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Graduate Course Catalog

SRH University of Applied Sciences Berlin



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Table of Contents

- Module 1 – Global Strategic Management3
- Module 2 - Intercultural Management.....3
- Module 3 - International Legal Framework for Foreign Trade Law3
- Module 4 - Risk Management in Value Creation3
- Module 5 - Risk Management in Financing.....4
- Module 6 - International Contract and Company Law4
- Module 7 - Contract Knowledge Management4
- Module 8 - Negotiation and Conflict Management4
- Module 9 – Corporate Social Responsibility5
- Module 10 - Technological Foresight and Commercialization Strategies5
- Module 11 - Strategic Network Management5
- Module 12 - International Protection of Intellectual Property6
- Module 13 - Project Development I6
- Module 14 - Project Development II6
- Module 15 - Company Project I7
- Module 16 - Company Project II7
- Module 17 - Company Project III.....7
- Module 18 - Master’s Seminar7
- Module 19 - Master’s Internship8
- Module Overview by Workload and Semester9



Module 1 – Global Strategic Management

The module is based on a body of knowledge which is to assist future managers to tackle business situations across borders and cultures. Focus is on strategic management issues, country/regional knowledge and cross-border transactions knowledge. As international markets differ in many aspects, these differences are discussed, firstly, by sketching external environmental forces (especially economic, political and technological conditions). Secondly the internal competitive environment is analyzed in order to identify ownership advantages and to develop options for a firm's strategy which allow for competitiveness also when entering foreign markets while, at the same time, allow for coping with the corresponding risks involved. Finally, modes of entry into foreign markets will be discussed to the background of transaction costs. Focus is on exporting and production abroad which can even lead to 'global localization', i.e. the adjustment of a global strategy to local requirements. As the forces of global competition, political shifts and technical progress create constant challenges, strategic managers must develop a sharpened awareness towards major forces like technological shocks or the resurgence of nation-states in order to be able to judge a constantly changing global environment.

Module 2 - Intercultural Management

The module „Intercultural Management“ as part of the focal discipline Foreign Trade Management conveys possibilities of classifying and considering cultural differences in management practice. Negotiation, interaction and communication in different cultures are key components of this module.

Module 3 - International Legal Framework for Foreign Trade Law

The module "International Legal Framework for Foreign Trade Law“ accompanies module 9 and 12 and covers together with them the entire spectrum of legal terms regarding foreign trade.

The module focuses on imparting a comprehensive knowledge for judging and handling of foreign trade business. At the same time however, the competence regarding methods already acquired in the core modules, is developed further. This is how the students learn to apply their knowledge of risk management to the risk promoter "Internationality" as well as to specific risk situations like project financing, issues of competition and European placing of orders. Requirements to contract management of international contracts are equally taken into consideration as well as compliance management that is being dealt with by the example of export control. Apart from considering international law, special attention is given to the European Union as an example of a regional jurisdiction.

Module 4 - Risk Management in Value Creation

The module “Risk Management in Value Creation” is facing all levels of an organization. At corporate level questions about the firm's strategy must be answered with an eye on the risks that can secure the greatest value for shareholders. Business unit managers evaluate projects with different risk characteristics and departments design contracts for customers that share risk.

In addition the risks facing the value creation change continuously due to the fast pace of innovations. Therefore the management of risk is not a static but a dynamic process of identification, assessment, planning and mitigation of risks that should be reviewed regularly.

All of these aspects illustrate the importance of risk management in value creation. It is therefore necessary to have a comprehensive understanding of risk management tools and techniques and their functions at corporate, strategic business and project levels to survive in today's market place.

Module 5 - Risk Management in Financing

The course „Risk Management in Financing” as part of the field of Risk Management covers relevant areas of finance, investment as well as accounting and controlling with regard to opportunities and risks. In this context, the existence of financial leeway as well as the useful application of possible financial instruments is examined. This will include whether the agreed terms of payment between customer and supplier are kept to and whether there are sufficient valuable and liquid securities.

The course will be taught with a mixture of lectures presenting specific concepts and case studies in which students have the chance to apply the learned concepts.

Module 6 - International Contract and Company Law

On the basis of contract and company law the module provides a systematic introduction to civil law. Like this a first context is created, where the various management techniques can also be integrated according to a legal point of view. This applies particularly to module 7 that takes place at the same time and focuses on contract administration. The presentation is supported by the legal part of module 13, with a more practical alignment. By means of the interplay of these three modules the students are provided with a minimal legal basis already during the first semester.

Module 6 focuses on German contract and company law, which is supplemented and contrasted by the US American law or English law and the European company law. Imparting legal competence of methods is a second priority besides the transfer of specialized knowledge. This is how the students are introduced to a legal method of thinking and working. In particular they learn about systematical and abstract thinking, precise reading, the methodology of handling legal cases, styles of expert's opinions and judgments. On top of that by means of a selection of German laws they are made familiar with the handling of laws within a codified legal system.

Module 7 - Contract Knowledge Management

The module deals with contracts on a general basis in their context with law and legislation, explaining the function of contracts in legal systems. Using the example of continental-European law, the connection between law, legislation and contract is clarified and the philosophical foundation of law is laid. Differences to the Anglo-American system are highlighted. Building on this, students will acquire the fundamentals of Contract Knowledge Management as part of legal Risk Management. Students are to learn how, regardless of the type of contract or national legal system; contracts are written, administrated and analyzed in order to utilize company contract knowledge. The objective is to integrate contracts into business-related, technological and organizational problems of a company. Activities with regard to contract preparation (Letter of Intent etc.) are mentioned as well.

Module 8 - Negotiation and Conflict Management

The module is part of the focal discipline Contract Management and has two different priorities. Firstly, it deals with negotiation management, the preparation, realization and termination of negotiation regardless of a national legal order. When it comes to realization, Harvard-method negotiation and intercultural issues are focal aspects.

Secondly, it deals with conflict management. The subject will be legal conflict management in continental-European and Anglo-American practice. Methods and solutions of mediation and arbitration are discussed in order to understand and learn how to apply legal options of conflict management in companies.

Module 9 – Corporate Social Responsibility

The increasing influence of stakeholders has led many companies to accept corporate social responsibility (CSR) and, by doing so, to be prepared to be responsible for and to justify a company's actions. Driven by globalization, technical progress and stronger interdependency, these actions usually have impact on a big variety of individuals and groups, both in- and outside the organization and in- and outside of national borders. Yet, there are still companies which are reluctant to implement CSR due to cost considerations or contrasting values and beliefs and which are somehow shielded by an environment which is difficult to be monitored from outside groups (government, consumers).

Module 10 - Technological Foresight and Commercialization Strategies

The aim of this module as part of the focal discipline Innovation Management is to enable future managers to develop competitive advantages through technological foresight. In order to facilitate a successful placement in the market, identification, assessment and implementation techniques are paramount. This will become more and more important in a global environment that is characterized by increasing competitive pressure, growing technological dynamics, the merging of different technical areas and substantial financial expenditures.

The development of plans and strategies within the company has to concentrate on the technological improvement of present business as well as on recognizing technological trends and identifying future business segments. As a prerequisite the respective internal business areas need to develop core competences such as ability for diagnosis and evaluation which are based on an organizational implantation of technological foresight.

Module 11 - Strategic Network Management

This module comprises knowledge that enables future managers to apply successful strategies within global networks. Companies which strive for profound technical / product / market knowledge as well as better market access often have to take a decision in favor of strategic alliances or another type of network.

Co-operative strategies are defined and different types of networks are discussed briefly. As innovation networks like strategic alliances can provide the national economy with techno-logical spillovers and demonstrate new development paths, the political and legal framework for innovation networks can be more favorable than in the case of other types of formalized networks (e.g. production networks) where the potential to dominate markets and restrict competition is often judged to outweigh its advantages for the whole economy.

Nevertheless such an innovation network is a new challenge even for globally experienced companies. Especially in the innovation context, managers have to deal with high information insecurity and asymmetry that can make such co-operative strategies risky, because contracts usually remain incomplete and the behavior of partners is often difficult to predict or control.

Module 12 - International Protection of Intellectual Property

The module "International Protection of Intellectual Property" forms the basis of an effective technology management within the framework of innovation management. In addition it represents an important supplement to module 3 and 9, by dealing with license agreements that were not included in the division of foreign trade.

According to the deliberately wide-ranging subject matter, the protection of intellectual property is being treated comprehensively and in view of its varied manifestations, effects and possibilities of application. We are not only looking at the functions of proprietary rights and their different application procedures, but also at the corporate handling of proprietary rights and know-how. In addition methodical competences acquired in core modules are deepened and are transferred to concrete real-life situations. This concerns above all risk management that is required for e.g. the question, whether to apply or not, application in which markets, protection of corporate secrets, but even for license agreements.

Module 13 - Project Development I

The module provides an overview of all relevant aspects of a successful project management. The students of the international course of studies are given an introduction to the basic aspects of project management, in addition the practical relevance of basic legal knowledge imparted in module 6 is being explained by means of a specific field of business, and module 7 expanded and enhanced in the process. Students taking part in the full frame curriculum are additionally equipped with the necessary qualifications for module 15.

The module is divided into project management and law. In "Project Management I" contents, structure and stages of a project are presented. By doing so, knowledge and abilities for dealing with risks in the form of project disruptions, conflicts and problems of acceptance are conveyed as well as aspects of multi-project management and project oriented company management. The part of "Legal Aspects of Project Management" places special emphasis on a reliable safeguarding of project risks. It will be demonstrated from a legal point of view, how risk situations are also determined by project structures as well as by the preparation of quotations and contracts.

Module 14 - Project Development II

The module "Project Development II" continues with regard to acquiring the necessary specialized, methodical and social competence required for the successful planning and implementation of a project, and extends the imparted knowledge and abilities regarding specific problems of project management. This way it provides a basis for module 16, and in its turn is supported by module 15 taking place at the same time.

The module continues the division into project management and law. Regarding project management it focuses in first place on project controlling, internal project marketing, aspects of company management as well as on the processes of learning and alteration that can be initiated and shaped by project management. The understanding of contractual regulations as instruments of project management are deepened further from a legal point of view, in order to avoid as far as possible problems during project implementation, otherwise however, to confront them at least in an appropriate manner. In this context connections with alteration, conflict and risk management are equally provided.

Module 15 - Company Project I

In the module "Company Project I - Corporate Assignments and Processes" the students get to know the key functions and assignments of a company. In cooperation with selected companies the responsible tutor will establish a program for the students providing them with a structured and holistic knowledge of entrepreneurial assignments, functions, processes, risks and problems.

Module 16 - Company Project II

The students will work on complex business administrative, information economics and legal problems for a company. The project is to a great extent characterized by interfaces with other contents of teaching. In the process the students apply the knowledge already acquired during their studies to real-life practice. Methods and tools in particular acquired from the deepening courses of the studies (law, commercial information technology, and business communication) are to be reflected upon in a practice-oriented way. This way advantages and disadvantages of methods and tools can be acquired by means of practical examples. The tutor will define key problems in cooperation with the company. The problems will be dealt with by individual students or teams in the form of a project. The focus will be on project stages, project planning (choosing relevant tools and methods), project implementation (application of methods and tools in real-life practice) and on the project completion (presentation and seminar paper). By means of applying methods and tools in a practice oriented way, on the one hand the purpose of the scientifically based approach is conveyed. On the other hand the students will get to know the limits of methods and tools when applied in methods.

Module 17 - Company Project III

The module "Company Project III - Applied Research within the Company" conveys to the students current application oriented research assignments and processes within the company. The students will actively take part in the research work of the SRH University Berlin within the framework of the module. They will gain insight into the research scene and research methods. Research transfer into entrepreneurial practice is graphically conveyed to the students by means of actual research projects.

Module 18 - Master's Seminar

This module deals with scientific working methods from an economic and legal point of view. The emphasis is on techniques of economic science. Insofar the application-oriented module considers the steps of hypothesis formation as well as the central concepts and approaches for the implementation of business research (methods of business segment analysis) within the framework of a postgraduate course of studies and within a company environment. At the module's completion the students fully know how to narrow down scientific problems in a target-oriented way, how to handle essential tools and sources of information, as well as to evaluate and present these data. What is more, the students fine-tune their abilities of reporting. The module concentrates on coordinating problems with methods and offers a precise analysis of techniques for collecting data and of their analysis. In the end the students are in the position to apply their newly acquired abilities in a professional environment.

Module 19 - Master's Internship

At the end of the second academic year the module serves as preparation of taking on responsible jobs in a company. Knowledge and proficiencies acquired so far are being employed in a responsible position in a company in an application-oriented way. Contact to companies is equally attended to and deepened. Like this a personal profile formation can be furthered and fine-tuned even under a practical aspect. Ideally there is a synergy of contents between a Master's Internship and the Master's Thesis.

Module Overview by Workload and Semester

Module Number / Category	Module Name	Key Discipline	Academic Year 1		Academic Year 2		Credits	Examen
			1	2	1	2		
1/Knowledge: Core	Global Strategic Management	B.Admin	150				5	WE
2/Methodology	Intercultural Management	B.Admin			180		6	OE
3/Knowledge: Deepening	International Legal Framework for Foreign Trade	B.Admin/ Law		90	90		6	OE
Foreign Trade Management	Total	510					17	
4/Knowledge: Core	Risk Management in Value Creation	B.Admin	150				5	WE
5/Knowledge: Deepening	Risk Management in Financing	B.Admin		150			5	WE
6/Knowledge: Core	International Contract and Company Law	Law	150				5	WE
Risk Management	Total	450					15	
7/Knowledge: Core	Contract Knowledge Management	Law	150				5	OE
8/Methodology	Negotiation and Conflict Management	B.Admin		180			6	OE
9/Knowledge: Core	Corporate Social Responsibility	B.Admin			150		5	A
Contract Management	Total	480					16	
10/Knowledge: Extension	Technological Foresight and Commercialization Strategies	B. Admin		180			6	A
11/Knowledge: Extension	Strategic Network Management	B. Admin			180		6	OE
12/Knowledge: Extension	International Protection of Intellectual Property	Law			150		5	OE
Innovation Management	Total	510					17	
13/Methodology	Project Development I	B.Admin/ Law	150				5	OE
14/Methodology	Project Development II	B.Admin/Law		150			5	OE
15/Profile & Practice	Company Project I	B.Admin	150				5	A
16/Profile & Practice	Company Project II	B.Admin/ Law		150			5	A
17/Profile & Practice	Company Project III	B.Admin/ Law			150		5	A
Project Management	Total	750					25	
18/Methodology	Master's Seminar	B.Admin				150	5	A
19/Profile & Practice	Master's Internship	B.Admin				150	5	A
20	Master's Thesis	MT				600	20	MT / OR
Master	Total	900					30	
Master Program	Sum Total	3600	900	900	900	900	120	