
**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
- Module 8: Required Elective Module
- 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 Study: of Distance Learning MBA International Business Management		
Number	Workload	Credits	Program Semester	Offered	Length
1	60 hours	2	1st sem.	yearly, always beginning in Winter Semester	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 how scientific findings are possible, and what the limits of such findings are. All of our knowledge is – more or less – a system of good assumptions. There is no certainty; it is about learning to recognize that in the end, all decisions can be traced back to personal responsibility. Students will gain an understanding that by using scientific theory, critical-rational action can be implemented as a practical life philosophy.				
3	Content Theory of Science <ul style="list-style-type: none"> • The tasks of science • Business administration as a social science <ul style="list-style-type: none"> ○ Generating a hypothesis as the starting point of all research ○ Making explanations and predictions as the task of science • Basic research and applied science • Knowledge and practical experience <ul style="list-style-type: none"> ○ Neutrality in science • Alternative epistemological views <ul style="list-style-type: none"> ○ Radical realism ○ Fallibilism ○ Critical rationalism ○ Positivism ○ Critical theory ○ Hermeneutics ○ Constructivism • The consequence: Critical rationalism <ul style="list-style-type: none"> ○ The struggle for the better theory ○ Critical-rational management ○ Critical rationalism as a life philosophy 				

	<p>Research Methods</p> <ul style="list-style-type: none"> • Methods of data collection in empirical data research • Critical handling of findings (no over-evaluations) • Transferring scientific findings into practical action • Ethics in research
4	<p>Learning Format</p> <p>Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.</p> <p>In these subjects, webinar sessions have a strong seminar nature, and discussions play a central role. Students are therefore urged to prepare themselves in advance for discussions and activities by reading through their coursepacks. Students will also receive information on additional reading recommendations.</p>
5	<p>Module Participation Requirements/Recommendations</p> <p>None</p>
6	<p>Examination Form</p> <p>Participation in a graded discussion round, or a written essay on a scientific topic</p>
7	<p>Requirement for Receiving Credit Points</p> <p>Earning a passing grade on course assignment</p>
8	<p>Weight of Module Grade in Final Grade</p> <p>-</p>
9	<p>Module Supervisor and Main Instructors</p> <p>Prof. Dr. Rainer Busch</p>
10	<p>Other Information</p> <p>Coursepacks: Prof. Dr. Fritz Unger, Dr. Alexander Unger: Scientific Theory Prof. Dr. Fritz Unger, Dr. Alexander Unger: Methods of Empirical Research</p> <p>Additional Reading Recommendations:</p> <p>Bailey, 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</p>

Module Description



**Ludwigshafen University
of Business and Society**
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Module Name:			Department: II		
Required Module Marketing			Program Study: of Distance Learning MBA International Business Management		
Number	Workload	Credits	Program Semester	Offered	Length
2	360 hours	12	1st sem.	yearly, always beginning in Winter Semester	1 semester
1	Course Components a) Seminar b) Practical activities and case studies c) Small group projects		Contact Hours (webinar and mail) 30 h	Self-Study 330 hours	Planned Group Size 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 practical areas in management. They will also be able 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 o Integrated communication o Innovation management o Conjoint analysis on product and pricing policy o New developments in key account management o Methods in market research o Advanced topics: Porter, Hinterhuber and Gälweiler o Marketing of services o Marketing of productive goods (distinguishing features) o Marketing of consumer goods (distinguishing features) o Social marketing o Non-Profit marketing o Developing a marketing plan o Methods in marketing research - International Marketing o International marketing defined o The EPRG scheme o International marketing management process o Self-reference criterion				

	<ul style="list-style-type: none"> ○ 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	<p>Learning Format</p> <p>Distance learning with webinar, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.</p> <p>Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities, case studies, and small-group work.</p> <p>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.</p>
5	<p>Module Participation Requirements/Recommendations</p> <p>Basics of marketing and business English</p>
6	<p>Examination Form</p> <p>Seminar paper</p>
7	<p>Requirement for Receiving Credit Points</p> <p>Earning a passing grade on the module project work</p>
8	<p>Weight of Module Grade in Final Grade</p> <p>12/90 (13,3%)</p>
9	<p>Module Supervisor and Main Instructors</p> <p>Prof. Dr. Hamed Shamma</p>
10	<p>Other Information</p> <p>Additional Reading Recommendations:</p> <p>Ferrell, P.: Marketing. Boston. 2016 Kotler, Ph., Keller, K.L., Brady, M., and M. Goodman. Marketing Management. 3rd Edition. Upper Saddle River. 2015</p>

Module Description



**Ludwigshafen University
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Module Name:			Department: II		
Required Module Logistics			Program Study: of Distance Learning MBA International Business Management		
Number	Workload	Credits	Program Semester	Offered	Length
3	120 hours	4	1st sem.	yearly, always beginning in Winter Semester	1 semester
1	Course Components a) Seminar b) Practical activities with case studies		Contact Hours (webinar and mail) 20 hours	Self-Study 100 hours	Planned Group Size 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 <ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> 2.1 Contributing factors in primary requirements planning 2.2 Determining an optimal production program 3. Requirements Planning <ul style="list-style-type: none"> 3.1 Bill of materials administration 3.2 Requirement explosion 3.3 Requirements tracking 4. Time Scheduling and Capacity Planning <ul style="list-style-type: none"> 4.1 Basic data management 4.2 Lead-time scheduling 4.3 Capacity alignment Production Logistics II <ul style="list-style-type: none"> 1. Releasing Production Orders <ul style="list-style-type: none"> 1.1 Functions in releasing production orders 1.2 Types of availability checks 1.3 Organizational forms of production 				

	<ul style="list-style-type: none"> 2. Production Control <ul style="list-style-type: none"> 2.1 Detailed scheduling 2.2 Control of production processes 2.3 BDE 2.4 Control and data analysis 3. Concepts in Production Logistics <ul style="list-style-type: none"> 3.1 Criticism of the classical PPS concept 3.2 MRP concepts 3.3 Kanban system 3.4 BOA 3.5 Cumulative quantity concept <p>Distribution & Sales Logistics</p> <ul style="list-style-type: none"> 1. Frame of Reference <ul style="list-style-type: none"> 1.1 Classification and description 1.2 Influencing factors in distribution logistics 1.3 Delivery service 2. Order Processing <ul style="list-style-type: none"> 2.1 Order data 2.2 Order processing procedure 2.3 Business-wide information organization 3. Organization of Distribution Structures <ul style="list-style-type: none"> 3.1 Distribution channels 3.2 Location determination 4. Warehouse Logistics <ul style="list-style-type: none"> 4.1 Warehousing 4.2 Dispatching outgoing goods 4.3 Order commissioning 4.4 Packaging 5. Transportation <ul style="list-style-type: none"> 5.1 Transportation type 5.2 Delivery planning 6. Spare Parts Logistics 7. Supply Chain Management
4	<p>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.</p> <p>Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities and case studies.</p>
5	<p>Module Participation Requirements/Recommendations Basic knowledge of business administration and marketing</p>
6	<p>Examination Form Oral Exam</p>
7	<p>Requirement for Receiving Credit Points Earning a passing grade on the module exam</p>
8	<p>Weight of Module Grade in Final Grade 4/90 (4,4%)</p>
9	<p>Module Supervisor and Main Instructors Prof. Dr. Andreas Gissel</p>

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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



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Module Name:			Department: II		
Required Module Social Skills			Program Study: of Distance Learning MBA International Business Management		
Number	Workload	Credits	Program semester	Offered	Length
4	300 hours	10	1st-3rd sems.	yearly, always beginning in Winter Semester	3 semesters
1	Course Components a) Seminar b) Practical activities c) Presentations		Contact hours (webinar and mail) 70 hours	Self-Study 230 hours	Planned Group Size 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 <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> ○ 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 				

	<ul style="list-style-type: none"> ○ Preparation and planning in speaking situations ○ Comprehensability ○ Argumentation ○ Public speaking behavior <p>Creativity</p> <ul style="list-style-type: none"> ○ 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	<p>Learning Format</p> <p>Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.</p> <p>Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities, case studies, and small-group work.</p> <p>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.</p>
5	<p>Module Participation Requirements/Recommendations</p> <p>None</p>
6	<p>Examination Form</p> <p>Philosophy/Ethics: Presentation Rhetoric: Manuscript, free speech, comments Creativity: Real creativity session based on a specific question</p>
7	<p>Requirement for Receiving Credit Points</p> <p>Earning a passing grade on each respective module exam</p>
8	<p>Weight of Module Grade in Final Grade</p> <p>10/90 (11,1%)</p>
9	<p>Module Supervisor and Main Instructors</p> <p>Ethics: Marina Wikman Rhetoric: Prof. Mika Hietanen Creativity: Daniel Brunnett</p>
10	<p>Other Information</p> <p>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</p> <p>Additional Reading Recommendations:</p> <p>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</p>

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.	yearly, always beginning in Summer Semester	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	<p>Learning Outcomes / Skills Learned</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>				
3	<p>Content</p> <p>Strategic Management</p> <ul style="list-style-type: none"> - Key terms and concepts in management - Concept and process of strategic planning - Analysis of strategic business units - Consequences from portfolio analysis 				

	<ul style="list-style-type: none"> - Fundamentals of project management <p>Controlling</p> <ul style="list-style-type: none"> - 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 <p>Business Simulation</p> <ul style="list-style-type: none"> - 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	<p>Learning Format</p> <p>Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.</p> <p>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.</p>
5	<p>Module Participation Requirements/Recommendations</p> <p>Basics of accounting and management</p>
6	<p>Examination Form</p> <p>Strategic Management: Presentation/poster Controlling: Case study and presentation Business simulation: Participation in simulation days and presentation (group work)</p>
7	<p>Requirements for Receiving Credit Points</p> <p>Earning a passing grade on module exam / successful completion of case study with presentation / successful presentation of business simulation tasks</p>
8	<p>Weight of Module Grade in Final Grade</p> <p>12/90 (13,3%)</p>
9	<p>Module Supervisor:</p> <p>Prof. Dr. Beißner, Prof. Dr. Busch/Christian May, Dr. Malte Busch</p>
10	<p>Other Information</p> <p>Coursepacks:</p> <p>Prof. Dr. Beißner: Introduction to Strategic and Operative Controlling</p> <p>Additional Reading Recommendations:</p> <p>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</p>

Module Description



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Module Name:			Department: II		
Required Module International Competencies			Program Study: of Distance Learning MBA International Business Management		
Number	Workload	Credits	Program Semester	Offered yearly, always beginning in Winter Semester	Length
6	180 hours	6	2 nd sem.		1 Semester
1	Course Components a) Seminar b) Practical activities with case studies c) Small group projects		Contact Hours (webinar and mail) 48 hours	Self-Study 192 hours	Planned Group Size approx. 20 students
2	<p>Learning Outcomes / Skills Learned</p> <p>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.</p> <p>In terms of communication, (international) teamworking and the ability to work through conflict will be taught.</p> <p>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.</p>				
3	<p>Content</p> <p>International Market Research International primary and secondary research is presented, along with several case studies.</p> <p>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.</p>				

	<p>International Communication</p> <p>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.</p>
4	<p>Learning Format</p> <p>Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.</p> <p>Webinar sessions have a seminar-like nature, and are complemented with practically oriented projects and case studies from the international business world.</p>
5	<p>Module Participation Requirements/Recommendations</p> <p>Basics of business administration, management, marketing, and human resource management.</p>
6	<p>Examination Form</p> <p>Seminar paper or presentation/paper</p>
7	<p>Requirement for Receiving Credit Points</p> <p>Earning a passing grade on the seminar paper</p>
8	<p>Weight of Module Grade in Final Grade</p> <p>6/90 (6,65%)</p>
9	<p>Module Supervisor and Main Instructor</p> <p>Prof. Dr. Rainer Busch Donatella Daniela Acquati</p>
10	<p>Other Information</p> <p>Coursepacks: Prof. Dr. R. Busch, Prof. Dr. F. Unger: Intercultural Communication Prof. Dr. R. Busch, Prof. Dr. F. Unger: International Management</p> <p>Additional Coursepacks: Prof. Dr. R. Busch, Prof. Dr. F. Unger: Communications Policy I – III</p> <p>Additional Reading Recommendations:</p> <p>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</p>

Module Description



**Ludwigshafen University
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Module Name:			Department: II		
Required Module Human Resources Management			Program Study: of Distance Learning MBA International Business Management		
Number	Workload	Credits	Program Semester	Offered	Length
7	300 hours	10	3rd sem.	yearly, always beginning in Winter Semester	1 Semester
1	Course Components a) Seminar b) Practical activities with case studies		Contact Hours (webinar and mail) 45 hours	Self-Study 255 hours	Planned Group Size approx. 20 students
2	<p>Learning Outcomes / Skills Learned</p> <p>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.</p>				
3	<p>Content</p> <p>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."</p> <p>International Human Resources Management</p> <ul style="list-style-type: none"> ○ 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) <p>Work and Organizational Psychology</p> <ul style="list-style-type: none"> ○ Principles of motivational psychology ○ Issues of measuring satisfaction at work ○ Problems in management behavior: Consequences and ways to avoid them ○ The psychology of incentives 				

	<ul style="list-style-type: none"> ○ Group behavior (convergence and divergence in groups, the influence of minorities, group performance) ○ Analysis of work behavior ○ Studies of workplace morale <p>Organization</p> <ul style="list-style-type: none"> ○ 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 <ul style="list-style-type: none"> - 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	<p>Learning Format</p> <p>Distance learning with webinars, which have a strong interactive and practical orientation and serve to clarify and deepen students' understanding of course topics.</p> <p>Webinar sessions have a seminar-like nature, and are complemented with practical, real-world activities, case studies, and small group work.</p>
5	<p>Module Participation Requirements/Recommendations</p> <p>Basic knowledge of human resources and psychology</p>
6	<p>Examination Form</p> <p>Project/seminar paper</p>
7	<p>Requirement for Receiving Credit Points</p> <p>Earning a passing grade on the module exams and successful completion of project</p>
8	<p>Weight of Module Grade in Final Grade</p> <p>10/90 (11,1%)</p>
9	<p>Module Supervisor and Main Instructors</p> <p>Dr. Eva Maria Konrad, Sébastien de Beaufort, Dr. Alexander Götmann</p>
10	<p>Other Information</p> <p>Coursepacks:</p> <p>Dr. Alexander Unger: Work and Organizational Psychology</p> <p>Prof. Dr. Peter Mudra: Basic Concepts in Human Resources Work</p> <p>Prof. Dr. Peter Mudra: Approaches in Human Resources</p> <p>Prof. Dr. Peter Mudra: Tasks in Human Resources I: Availability of Workers</p> <p>Prof. Dr. Peter Mudra: Tasks in Human Resources II: Effectiveness of Workers</p> <p>Prof. Dr. Rainer Busch and Prof. Dr. Fritz Unger: International Human Resources Management</p> <p>Additional Reading Recommendations:</p> <p>Armstrong, M. Human Resource Management Practice. 10th Edition. London. 2007</p> <p>Durai, P. Human Resource Management. Chennai. 2010</p> <p>Torrington, D.; Hall, L.; and S. Taylor. Human Resource Management. 7th Edition. Harlow. 2008</p>

Module Description



**Ludwigshafen University
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Module Name:			Department: II		
Required Elective Module (Choose 2 of 4)			Program of Study: Distance Learning MBA International Business Management		
Law					
Number	Workload	Credits	Program Semester	Offered	Length
8.1	60 hours	2	3rd sem.	yearly, always beginning in Winter Semester	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				
	<ul style="list-style-type: none"> - Legal systems <ul style="list-style-type: none"> o Distinguishing Criteria: <ul style="list-style-type: none"> • Religious, philosophical, and ideological foundations • Historical development • Prevailing legal thought o Legal Systems of the World: An Overview <ul style="list-style-type: none"> • Continental European legal systems (unique features of the Roman legal system) • The Anglo-American legal system (built upon precedent) • Other legal systems - Designing International Legal Relationships through Agreed-Upon Contracts <ul style="list-style-type: none"> o Preparing One's Own Position <ul style="list-style-type: none"> • 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 Techniques for Formulating Contracts: <ul style="list-style-type: none"> • Consistency • Precision • Completeness o Important Points for Working with Foreign Partners <ul style="list-style-type: none"> • Negotiating procedure and conditions 				

	<ul style="list-style-type: none"> • Different mentalities • Different strategies
4	Learning Format Lecture, legal cases, practice activities
5	Module Participation Requirements/Recommendations Basic knowledge of legal principles in the <i>Bürgerliches Gesetzbuch</i> (BGB, German civil code) and <i>Handelsgesetzbuch</i> (HGB, German commercial code)
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 Yves Zimmermann
10	Other Information <ul style="list-style-type: none"> - Kohler-Gehring, E.: Einführung in das Recht (Introduction to Law) - Gülleemann, D.: Internationales Vertragsrecht (International Contract Law) - Koch, H./ Magnus, U./ Winkler von Mohrenfels, P. IPR und Rechtsvergleichung. (Intellectual Property Law and Comparative Law) <p>The latest editions of these texts are recommended.</p>

Module Description



**Ludwigshafen University
of Business and Society**
University of Applied Sciences

Module Name:			Department: II		
Required Elective Module (Choose 2 of 4)			Program Study: of Distance Learning MBA International Business Management		
Sociology					
Number	Workload	Credits	Program Semester	Offered	Length
8.2	60 hours	2	3rd sem.	yearly, always beginning in Winter Semester	1 Semester
1	Course Components a) Seminar		Contact Hours (webinar and mail) 10 hours	Self-Study 50 hours	Planned Group Size approx. 20 students
2	Learning Outcomes / Skills Learned Students will gain a deep understanding of the relevant subfields of sociology. This entails work sociology and consumer sociology, as well as business sociology, including typical theories of power. Markets are treated as special “organizations without central control.” Students will learn the consequences of social processes and structures, particularly as they relate to marketing, human resources, and strategic management. They will also learn to practically apply this knowledge.				
3	Content <ul style="list-style-type: none"> • Sociology as the science of social relationships and interaction • Sociology as empirical science • Statistical principles of empirical sociological research • Sociological methodology • Methods in sociology • Statistical analyses • Testing hypotheses • Selected contemporary sociological theories • Luhmann and Parsons (systems theory) • Action, social action, and voluntary action • The theory of social action (Esser) • Inequality and social change • The sociology of work and occupational sociology • Industrial sociology and business sociology • Economic and consumer sociology • Family, society, and consumption 				
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. In these subjects, webinar sessions have a strong seminar nature, and in-class discussions play a central role. Students are therefore urged to prepare themselves in advance for in-class discussions and activities by reading through their coursepacks. This is why the coursepack for sociology in particular has an above-average number of comprehension questions. Students will also receive				

	tips on additional reading recommendations.
5	Module Participation Requirements/Recommendations None, beyond some basic knowledge of statistics
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 Associate Prof. Dr. Basak Bilecen
10	Other Information Coursepack: Dr. Alexander Unger: Sociology I and II Additional Reading Recommendations: Macionis, J. Sociology. Upper Saddle River. 2013 Turner, J.H. Sociology. Upper Saddle River. 2005

Module Description



Ludwigshafen University
of Business and Society
University of Applied Sciences

Modulbezeichnung:			Department: II		
Required Elective Module (Choose 2 of 4)			Program Study: of Distance Learning MBA International Business Management		
Managerial Finance					
Number	Workload	Credits	Program Semester	Offered	Length
8.3	60 hours	2	3rd sem.	yearly, always beginning in Winter Semester	1 Semester
1	Course Components a) Seminar		Contact Hours (webinar and mail) 10 hours	Self-Study 50 hours	Planned Group Size approx. 20 students
2	Learning Outcomes / Skills Learned Students will: <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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. 2 nd Edition. New Delhi. 2008 Brigham, E.F.; and M.C. Ehrhardt. Financial Management. 12 th Edition. Mason. 2008 Madura, J. International Financial Management. 13 th 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)			Program Study: of Distance Learning MBA International Business Management		
Macroeconomics					
Number	Workload	Credits	Program Semester	Offered	Length
8.4	60 hours	2	3rd sem.	yearly, always beginning in Winter Semester	1 Semester
1	Course Components a) Lecture		Contact Hours (webinar and mail) 10 hours	Self-Study 50 hours	Planned Group Size 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 <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 Dr. Stefan Legge
10	Other Information Coursepacks: Prof. Dr. Fritz Unger: Macroeconomics I and II Additional Reading Recommendations: Arnold, R.A.: Economics. 9 th Edition. Mason. 2008 Glanville, A.; and J. Glanville. Economics from a Global Perspective. 4 th Edition. Dolton.2011 Samuelson, P.A.; and W.D. Nordhaus. Economics. 19 th 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.	yearly, always beginning in Summer Semester	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 head, b) Other advising instructors				
10	Other Information Additional Reading Recommendations: Bailey, 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				