

**Graduate Master's Degree program
in General Management**

**with a final exam in
Master of Business Administration (MBA)**

A HANDBOOK WITH DESCRIPTION OF MODULES



Content

Page

1) MBA 01: Accounting and Controlling.....	3
2) MBA 02: Marketing.....	6
3) MBA 03: Corporate Finance and Managing Risks.....	8
4) MBA 04: Productions and Logistics.....	11
5) MBA 05: Management Information Systems and IT-Management.....	14
6) MBA 06: Managerial Economics.....	17
7) MBA 07: International Taxation and Law	
- Teaching Unit: International Taxation.....	20
- Teaching Unit: Law.....	22
8) MBA 08: Organizational Leadership	
- Teaching Unit: Strategic Management and Human.	24
- Teaching Unit: Ethical Behavior.....	27
9) MBA 09: Interpersonal Competences	
- Teaching Unit: Communication Skills.....	29
- Teaching Unit: Intercultural Competences.....	31
10) MBA 10: Research Projects – Teaching Unit: Research Methods.....	33

Module MBA 01: Accounting and Controlling

Module No. / Code	MBA 01
Module identification	Accounting and Controlling
Semester or trimester	1st semester
Duration of module	48 hours in 2 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	- Accounting - Controlling (Cost and Management Accounting)
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Harald Wedell
Name (s) of university teacher (s)	Prof. Dr. Harald Wedell Prof. Dr. Xuyi Wang Prof. Paul Hoying
Study language	German or English
Number of allocated ECTS credits	6 ECTS
The total workload and its structure (e.g., self-study + contact hours)	150 hours with - contact time: 48 hours (6 days, 2 blocks) - self-study (Preliminary / additional work): 102 hours
SWS	2 x 24 hours / 2 blocks
Type of examination/ requirement for the award of performance points	Online homework 2 written professional examinations
The significance of the mark in the context of the overall mark	6 / 75

Qualifying target of the module	<p>Understanding the information importance of the data for the property, financial and profit situation of the company-from various legal documents for the accounting evidence; gaining knowledge of problems and possible solutions in planning, implementation and control in various areas of managerial decision-making (accounting evidence affecting negotiations)</p>
The contents of the module	<p>Balance sheet and income statement as a source of information for corporate interests (stakeholder); international accounting regulations</p> <p>Income statement (business results, and results of EBIT sections and operations, creating value); Outcome indicators (profitability, ROI, productivity, economic value added - EVA, cash flow)</p> <p>(Internal) accounting evidence focused on decisions: Management of profit centers, cost centers and service centers; range analysis, break even analysis, target cost management, decision making, make or buy, balanced scorecard, budgeting, analysis of deviations</p>
Learning and teaching methods of the module	<p>Course preparation with help of extensive documentation in German / English, creation of individual examples and relevant technical background documents;</p> <p>Lecture and discussion of individual generated cases and additional examples in full-time form of the study (48 hours);</p> <p>Processing some homework with online back reporting</p>
Special features (e.g. share of the online work, practice visits, guest lectures, etc.)	<p>Workshops with guest lecturers: Example for 2011: Intellectual Comparison of Controlling China - Europe (with Prof. Dr. Xuyi Wang of Tongji University, and Chinese- German university lectures, Shanghai</p>
Bibliography: (Required reading / further recommended reading)	<p>(In German): WEDELL, H./DILLING, A.: The Basics of Accounting, Herne/Berlin. COENENBERG, A. G.: Annual Balance Sheet and Annual Balance Sheet Analysis, München. COENENBERG, A. G.: Cost Accounting and Cost Analysis, Landsberg am Lech.</p> <p>(English): HORNGREN, CH. T.: Introduction to Financial</p>

	<p>Accounting, London. DRURY, C.: Management & Cost Accounting, London. GARRISON, R. H.: Managerial Accounting, Homewood.</p> <p><u>Required reading for teaching units with Prof. Wang:</u> Wang, Xuyi/Chu, Hui: Controlling in Chinese Culture, v: ZfCM/Controlling & Management, 53rd year, 2009, H. 2 Wang, Xuyi/Ren Mi: The Influence of Traditional Philosophies on Controlling in Moder China, v: pwc: A Chinese Compass – Reports for Experts, Publisher: PriceWatehouseCoopers, spring 2010</p>
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Module MBA 02: Marketing

Module No. / Code	MBA02
Module Identification	Marketing
Semester or trimester	1st semester
Duration of Module	48 hours in 2 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Marketing I. + II.
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Reinhard Hünerberg
Name (s) of university teacher (s)	Prof. Dr. Reinhard Hünerberg
Study language	German or English
Number of allocated ECTS credits	6 ECTS
The total workload and its structure (e.g., self-study + contact hours)	150 hours with - contact time: 48 hours (6 days, 2 blocks) - self-study (Preliminary / additional work):102 hours
SWS	2 x 24 hours / 2 blocks
Type of examination/ requirement for the award of performance points	Written professional examination
The significance of the mark in the context of overall mark	6 / 75
Qualifying target of the module	Students should understand the concept of marketing, identify the determinants of marketing

	<p>behavior and learn marketing strategies and tools. On this basis, a separate analysis of decision situations should be allowed.</p> <p>The actual behavior appropriate to the given problem and the application of learned principles for marketing purposes is practiced on the examples and reflection on one's own experiences.</p>
<p>The contents of the module</p>	<ol style="list-style-type: none"> 1. Marketing concept 2. Marketing environment 3. Marketing objectives 4. Marketing strategy <ol style="list-style-type: none"> 4.1 Market selection 4.2 Market entry / Market defense 4.3 Competitive negotiations 5. Marketing tools <ol style="list-style-type: none"> 5.1 Product and servicing policy 5.2 Pricing and contractual policy 5.3 Distribution policy 5.4 Communication policy 6. Planning and organization as a form of implementation of the marketing
<p>Learning and teaching methods of the module</p>	<p>Teaching interview with exercises / case studies</p>
<p>Special features (e.g. share of the work online, practice visits, guest lectures, etc.)</p>	<p>Occasional guest lectures – Company experts</p>
<p>Bibliography: (Required reading / further recommended reading)</p>	<p><u>Required reading:</u> Homburg, Christian / Krohmer, Harley: Marketing Management, 3rd edition Gabler, Wiesbaden 2009 Kotler, Philip / Armstrong, Gary / Saunders, John / Wong, Veronica: The Basics of Marketing, 4th edition, Pearson Study; München, 2007 Kotler, Philip / Keller, K.L.: Marketing Management, 13th ed., New Jersey 2009 <u>Further recommended reading:</u> Actual articles and chapters from books based on the case studies, homework, main topics</p>

Module MBA03: Corporate Finance and Managing Risks

Module No. / Code	MBA 03
Module Identification	Corporate Finance and Managing Risks
Semester or trimester	2nd semester
Duration of Module	48 hours in 2 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Rainer Stöttner
Name (s) of university teacher (s)	Prof. Dr. Rainer Stöttner Prof. Dr. Hermann Locarek-Junge Helmut Kasik (practical workshop)
Study language	German or English
Number of allocated ECTS credits	6 ECTS
The total workload and its structure (e.g., self-study + contact hours)	150 hours with - contact time: 48 hours (6 days, 2 blocks) - self-study (Preliminary / additional work): 102 hours
SWS	2 x 24 hours/2 blocks
Type of examination/ requirement for the award of performance points	Written professional examination
The significance of the mark in the context of overall mark	6 / 75
Qualifying target of the module	Students will become familiar with the framework conditions of business decisions in investment and financing in the capital market and learn how

	to use them with focus on the target. In addition, they will also learn how they must deal with business risks, especially with the market (price) risks and which hedging instruments, in particular derivative products, can be used in risk management.
The contents of the module	<p>The module provides basic insight into the functioning of financial markets:</p> <ul style="list-style-type: none"> • functions and structures of capital markets • interest rates and interest structure curve • risk yields profiles • financial instruments • globalization of financial markets • efficiency and inefficiency of financial markets • instability of financial markets • motifs of activities of the financial markets • modules of portfolio theory (risk and return as key variables, covariance of equity returns, diversification benefits, three-stage process of deciding on the portfolio and portfolio optimization) • modules of the equilibrium theory of capital market (Capital Asset Pricing Model, CAPM), the content of clarification of CAP models, substantial parts of a standard CAPM) • concepts and application possibilities of risk management • corporate governance and risk management • concept and types of risks • identification, measurement / assessment and management of business risks • systematic risk hedging using derivative instruments • selected derivative hedging instruments (options, futures, swaps) • hedging, arbitrary and speculative transactions
Learning and teaching methods of the module	Combination of readings, workshops, inputs from teachers, self-study
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	Guest lectures
Bibliography: (Required reading / further recommended reading)	<ul style="list-style-type: none"> • Peter ALBRECHT, Raimond MAURER: Investment and Risk Management - Models, Methods, Applications, 3rd edition, Schäffer-Poeschel, Stuttgart 2008 • Christoph BRUNS, Frieder MEYER-

	<p>BULLERDIEK: : Professional Portfolio Management; Structure, Implementation and Monitoring the Success of Structured Investment Strategies, 4th edition, Schäffer/Poeschel, Stuttgart 2008 VŠE</p> <ul style="list-style-type: none"> • EALES, Brian: Financial Engineering, Londýn 2000 (MacMillan Press) • S. ECKL, J.N. ROBINSON, D.C. THOMAS: Financial Engineering, Oxford 1990. • HULL, John C.: Options, Futures, and other Derivatives, Prentice Hall International Edition, 7th edition 2008, also in German translation. • HULL, John C.: Risk Management and Financial Institutions, Prentice Hall International, 2nd revised international edition 2009 CERGE • JORION, Philippe, GARP (Global Association of Risk Professionals): Financial Risk Manager Handbook, John Wiley & Sons, 5th edition (2009) • NEFTCI, Salih N.: Principles of Financial Engineering, Second Edition, ElsevierAcademic Press Advanced Finance, 2009. • STÖTTNER, Rainer: Special Reader IPFM in electronic way
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Module MBA 04: Production and Logistics

Module No. / Code	MBA 04
Module Identification	Production and Logistics
Semester or trimester	2 nd semester
Duration of Module	48 hours in 2 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Production and Logistics I. + II.
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Stefan Voß
Name (s) of university teacher (s)	Prof. Dr. Dr. h.c. Jürgen Bloech Prof. Dr. Alexander Neumann Prof. Dr. Stefan Voß Prof. David L. Woodruff, Ph.D.
Study language	German or English
Number of allocated ECTS credits	6 ECTS
The total workload and its structure (e.g., self-study + contact hours)	150 hours with - contact time: 48 hours (6 days, 2 blocks) - self-study (Preliminary / additional work):102 hours
SWS	2 x 24 hours/2 blocks
Type of examination/ requirement for the award of performance points	Written professional examination

The significance of the mark in the context of overall mark	6 / 75
Qualifying target of the module	<p>Participant</p> <ul style="list-style-type: none"> • is able to define and describe concepts of logistics, production, and, beyond this framework, optimization by supply chain management • knows the goals and target conflicts in logistics and production, and knows the potential areas and optimization strategies • can present planning tasks of supply chain management (logistics and production) • can fully cooperate in the creation of supply chain on strategic base • knows the hard and soft success factors for logistics and production • can completely take over the planning and creation of optimized process chain and structures in logistics and production
The contents of the module	<ul style="list-style-type: none"> – basics of logistics – foundations of manufacturing management – basics of management processes – basics of supply chain management <p>Case studies for supply chain management (in excess of strategic case studies, case studies for distribution logistics, case studies for supply logistics, case studies for internal logistics in business and case studies for manufacturing issues)</p>
Learning and teaching methods of the module	<p>Providing a study literature to incorporate students into the subject in a self-study form. Preparation of case studies by participants, processing case studies in groups in the full time study stage, discussion on results and current trends, taking into account the knowledge of participants.</p>
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	<p>Field excursion, also in conjunction with the MBA module 05 (see this module)</p>
Bibliography: (Required reading / further recommended reading)	<ul style="list-style-type: none"> • Kuhn, A; Hellingrath, H.: Supply Chain Management – Optimized Cooperation in the Value Chain, Springer Publishing, current edition. • W. Domschke, A. Scholl, S. Voß (1997) - Production Planning - Organizational Aspects of Working Practices. Springer, Berlin, 2nd ed. • S. Voß, D.L. Woodruff (2006) Introduction to Computational Optimization Models for Production Planning in a Supply Chain.

	<p>Springer, Berlin, 2nd ed.</p> <ul style="list-style-type: none">• Werner, H.: Supply Chain Management – Basics, Strategy, Tools, and Controlling, Gabler Publishing, current edition.• S. Chopra, P. Meindl (2010) Supply Chain Management. Prentice-Hall, Upper Saddle River, 4th ed.• D. Simchi-Levi, P. Kaminsky, E. Simchi-Levi (2007) Designing and Managing the Supply Chain. Irwin McGraw-Hill, Boston, 3rd ed.• Stadtler, H.; Kilger, C. (2008): Supply Chain Management and Advanced Planning – Concepts, Models, Software and Case Studies, Springer, current edition.• Beckmann, H.: Supply Chain Management – Strategies and trends in top notch businesses, Springer, current edition.• Seifert, D.: Collaborative Planning Forecast and Replenishment – How to Create a Supply Chain Advantage, Galileo Press, current edition.
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Module MBA 05: Management Information Systems and IT - Management

Module No. / Code	MBA 05
Module Identification	Management Information Systems and IT Management
Semester or trimester	2 nd semester
Duration of Module	40 hours in 2 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	2 partial modules - Management Information Systems (MIS) - IT-management
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Wolfgang Renninger
Name (s) of university teacher (s)	Prof. Dr. Günter Schicker Prof. Dr. (Univ. Durham) Johann Strassl Prof. Dr. Wolfgang Renninger
Study language	German or English
Number of allocated ECTS credits	Module total: 5 ECTS of which MIS: 3 ECTS IT-management: 2 ECTS
The total workload and its structure (e.g., self-study + contact hours)	Module total: 125 hours of which - MIS: 75 hours - IT-management: 50 hours With total - contact time: 40 hours (5 days, 2 blocks) - self-study

	(Preliminary / additional work): 85 hours
SWS	40 hours / 2 blocks
Type of examination/ requirement for the award of performance points	Written professional examination + essay
The significance of the mark in the context of overall mark	5 / 75
Qualifying target of the module	<p>Upon the completion of the course, the participants should be able to:</p> <p><u>MIS</u></p> <ul style="list-style-type: none"> • identify and discuss typical issues related to the use of corporate information systems, • assess various manifestations of application environments (enterprise architecture); • describe the requirements for information systems • know basic principles of information systems evaluation (efficiency), • identify trends in information systems development, <p>in order to engage in constructive critical discussion with the CIO, CEO or technology experts.</p> <p><u>IT Management</u></p> <ul style="list-style-type: none"> • assess the importance of information and communication technique (IaK) for companies • focus using IaK technique with appropriate methods to reach business objectives, • be able to successfully follow the implementation of IaK technique in the company, • know the methods and tools in order to make optimum use of resources of IaK technique, <p>assess the involvement of IT in the organization in order to engage in constructive critical discussion with the CIO, CEO or technology experts.</p>
The contents of the module	<ul style="list-style-type: none"> • Enterprise Architecture: What businesses need the information systems? <p>Seminar: Process environment focused on value creation</p>

	<ul style="list-style-type: none"> • Business models and information systems <ul style="list-style-type: none"> ◦ Case Study: Zara • ERP systems: forms of occurrence, markets and trends <p>Seminar: Potentials of using ERP systems</p> <ul style="list-style-type: none"> • Information systems for decision-making <ul style="list-style-type: none"> ◦ Case study: Harrahs • Business models in Web 2.0 <ul style="list-style-type: none"> ◦ Case study: Smava.de • Cost-effectiveness of information systems <ul style="list-style-type: none"> ◦ Seminar: Estimate of investment for information system • Papers (participant) <p><u>IT Management</u></p> <ul style="list-style-type: none"> • Thematic block 1: What is the significance of information and communication technique (IaK) for the company? • Thematic block 2: How is the IaK technique successfully used in the enterprise? • Thematic block 3: How is it possible to focus the use of IaK techniques on business objectives? • Thematic block 4: What is the best way to use the resources of IaK technique? • Thematic block 5: Where is decided on IT - IT involvement in the organization?
Learning and teaching methods of the module	It combines the initial stimulus presentations with case studies, practical exercises and reflections on the participants' own experiences.
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	Guided tour of the logistics center of Conrad Company (for implementation at the headquarters in Weiden HAW - as a cooperation partner)
Bibliography: (Required reading / further recommended reading)	<p><u>MIS</u> Case studies and excerpts from literature: Laudon et al. Economic Informatics, Pearson Publishing</p> <p><u>IT Management</u> Hofmann, J. Schmidt, W., Master's Course of IT Management, Fundamentals, Implementation and Successful Experience for Students and Practitioners, Vieweg + Teubner 2010, ISBN: 978-3-8348-0842-4</p>

Module MBA 06: Managerial Economics

Module No. / Code	MBA 06
Module Identification	Managerial Economics
Semester or trimester	1 st semester
Duration of Module	48 hours in 2 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Managerial Economics I.+ II.
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Horst Günter
Name / s of university teacher / s	Prof. Dr. Dr.h.c. Günter Gabisch Prof. Dr. Wolfgang Maennig Prof. Dr. Stephan Hornig Prof. Dr. Celestino Suarez-Burguett Doc. Ing. Lubomir Lizal, Ph.D. Doc. Dr. Ekatarina Wiegand-Losowskaja
Study language	German or English
Number of allocated ECTS credits	6 ECTS
The total workload and its structure (e.g., self-study + contact hours)	150 hours with - contact time: 48 hours (6 days, 2 blocks) - self-study (Preliminary / additional work):102 hours
SWS	2 x 24 hours/ 2 blocks
Type of examination/ requirement for the award of performance points	Written professional examination

The significance of the mark in the context of overall mark	6 / 75
Qualifying target of the module	The student should learn to understand the complex economic relationships in the enterprise environment, to self-organize problems, and to be able to use economic analysis for optimal solutions to problems in business practice.
The contents of the module	<p>Emphasis is placed on the combination of theoretical, empirical and institutional aspects, so that the most recent cases of application are discussed in the individual module sections.</p> <ul style="list-style-type: none"> – The first part of the module, <i>Managerial Micro-Economics</i> - course, primarily involves an analysis of rational decision under different side conditions (full - incomplete / imperfect information). In the forefront, according to the empirical relevance, there are sample theoretical analyses of the oligopolistic situation. Students will get familiar with the actions and consequences of alternative decision-making strategies, which should help them to be able to make perhaps the most successful managerial decisions in complex and interdependent situations. Content related to teaching unit <i>Corporate Finance and Managing Risks</i> (module MBA-03), <i>Strategic Management and Ethical Behavior</i> (MBA module-08: Organizational Leadership). – The second part of the module, International Economics course, refers to non-economic areas: the background of a regime of globally different exchange rates determined by diversity of major focus of economic policy (goals of stability, goals of growth); the student should learn to assess the pros and cons of flexible and stable system of exchange rates. That on the European way example to create after the demise of the Bretton Woods a regional exchange-rate union (European Monetary System) with the exchange rates stable in the inward direction and flexible toward the outside. In this context, a critical and

	<p>contradictory aspect of the export economy of the Czech Republic., a majority the employer of most of the students, is being investigated, and the official argument of national monetary policy, but the wrong development in the major currency blocks in the world, and, among them, (Asian threshold countries like People's Republic of China vs. USA) in conjunction with considerable risk potential retroactive effect on risk management in business practice, is discussed in detail.</p> <p>Content related to the module-<i>MBA Corporate Finance and Managing Risks</i></p>
Learning and teaching methods of the module	<p>Emphasis on the use of international teaching materials in combination with a discussion of the underlying statistics and reports from international organizations (IMF, UNCTAD, WTO, etc.) and the internationally recognized think tanks. Case studies and use of simulation procedures / scheduled games.</p>
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	<p>Inputs specific to different countries by teachers from Eastern Europe / Russia, China, as well as guest lectures and meetings with experts of the Czech National Bank.</p>
Bibliography: (Required reading / further recommended reading)	<ul style="list-style-type: none"> - Feess, Eberhard: Microeconomics, Sample Theoretical and Application-oriented Introduction - Keat, Paul G., Young, Philip K.Y.: Managerial Economics, Economic Tools for Decision Makers - Schotter, Andrew: Microeconomics, A Modern Approach CERGE - Deresky, Helen: International Management, Managing Across Borders and Cultures VŠE - Koch, E.: International Economic Relations VŠE - Krugman, P. R., Obstfeld, M.: International Economics. Theory and Policy of Foreign Economics - Maennig, Wolfgang/Wilfling, Bernd: International economics - Theory and Policy. - Le Monde Diplomatique: Atlas of globalization <p>In addition, selected articles and chapters from books by the case studies, scheduled games, themes concerning the most important points.</p>

**Module MBA 07:
International Taxation and Law**

Course: International Taxation

Module No. / Code	MBA 07
Module Identification	International Taxation and Law
Semester or trimester	2 nd semester
Duration of Module	40 hours in 2 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	International Taxation
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Michael Spörl
Name / s of university teacher / s	Prof. Dr. Michael Spörl Marek Maule (practical workshop)
Study language	German or English
Number of allocated ECTS credits	Module total: 5 ECTS of which Intern. Taxation: 3 ECTS
The total workload and its structure (e.g., self-study + contact hours)	Module total: 125 hours of which Intern. taxation 75 hours with - contact time: 24 hours (3 days, 1 block) - self-study: 51 hours (Preliminary / additional work)
SWS	24 hours/ 1 block

Type of examination/ requirement for the award of performance points	Written professional examination
The significance of the mark in the context of overall mark	3 / 75
Qualifying target of the module	Students should become acquainted with fundamentals of international tax law and they should also understand the relevant determinants. On this basis, fundamentals of international tax planning will be further mediated and rehearsed using case studies. In addition, characteristic elements of transfer pricing will be described, and, again reflected on the real demonstration tasks.
The contents of the module	Fundamentals of international tax law Understanding International Personal Tax Knowledge of International Corporate Tax Principles of Transfer Pricing Methods to avoid double taxation International Tax Planning Establishing an Anti-Avoidance Rules
Learning and teaching methods of the module	Lecture, case study
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	No
Bibliography: (Required reading / further recommended reading)	Textbooks, the OECD Guidelines Fischer, Kleineidam, Warneke: Business Economic Theory of International Taxation, 6A., 2007 Vögele, Handbook of clearing prices, 3A., 2010 Articles according to the current module.

Module MBA 07: International Taxation and Law

Course: Law

Module No. / Code	MBA 07
Module Identification	International Taxation and Law
Semester or trimester	2 nd semester
Duration of Module	40 hours in 2 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Law
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Mag. Arthur Braun / Prof. Dr. Michael Spörl
Name (s) of university teacher (s)	Mag. Arthur Braun, Doc. JUDr. Kotoučová Jiřina, Ph.D.
Study language	German or English
Number of allocated ECTS credits	Module total: 5 ECTS of which Law: 2 ECTS
The total workload and its structure (e.g., self-study + contact hours)	Module total: 125 hours of which Law: 50 hours with - contact time: 16 hours (2 days, 1 block) - self-study 34 hours (Preliminary / additional work)

SWS	16 hours/ 1 block
Type of examination/ requirement for the award of performance points	Written professional examination
The significance of the mark in the context of overall mark	2 / 75
Qualifying target of the module	Understanding the key legal bases for normal business activities with special focus on the transactions. The aim is that students get a feel for the legal aspects of their business decisions.
The contents of the module	Social-law, in particular liability for management bodies, Corporate Governance, - Insolvency law, in particular, the restructuring (including the basic features of drawing insolvency plan by students), - Labor law, - Legal protection of small proprietors, - Process management and arbitration processes (adapted to legal non-professionals), in particular, rules of evidence and international aspects, including enforcement of the decision, - Cartel law (focusing on the cartel agreements, abusing of control market position); Fusion -Basic features of law relating to real estate transactions - M & A Due Diligence and Joint Venture, especially technical terms, the conduct, financing, standard contract clauses in joint venture
Learning and teaching methods of the module	Frontal teaching with discussion of legal cases and student presentations
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	Case studies in various legal fields
Bibliography: (Required reading / further recommended reading)	Required reading (in advance as PDF) Country chapter Czech Republic, European Antitrust Journal <u>For handout:</u> <ul style="list-style-type: none"> - Braun, Economic Law of the Czech Republic, 6th edition, Prague 2010 - Lecheler / Gundel: European Law, 3rd edition, Beck - Herdegen/ International Economic Law - Prepared articles

Module MBA 08: Organizational Leadership

Course: Strategic Management and Human Resources

Module No. / Code	MBA 08
Module Identification	Organizational Leadership
Semester or trimester	2 nd semester
Duration of Module	64 hours in 3 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Strategic Management and Human Resources
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Bernt Mayer
Name (s) of university teacher (s)	Prof. Dr. Bernt Mayer Dr. Henry Turner Loehr Ing. Lenka Odehnalová (practical workshop) Dr. Jan Oliver Schwarz (Workshop Wargaming)
Study language	German or English
Number of allocated ECTS credits	Module total: 8 ECTS of which Strategic Management and Human Resources: 6 ECTS
The total workload and its structure (e.g., self-study + contact hours)	Module total: 200 hours of which Strategic Management and Human Resources: 150 hours with - contact time: 48 hours (6 days, 2 blocks) - self-study: 102 hours (Preliminary / additional work)

SWS	2 x 24 hours/ 2 blocks
Type of examination/ requirement for the award of performance points	Written professional examination
The significance of the mark in the context of overall mark	6 / 75
Qualifying target of the module	<ul style="list-style-type: none"> – Mediating of strategic concepts and introduction to System Business Dynamics with practical business use – Teaching the necessary way how to effectively formulate and implement corporate strategy in the Balanced Scorecard concept – Understanding of the different roles and requirements for HR managers in a globalized world and – Gaining an understanding of added value of HR management as a service provider – Development and implementation of various tools of HR management (recruiting, leadership styles, understanding oneself and others, conflict management – Identifying barriers that prevent the organization from the change process – Teaching self-management, management of individuals and groups and increasing their productivity
The contents of the module	<ul style="list-style-type: none"> – Concepts and techniques and their applications in strategic management – Linking business strategy with HR strategy – Creation of corporate structures – Design and implementation of HR business partnership – Highlighting the added value of HR for the organization – Development and competence coaching of colleagues – Development of effective "tool box with HR": – Recruiting new employees, performance support, development of staff – International HR Management: – Cultural dimension, intercultural communication – Change management: dealing with change processes (individually and organizationally)
Learning and teaching methods of the module	Group work, case studies, presentations, discussions, reading, and self-study

Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	Practical visit in connection with an excursion, guest lecture with discussion during the visit
Bibliography: (Required reading / further recommended reading)	<ul style="list-style-type: none"> - B. de Wit, R.J.H. Meyer: Strategy Process, Content, Context – An International Perspective VŠE - B. de Wit, R.J.H. Meyer: Strategy Synthesis - B. de Wit, R.J.H. Meyer: Resolving Strategy Paradoxes to Create Competitive Advantage with Reading VŠE - H. Mintzberg: Strategy Safari - J. W. Forrester: System Dynamics Lessons - J. D. Sterman: Business Dynamics – Systems, Thinking, and Modeling for a Complex World - G. Dessler: Human Resource Management; Pearson VŠE - Rosenstiel, Regnet, Domsch: Leading the Coworkers; Schaeffler VŠE - R. Moran, P. Harris, S. Moran: Managing Cultural Differences; Elsevier - D. Ulrich: Human Resource Champions; Harvard

Module MBA 08: Organizational Leadership

Course: Ethical Behavior

Module No. / Code	MBA 08
Module Identification	Organizational Leadership
Semester or trimester	2 nd semester
Duration of Module	64 hours in 3 blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Ethical Behavior
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Bernt Mayer
Name / s of university /-s teacher / s	Prof. Dr. Udo Krolzik Prof. Dr. Bernt Mayer
Study language	German or English
Number of allocated ECTS credits	Module total: 8 ECTS of which Ethical Behavior: 2 ECTS
The total workload and its structure (e.g., self-study + contact hours)	Module total 200 hours of which Ethical Behavior: 50 hours with -contact time: 16 hours (2 days, 1 block) -self-study (Preliminary / additional work): 34 hours
SWS	1 x 16 hours/ 1 block
Type of examination/ requirement for the award of performance points	Oral professional examination

The significance of the mark in the context of overall mark	2 / 75
Qualifying target of the module	Strengthening ethical behavior in morally complex decision situations.
The contents of the module	The various ethical concepts and their relevance in both the individual and socio-ethical debate. Discussion of the opportunistic behavior on the basis of institutional and economic foundations. Creation of the concepts of normative management in the selection and implementation of management strategies and the resulting corporate culture (understood as a culture of trust, errors and changes).
Learning and teaching methods of the module	Background documents are processed on the basis of reading and discussion of selected texts. The normative management taught on the basis of case studies, with the help of business models, strategies and guidelines to develop the ability to choose management strategies and concepts of negotiations. Corporate culture is analyzed and evaluated on examples.
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	Involvement of <i>informal learning</i> through reflection of the previously learned materials. Guest Lecture from the area of the Business Compliance / Corporate Governance
Bibliography: (Required reading / further recommended reading)	<p>- Elisabeth Göbel: Business Ethics, foundations and practical realization, UTB, Stuttgart</p> <p>- Linda Ferrell, O. C. Ferrell a Matthias Reiss von Gabal: Business Ethics – Key managers</p> <p>- Roger LeRoy Miller, Frank B. Cross: The Legal and E-Commerce Environment Today. Business in its Ethical, Regulatory, E-Commerce and Global Setting</p>

Module MBA 09: Interpersonal Competences

Course: Communication Skills

Module No. / Code	MBA 09
Module Identification	Interpersonal Competences
Semester or trimester	1st semester
Duration of Module	54 hours in two blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Communication Skills
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Ulrich Fröhlich
Name / s of university /-s teacher / s	Prof. Dr. Ulrich Fröhlich
Study language	German or English
Number of allocated ECTS credits	Module total: 5 ECTS of which
The total workload and its structure (e.g., self-study + contact hours)	Total workload module: 125 hours of which Communication Skills: 100 hours with - contact time 40 hours (5 days, 1 block) - self-study (Preliminary / additional work): 60 hours
SWS	1 x 40 hours/ 1 block
Type of examination/ requirement for the award of performance points	Written professional examination

The significance of the mark in the context of overall mark	4 / 75
Qualifying target of the module	Ability to communicate effectively in global business operations.
The contents of the module	<p>Module applies to international communications models. Selection of global industrial nations (USA-Germany-France-China) is used to gain the understanding and application of mental and cultural differences and their implementation in rhetoric and communication.</p> <p>The teaching unit is based on communication techniques. The objectives are emphatically based on written and oral communication skills that can be effectively used in global context.</p> <p>This teaching unit is offered, if possible at the beginning of Master's degree study program in order to use the learned material in the subsequent learning modules.</p>
Learning and teaching methods of the module	Frontal teaching including presentations, discussions and additional cases in full-time program of study.
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	Comparison of European and Anglo-American communication styles on case studies.
Bibliography: (Required reading / further recommended reading)	<ul style="list-style-type: none"> – The Artist's Way, Julia Cameron, Random House, 2009. – Writing with Power, second edition, Peter Elbow, Oxford University Press, 1998. – Effective Business Communications, seventh edition, Murphy, Hildebrandt, and Thomas, Mc Graw Hill, 1997. – Elements of Style, third edition, Strunk and White, Longman, 1999. – Elements of Business Writing, Blake and Bly, Longman, 1992.

Module MBA 09: Interpersonal Competences

Course: Intercultural Competences

Module No. / Code	MBA 09
Module Identification	Interpersonal Competences
Semester or trimester	1 st semester
Duration of Module	54 hours in two blocks
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Intercultural Competences
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Ulrich Fröhlich
Name (s) of university teacher (s)	Mirjam Schwan, Graduate economist in the area of culture
Study language	German or English
Number of allocated ECTS credits	Module total: 5 ECTS of which Intercultural Competences: 1 ECTS
The total workload and its structure (e.g., self-study + contact hours)	Module total: 125 hours of which Intercultural Competences: 25 hours with - contact time 14 hours (2 days, 1 block) - self-study (Preliminary / additional work): 11 hours
SWS	1x14 hours/ 1 block

Type of examination/ requirement for the award of performance points	Oral professional exam
The significance of the mark in the context of overall mark	1 / 75
Qualifying target of the module	Understanding the influence of personality and cultures on behavior management; introduction to communication models, models of needs and models of value structures; acquaintance with cultural standards and their importance in communication, or, as the case may be, in the managing the process
The contents of the module	Personality, values and culture Implicit control theory Dimension of control Models of motivation, participation and communication Czech-German cultural standards by Novy / Schroll-Machl Cultural standards by GLOBE
Learning and teaching methods of the module	The direction of theoretical and practical shares, processing contents in the group, implementation of character games and discussions of one's own experience in a group (an intuitive approach to teaching content is partly desirable)
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	A large proportion of practical seminars, also thanks to and the close relationship with the Czech-German Chamber of Commerce and Industry
Bibliography: (Required reading / further recommended reading)	- R.Moran, P.Harris, S.Moran: Managing Cultural Differences; Elsevier VŠE - GLOBE Study

Module MBA 10: Research Projects

Course: Research Methods

Module No. / Code	MBA 10
Module Identification	Research Projects
Semester or trimester	1 st semester (teaching unit) a 3 rd semester (Master Thesis)
Duration of Module	12 hours in 1 block
Type of teaching unit (Mandatory, optional, etc.)	Mandatory
Eventually, teaching unit of the module	Research Methods
The frequency of the offered module	Once for a cohort (group)
Prerequisites	None
The applicability of the module for other courses	No
Person / s responsible for the module	Prof. Dr. Reinhard Hünérberg
Name (s) of university teacher (s)	Prof. Dr. Reinhard Hünérberg
Study language	German or English
Number of allocated ECTS credits	Module total: 22 ECTS of which - Teaching Unit: 2 ECTS - Master Thesis: 20 ECTS
The total workload and its structure (e.g., self-study + contact hours)	Module total: 550 hours of which - Teaching Unit: 50 hours with contact time: 12 hours self-study 38 hours (Preliminary / additional work) - Elaboration of Master Thesis: 500 hours
SWS	12 hours/ 1 block

Type of examination/ requirement for the award of performance points	- Seminar paper in one of the other courses of the program (rating only as "pass" or "fail") - Homework in Research Methods (Rating only as "pass" or "fail")
The significance of the mark in the context of overall mark	0 / 75 Teaching units 22 / 75 Master Thesis including Teaching unit the Research Methods
Qualifying target of the module	Students should become acquainted right from the beginning of the study with the basic features of scientific work and methodology of empirical research. By this way they should be able to analyze discovered problems taking into account the appropriate methodology. Finally, they should gain negotiation competencies in scientific and empirical work, and thus become prepared to develop their own scientific work (Master Thesis).
The contents of the module	1. Concept and realization of scientific papers 2. Finding out data 2.1 Marketing research within the framework of data surveys 2.2 The defining variables of marketing research 2.3 Types of data surveys 2.4 Internal surveys of primary data 2.5 Internal surveys of secondary data 2.6 External surveys of secondary data 2.7 Decision areas of external primary data surveys 2.8 Selection of random samples 2.9 Types of measurement procedures 2.10 Assessment methods 2.11 Sources of error in primary surveys
Learning and teaching methods of the module	Communication during the lesson and seminar
Special features (e.g. share of the work online, practice visits, guest lectures, etc.)	No
Bibliography: (Required reading / further recommended reading)	<u>Required reading:</u> Berekoven, Ludwig / Eckert, Werner / Ellenrieder, Peter: Market Research, 10th edition, Gabler, 2004 VŠE Kuß, Alfred: Market Reaserch, Gabler, 2004 <u>Further recommended reading:</u> Kilter, Philip / Keller, Kevin Lane / Bliemel, Friedhelm: Marketing Management, 12th edition, Pearson Study, 2007 VŠE (both in English and German)