Modulhandbuch

Management in the Global Environment / Global Strategies

Module Code	MLK301

Semester / *term*	1	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden /*contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA, IBSA
Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises		
Modulverantwortliche/r / module leader	Prof. Dr. Petra Milde		
Kompetenzziele / learning outcomes	By the end of this module you will be able to: 1. Evaluate the nature, behaviour and performance of firms in the global business environment 2. Critically appraise the strategic situations of organisations and their competitors 3. Assess the resource capability of organisations 4. Apply techniques and tools to assess the most appropriate strategies for an organisation in a global context 5. Develop knowledge about the effective implementing of strategy and its likely impact on stakeholders 6. Critically evaluate the implications of imposing strategic change on an organisation Overall, this module will cover the following IMBA programme learning outcomes: 1, 2, 3, 4, 5, 6, 8, 10, 11, 13, 14, 16, 17, 18.		
Lehrinhalte / contents	This module deals with strategy-making and execution. It addresses global business issues and deals with the question of what managers must do to make a company a winner in the global business environment. Using the case method and other approaches, the module discusses the managerial tasks involved in the processes of analysing, crafting, selecting, and executing strategies. Module Aims: ● To familiarise you with the principal concepts, frameworks and techniques of strategic management in an international context. ● To equip you with the ability to work effectively in organisations operating in an increasingly global environment. ● To enable you to use appropriate analytical tools to identify and		

	diagnose strategic problems. ● To give you experience in analysing and managing complex but incomplete data to provide sound, well thought-through and original solutions to organisational problems. ● To give you the tools to conceive, design, implement and evaluate appropriate strategic decisions in a global business context.
Literatur / *Literature*	The current literature lists will be given to the students at the beginning of the semester.

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Petra Milde	Management in the Global Environment / Global Strategies	60

International Business Law

Module Code	MLK302

Semester / *term*	1	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer / *examination method and duration*	Portfolio	Verwendbarkeit / *usability*	IMBA, IBSA, EAM, MTM
Lehr- und Lernmethoden / *learning and teaching methods*	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises		
Modulverantwortliche/r / *module leader*	Prof. Dr. Lydia Scholz		
Kompetenzziele / learning outcomes	By the end of the module students should be able: 1. To understand and evaluate the basic legal rules governing international business transactions in the context of practical situations. 2. To understand the rules governing international business transactions in relation to the choice of law and dispute resolution (i.e., negotiations). 3. To be aware of the rights and remedies in international commercial transactions in the event of conflict. 4. To know the legal consequences and legal implications of international contracts. 5. To select and apply the general rules for specific international contracts in relation to contract formation, and rights and duties of the parties. Overall, this module will cover the following IMBA programme learning outcomes: 1, 2, 3, 5, 6, 7, 8, 9, 10, 12, 13, 16, 18.		
Lehrinhalte / contents	The International Business Law module deals with questions arising from international commercial transactions. The course provides an understanding of the rules of applicable law and litigation (jurisdiction and arbitration). In particular the module focuses on international contracts as the cornerstone of International Business Law. International Business Law prepares students to understand international commercial law and how to conduct business on a global basis. It aims to provide student an understanding of the legal consequences and implications of international contracts. It aims to acquaint students with the legal aspects of international business and the effects of differing cultures and legal systems. The course also provides an understanding of litigation rules (jurisdiction and arbitration).		
Literatur / *Literature*	The current literature lists will be given to the students at the beginning of the semester.		

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Lydia Scholz	International Business Law, Unit 1	48
Dr. Elke Wietoska	International Business Law, Unit 2	12

Human Resource Management in a Global Environment

Module Code	MLK303

Semester / *term*	1	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer / *examination method and duration*	Portfolio	Verwendbarkeit / *usability*	IMBA, IBSA
Lehr- und Lernmethoden / *learning and teaching methods*	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises		
Modulverantwortliche/r / module leader	Prof. Dr. José Luis Vallejo		

Kompetenzziele / learning outcomes

By the end of this module you will be able to:

1. Critically evaluate and compare theoretical and empirical work of key writers, both classical and contemporary, on different aspects of international HRM as a distinctive field of study and practice.
2. Understand the relationship between the strategic orientations of multinational corporations and HRM policies and practices.
3. Have an understanding of the comparative and diverse contexts impacting HRM and its related practices in various regions
4. Be aware of cultural diversity and its impact on organizational behaviour within international organizations
5. Acquire basic International Human Resource Management competences regarding HRM functions.

Overall, this module will cover the following IMBA programme learning outcomes: 1, 2, 3, 4, 8, 10, 14, 17, 18.

Lehrinhalte / contents

The module will examine ideas of International Human Resource Management (HRM) in the context of the global business environment and the policies of organisations for the management of people. The issues involved in managing international human resources strategically will be explored. In addition, the links between HR practices and organisational performance will be reviewed. Ideas of best practice in managing people internationally will also be analysed.

The module aims:

- To critically examine the meanings of the concept of International Human Resource Management (HRM).
- To explore the impact of the global environmental context on human resource management strategies.
- To investigate and compare strategies applied in a range of organisations to the international management of human resources.
- To familiarise students with the issues involved in managing international human resources of organisations in strategic ways.
- To explore Human Resource Management competences and behaviours for global contexts.
- To examine the ideas of best practice, business ethics and good employer in international HRM.

Literatur / *Literature*	The current literature lists will be given to the students at the beginning of the semester.

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. José Luis Vallejo	Human Resources in a Global Environment	60

Global Marketing Strategies

Module Code	MLK304

Semester / *term*	1	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA, IBSA, EAM
Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises		
Modulverantwortliche/r / module leader	Prof. Dr. Christian Schuchardt		

Kompetenzziele / learning outcomes

By the end of the module students should be able to:

A. identify and explore the external factors which impact upon the marketing performance of companies in the global context and assess differences in country environments;

B. identify data sources and apply research methods relating to customers, trade and competitors in a global marketing context;

C. select and apply techniques for international market segmentation;

D. plan and use techniques and tools to evaluate country markets and country risks and assess the most suitable international market entry strategies;

E. interpret the implications of different environmental aspects on marketing decisions, especially the cultural impact on the design of marketing plans and the individual marketing mix instruments.

F. reflect on their learning and identify, assess and articulate their current abilities in relation to transferable skills required by employers and for the development of their studies and other activities.

Overall, this module will cover the following IMBA programme learning outcomes: 1, 2, 3, 4, 8, 10, 14, 17, 18.

Lehrinhalte / contents

The IMBA/IBSA programme addresses global economy issues at an advanced level, therefore the module learning outcomes have a view of Marketing, for international marketing decision making at an advanced level. The learning experience will stimulate critical and intellectual skills, through class learning, group work and independent research.

Module Aims:

- To provide students with a critical awareness of the principal concepts, frameworks and techniques of international marketing.
- To equip students with the ability to work effectively in organisations operating in an increasingly global environment.
- To enable students to use appropriate analytical tools to identify and diagnose international marketing problems.
- To give students experience in analysing and managing complex but incomplete data to provide sound, well considered and original solutions to international marketing problems.

	● To give students the tools to conceive, design, implement and evaluate appropriate strategic and operative decisions in an international marketing context. ● To give students the opportunity to reflect on their own learning and to develop their self-awareness in relation to their employability skills and personal development.
Literatur / *Literature*	The current literature lists will be given to the students at the beginning of the semester.

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Christian Schuchardt	Global Marketing Strategies	60

Multinational Financial Management

Module Code	MLK305

Semester / *term*	1	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA, IBSA
Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises		
Modulverantwortliche/r / module leader	Prof. Dr. Carola Spiecker-Lampe		
Kompetenzziele / learning outcomes	By the end of the module students should be able to: 1. Understand economic and operational characteristics of exchange rate markets and comment on how they operate 2. examine behaviour of global interest rates and exchange rates based on the foundation of international parity conditions 3. be able to evaluate for investment projects for the global firm and recommend accept/reject decisions in an international context 4. understand and be able to manage working capital 5. analyse and solve finance problems in groups. 6. present in front of a mixed audience—of peers and not peers—in a professional and convincing manner. Overall, this module will cover the following IMBA programme learning outcomes: 1, 3, 5, 7, 8, 9, 10, 13, 18.		
Lehrinhalte / contents	The module establishes the theoretical and practical foundations for efficient financial decision-making in a global context. The learning experience will include critical, intellectual and independent research, through in-class learning, group work and independent research. The aim of the module is to equip students with skills and knowledge related to international finance issues. The module focuses on analysis and decision-making techniques in order to prepare students to act as managers aware of the global issues affecting their business environment, i.e. functioning of foreign exchange markets, currency and interest rate risks and their management, multinational capital budgeting project and firm financial analysis for value creation. This module builds on basic courses areas such as financial management, macroeconomics and accounting obtained in undergraduate programs and constitutes a valuable advanced preparation for a professional career in any business involved in cross country activities.		
Literatur / Literature	The current literature lists will be given to the students at the beginning of the semester.		

Subjects

Lecturer	Subject	Hours per semester
Prof. Dr. Carola Spiecker-Lampe	Multinational Financial Management	60

International Leadership

Module Code	MLK306

Semester / *term*	1	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Elective	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA

Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises
Modulverantwortliche/r / module leader	Dr. Thomas Braumann
Kompetenzziele / learning outcomes	By the end of the module students should be able: 1. to understand the skills and mindsets that distinguish a successful leader from a manager. 2. to analyse how their own management skills and styles relate to other managers, and how skill and style influence success 3. to build a shared vision of success and to lead high-performance teams achieving outstanding results 4. to use a powerful set of tools to make critical business decisions with high quality outcomes 5. to influence other people and to produce agreements that create maximum value for the parties on a sustainable basis 6. to understand the practise of leadership by meeting proven business leaders and sharing their experience Overall, this module will cover the following IMBA programme learning outcomes: 1, 2, 3, 5, 8, 9, 10, 13, 18.
Lehrinhalte / contents	Today, business success under tough economic conditions and a rapidly changing global market place is intimately linked to excellent “Leadership” exerted by the involved executives. Almost all beneficial turnaround stories of recent times would not have been possible without this particular management capability. Despite this importance, leadership as an education subject for students is surprisingly not a substantial part of most university and business school curricula. The new module “Leadership” of IMBA closes this gap in providing the participants with integrated state-of- the-art concepts and tools as well as hands-on experience. Both, the development of personal management skills and the provision of a comprehensive toolbox provide an excellent basis for creating success in a competitive business environment. In a very general sense, leadership is the capacity to influence people in a way that set objectives are achieved. In a business environment, leadership also implies creating a force that provides the energy needed to move a business forward. “Influencing People” and “Creating Energy” are therefore the central themes which are addressed during the course, and which are directly linked to specific business cases as well as individual issues. In addition, participants will have the opportunity to meet

	successful business leaders and to experience and discuss the important elements of leadership.
Literatur / Literature	The current literature lists will be given to the students at the beginning of the semester.

Subjects		
Lecturer	Subject	Hours per semester
Dr. Thomas Braumann	International Leadership	60

Project Management

Module Code	MLK310

Semester / *term*	2	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA, EAM
Lehr- und Lernmethoden / learning and teaching methods	In-class and online lecture and discussion, case studies, online tests, virtual team work, individual reading, online exercises		
Modulverantwortliche/r / module leader	Prof. Dr. Helga Meyer		
Kompetenzziele / learning outcomes	By the end of the module the student should be able to apply project management methods to create a project plan, analyze and critique problems associated with project management, understand how to build and maintain an effective project management team, communicate more effectively in written and oral forms, develop and apply win-win project management negotiation techniques, analyze and critically evaluate types of project organizations, be able to analyze project reports and project control data, understand the importance and role of project management in organizations, and remember international standards and certification programs applied in project management. Overall, this module will cover the following IMBA programme learning outcomes: 1, 3, 5, 8, 10, 12, 13, 14, 15, 18.		
Lehrinhalte / contents	This course is designed to provide students with a practical approach to project management and is based on international accepted concepts and standards of the project management profession. Following the project life cycle students will gain knowledge and hands on experience to successfully work in a project environment as well as to manage a small to medium sized project. Students will learn techniques, terms and guidelines that are used to manage cost, schedules, risk, group dynamics and technical aspects throughout the life cycle of a project. The need for project leadership as well as technical management of successful projects will be emphasized, along with software applications for project management.		
Literatur / Literature	The current literature lists will be given to the students at the beginning of the semester.		

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Helga Meyer	Project Management	60

Logistics Networks

Module Code	MLK311

Semester / *term*	2	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA

Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises
Modulverantwortliche/r / module leader	Prof. Dr. Jan Dethloff
Kompetenzziele / learning outcomes	On successful completion of this module, students should be able to: • explain the often conflicting objectives in logistics • chose the appropriate design for a logistics network • analyze existing and optimize existing logistics networks • provide solutions to the selection of sites in logistics networks • understand the difference in perspective between logistics and supply chain management • describe the bullwhip effect • explain the causes for fluctuations in supply chains • value the impact of information sharing in supply chains • describe concepts of cooperation and coordination within supply chains Overall, this module will cover the following IMBA programme learning outcomes: 1, 2, 3, 5, 7, 8, 13, 14, 18.
Lehrinhalte / contents	This module is dedicated to the design of logistics networks (i.e. ranging from procurement of raw materials through all tiers of production to the customer). After discussing objectives and decision fields, key design options are presented. Students are familiarized with modelling and solving logistics decision problems using off-the-shelf optimization software. Site selection as one of the key factors in network design is discussed in depth. The module concludes by broadening the perspective to supply chain management. Module Objectives: • To provide an in-depth understanding for the crucial role of logistics networks to success • To equip students with analytical skills and knowledge of optimization software in order to be able to model and solve logistics decision problems • To gain insight into the aspects of integration and cooperation as key factors in supply chain management
Literatur / Literature	The current literature lists will be given to the students at the beginning of the semester.

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Jan Dethloff	Logistics Networks	60

International Transport

Module Code	MLK312

Semester / *term*	2	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA

Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises
Modulverantwortliche/r / module leader	Prof. Dr. Martin Schwardt
Kompetenzziele / learning outcomes	This module has the following learning outcomes: • In-depth knowledge: fundamentals and development of international trade. • In-depth knowledge: components and characteristics of international transport systems. • In-depth knowledge: Vendors and organizations of international transport services and systems. • Competence: enables participants to analyze main characteristics of international transport systems and routes. • Competence: enables participants to design and organize international transports of goods and passengers. • Competence: enables participants to apply state-of-the-art methodologies for the optimization of international transport. Overall, this module will cover the following IMBA programme learning outcomes: 1, 3, 5, 7, 8, 10, 12, 13, 18.
Lehrinhalte / contents	This module gives a general survey of fundamentals of international trade and provides in-depth knowledge regarding components and characteristics of international transport systems. Aspects of design and optimization of transport operations in international networks and supply chains are essential parts of the content. A review of actors and regulations of international transport operations completes the module. Module Objectives: • Provide overview about the actual status of global good transport and the design of international transport systems. • Provide in-depth knowledge regarding operations and operators of global transport. • Provide efficient tools for the management and optimization of international transport networks and flows.
Literatur / *Literature*	The current literature lists will be given to the students at the beginning of the semester.

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Martin Schwardt	International Transport	60

International Sourcing and Procurement Logistics

Module Code	MLK313

Semester / *term*	2	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA, EAM
Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises		
Modulverantwortliche/r / module leader	Prof. Dr. Frank Giesa		
Kompetenzziele / learning outcomes	The participants of the module understand the fundamental structures and processes within global sourcing and procurement logistics. They are able to analyze “real world” problems. Furthermore the students can apply relevant and state-of-the-art methods and tools to cope with the challenges of international sourcing and procurement logistics and create meaningful solutions. Overall, this module will cover the following IMBA programme learning outcomes: 1, 3, 5, 7, 8, 9, 10, 12, 13, 18.		
Lehrinhalte / contents	The module will cover the challenges of sourcing and procurement logistics in the global business environment. Typical problems in business practices will be discussed. Strategies, methods and tools for solving these practical problems in international business are core elements of the course.		
Literatur / Literature	The current literature lists will be given to the students at the beginning of the semester.		

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Frank Giesa	International Sourcing and Procurement Logistics	60

International Maritime Transport

Module Code	MLK314

Semester / *term*	2	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Once per academic year
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden /*contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA

Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises
Modulverantwortliche/r / module leader	Prof. Dr. Thomas Pawlik
Kompetenzziele / learning outcomes	By the end of the module students should be able: 1. to understand the role of maritime transport within international supply chains, 2. to understand the elements and the complexity of shipping markets, 3. to analyse pro and cons of different strategic options in liner shipping, 4. to be aware of ecological and social challenges in international maritime transport and ways to tackle them, 5. to describe the concept of maritime clusters. Overall, this module will cover the following IMBA programme learning outcomes: 1, 3, 5, 7, 8, 9, 10, 12, 13, 18.
Lehrinhalte / Contents	International maritime transport is the backbone of globalisation. This module will deliver an overview of the basic elements of international maritime transport. It focuses on the major shipping markets as well as on influencing factors, such as the regulatory environment. As the shipping industry is one of the most globalized ones, issues of corporate responsibility are also of special importance. Module Objectives: The course emphasises the role of maritime transport within international supply chains. A basic understanding of the various shipping markets is crucial for all managers involved in international logistics and supply management. A deeper understanding of the structure of liner container shipping is especially important for all parties involved in intermodal transport.
Literatur / Literature	The current literature lists will be given to the students at the beginning of the semester.

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Thomas Pawlik	International Maritime Transport	60

International Leadership

Module Code	MLK315

Semester / *term*	2	Dauer / *duration*	One semester
Sprache / *language*	English	Häufigkeit / *frequency*	Twice per academic year
Art / *type*	Elective	ECTS-Punkte / *ECTS points*	6
Student. Arbeitsbelastung in Stunden / *Student workload*	180	Kontaktstunden / *contact hours*	60
Selbststudium in Stunden /*self-study (hours)*	120	Voraussetzungen für die Teilnahme / *prerequisites*	None
Prüfungsform/-dauer examination method and duration	Portfolio	Verwendbarkeit / *usability*	IMBA
Lehr- und Lernmethoden / learning and teaching methods	Lecture and class discussion, case studies, presentations, team work, individual reading, exercises		
Modulverantwortliche/r / module leader	Dr Thomas Braumann		

Kompetenzziele / learning outcomes	By the end of the module students should be able: 1. to understand the skills and mindsets that distinguish a successful leader from a manager. 2. to analyse how their own management skills and styles relate to other managers, and how skill and style influence success 3. to build a shared vision of success and to lead high-performance teams achieving outstanding results 4. to use a powerful set of tools to make critical business decisions with high quality outcomes 5. to influence other people and to produce agreements that create maximum value for the parties on a sustainable basis 6. to understand the practise of leadership by meeting proven business leaders and sharing their experience Overall, this module will cover the following IMBA programme learning outcomes: 1, 2, 3, 5, 8, 9, 10, 13, 18
Lehrinhalte / contents	Today, business success under tough economic conditions and a rapidly changing global market place is intimately linked to excellent “Leadership” exerted by the involved executives. Almost all beneficial turnaround stories of recent times would not have been possible without this particular management capability. Despite this importance, leadership as an education subject for students is surprisingly not a substantial part of most university and business school curricula. The new module “Leadership” of IMBA closes this gap in providing the participants with integrated state-of- the-art concepts and tools as well as hands-on experience. Both, the development of personal management skills and the provision of a comprehensive toolbox provide an excellent basis for creating success in a competitive business environment. In a very general sense, leadership is the capacity to influence people in a way that set objectives are achieved. In a business environment, leadership also implies creating a force that provides the energy needed to move a business forward. “Influencing People” and “Creating Energy” are therefore the central themes which are addressed during the course, and which are directly linked to specific business cases as well as individual issues. In addition, participants will have the opportunity to meet

	successful business leaders and to experience and discuss the important elements of leadership.
Literatur / Literature	The current literature lists will be given to the students at the beginning of the semester.

Subjects		
Lecturer	Subject	Hours per semester
Dr. Thomas Braumann	International Leadership	60

Master Thesis

Module Code	MLK320

Semester / *term*	3	Dauer / *duration*	22 weeks
Sprache / *language*	English	Häufigkeit / *frequency*	Regularly
Art / *type*	Compulsory	ECTS-Punkte / *ECTS points*	30
Student. Arbeitsbelastung in Stunden / *Student workload*	900	Kontaktstunden / *contact hours*	30 (Master Seminar)
Selbststudium in Stunden /*self-study (hours)*	870	Voraussetzungen für die Teilnahme / *prerequisites*	See §18 of the General Master Examination Regulations
Prüfungsform/-dauer examination method and duration	Thesis	Verwendbarkeit / *usability*	--
Lehr- und Lernmethoden / learning and teaching methods	Scientific writing		
Modulverantwortliche/r / module leader	Prof. Dr. Frank Giesa		
Kompetenzziele / learning outcomes	After conclusion of this module students have learned to formulate, analyse and solve a problem by applying and developing theoretical knowledge, systematically collecting and analysing relevant data by using scientific methods, and presenting the process and results. Overall, this module will cover the following IMBA programme learning outcomes: 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 14, 15, 18.		
Lehrinhalte / Contents	Students will gain a deepened insight into one chosen field of study or problem area and will develop a scientifically supported analysis or problem solution with practical relevance to modern management issues. Students are expected to use their theoretical understanding developed in previous modules to deal with a practical business issue in a methodologically appropriate manner. Within the framework of a master seminar, students will have the opportunity to discuss the topic of their thesis with experts and peers.		
Literatur / Literature	The current literature lists will be given to the students at the beginning of the semester.		

Subjects		
Lecturer	Subject	Hours per semester
Prof. Dr. Frank Giesa	Master Thesis Seminar	30