

# Master Charta

## Competences for your business life

### I. General Features

#### 1. Intercultural, social and rhetorical skills and social responsibility

These core competencies represent the common denominator for the following disciplines and are therefore taught with the intention of allowing students to practice them in the relevant discipline from the outset.

On the one hand, curriculum-specific modules teach students social skills, which focus on improving team and leadership abilities and improving intercultural skills. Furthermore, many modules are based on teaching rhetorical skills to ensure that students develop the capacity to manage international negotiations on a global scale.

In doing so, the course of studies takes into account the constant growing need, particularly in SMEs, for employees to be able to manage contracts beyond their national boundaries and master standard practices and concepts of international business. It therefore places particular emphasis on teaching students to negotiate and implement projects in a variety of national and international circumstances. Students are prepared to conduct negotiations and develop the skills necessary to manage projects in a manner sensitive to the cultural and social environment.

In addition, all modules provide an integrated view of business contexts, thereby increasing students' awareness of the cross-social responsibilities of businesses. Through a variety of methodological approaches, students learn to conduct academic analyses and construct practice-oriented debates. Students become well-acquainted with the communal, political and social factors of their professional actions.

#### 2. Interdisciplinary focus: business administration and law, project, risk and knowledge management

The course of studies combines elements of business administration and law. The main focus is on contract management as well as risk assessment in international project work. Basic legal principles are always taught in conjunction with economic processes. Economic aspects are based on an integrated view of individual corporate functions. These are analyzed and assessed in terms of risks encountered in businesses to enable students to develop the skills necessary to monitor and control them. In addition, students also learn basic principles of risk management and project management risk assessment. These should then be applied to project work, taking into account different corporate perspectives such as those of clients, employees, processes, finance and e-business. The basic principles are not bound to any national legal system and can

therefore be applied worldwide. For example, students handle complex exchange contracts with their corresponding legal, economic and fiscal aspects for a particular industry, while concomitantly working on wide-reaching projects, which address diverse courses of action and risks under company law, taking the economic and fiscal perspectives into account. This includes strategic considerations regarding business administration, as well as personal risks undertaken by those in managerial roles.

The course of studies focuses on practically tackling individual economic problems using case studies and modern corporate examples in order to develop new and attractive occupational fields in SMEs, large enterprises and start-up companies. Students acquire the skills necessary to manage and negotiate complex projects in varying cultural spheres.

### **3. IT and e-business as a company-wide function**

The course of studies places emphasis on e-business and new media, both international growth areas, and focuses particularly on information management. Students thereby develop skills which are gaining increasing strategic importance in SMEs, large enterprises and start-ups. To this end, the curriculum integrates business projects and case studies which, on the one hand, highlight the particularities of the IT industry from a corporate and legal perspective, including the relatively new area of e-commerce and, on the other hand, take into account integrated information management requirements. In addition, students will directly manage concrete projects using contract management and risk management software.

### **4. Continental-European and Anglo-American perspectives / EU law**

The course of studies is based on the condition that there is no standard international contract law and that, as a result, an internationally oriented course can only teach the globally most common and developed approaches. The most effective way to achieve this is to acquaint students with the two leading legal systems for international negotiations – the Continental-European and Anglo-American systems – and to use individual examples from these two legal systems to develop the necessary negotiation know-how. In this context, students will learn German, American and English law.

EU law represents a special case, because it has created a new legal system – at least within the EU member states – which is linked to a certain standardization of law in general. Familiarity with EU law is therefore important for transnational contract negotiation and project management.

### **5. Negotiating with public authorities at the EU level**

The course of studies provides the institutional, legal and practical knowledge necessary to conduct EU negotiations as a company in a variety of economically relevant contexts.

Students learn to work with the EU by conducting research ranging from simply establishing contact to negotiations and develop the ability to shape EU public affairs management. This concerns negotiations within the field of competition and aid law (EU Commission and public authorities as enforcement agencies), in the field of lobbying (EU und public authorities as legislators) and in the field of awarding contracts (EU as a public-private partner). Students will focus on the importance of European law for businesses, paying particular attention to the opportunities and risks facing businesses on the single market. This includes EU support programmes.

## **6. Foreign language skills**

Developing students' knowledge of commercial and legal English in an Anglo-American context helps to improve their linguistic skills for international negotiations and facilitates acquiring the necessary basic knowledge of the Anglo-American legal system and its concepts, which are increasingly used in international negotiations.

Students have the option of learning an additional language (German for international students and another language, e.g. French or Spanish, for German students) which also serves the purpose of internationalizing the course of studies and develops students' intercultural competencies. This approach complies with the EU objective that every EU citizen should master two languages in addition to his or her mother tongue.

## **II. Special Features**

### **1. Legal skills**

Students develop skills necessary to negotiate the terms and conditions of contracts. Students are no longer required to learn how to formulate contracts in line with particular legal systems. However, they will develop an awareness of the various legal issues companies are repeatedly faced with. Within an Anglo-American and Continental-European context, these issues can be demonstrated on the basis of a national legal system from each of the two areas. Legal considerations are to be seen as part of risk management.

Students will be provided with checklists to enable them to incorporate key legal factors covering various areas, including purchasing, sales, marketing, finance, etc. into their negotiations.

### **2. Social skills**

The course of studies does not deal with social skills as an individual module. However, it does aim to closely integrate the development of social-skills within the company projects. All modules should promote the acquisition of social skills.

### **3. Intercultural skills**

Students will begin by addressing the basic anthropological and philosophical principles of human action. A particularly important aspect is illustrating the relationship and exchange between different cultures over centuries (hermeneutic approach to history). The course of studies emphasizes theoretical (e.g. study of forms government) and scientific similarities in particular, also highlighting the positive aspects of exchange between these traditions. Classes offered also deal with education and human rights. However, special emphasis is not placed on exploring the political and historical conditions in the individual countries. Students learn how they can acquire the necessary basic knowledge on the different countries.

From this basic understanding, students then learn how to apply intercultural modes of thinking and acting to everyday business. Using the USA, India, China, Turkey and Germany as examples, the course of studies illustrates and teaches the particular features of the individual countries on the basis of case studies and role plays. Students learn how to apply the appropriate intercultural knowledge to business development and negotiations.

The Intercultural Management module addresses intercultural matters. They also appear in a variety of perspectives as subject matter and exercises in other modules, such as Negotiation and Conflict Management, Contract Knowledge Management, International Protection of Intellectual Property and in Company Projects I-III. Among other issues, the International Protection of Intellectual Property module deals with imitation which is dealt with differently across cultures. Contract Knowledge Management focuses on the different meanings a contract can have in different cultures (contracts in legal systems). In the Negotiation and Conflict Management module, students learn and practice a variety of models for solving social conflicts in commerce. The module also draws on Master's students' pool of experience by, for example, encouraging students to adopt their own cultural perspective during negotiations.

### **4. Ethical skills**

Ethical issues play an important role in the Master's course of studies ("business is about profit and principals"). Currently, the modules Global Strategic Management and Contract Knowledge Management expressly address the subject, and International Contract and Company Law deals with it specifically under corporate law with regard to managerial responsibility.

Addressing the subject in Compliance Management – which covers adhering to international legal requirements and formalities in businesses – would be too limiting, because it does not include ethical and jurisprudential issues (e.g. the relationship between law and justice).

## **5. Research skills**

The workload for Master's students will comprise increasingly complex assignments over the course of their studies. In this context it is particularly important that the students are involved in business projects. As far as possible, assignments should relate to these business projects.

Master's students will be prepared to carry out scientific applied research. Ideally, the Master's thesis should be an exercise in applied research which is related to the company projects and the Master's internship.

It is important that teachers and students in the project management field reach an agreement at an early stage, which best corresponds to the specialist modules. In this way, students are able to develop a specific concentration during their Master's programme.

Students will receive a reading list for all modules, enabling them to orient themselves within the respective specialist subjects. Reading lists comprise chiefly English-language literature. Books are chosen on the basis of whether they apprise students of the latest developments in research in the respective specialist areas, e.g. neuroeconomics in business administration.

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