type: none"> • Students know how to apply the international marketing tools and methods • Students know how to solve problems of case studies 		
Methods:	Participant presentations, case studies, discussions, exchange of experience.		
Literature:			
Contents:	Selected cases		
Workload 30	Contact hours 15	Self study 5	Exam preparation 10

Submodule 2 of 5	International Marketing		
Exam number:	1202006		
Lecturer:	Prof. Dr. Dr. h.c. Helmut Kohlert		
ECTS credits:	2		
Type of assessment:	Presentation		
Learning objectives:	<ul style="list-style-type: none"> • Students will have a better understanding of the basic concepts in international marketing and in the environmental forces that will need to consider as international marketers • Students learn how to focus on the various activities necessary for international marketing planning, including import/export operations, together with elements of the marketing-mix • Students learn to become more effective marketing managers by understanding the strategy issues most relevant for the multinational corporation • Students learn about reducing risk and expanding global opportunities in the real world from an entrepreneurial perspective. 		
Methods:	Lectures, discussions, exchange of experience, participant presentations, case studies.		
Literature:	<ul style="list-style-type: none"> • G. Zvobogo, M.R. Czinkota I. Ronkainen: International Marketing, Cengage Learning • Levitt, Th.: The Globalization of Markets, in: Harvard Business Review, May/June 1983, pp. 92–102 • Roberts, E.B., Ch.A. Berry: Entering New Businesses. Selecting Strategies for Success, in: Sloan Management Review, Spring 1985, pp. 3–16 • Kohlert, H.: Vom Risiko zur Chance. Russland und die Ukraine im Fokus mittelständischer Maschinenbauer und Automobilzulieferer aus Baden-Württemberg, Stuttgart (joint project with PricewaterhouseCoopers AG, Germany) (presentation in English available to students) 		
Contents:	<p>This course covers an entire range of international marketing, beginning with start-up operations, continuing with new market entry considerations, and concluding with the international issues confronting giant global marketers. The course addresses the reality of the interchange between business and government by analysing international marketing issues from both the business and policy perspective. Most important is the integration of the societal dimensions of diversity, environmental concerns, ethics, and economic transformation.</p> <ul style="list-style-type: none"> • Trends in the Internationalization Process • Intercultural Management • Research the International Marketplace • International Market Entry and Expansion • Developing Global Strategies • Adapted Marketing Mix in International Business 		
Workload 60	Contact hours 30	Self study 15	Exam preparation 15

Submodule 3 of 5	International Commercial Transactions		
Exam number:	1202007		
Lecturer:	Dr. Gert Brandner		
ECTS credits:	2		
Type of assessment:	Study assignment		
Learning objectives:	<ul style="list-style-type: none"> • Students have a basic understanding of commercial legal relations, in particular with respect to trans-border transactions in Common Law and Civil Law Systems • Students are familiar with legal terminologies • Students are capable to understand and analyse basic legal problems in different types of contracts • Students are able to recognise business risks • Students are able to develop risk management solutions from different viewpoints (e.g. seller/purchaser, licensor/licensee) • Students understand corporate structures and basic principles of mergers & acquisitions (M&A) and joint venture concepts. 		
Methods:	Lectures, discussions, exchange of experience, participant presentations and case studies. By means of examples, students practise analysing problems and their solutions.		
Literature:	<ul style="list-style-type: none"> • UN-Convention on the International Sale of Goods (CISG) • ICC International Commercial Terms (Incoterms) • Folsom, R., M.W. Gordon, J. A. Jr. Spanogle: International Business Transactions in a Nutshell, West Pub Co. • Byrd, B. Sh.: Einführung in die anglo-amerikanische Rechtssprache. Introduction to Anglo-American Law and Language, Stämpfli Verlag 		
Contents:	<ul style="list-style-type: none"> • Basic differences between Common Law and Civil Law Systems • International Organisations • Formation of contracts, breach of contract etc., based on the United Nations Convention on Contracts for the International Sale of Goods (CISG) • Business Contracts (e.g. sales contracts, distributorship agreement, licence agreements) • Basic legal elements of different types of contracts • Risk management/risk avoidance from different viewpoints with case studies • Applicable law, jurisdiction, battle of the forms • Dispute resolution, security, intellectual property law (trademarks, patents) • Corporate structures, mergers & acquisitions (M&A), joint ventures 		
Workload 60	Contact hours 30	Self study 10	Exam preparation 20

Submodule 4 of 5	International Finance		
Exam number:	1202008		
Lecturer:	Prof. Dr. Michael Flad		
ECTS credits:	2		
Type of assessment:	Written Exam (30 minutes) and Presentation		
Learning objectives:	<ul style="list-style-type: none"> • Students understand the specific aspects of international finance and are aware of different risks that multinational companies face • Students are able to evaluate different international investment strategies and sources of finance • Graduates can deal with exchange rate risks in a company's context 		
Methods:	Lectures, discussions, interactive learning by discussions, exercises, case studies.		
Literature:	<ul style="list-style-type: none"> • Moffett, M.H., A.I. Stonehill, D.K. Eiteman: Fundamentals of Multinational Finance, Pearson • Daily Newspapers: Financial Times, Economist, etc. <p>Additional:</p> <ul style="list-style-type: none"> • Eun Ch.S., B.G. Resnick: International Financial Management, McGraw-Hill • Madura J., R. Fox: International Financial Management, Cengage Learning • A.C. Shapiro: Multinational Financial Management, John Wiley & Sons • Clacher. I., B. Jordan, D. Hiller, St.A. Ross, R. Westerfield.: Fundamentals of Corporate Finance, McGraw-Hill 		
Contents:	<ul style="list-style-type: none"> • Global financial environment, international monetary system and the Balance of Payments • FX-theory and -exposure <ul style="list-style-type: none"> - FX-market (FOREX) - FX-theory - FX-derivatives - FX-exposure and –management of a firm • Financing sources of a multinational firm <ul style="list-style-type: none"> - Global cost of capital and optimal capital structure - International equity and debt financing - Financing the foreign subsidiary • International investment decisions <ul style="list-style-type: none"> - International portfolio diversification - Foreign direct investments • Managing multinational operations <ul style="list-style-type: none"> - Multinational capital budgeting - International trade financing - International tax environment and transfer pricing • Multinational cash management 		
Workload 60	Contact hours 30	Self study 20	Exam preparation 10

Submodule 5 of 5	International Technology and Production		
Exam number:	1202009		
Lecturer:	Prof. Dr. Siegfried Zürn		
ECTS credits:	2		
Type of assessment:	Class attendance of more than 80 % is compulsory to be admitted to the individual presentation.		
Learning objectives:	<ul style="list-style-type: none"> • Students are able to compare technological approaches under international competitive aspects • Students acquire knowledge of the role of different industries in different countries and how to view them under a global perspective • Students understand different nations' point of view on global technological challenges • Graduates will be capable to assess different technologies and industries in the global context 		
Methods:	Lectures, interactive learning by discussions, exchange of experience, participant presentations.		
Literature:	<ul style="list-style-type: none"> • Individual literature about the technologies to be analysed <p>Additional:</p> <ul style="list-style-type: none"> • Fagerberg, J.: Technology, Growth and Competitiveness. Selected Essays, Edward Elgar • Whybark, C., G. Vastag: Global Manufacturing Practices, Elsevier 		
Contents:	<p>This course will offer an insight into different countries, specific industries and technologies around the world. After an introduction by the instructor the students will give presentations of topics from their home-country or the industries they come from.</p> <p>They will analyse the potential of the technology and asses the economic relevance.</p> <p>By comparing the different views and relating the facts and figures conclusions will be drawn to get an overview and an impression of the different opinions of our international class about international technologies and production.</p>		
Workload 60	Contact hours 30	Self study 20	Exam preparation 10