

# Berlin – Granada – Paris

## (German & Spanish or French Degree)

### Programme Overview

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With this combination, students may have the choice between the Spanish diploma or the French degree:

Spanish Diploma: If students want to obtain the Spanish diploma they have to write a separate Master Thesis in Granada (cf. module G9) at the end of their two trimesters at the University of Granada. They don't have to take the INSEEC modules of the 4<sup>th</sup> semester, but only of the 3<sup>rd</sup> semester.

INSEEC Degree: If students want to obtain the INSEEC Master degree they have to take all the INSEEC modules of the 3<sup>rd</sup> and 4<sup>th</sup> semester. They will write one Master Thesis with two supervisors from INSEEC and a third from SRH. They don't have to write a Master Thesis in Granada (cf. module TFM).

### Semester 1: SRH Hochschule Berlin

Course/ Module No.	Name of Course/Module	Credits	Self- Study	Contact Level	Notes
M1	Leadership and Global Strategic Management	5	75	50	
M5	Risk Management in Value Creation	5	80	45	
M7	Contract Knowledge Management	5	75	50	
M8	International Contract and Company Law	5	75	50	
M13	Project Development I	5	80	45	
M15	Case Studies	5	80	45	
		<b>30</b>	<b>465</b>	<b>285</b>	

### Semester 2: Universidad de Granada

Course/ Module No.	Name of Course/Module	Credits	Self- Study	Contact Level	Notes
Cód. 26	Operations Management	4			Second Trimester
Cód. 20	Quality Management	4			Third Trimester
Cód. 15	International Economics	4			Third Trimester
Cód. 36	Leadership and Emotional Intelligence	4			Third Trimester
Cód. 12	Economic growth and development	4			Third Trimester
Cód. 37	Innovation Management	4			Second Trimester
Cód. 10	Industrial Economics and Banking	4			Third Trimester
TFM	Master Thesis*	8			Will be written after the 2 <sup>nd</sup> semester in July.
		<b>36</b>			

\*mandatory for the Spanish degree

### Semester 3: INSEEC Business School Paris

#### Core Courses (mandatory for all students)

##### Management, 5 ECTS

Course includes: Organizational theory, Skills management and Change management

##### Strategy, 5 ECTS

Course includes: Strategic management, Strategy 360 and Crisis night

## Majors (to choose one of them)\*

Major 1: **Strategic Marketing Management, 20 ECTS**

Major 2: **Corporate Finance, 20 ECTS**

Major 3: **Supply Chain & Purchasing, 20 ECTS**

Major 4: **International Business, 20 ECTS**

\* Although INSEEC Paris is offering more than these two focuses, you will only be allowed to choose between the above mentioned majors due to the course matching.

## Language Test

All students who would like to obtain the French degree have to pass the TOEIC test (native speakers as well). This is a requirement from the French Ministry of Higher Education. INSEEC will organise the test dates during the semester abroad. Students do not have to pay for passing the test (1<sup>st</sup> attempt). Students have to get a minimum score of 750 points. If students already possess a TOIEC test (minimum score of 750 points) which is still valid on the first day of their enrollment at INSEEC, INSEEC will accept this test as proof.

## Semester 3: SRH Hochschule Berlin

Course/Module No.	Name of Course/Module	Credits	Self-Study	Contact Level	Notes
M18	Master Seminar (Online)	6			A grade will be given through the Master Thesis Proposal.
		<b>6</b>			

## Semester 4: INSEEC Business School Paris

(Mandatory for Students Aiming for the French Degree)

Course/Module No.	Name of Course/Module	Credits	Self-Study	Contact Level	Notes
INSEEC(4)-01	Master's Internship (with INSEEC Paris)	15			It is required to do an internship for six months in order to fulfill INSEEC study regulations. SRH will recognise the INSEEC internship. No exemption of the internship is possible.
INSEEC(4)-02	Master's Thesis	15			
		<b>30</b>			

## Semester 4: SRH Hochschule Berlin

(only for students aiming for the Spanish degree)

Course/Module No.	Name of Course/Module	Credits	Self-Study	Contact Level	Notes
M19	Master Internship	5	116	9	Six weeks of length for German degree.
M20	Master Thesis	20	480	20	
		<b>25</b>	<b>596</b>	<b>29</b>	

## Course/Module Description (1<sup>st</sup> Semester Berlin)

### **M1 Leadership and Global Strategic Management**

The module "Leadership & Global Strategic Management" is the frame and essential core of the focal discipline Leadership & Global Strategies. It is based on a body of knowledge which is to assist future managers to tackle business situations across borders and cultures with a focus on leadership and strategic management issues, country/regional knowledge and cross-border transactions knowledge. The foundation of the course is a sound understanding of the discipline of leadership and strategic management itself and its linkage to globalized value added chains. It is based on the grounds of providing an understanding of the fundamentals of economical thinking. After analysing which core competences enable a company to go global, focus is on the selection of potential host countries and the critical discussion of potential selection criteria. Finally, the strategic decision on which entry mode into a host country should be chosen is being tackled by applying the transaction-cost approach. Given certain conditions, a company that fails to become global might lose its competitiveness. Therefore a manager must develop a sharpened awareness towards major forces like worldwide technological developments or the resurgence of nation-states in order to be able to judge a constantly changing global environment and to derive adequate strategic solutions.

### **M5 Risk Management in Value Creation**

In the field of risk management the module "Risk Management in Value Creation" conveys risk at all levels of an organization during the value creation process. At the 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, analysis, and treatment of risks that should be reviewed regularly. All of these aspects illustrate the importance of risk management. It is therefore necessary to have a comprehensive understanding of risk management tools and techniques and their functions at corporate, strategic business units and project levels to survive in today's market place.

### **M7 Contract Knowledge Management**

The module "Contract Knowledge Management" 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 analysed in order to utilize company contract knowledge. The objective is to integrate contracts into business-related, technological and organisational problems of a company. These will also be touched upon in module 13 as part of Project Development. Altogether, the module consolidates knowledge of economic activities from a legal perspective and helps students to understand the sources of law and how to think clearly and argue in a structured way.

### **M8 International Contract and Company Law**

The module "International Contract and Company Law" conveys fundamental knowledge within the framework of Compliance Management and Risk Management, which focuses on risks of production and finances. Within this context Risk Management can be classified from a legal point of view. 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 8 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 specialised knowledge. This is how the students are introduced to a legal method of thinking and working. In particular, they learn about systematic and abstract thinking, precise reading, the methodology of handling legal cases, styles of expert's opinions and judgments. On top of that, they are made familiar with the handling of laws within a codified legal system by means of a selection of German laws. A third priority will be the development of the necessary skills for the compliance management required for the dealing with legal issues.

### **M13 Project Development I**

The module "Project Development I" 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 8 is being explained by means of a specific field of business, while module 7 is expanded upon and enhanced in the process. Students taking part in the full frame curriculum are additionally equipped with the necessary qualifications for module 16. 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, in as how risk situations are also determined by project structures as well as by the preparation of quotes and contracts.

### **M15 Case Studies**

The module "Case Studies" gives students the opportunity to build upon their knowledge of the key areas of business, law and international trade in particular as they relate to the areas of leadership, governance, risk and contract management, innovation management and other business disciplines. Students will discuss case studies relating to different areas of business. They will be expected to analyse the cases, answer questions relating to the cases and justify any proposed solutions using a combination of qualitative and quantitative techniques. In some cases, the issues will be clear, in other cases, the students must decide where the problems are. The following topics will be covered:

Strategy development – how are strategies developed when it is clear that not everything can be known? What determines the choices that are made?

Strategy implementation – in other words, organisational change. Why is it so difficult? How can change best be managed?

Globalisation – strategies, tactics, challenges, ethical issues.

Students work with case studies and investigate how theory applies to practice and how practice relates to theory. They develop an understanding of the complex way in which the various areas of business administration relate to each other. Students learn to understand the issues that lie behind the symptoms that are described in the cases. Students present their recommendations for actions that an organisation could take and learn how to justify their arguments using qualitative and quantitative methods.

## Course/Module Description (2<sup>nd</sup> Semester Granada)

All course descriptions are available here: [http://masteres.ugr.es/ugrme/pages/info\\_academica/plan\\_estudios](http://masteres.ugr.es/ugrme/pages/info_academica/plan_estudios)

### **Código 26: Operations Management (Dirección de Operaciones)**

- Competitive advantage from operations
- Transformation of inputs in goods and services
- Operational capabilities and business strategy
- Operational practices and performance

[http://masteres.ugr.es/ugrme/pages/info\\_academica/courses/sq/operationsmanagement](http://masteres.ugr.es/ugrme/pages/info_academica/courses/sq/operationsmanagement)

### **Código 20: Quality Management (Gestión de la Calidad)**

- Introduction to Quality Management discipline
- Quality Management gurus
- QM evaluation, planning and control
- QM standards and models
- Historical evolution on QM research

[http://masteres.ugr.es/ugrme/pages/info\\_academica/courses/sq/qualitymanagement](http://masteres.ugr.es/ugrme/pages/info_academica/courses/sq/qualitymanagement)

### **Código 19: Flexibility and Strategic Change (Flexibilidad y Cambio Estratégico)**

- Flexibility and Business environment
- Strategic Change Process
- Strategic Network Design
- Outsourcing decisions
- Supply Chain Management
- Strategic Flexibility

[http://masteres.ugr.es/ugrme/pages/info\\_academica/courses/sq/flexibility](http://masteres.ugr.es/ugrme/pages/info_academica/courses/sq/flexibility)

### **Código 36: Leadership with Emotional Intelligence (Liderazgo con Inteligencia Emocional)**

- Emotional intelligence in working contexts/organizations.
- Leadership
- Emotional competences

[http://masteres.ugr.es/ugrme/pages/info\\_academica/coursesquides/qdleadership](http://masteres.ugr.es/ugrme/pages/info_academica/coursesquides/qdleadership)

### **Código 12: Economic History of 20<sup>th</sup> Century (Historia Económica del Siglo XX)**

- Economics: main concepts
- The development in long periods
- Economic growth
- International economy
- States performance

[http://masteres.ugr.es/ugrme/pages/info\\_academica/courses/tq/economichistory](http://masteres.ugr.es/ugrme/pages/info_academica/courses/tq/economichistory)

### **Código 18: Strategic Management (Dirección Estratégica, Código 18)**

- Strategic Analysis
- Strategic formulation, including strategic option adapted to nowadays business reality
- Strategic Implementation

[http://masteres.ugr.es/ugrme/pages/info\\_academica/courses/tq/strategicmanagement](http://masteres.ugr.es/ugrme/pages/info_academica/courses/tq/strategicmanagement)

### **Código 10: Economics of Money and Banking (Economía Monetaria y Bancaria)**

- The financial system: institutional design
- Monetary Policy Theory
- Theory of financial intermediation
- Industrial Organization of the Banking Sector
- Monetary policy transmission channels
- Applications and cases for monetary policy
- Applications and cases for banking

[http://masteres.ugr.es/ugrme/pages/info\\_academica/courses/tq/economicsmoney](http://masteres.ugr.es/ugrme/pages/info_academica/courses/tq/economicsmoney)

### **Código 27: Cultural Economics (Economía de la Cultura)**

- Performing And Visual Arts. Demand And Supply
- Artists' Labor Market

- Arts Subsidies
- Baumol's Cost Disease
- Creative Economy
- Econometric

[http://masteres.ugr.es/ugrme/pages/info\\_academica/coursesguides/qdculturaleconomics](http://masteres.ugr.es/ugrme/pages/info_academica/coursesguides/qdculturaleconomics)

### **TFM: Master Thesis (Trabajo fin de master)**

All students are required to write down and present a dissertation (TFM) in order to obtain the Master Diploma. Specific instructions are here: [http://masteres.ugr.es/ugrme/pages/investigacion/fin\\_master](http://masteres.ugr.es/ugrme/pages/investigacion/fin_master)

## Course/Module Description (3<sup>rd</sup> and 4<sup>th</sup> Semester Paris)

### **Management, 5 ECTS**

Course includes: Organizational theory, Skills management and Change management

### **Strategy, 5 ECTS**

Course includes: Strategic management, Strategy 360 and Crisis night

### **Major 1: Strategic Marketing Management, 20 ECTS**

The major Strategic Marketing Management features a core strategic marketing module, an innovation marketing module, a brand management module, and a digital marketing module. During your studies you will develop a knowledge and understanding of marketing processes and procedures, including marketing engineering, marketing planning and strategy, marketing communications and brand portfolio building, digital marketing, and e-commerce. The lecturers of this major bring industry experience to the classroom, and content will be delivered through lectures, seminars, self-study, and analysis of case studies. Group projects will be used to ensure you are exposed to the complexities of real-world business problems. Through the courses you will develop both a critical view of the literature and an understanding of how the theories apply to practical marketing problems. Together this provides you with a solid basis for a creative execution of theories and principles in your marketing career.

### **Major 2: Corporate Finance, 20 ECTS**

This major exposes students to the various problems within the field of finance as defined by companies. It aims to train future decision-makers in the functions of financial analysis, financial engineering and financial management. Topics include: analysis work, comprehensive understanding of financial markets and mastery of financial analysis tools. Lessons are geared toward deepening the corporate finance policies, financial analysis and financial decisions in a national and international environment.

### **Major 3: Supply Chain & Purchasing, 20 ECTS**

The global objective of this major is to prepare students who are willing to work in the fields of logistics, distribution and moreover Supply chain Management. Throughout the lectures, students will not only reinforce their knowledge in the fundamentals they have acquired in the core modules, but also develop their skills in core Supply Chain areas such as Forecasting, Lean Management, Yield Management, Quality Management and Performance Management.

At the end of these major, students will have all the necessary tools to embrace a career in this area.

### **Major 4: International Business, 20 ECTS** (only BORDEAUX Campus)

This major is aimed at students who want to increase their knowledge and develop the specific aptitudes required for a career in international management. It provides teaching that is oriented towards the opportunities resulting from globalisation and the multicultural environment. These specificities combined with teaching in English and/or international content ensures that students obtain a better understanding of the management challenges encountered throughout the value chain in the global economy. Students will learn about demand creation and satisfaction in the global context including the management techniques that are essential to operating in the diversity of contexts present in the world. The teaching programme can be divided into several sub-areas combining theoretical and practical work including the international business environment, cross cultural issues, organisational issues and current focus which provides the flexibility and adaptability to respond to the continuous changes encountered by international business people.

*(Detailed course description will be provided on Moodle and directly from the INSEEC university in March)*

## Course/Module Description (3<sup>rd</sup> and 4<sup>th</sup> Semester Berlin)

### **M18 Master Seminar (Online)**

This online course will be conducted through the online learning platform Moodle. You will learn and repeat scientific writing methods, citation and formatting guidelines, get in touch with thesis elements and prepare your Thesis Proposal.

### **M19 Master 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 Thesis.

### **M20 Master Thesis**

The module "Master Thesis" serves to show the ability for independent scientific working and for an independent solving of practice-oriented problems.