

Graduate Course Catalogue SRH Hochschule Berlin



HOCHSCHULE
BERLIN

The International Management University

Master Programme

“International Management”

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Module 1 - Leadership & 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.

Module 2 - Intercultural Management

The module **“Intercultural Management”** as part of the focal discipline Leadership & Global Strategies structures intercultural management challenges and provides key variables for improved practice. Communication and interaction in different cultures are a component of this module.

Module 3 - International Legal Framework for Foreign Trade

The module **“International Legal Framework for Foreign Trade”** accompanies module 12 and together with it covers 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 - Human Resource Management and Ethical Leadership in International Enterprises

The module **“Human Resource Management and Ethical Leadership in International Enterprises”** aims to develop knowledge and understanding of the core activities of Leadership and Human Resource Management in a globalised world. Students cover why and how managers operating in the international business environment must manage human resources and lead the organisation in ways that take into account national and regional differences in the economic, cultural, political, legislative and institutional environment. At the same time, against the background of the rise of stakeholder capitalism, the course covers how managers and leaders can come to terms with developments like Corporate Social Responsibility and become ethical HR managers and leaders.

Module 5 - 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.

Module 6 - Risk Management in Financing

The module **“Risk Management in Financing”** as part of the field of Risk Management helps students to understand the financial environment of companies, interpret financial statements, apply the risk and return concept, and to estimate future project cash flows. With this knowledge students will be able to identify, analyse and find appropriate actions for financial risks and opportunities in the fields of capital budgeting, financing as well as working capital management of companies. In this context, 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.

Module 7 - 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, administered 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.

Module 8 - 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.

Module 9 - Negotiation and Conflict Management

The module **“Negotiation and Conflict Management”** as part of the focal discipline Contract Management 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 10 - Technological Foresight and Commercialization Strategies

The aim of the module **“Technological Foresight and Commercialization Strategies”** 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 a company has to concentrate on technological improvement of the 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 integration of technological foresight.

When developing market entry strategies it can be assumed that in some cases it is still unclear who the prospective customers of the technology-induced projects are. However in the best case of market-pull-innovations there often is a very specific knowledge of customer profile and needs. Both impulse forms of technology development ask for different market entry strategies and thus for adequate consideration of different market risks.

Module 11 - Strategic Network Management

The module **“Strategic Network Management”** 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 decisions in favour of strategic partnerships.

Approaches on co-operative strategies are defined and briefly discussed. Focus is on which elements can be coped with in the framework of contracting and which elements cannot be covered (relational contracting). 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 behaviour of partners is often difficult to predict or control. Learning opportunities can at the same time lead to unwanted knowledge spill-overs. Managing strategic networks in the innovation context therefore needs a special awareness in the actor groups concerned. As final input, insights from sociology are provided in order to make informal networking 'visible' in the management context. Especially the growth of social networks has underlined that informal behavioural patterns cannot any longer be ignored in strategic management.

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, by dealing with licence 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 licence agreements.

Module 13 - 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.

Module 14 - Project Development II

The module **"Project Development II"** continues module 13 with regard to acquiring the necessary specialised, 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 modules 16 & 17.

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 - 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.

Module 16 - Company Project I

The module **"Company Project I"** enables the students to apply acquired methods and tools introduced in class within a company. Based on the fundamental entrepreneurial business model (e.g. market, product, financing, communication and distribution model) corporate key problems are dealt with by means of the acquired tools and methods.

Module 17 - Company Project II

The module **"Company Project II"** conveys to the student's current applied research assignments and processes within a real corporate environment. Alternatively, the students may actively participate in the research of SRH Hochschule Berlin within the framework of their acquired competencies. The students will gain insight into the research scene and methods. Research transfer into entrepreneurial practice is graphically conveyed to the students by means of actual research projects.

Module 18 - Master Seminar

The module **"Master Seminar"** deals with scientific working methods from a business/economic and legal point of view.

The emphasis is on techniques of economic science such that hypothesis formation as well as the central concepts and approaches may be integrated into effective implementation of business research (methods of business segment analysis) both within the framework of a postgraduate course of studies and within a company environment. Context to various industries is also established through various business games. 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. From a legal point of view, we pick up the fundamentals of the modules 7 and 8 concerning methods of legal thinking and working. While the focus is there on the simple practice-related solving of cases, this module deals with a scientific discussion of problems by means of literature and jurisdiction in continental European and Anglo-American law.

Module 19 - Master Internship

At the end of the second academic year, the module **"Master Internship"** 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 20 - Master Thesis

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

Study Programme	Module Number	Course Title	ECTS	Teaching Language	Semester
International Management (M.A.)	1	Leadership & Global Strategic Management	5	English	1
International Management (M.A.)	2	Intercultural Management	5	English	2 or 3
International Management (M.A.)	3	International Legal Framework for Foreign Trade	6	English	2 or 3
International Management (M.A.)	4	Human Resource Management and Ethical Leadership in International Enterprises	5	English	3
International Management (M.A.)	5	Risk Management in Value Creation	5	English	1
International Management (M.A.)	6	Risk Management in Financing	5	English	2
International Management (M.A.)	7	Contract Knowledge Management	5	English	1
International Management (M.A.)	8	International Contract and Company Law	5	English	1
International Management (M.A.)	9	Negotiation and Conflict Management	6	English	2
International Management (M.A.)	10	Technological Foresight and Commercialization Strategies	6	English	2 or 3
International Management (M.A.)	11	Strategic Network Management	6	English	3

Study Programme	Module Number	Course Title	ECTS	Teaching Language	Semester
International Management (M.A.)	12	International Protection of Intellectual Property	5	English	3
International Management (M.A.)	13	Project Development I	5	English	1
International Management (M.A.)	14	Project Development II	5	English	2 or 3
International Management (M.A.)	15	Case Studies	5	English	1
International Management (M.A.)	16	Company Project I	5	English	2
International Management (M.A.)	17	Company Project II	5	English	3
International Management (M.A.)	18	Master Seminar	6	English	2
International Management (M.A.)	19	Master Internship	5	English	4
International Management (M.A.)	20	Master Thesis	20	English	4
Key Description: Semesters 1/3 = Winter term Semesters 2/4 = Summer term					

SEMESTER DURATION OVERVIEW

International Management Master Programme

September	Orientation Week (WS1)/WS3	RE-EXAMINATIONS	1
	WS1/3		2
	WS1/3		3
	WS1/3		4
October	WS1/3		5
	WS1/3		6
	WS1/3		7
	WS1/3		8
November	WS1/3		9
	WS1/3		10
	WS1/3		11
	WS1/3		12
December	WS1/3	WRITTEN EXAMS	13
	WS1/3		14
	WS1/3		15
	No Lectures		16
January	No Lectures		17
	No Lectures		18
	No Lectures		19
	No Lectures		20
February	No Lectures	REPORT SUBMISSIONS	21
	No Lectures		22
	Semester Break		
	Semester Break		
March	SoSe2/4	RE-EXAMINATIONS	1
	SoSe2/4		2
	SoSe2/4		3
	SoSe2/4		4
April	SoSe2/4		5
	SoSe2/4		6
	SoSe2/4		7
	SoSe2/4		8
May	SoSe2/4		9
	SoSe2/4		10
	SoSe2/4		11
	SoSe2/4		12
June	SoSe2/4	WRITTEN EXAMS	13
	SoSe2/4		14
	SoSe2/4		15
	SoSe2/4		16
July	No Lectures		17
	No Lectures		18
	No Lectures		19
	No Lectures		20
August	No Lectures	REPORT SUBMISSIONS	21
	No Lectures		22
	Semester Break		
	Semester Break		