

## Module Description: Berlin – Dublin – Paris

*1<sup>st</sup> Semester: SRH University of Applied Sciences Berlin*

Module	Module Name
B1	Global Strategic Management
B2	Risk Management in Value Creation
B3	International Contract and Company Law
B4	Contract Knowledge Management
B5	Project Development I
B6	Company Project I

*2<sup>nd</sup> Semester: Griffith College Dublin*

Module	Module Name
D1	International Operations Management
D2	Management and Cost Accounting
D3	International HRM
D4	Entrepreneurship and Business Planning
D5	Information Technology Management
D6	Business Research Methods I
D7	Management Development

*3<sup>rd</sup> Semester: INSEEC Paris*

Module	Module Name
P1	Conflict Analysis & International Relations
P2	Business Research Methods
P3	Business Ethics & Sustainable Development
P4	International Marketing, Purchasing & Strategic Watch
P5	International Business Strategy
P6	International Finance
P7	Intercultural Management, including French Culture & Business Env.

*4<sup>th</sup> Semester: At institution of student's choice (institution of primary thesis supervisor)*

Module	Name
X1	Master's Seminar (Online module)
X2	Master's Internship
X3	Master Thesis



## Module Description: Berlin – Dublin – Paris

### Course Description (Berlin):

#### B1: 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.

#### B2: 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.

#### B3: 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.

#### B4: 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.

#### B5: 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.

#### B6: 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.

### Course Description (Dublin):

#### D1: International Operations Management

This module deals with Operations Management as the systematic direction and control of the processes that transform inputs into finished goods or services, with particular reference to the management of global operations. Students will develop detailed knowledge of the concepts, approaches, techniques and analytic methods useful in understanding the management of operations, focusing on the management of processes.



## Module Description: Berlin – Dublin – Paris

### **D2: Management and Cost Accounting**

Introduction to management accounting, Cost terms and purposes, The context of management accounting

### **D3: International Strategic Human Resource Management**

This module is concerned with the nature and scope of human resource management and the strategic application of HR activities and techniques. The module will examine the theoretical basis of strategic HR such that students can choose, evaluate and appraise relevant theory in order to inform their practice as managers. Students will also acquire the necessary skills and knowledge to formulate and implement HR strategy for the achievement of organizational aims. In doing so, the role of leadership in formulating and achieving strategic goals is explored, along with the key internal and external factors affecting national and multinational organizations.

### **D4: Entrepreneurship and Business Planning**

This module is delivered through an interactive hands-on series of project workshops exploring the creation, analysis and development of a business plan for a start-up in an entrepreneurial or corporate setting. The module offers students the chance to experience the initial stages of the entrepreneurial process first-hand. Students will also attend a series of lectures on entrepreneurial theory and learn how to apply general, strategic, and operational management principles in order to evaluate, plan, establish, and grow a small business or a new business unit within a larger enterprise. The module strives to strike a balance between theory and practical application.

### **D5: Information Technology Management**

Information Technology Management is concerned with the design and use of IT to support managerial problem solving and decision-making. The module explores the role of IT, strategic information systems and technology-based innovation in organizational management. Students will acquire the necessary knowledge and skills to align IT strategy with organizational strategy and critically evaluate the factors underlying information systems planning, analysis and design.

### **D6: Business Research Methods I**

A practical course covering the key concepts and techniques central to conducting research at postgraduate level and in the corporate environment. Students will become skilled in the use of relevant research tools and resources, the analysis and presentation of data and will become proficient in citation and reporting skills. The module focuses on matching research questions with methodology and offers an in-depth examination of data collection methods and analysis.

## Course Description (Paris):

### **P1: Conflict Analysis and International Relations**

Over the last 20 years, new tools and frameworks for conflict analysis have been developed in order to better grasp tense situations in international relations and national social and economic contexts. This course will introduce the students to some of these tools, most notably "the life cycle of international conflict management", "Levels of Analysis", the concept of "Greed and Grievance", "the onion" or "Positions, Interests and Needs in actors' analysis, the "culture iceberg". Time allowing, a very short introduction to "conflict mapping" and "peace and conflict impact assessment" is also given.

### **P2: Business Research Methods**

Develop a basic of scientific methods used in business and in the study of organizations. Develop an appreciation of how scientific methods can improve managers decision making's quality. Develop the ability to undertake a research project and write a master thesis.

### **P3: Business Ethics and Sustainable Development**

In its first part, the course will deal with a definition of ethics, its basis, the relationship of ethics with morale, justice, law... Several illustrations of the theory will be made, such as testimonies of 'ethical lessons' drawn from the building of a business or of becoming a manager through the ethical image. Situations or field where ethics may be neglected will also be covered, along with an analysis of the parallels that can be drawn with the drifts of capitalism. Secondly, students will be introduced to lobbies: what they are, how they work, hat their different aspects are and what the stakes are. Therefore, definitions of lobbies, think tanks, pressure groups and types of lobbying will be made along with an historical overview of those terms.

### **P4: International Marketing, Purchasing and Strategic Watch**

This course is made of a review the multiple parameters of international marketing and their implications on the marketing mix. A survey of various articles based on the diversity of practices of international marketing in the world, but also on the diversity of markets, companies and products.

### **P5: International Business Strategy**

Through the study of numerous business cases and a particular focus on the Luxury Goods Industry with the study of L'Oreal, this course will allow students to analyze various strategies applied by international or local companies, whether working on the B2E3, B2C fields and also Web Companies and see the impact of the latter on the performance of the companies.

### **P6: International Finance**

The introduction of the course will deal with the importance, reward, and risks of international management; the international monetary environment. The balance of payment, the foreign exchange market, foreign exchange rate determination, foreign exchange derivatives are topics that are being dealt with. Besides, transaction, operating and accounting exposures are going to be analyzed.

### **P7: Intercultural Management, including French Culture & Business Environment**

International management explored, Macro and micro environmental frameworks applied to international markets; modes of entry and expansion; marketing strengths across borders; managing cross cultural teams; cross-cultural leadership.

