

Zurich University of Applied Sciences School of Management and Law

Courses taught in English

Academic Year 2017/18

All courses are listed below. Please click on the course code in the column “course description” to access the complete module information (internet connection required). If the course code does not contain a link, please scroll down to the index on page 8. The course descriptions for a selected number of modules are to be found in this document.



Fall Term

BANKING / FINANCE / ACCOUNTING

Course	Link to Course Description	ECTS	Term
Banking Management Organization, management, and financial accounting & reporting in banking operations	w.BA.XX.2BM-PiE	6	Fall
Consolidated Financial Statements Understand character and aim of modern consolidation accounting	w.BA.XX.2CFS	6	Fall
Corporate Finance & Risk Management Analysis of financial instruments and corporate financial strategies	w.BA.XX.2CFR-M	6	Fall
Financial Instruments & Portfolio Theory Use of financial instruments in the investment process; portfolio approach; risk & return	w.BA.XX.2FIPT	6	Fall
Management of an Insurance Company Structure & processes; compliance, risk management, controlling, quality management	w.BA.XX.2MIC	6	Fall
Public Financial Management Financial management in the public & non-profit sector; public-private partnerships	w.BA.XX.2PFM	6	Fall
Quantitative Methods Mathematical and statistical problems encountered in banking and finance	w.BA.XX.2QMet-h-en	3	Fall
Turnaround Management Diagnosing financial difficulties & developing a financial turnaround plan	w.BA.XX.2TM	6	Fall
Wealth Management & Compliance Analyzing client situations in wealth management, establish their requirements and develop solutions, while taking into the account the requirements of comppliance	w.BA.2WMC-PiE	6	Fall

BUSINESS ADMINISTRATION / GENERAL MANAGEMENT / ECONOMICS

Communication Application of knowledge and understanding, ability to make judgments, communication skills, and self-learning skills	w.BA.XX.2Com-m-en	6	Fall
Corporate Responsibility Good management practices and responsibility for business impact on society	w.BA.XX.1CR-IM	3	Fall
Economic Globalization (Elective) Recognizing, considering, and evaluating the advantages and disadvantages of economic globalization	w.BA.XX.2EG	3	Fall
Entrepreneurial Innovation (Elective) Development of a business concept and pitching it to a potential investor	w.BA.XX.2EIno	3	Fall
Global Marketing Management (for Incomings)* Development and implementation of marketing strategies across borders	w.BA.XX.2GMM-Inc*	6	Fall
Innovation and Entrepreneurship Building a business from idea to operation	w.BA.XX.2InE-PiE	6	Fall
Introduction to Business Studies The study of business administration as a systemic management approach	w.BA.XX.2IBS-en	6	Fall
Leadership and Business Ethics Gain an in-depth understanding of the role and duties of someone in a leadership position who manages in a people-oriented way and takes responsibility.	w.BA.XX.2LBE-PiE	3	Fall
Macroeconomics Explaining economic interrelations analytically, graphically & verbally using macroeconomic models	w.2Macro-en	6	Fall
Managing People in an International Context Apply theories, models, and concepts of human resource management to people management problems in international business environments.	w.BA.XX.1MGP-IM	6	Fall
Marketing General basic marketing knowledge	w.BA.XX.2Mark-en	6	Fall

Mathematics 1 Applying basic mathematical instruments in formalizing, modeling, and solving quantitative problems of business administration and economics	<u>w.BA.XX.2Math</u> 1-en	3	Fall
Microeconomics Fundamental principles and concepts of economics, microeconomic interrelationships, overview of Swiss competition law, competition policy, and economic policy measures	<u>w.BA.XX.2Micr</u> o-en	6	Fall
Strategy Strategic management for corporate success	<u>w.BA.XX.2Strat-</u> en	6	Fall
Strategic Management (for Incomings)* Strategic positioning, strategic choices and implementing	w.BA.XX.2STM- Inc*	6	Fall

BUSINESS INFORMATION TECHNOLOGY

Information Management Information technologies in business management	<u>w.2InfoM-WIN</u>	6	Fall
Web Engineering The use of web-based application systems	<u>w.BA.XX.2WEn</u> g-Win	3	Fall

BUSINESS LAW

Anglo-American Law Principles and language of the US legal system; legal methodology, constitutional law and civil procedure	<u>w.BA.XX.2AAL-</u> BL	3	Fall
Business Law Knowing main standards and principles of the Swiss law of persons, contract, liability and property law	<u>w.BA.XX.2BL-en</u>	6	Fall
European Law Understanding of European Law and EU Law in a historical, current, and dynamic context	<u>w.2EuL-BL</u>	6	Fall
Public & Private International Law Understanding the basic principles and the systematic order of international law	<u>w.BA.XX.2PPIL-</u> BL	6	Fall

INTERNATIONAL BUSINESS

Advanced International Business Managing business across borders	<u>w.BA.XX.2AIntB</u> us	6	Fall
Business in Emerging Markets (Elective) The world's two largest emerging markets, China and India, are analyzed in terms of their economic growth and impact, their politics, and their culture.	<u>w.BA.XX.2BusE</u> M	3	Fall
Diplomacy, Diplomats & Institutions (Elective) Key international institutions and organizations in the field of foreign affairs	<u>w.BA.XX.2DDI</u>	3	Fall
Doing Business in Asia Pacific (Elective) Managing successfully in Asia	<u>w.BA.XX.2DBus</u> AP	3	Fall
Economics in Emerging Markets (Elective) Independently analyze the problems of fast growing economies	<u>w.BA.XX.2EEM</u>	3	Fall
Integration II (Fieldwork) Simulating the operation of a real company to explore alternative strategies and optimize the performance of the company (independent working after kick-off class)	<u>w.BA.XX.1INT2</u> FW-IM	6	Fall
International Business Managing business across borders	<u>w.BA.XX.2IntBu</u> s	6	Fall
International Business & Ethics Managing business across borders within an ethical aspect	<u>w.BA.XX.2IBusE</u> -BL	6	Fall
Intercultural Management (for Incomings)* Effective management of people and organizations across cultural borders	w.BA.XX.2IcM- Inc*	6	Fall
International Negotiation (for Incomings)* Negotiating models and strategies in an international context	w.BA.XX.2INO- Inc*	6	Fall

International Political Economy (Elective)* The influence of international trade on companies and the role of the WTO	w.BA.XX.1IPE*	3	Fall
International Strategic Management Analysis of the international strategic position of a company and creation of a competitive strategy	<u>w.BA.XX.1ISMG</u> T-IM	6	Fall

LANGUAGE

Business English 1 Communicating effectively in the business environment Part 1; CEFR level B2+	<u>w.BA.XX.2BusE</u> 1	3	Fall
Business English 2 Communicating effectively in the business environment Part 2; CEFR level B2+/C1	<u>w.BA.XX.2BusE</u> 2	3	Fall
Business English Advanced 1 Advanced Business English Part 1: Analysis and Reporting; CEFR level C1	<u>w.BA.XX.2BusE</u> A1	3	Fall
Business English Advanced 2 Advanced Business English Part 2: Analysis and Reporting; CEFR level C1/C2	<u>w.BA.XX.2BusE</u> A2	3	Fall
German Beginners* German language ability at the CEFR level A1	w.BA.XX.2GerB *	3	Fall
German Intermediate* German language ability at the CEFR level B1/B2	w.BA.XX.2GerI*	3	Fall
Legal English 1 Competently communicating in a legal environment; CEFR level B2+	<u>w.BA.XX.2LE1-</u> BL	3	Fall
Legal English 2 Competently communicating in a legal environment; CEFR level B2+/C1	<u>w.BA.XX.2LE2-</u> BL	3	Fall
Legal English Advanced 1 Develop active & passive use of Anglo-American legal language & understanding of the US legal system; CEFR level C1	<u>w.BA.XX.2LEA1</u> -BL	3	Fall
Legal English Advanced 2 Advance active & passive use of Anglo-American legal language & understanding of the US legal system; CEFR level C1/C2	<u>w.BA.XX.2LEA2</u> -BL	3	Fall

*Course descriptions attached to this document (end of document)

Spring Term

BANKING / FINANCE / ACCOUNTING

Course	Link to Course Description	ECTS	Term
Active Investment Management Investment management, especially with regard to alternative investments	w.BA.XX.2AIM-en	6	Spring
Consolidated Financial Statements Understand character and aim of modern consolidation accounting	w.BA.XX.2CFS	6	Spring
Corporate Finance & Risk Management Analysis of financial instruments and corporate financial strategies	w.BA.XX.2CFRM	6	Spring
Corporate & Tax Law Overview of the Swiss taxation law system and its legal foundation	w.BA.XX.2CTL-en	6	Spring
Financial Accounting Basics for understanding financial management	w.BA.XX.2FinAcc-en	6	Spring
Financial Instruments & Portfolio Theory Use of financial instruments in the investment process; portfolio approach; risk & return	w.BA.XX.2FIPT	6	Spring
Introduction to Banking & Finance The Swiss financial industry with focus on the banking sector	w.BA.XX.2BF-en	6	Spring
Management Accounting Financial planning, controlling and decision-making	w.BA.XX.2MAcc-en	6	Spring
Turnaround Management Diagnosing financial difficulties & developing a financial turnaround plan	w.BA.XX.2TM	6	Spring

BUSINESS ADMINISTRATION / GENERAL MANAGEMENT / ECONOMICS

Economic Globalization (Elective) Recognizing, considering, and evaluating the advantages and disadvantages of economic globalization	w.BA.XX.2EG	3	Spring
Entrepreneurial Innovation (Elective) Development of a business concept and pitching it to a potential investor	w.BA.XX.2EIno	3	Spring
Global Marketing Management (for Incomings)* Development and implementation of marketing strategies across borders	w.BA.XX.2GMM-Inc*	6	Spring
Human Capital Management Solving problems by means of scientific concepts on the basis of HCM concepts	w.BA.XX.2HCM-en	3	Spring
Innovation and Entrepreneurship Building a business from idea to operation	w.BA.XX.2InE-PiE	6	Spring
Mathematics 2 Mastering the basic set of tools of mathematical analysis in the area of differentiation and integration	w.BA.XX.2Math2-en	3	Spring
Operations & Process Management Supply Chain Management, Efficient Consumer Response, Lean Management & Quality Management	w.BA.XX.2OP-en	6	Spring
Skills for Business Studies Students acquire the tools they need to produce academic work	w.2Skill-en	6	Spring
Statistics Descriptive and Analytic Statistics for Business	w.BA.XX.2Stat-en	6	Spring
Strategic Management (for Incomings)* Strategic positioning, strategic choices and implementing	w.BA.XX.2STM-Inc*	6	Spring

BUSINESS INFORMATION TECHNOLOGY

Information Management Information technologies in business management	w.BA.XX.2InfoM-WIN	6	Spring
Web Engineering The use of web-based application systems	w.BA.XX.2WEng-WIN	3	Spring

BUSINESS LAW

Anglo-American Law Principles and language of the US legal system; legal methodology, constitutional law and civil procedure	w.BA.XX.2AAL-BL	3	Spring
Public & Private International Law Understanding the basic principles and the systematic order of international law	w.BA.XX.2PPIL-BL	6	Spring
European Law Understanding of European Law and EU Law in a historical, current, and dynamic context	w.2EuL-BL	6	Spring

INTERNATIONAL BUSINESS

Brand Management (Elective) Gaining a detailed understanding for comprehensive brand management	w.BA.XX.2BM-IM	3	Spring
Business and Human Rights (Elective) Students understand the significance of the respect for human rights for multinational companies and are able to assess a company's documented practice against current standards.	w.BA.XX.2BHR	3	Spring
Diplomacy, Diplomats & Institutions (Elective) Key international institutions and organizations in the field of foreign affairs	w.BA.XX.2DDI	3	Spring
Doing Business in Asia Pacific (Elective) Managing successfully in Asia	w.BA.XX.2DBusA P	3	Spring
Doing Business in Latin America (Elective) Managing successfully in Latin America	w.BA.XX.2DBusL A	3	Spring
Doing Business in the Middle East (Elective) Managing successfully in the Middle East	w.BA.XX.2DBusM E	3	Spring
Economics in Emerging Markets (Elective) Independently analyze the problems of fast growing economies	w.BA.XX.2EEM	3	Spring
European Affairs (Elective) Analysis of the political and economic institutions of Europe and implications of European Integration	w.BA.XX.2EuA	3	Spring
International Accounting / Finance (Elective) Designed to promote a basic understanding of the International Financial Reporting Standard.	w.BA.XX.2IAF-IM	3	Spring
Intercultural Management (for Incomings)* Effective management of people and organizations across cultural borders	w.BA.XX.2IcM- Inc*	6	Spring
International Business Managing business across borders	w.BA.XX.2IntBus	6	Spring
International Negotiation (for Incomings)* Negotiating models and strategies in an international context	w.BA.XX.2INO- Inc*	6	Spring
International Trade and Policy (Elective) Gain an understanding of how political and economic factors interact on the global level	w.BA.XX.2ITrPo- IM	3	Spring
Luxury Goods Management (Elective) Basic and essential industry-specific knowledge to understand and develop successful luxury strategies	w.BA.XX.2LGM- IM	3	Spring
War, Economics and Business (Elective) In-depth insight on the economic impact of contemporary conflicts and wars and what this means for international business	w.BA.XX.2WEB	3	Spring

LANGUAGE AND COMMUNICATION

Business English 1 Communicating effectively in the business environment Part 1; CEFR level B2+	w.BA.XX.2BusE1	3	Spring
Business English 2 Communicating effectively in the business environment Part 2; CEFR level B2+/C1	w.BA.XX.2BusE2	3	Spring
Business English Advanced 1 Advanced Business English Part 1: Analysis and Reporting; CEFR level C1	w.BA.XX.2BusEA1	3	Spring

Business English Advanced 2 Advanced Business English Part 2: Analysis and Reporting; CEFR level C1/C2	<u>w.BA.XX.2BusEA2</u>	3	Spring
German Beginners* German language ability at the CEFR level A1	w.BA.XX.2GerB*	3	Spring
German Intermediate* German language ability at the CEFR level B1/B2	w.BA.XX.2GerI*	3	Spring
Legal English 1 Competently communicating in a legal environment; CEFR level B2+	<u>w.BA.XX.2LE1-BL</u>	3	Spring
Legal English 2 Competently communicating in a legal environment; CEFR level B2+/C1	<u>w.BA.XX.2LE2-BL</u>	3	Spring
Legal English Advanced 1 Develop active & passive use of Anglo-American legal language & understanding of the US legal system; CEFR level C1	<u>w.BA.XX.2LEA1-BL</u>	3	Spring
Legal English Advanced 2 Develop the active & passive use of legal language; acquire a basic knowledge & understanding of legal topics; CEFR level C1/C2	<u>w.BA.XX.2LEA2-BL</u>	3	Spring

*Course descriptions attached to this document (end of document)

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German Beginners			
Module Code	w.BA.XX.2GerB.XX		
Degree Program and Discipline	<input type="checkbox"/> BA – General Management <input type="checkbox"/> BA – General Management - Program in English <input type="checkbox"/> BA – Banking and Finance <input type="checkbox"/> BA – Banking and Finance - Program in English <input type="checkbox"/> BA – Accounting, Controlling, Auditing <input type="checkbox"/> BA – Risk and Insurance <input type="checkbox"/> BA – Economics and Politics <input type="checkbox"/> BA – Business Information Technology <input type="checkbox"/> International Management <input type="checkbox"/> Business Law <input type="checkbox"/> Business Information Technology <input checked="" type="checkbox"/> Incoming Students		
Legal Framework	Exam regulations Bachelor 09 of 29/01/2009 / Appendix to the exam regulations Bachelor degree courses, passed on 12/05/2009, adapted on 10/10/2013		
Module Category	Type of Module <input type="checkbox"/> Compulsory <input type="checkbox"/> Consolidation <input type="checkbox"/> Compulsory Elective <input checked="" type="checkbox"/> Elective	Module Level <input checked="" type="checkbox"/> Basic <input type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Specialized	Program Phase <input type="checkbox"/> Assessment <input checked="" type="checkbox"/> Main study program
ECTS	3		
Organizational Unit	Communication & Mathematics in Management & Law		
Module Coordinator	Philipp Gwerder, gwee		
Deputy Module Coordinator	Jeannette Philipp, phij		
Prerequisite Knowledge	none		
Relevant Program Objectives	Knowledge and understanding, Application of knowledge and understanding, Communication skills, Self-learning skills		
Contributions to Program Objectives	Knowledge and understanding (High) <ul style="list-style-type: none"> • Basic knowledge of German language structures, basic vocabulary Application of knowledge and understanding (High) <ul style="list-style-type: none"> • Autonomous application of the most important grammatical rules Communication skills (High) <ul style="list-style-type: none"> • Oral interaction with dialogs about everyday subjects • Written interaction with short messages about everyday subjects Self-learning skills (High) <ul style="list-style-type: none"> • Developing the ability to autonomously acquire and apply new vocabulary 		
Primary Module Aim	Students are able to express themselves and to interact in German within an increasingly international professional and scientific environment. They can initiate contact, give information about themselves and ask others for information about them.		
Module Content	<ul style="list-style-type: none"> • Grammar • Vocabulary building • Conversational situations • Presentations • Reading and listening comprehension 		
Competence-Oriented Learning Goals	Students are able to ... Knowledge and understanding <ul style="list-style-type: none"> • understand words and sentences on the subjects of: greetings, personal interests, giving personal information, giving information on places and countries, shopping, eating and drinking, traveling, clock times and dates. 		

	<ul style="list-style-type: none"> understand and apply basic language structures: present and perfect tenses of regular, separable and the most frequent irregular verbs; past tense of auxiliary and modal verbs; personal and possessive pronouns in the nominative, accusative and dative cases; articles in the nominative, accusative and dative cases; adjective comparison, prepositions with accusative, dative or varying case. <p>Application of knowledge and understanding</p> <ul style="list-style-type: none"> produce sentences and short coherent texts, in writing and orally, using their knowledge and understanding. transfer the application of their new knowledge onto new vocabulary. <p>Communication skills</p> <ul style="list-style-type: none"> understand phrases and the highest frequency vocabulary related to areas of most immediate personal relevance (e.g. very basic personal and family information, shopping, local geography, employment). They can read very short, simple texts. They can find specific, predictable information in simple everyday material such as advertisements, prospectuses, menus and timetables and they can understand short simple personal letters. interact in a simple way provided the other person is prepared to repeat or rephrase things at a slower rate of speech and help them to formulate what they are trying to say. They can ask and answer simple questions in areas of immediate need or on very familiar topics. The students can write a short, simple postcard, for example sending holiday greetings. They can fill in forms with personal details, for example entering their name, nationality and address on a hotel registration form. use simple phrases and sentences to describe where they live and people they know. They can use a series of phrases and sentences to describe in simple terms their family and other people and their living conditions. The students can write a series of simple phrases and sentences linked with simple connectors such as “but”, “and”. <p>Self-learning skills</p> <ul style="list-style-type: none"> autonomously acquire new vocabulary and apply their grammatical knowledge onto new subjects. autonomously expand their knowledge into new subject areas.
Links to Other Modules	The module is linked to the following module(s): Module: Gerl Content: expanding knowledge of the German language
Teaching Method(s)	<div style="display: flex;"> <div style="flex: 1;"> <p>Classroom Instruction</p> <input type="checkbox"/> Lectures <input checked="" type="checkbox"/> Interactive instruction <input checked="" type="checkbox"/> Exercises <input type="checkbox"/> Discussion <input type="checkbox"/> Presentation <input type="checkbox"/> Group project <input type="checkbox"/> Case studies <input type="checkbox"/> Review of literature <input type="checkbox"/> Simulation(s) <input checked="" type="checkbox"/> Others: Tutorial </div> <div style="flex: 1;"> <p>Guided Self-Study</p> <input checked="" type="checkbox"/> Individual work <input type="checkbox"/> Working with a partner <input type="checkbox"/> Group work </div> </div>

Classroom Attendance Requirement	Partner/group talk		
Type of Instruction	Classroom Instruction (1 x 45 min. lesson = 1 h workload)	Guided Self-Study (1 x 45 min. lesson = 1 h workload)	Autonomous Self-Study (1 x 45 min. lesson = 1 h workload)
Large Class	h	h	
Small Class	28 h	10 h	
Group Instruction	h	h	
Practical Work	h	h	

Seminar	h		h		
Total	28 h		10 h		52 h
Performance Assessments	Type	Number	Length (min.)	Evaluation	
	<input checked="" type="checkbox"/> Written exam(s)	1	60	<input checked="" type="checkbox"/> Grade <input type="checkbox"/> Pass/fail	
	<input type="checkbox"/> Oral exam(s)			<input type="checkbox"/> Grade <input type="checkbox"/> Pass/fail	
	<input type="checkbox"/> Talk/oral presentation(s)			<input type="checkbox"/> Grade <input type="checkbox"/> Pass/fail	
	<input type="checkbox"/> Paper(s)			<input type="checkbox"/> Grade <input type="checkbox"/> Pass/fail	
	<input checked="" type="checkbox"/> Others: electronic self-assessment tests	3	10	<input type="checkbox"/> Grade <input checked="" type="checkbox"/> Pass/fail	
	<input checked="" type="checkbox"/> Others: partner/group talk	1	10	<input checked="" type="checkbox"/> Grade <input type="checkbox"/> Pass/fail	
	Type	Weighting		Form	
	Written exam(s)	75 %		<input type="checkbox"/> Open book <input type="checkbox"/> Specified materials <input checked="" type="checkbox"/> Closed book	
	Oral exam(s)				
	Talk/oral presentation(s)				
	Paper(s)				
	Others: partner/group talk	25 %			
Permitted Resources acc. to the guidelines on the use of examination aids/resources ("Merkblatt Hilfsmittel SML Intranet Prüfungen/Zeugnisse")					
<input type="checkbox"/> Free choice of calculator <input type="checkbox"/> Calculator supplied by ZHAW <input type="checkbox"/> Non-programmable calculator <input type="checkbox"/> Dictionary <input type="checkbox"/> Others (please specify):					
Language of Instruction/Examination	<input checked="" type="checkbox"/> German <input checked="" type="checkbox"/> English <input type="checkbox"/> French				
Teaching Materials	<input checked="" type="checkbox"/> Lecture slides <input checked="" type="checkbox"/> Script <input type="checkbox"/> Online resources <input type="checkbox"/> Others (please specify):				
Compulsory Reading	- Reimann, M. (2012). <i>Grundstufen-Grammatik für Deutsch als Fremdsprache</i> (+ Key). Ismaning: Hueber. (Also available in English, French, Italian, Russian, Spanish and Turkish versions)				
Recommended Reading	- Stang, C. & Stief, C. (2013). <i>German Grammar in a Nutshell</i> . Berlin: Langenscheidt.				
Comments					

German Intermediate			
Module Code	w.BA.XX.2GerI.XX		
Degree Program and Discipline	<input type="checkbox"/> BA – General Management <input type="checkbox"/> BA – General Management - Program in English <input type="checkbox"/> BA – Banking and Finance <input type="checkbox"/> BA – Banking and Finance - Program in English <input type="checkbox"/> BA – Accounting, Controlling, Auditing <input type="checkbox"/> BA – Risk and Insurance <input type="checkbox"/> BA – Economics and Politics <input type="checkbox"/> BA – Business Information Technology <input type="checkbox"/> International Management <input type="checkbox"/> Business Law <input type="checkbox"/> Business Information Technology <input checked="" type="checkbox"/> Incoming Students		
Legal Framework	Exam regulations Bachelor 09 of 29/01/2009 / Appendix to the exam regulations Bachelor degree courses, passed on 12/05/2009, adapted on 10/10/2013		
Module Category	Type of Module <input type="checkbox"/> Compulsory <input type="checkbox"/> Consolidation <input type="checkbox"/> Compulsory Elective <input checked="" type="checkbox"/> Elective	Module Level <input type="checkbox"/> Basic <input checked="" type="checkbox"/> Intermediate <input type="checkbox"/> Advanced <input type="checkbox"/> Specialized	Program Phase <input type="checkbox"/> Assessment <input checked="" type="checkbox"/> Main study program
ECTS	3		
Organizational Unit	Communication & Mathematics in Management & Law		
Module Coordinator	Philipp Gwerder, gwee		
Deputy Module Coordinator	Jeannette Philipp, phij		
Prerequisite Knowledge	Successful completion of w.BA.XX.1GerB.XX or equivalent knowledge: Vocabulary: basic vocabulary related to everyday situations: <ul style="list-style-type: none"> - greetings, personal interests, giving personal information, giving basic information about towns and countries - shopping, eating and drinking, traveling - clock times, dates Grammar: basic grammatical subjects: <ul style="list-style-type: none"> - present and perfect tenses of regular verbs, separable verbs and the most frequent irregular verbs; past tenses of auxiliary and modal verbs - personal and possessive pronouns in the nominative, accusative and dative case - articles in the nominative, accusative and dative case - adjective comparison - prepositions with accusative, dative and varying case 		
Relevant Program Objectives	Knowledge and understanding, Application of knowledge and understanding, Communication skills, Self-learning skills		
Contributions to Program Objectives	Knowledge and understanding (High) <ul style="list-style-type: none"> Expanded knowledge of the German language structures; expanded vocabulary, particularly in the fields of Business German and German for the Job Application of knowledge and understanding (High) <ul style="list-style-type: none"> Autonomous application of the most relevant vocabulary and grammatical rules Communication skills (High) <ul style="list-style-type: none"> Oral interaction in German with dialogs about everyday topics and about basic economical subjects Giving information on a company in a presentation basic written business correspondence 		

Self-learning skills (High)

- Developing the ability to autonomously acquire and apply new vocabulary

Primary Module Aim

Students build upon their general knowledge by focusing on the use of German in business contexts. New vocabulary is mainly related to expressions used in a professional environment. Students' knowledge of grammar is consolidated and expanded.

Module Content

- Grammar
- Vocabulary building
- Conversational situations
- Presentations
- Reading and listening comprehension
- Letter writing

Competence-Oriented Learning Goals

The students are able to ...

Knowledge and understanding

- understand the main points of clear standard speech on matters regularly encountered in a working environment. They can understand the main points of monologs and dialogs on topics of personal or professional interest.
- understand short texts that consist mainly of high frequency everyday or job-related language. They can understand descriptions of work-related events and processes.
- understand and apply grammatical structures (building upon the basics) which allow them to express themselves in a more sophisticated way: All grammatical cases of: articles; adjectives; nouns; personal, possessive and reflexive pronouns; subordinate and infinitive clauses; the passive voice; conditional sentences.
- understand and apply expanded vocabulary, particularly concerning fields related to business German.

Application of knowledge and understanding

- apply their new knowledge orally and in writing.
- transfer the application of their new knowledge onto new vocabulary.

Communication skills

- deal with basic professional situations likely to arise whilst travelling in an area where the language is spoken. They can enter unprepared into conversation on topics that are familiar, of personal interest or pertinent to everyday life (e.g. family, hobbies, work, travel and current events).
- write shorter texts in which they describe experiences and impressions. They can express their opinions and wishes about subjects that are relevant to them. They can react to contact initiation.
- participate in basic business correspondence.
- connect statements to describe experiences, events and situations. They can give reasons and explanations for opinions and plans.
- prepare and give a short presentation on a basic business-related subject.

Self-learning skills

- autonomously acquire new vocabulary and apply their grammatical knowledge onto new subjects.
- autonomously expand their knowledge into new subject areas.

Links to Other Modules

The module is linked to the following module(s):

Module:

Content:

GerB

Basic knowledge of German

Teaching Method(s)

Classroom Instruction

- ☐ Lectures
- ☒ Interactive instruction
- ☒ Exercises
- ☐ Discussion
- ☒ Presentation
- ☐ Group project
- ☐ Case studies
- ☐ Review of literature
- ☐ Simulation(s)

Guided Self-Study

- ☒ Individual work
☐ Working with a partner
☐ Group work

	<input checked="" type="checkbox"/> Others: Tutorial	
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Classroom Attendance Requirement	All tests, oral presentations			
Type of Instruction	Classroom Instruction (1 x 45 min. lesson = 1 h workload)	Guided Self-Study (1 x 45 min. lesson = 1 h workload)	Autonomous Self-Study (1 x 45 min. lesson = 1 h workload)	
Large Class	h	h		
Small Class	28 h	10 h		
Group Instruction	h	h		
Practical Work	h	h		
Seminar	h	h		
Total	28 h	10 h	52 h	
Performance Assessments	Type	Number	Length (min.)	Evaluation
	<input checked="" type="checkbox"/> Written exam(s)	1	60	<input checked="" type="checkbox"/> Grade <input type="checkbox"/> Pass/fail
	<input type="checkbox"/> Oral exam(s)			<input type="checkbox"/> Grade <input type="checkbox"/> Pass/fail
	<input checked="" type="checkbox"/> Talk/oral presentation(s)	1	5	<input checked="" type="checkbox"/> Grade <input type="checkbox"/> Pass/fail
	<input type="checkbox"/> Paper(s)			<input type="checkbox"/> Grade <input type="checkbox"/> Pass/fail
	<input checked="" type="checkbox"/> Others: short written tests	3	10	<input type="checkbox"/> Grade <input checked="" type="checkbox"/> Pass/fail
	Type	Weighting	Form	
	Written exam(s)	75 %	<input type="checkbox"/> Open book <input type="checkbox"/> Specified materials <input checked="" type="checkbox"/> Closed book	
	Oral exam(s)			
	Talk/oral presentation(s)	25 %		
	Paper(s)			
	Others:			
	Permitted Resources acc. to the guidelines on the use of examination aids/resources ("Merkblatt Hilfsmittel SML Intranet Prüfungen/Zeugnisse")			
<input type="checkbox"/> Free choice of calculator <input type="checkbox"/> Calculator supplied by ZHAW <input type="checkbox"/> Non-programmable calculator <input type="checkbox"/> Dictionary <input type="checkbox"/> Others (please specify):				
Language of Instruction/Examination	<input checked="" type="checkbox"/> German <input checked="" type="checkbox"/> English <input type="checkbox"/> French			
Teaching Materials	<input checked="" type="checkbox"/> Lecture slides <input checked="" type="checkbox"/> Script <input type="checkbox"/> Online resources			

	<input type="checkbox"/> Others (please specify):
Compulsory Reading	<ul style="list-style-type: none"> - Reimann, M. (2012). <i>Grundstufen-Grammatik für Deutsch als Fremdsprache (+ Key)</i>. Ismaning: Hueber. (Also available in English, French, Italian, Russian, Spanish and Turkish versions)
Recommended Reading	<ul style="list-style-type: none"> - Dreyer, H. & Schmitt, R. (2012). <i>Lehr- und Übungsbuch der deutschen Grammatik</i>. Ismaning: Hueber. (Also available in Chinese, English, French, Italian and Russian versions) - Grigull, I. & Raven, S. (2012). <i>Geschäftliche Begegnungen A2+</i>. Leipzig: Schubert. - Guenat, G. & Hartmann, P. (2010). <i>Deutsch für das Berufsleben B1</i>. Stuttgart: Klett.
Comments	

Global Marketing Management for Incomings		
Module description	Global Marketing Management	
Module code	w.BA.XX.2GMM-Inc.XX	
Degree program and its specialties	<input checked="" type="checkbox"/> BA – General Management <input type="checkbox"/> BA – Banking and Finance <input type="checkbox"/> BA – Accounting, Controlling, Auditing <input type="checkbox"/> BA – Risk and Insurance <input type="checkbox"/> BA – Economics and Politics <input type="checkbox"/> BA – Business Information Technology <input type="checkbox"/> International Management <input type="checkbox"/> Business Law <input type="checkbox"/> Business Information Technology	
Relevant exam regulations	Exam regulations Bachelor 09 of 29.01.2009	
Relevant appendix	Appendix of 12.05.2009	
ECTS / SWS	ECTS	SWS (lessons per week and semester)
	6	4
Organizational unit	Institute for Marketing Management (IMM)	
Module responsibility	Martina Rauch	
Deputy	Brian Rüeger	
Prerequisites	Good knowledge of the principles of marketing. Students should have completed an introductory marketing class; the course builds on the concepts of the marketing process (market analysis and market research instruments, marketing goals and marketing strategy,, marketing mix, marketing controlling).	
Aims	<p>The students understand and are able to assess the marketing challenges of international or global expansion strategies for multinational companies.</p> <p>Students understand the key task of a global marketer in developing a globalization strategy and can apply the key steps to real life cases (esp. assessing the global marketing environment, conducting global marketing research, global target market selection, global segmentation and positioning, defining the mode of entry and the marketing mix strategy).</p>	
Learning goals ¹	<p>Students are able to:</p> <ul style="list-style-type: none"> ▪ Identify marketing aspects in the context of globalization strategies (CI) ▪ Develop a specialist knowledge in the area of global marketing (SPK) ▪ Understand and assess the challenges of global marketing (REC) ▪ Analyze and solve problems in global marketing, working on real life cases (PC) ▪ Develop or strengthen their international thinking and multicultural competence, working on real life cases in multicultural teams (IMC) ▪ Improve English language skills in terms of marketing terminology (IMC) for non-native speakers 	
Learning content	<ul style="list-style-type: none"> ▪ What is globalization and global marketing? (Introduction) ▪ Which factors facilitate or hinder global marketing activities of multinational companies? (Global economic, financial, political and legal environment; cultural 	

	<div>diversity and consumer buying behaviour)</div> <ul style="list-style-type: none"> What steps are required to develop a global competitive strategy? (Global marketing research, global segmentation, target market selection and positioning) Which modes of entry are most appropriate for a given multinational company? (Global market entry modes, e.g. exportation, licensing, franchising, joint venture, direct investments) To what extent can the global marketing strategy and marketing mix be globalized (standardized) or need to be localized (customized) to the target countries? (Global overall marketing strategy and marketing decisions as to the 4P) What type of global marketing organization is most appropriate for a given company? What do companies have to consider when planning human resources for global marketing and sales activities? (Human capital management; marketing organization) 			
Links to other modules	The content of this module is linked to the following module(s): <div> <div>Module:</div> <div>Content:</div> </div> <div> w.1MB1_IM w.1BA.XX.1MKT-IM.XX w.1BA.XX.1ISMGT-IM.XX </div> <div> International Business & Management Markets & Marketing International Strategic Management </div>			
Instruction mode(s)	<div> <div>Class instruction</div> <div> <input checked="" type="checkbox"/> Lecture format <input type="checkbox"/> Simulation models <input type="checkbox"/> Projects <input checked="" type="checkbox"/> Case studies <input type="checkbox"/> Other forms of instruction: </div> </div> <div> <div>Guided self-study</div> <div> <input checked="" type="checkbox"/> Individual work <input type="checkbox"/> Pair work 1. <input checked="" type="checkbox"/> Group work </div> </div>			
Compulsory attendance (class instruction only)	80% (recommended)			
Module structure	Class instruction (lessons per week and semester)		Guided self-study	Autonomous self-study
	Lecture		4 SWS / 56 h	84 h
	Seminar/exercises			40 h
	Practical work			
	Total		56 h	84 h
Performance requirements		No.	Type of requirement	Length (in minutes)
	<input checked="" type="checkbox"/>		Written exam(s)	60
	<input type="checkbox"/>		Oral exam(s)	
	<input checked="" type="checkbox"/>		Group presentation (case)	20
	<input type="checkbox"/>		Written paper(s)	
	<input checked="" type="checkbox"/>		Other(s): Class participation	
Language of instruction	English			
Course materials and required reading	<input type="checkbox"/> Printed copy of lecture slides <input checked="" type="checkbox"/> Lecturer's script as published on Moodle <input checked="" type="checkbox"/> Case studies and other handouts			
Additional literature	Kotabe, M., and Helsen, K., Global Marketing Management, 6th Edition, 2015, International Student Version, John Wiley & Sons, Hoboken, NJ, USA (course textbook); Kotler, Ph., Armstrong, Principles of Marketing, 15 th Global Edition, 2013, Pearson Education Limited			

Remarks	The module includes a variety of business examples (short cases; class exercises; discussion questions) to illustrate the practical side of Global Marketing Management. Active student contribution in class to cases, class exercises and discussion topics is requested.
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¹ **Proof of relevance to the primary program goals: development of the following competences**

Intercultural Management for Incomings		
Module description	Intercultural Management for Incomings	
Module code	w.BA.XX.2IcM-Inc.XX	
Degree program and its specialties	<input type="checkbox"/> BA – General Management <input type="checkbox"/> BA – Banking and Finance <input type="checkbox"/> BA – Accounting, Controlling, Auditing <input type="checkbox"/> BA – Risk and Insurance <input type="checkbox"/> BA – Economics and Politics <input type="checkbox"/> BA – Business Information Technology <input type="checkbox"/> International Management <input type="checkbox"/> Business Law <input type="checkbox"/> Wirtschaftsinformatik <input checked="" type="checkbox"/> Only for Incoming Students	
Relevant exam regulations	Exam regulations Bachelor 09 of 29.01.2009	
Relevant appendix	Appendix of 12.05.2009	
ECTS / SWS	ECTS	SWS (lessons per week and semester)
	6	4
Organizational unit	Institute for International Business	
Module responsibility	Patricia Enzmann-Vollenweider	
Deputy	Prof. Dr. Markus Prandini	
Prerequisites		
Aims	This module aims to encourage students to: <ul style="list-style-type: none"> • Understand culture's impact on human behavior and how cultural values and communication styles influence international business • Foresee the dilemmas of global managers and prepare themselves accordingly • Helps students to make the most out of their stay abroad 	
Learning goals ²	The students ... <ul style="list-style-type: none"> • Recognize, respect and reconcile intercultural conflicts and create synergy out of diversity (PC) • Understand culturally and socially diverse employees and how to overcome cultural barriers in the organizational setting (IMC) • Reflect and build on personal experience through an in-depth, rigorous exploration of current theory and practice in the field. Analyze their own culturally conditioned behaviors and behavioral changes within cultural contexts (REC, SSC) • Develop job-specific cultural skills (IMC, PC) • Learn to differentiate between description, interpretation and evaluation (SC) • Learn new skills relevant to building successful relationships at an operational level with international partners (PAC, IMC) • Share specific experience with students from other countries (REC) 	
Learning content	<ul style="list-style-type: none"> • Intercultural management • Cultural awareness and self-reflection • Communication styles across cultures • Cultural dimensions – value orientations • Multicultural teams at work • Corporate culture 	

	<ul style="list-style-type: none">• Reconciliation• Special focus on Doing Business in the Middle East, China and India			
Links to other modules	The content of this module is linked to the following module(s): Module: International Business			

International Negotiation for Incomings		
Module description	International Negotiation for Incomings	
Module code	w.BA.XX.2INO-Inc.XX	
Degree program and its specialties	<input checked="" type="checkbox"/> BA – General Management <input type="checkbox"/> BA – Banking and Finance <input type="checkbox"/> BA – Accounting, Controlling, Auditing <input type="checkbox"/> BA – Risk and Insurance <input type="checkbox"/> BA – Economics and Politics <input type="checkbox"/> BA – Business Information Technology <input type="checkbox"/> International Management <input type="checkbox"/> Business Law <input type="checkbox"/> Wirtschaftsinformatik	
Relevant exam regulations	Exam regulations Bachelor 09 of 29.01.2009	
Relevant appendix	Appendix of 12.05.2009	
ECTS / SWS	ECTS	SWS (lessons per week and semester)
	6	4
Organizational unit	Institute for International Business	
Module responsibility	Khaldoun Dia-Eddine	
Deputy		
Prerequisites	None	
Aims	The module International negotiation provides the students with insights and practical advices on negotiations aspects in international context. It gives the students an introduction to the key concepts, principles, and basic skills needed to conduct international negotiations mainly in a business context.	
Learning goals ³	<p>Introduce students to the basic principles and major types of negotiations including the principled negotiation model. (SPK)</p> <p>Introduce students to the strategic issues in negotiation and the relevant elements for planning negotiations.(SPK)</p> <p>Build the needed skills and increase the awareness of the students to the soft elements involved in negotiations including communication, persuasion, questioning techniques, emotions and problem solving methods. (REC, SSC)</p> <p>Train students to develop and conduct negotiation in phases up to the conclusion. (PAC, LC, SSC)</p> <p>Apply the previous knowledge to contract negotiation. (CC, SSC, PC, CI)</p> <p>Introduce the notion of cross cultural negotiation to the previous learned elements. (IMC, SSC, CC, PC)</p> <p>Provide students with knowledge about the usage of negotiation in conflict management and third party negotiations (SPK,PAC).</p>	
Learning content	<p>Introduction to negotiation and negotiation models</p> <p>Preparing for negotiation (strategies, tactics, BATNA, resistance points, power, alliances, etc.)</p> <p>Conducting and closing deals</p> <p>Soft factors in negotiation (communication, perception, persuasion, emotions)</p> <p>Cross cultural aspects in negotiation</p> <p>Conflict management using negotiations</p>	

	Play roles, large case (6X 2 sessions) covering all the theoretical parts of the course Analysis of an international business negotiation case with ethical context and issues				
Links to other modules	The content of this module is linked to the following module(s): Module: International Business Content: Cross cultural management				
Instruction mode(s)	Class instruction <input checked="" type="checkbox"/> Lecture format <input type="checkbox"/> Simulation models <input type="checkbox"/> Projects <input checked="" type="checkbox"/> Case studies <input type="checkbox"/> Other forms of instruction: weblecture Guided self-study <input checked="" type="checkbox"/> Individual work <input type="checkbox"/> Pair work 3. <input checked="" type="checkbox"/> Group work				
Compulsory attendance (class instruction only)	80%				
Module structure	Class instruction (lessons per week and semester)		Guided self-study	Autonomous self-study	
	Lecture		56	12	20
	Seminar/exercises			20	60
	Practical work			12	
	Total		56	44	80
Performance requirements		No.	Type of requirement	Length (in minutes)	
	<input type="checkbox"/>		Written exam(s)		
	<input type="checkbox"/>		Oral exam(s)		
	<input checked="" type="checkbox"/>		Oral presentation(s)		
	<input checked="" type="checkbox"/>		Written paper(s)		
	<input checked="" type="checkbox"/>		Other(s): class participation, contribution to role plays and large case		
Language of instruction	English				
Course materials and required reading	<input checked="" type="checkbox"/> Printed copy of lecture slides <input type="checkbox"/> Lecturer's script				
Additional literature	Essentials of Negotiation (ISBN 007-125427-7) Negotiation, reading, exercises and cases (ISBN 007-297310-5) Contract negotiations, skills, tools and best practices (ISBN 08080-1246-0) The handbook of negotiation and culture (ISBN 08047-4586-2) Getting to Yes, Negotiating Agreement Without Giving In (ISBN 978-0143118756) The Art of Negotiation, (ISBN-13: 978-967-0610-91-7)				
Remarks					

1

a. Competences in line with Dublin Descriptors

Professional competence

1. Specialist knowledge (SPK)
2. Practical skills and professional action competence (PC)
3. Scientific competence (SC)

Methodological competence

4. Problem-solving and -analyzing competence (PAC)
5. Reflective and evaluative competence (REC)
6. Social skills and self-competence (SSC)

Contextual competence

7. Contextual focus and interdisciplinarity (CI)

b. Degree program competences

8. Communicative competence (CC)
9. Leadership competence (LC)
10. International thinking / multicultural competence (IMC)
11. Ethical competence (EC)

International Political Economy		
Module description	International Political Economy	
Module code	w.BA.XX.1IPE.XX	
Degree program and its specialties	<input checked="" type="checkbox"/> BA – General Management <input checked="" type="checkbox"/> BA – Banking and Finance <input checked="" type="checkbox"/> BA – Accounting, Controlling, Auditing <input checked="" type="checkbox"/> BA – Risk and Insurance <input checked="" type="checkbox"/> BA – Economics and Politics <input type="checkbox"/> BA – Business Information Technology <input type="checkbox"/> International Management <input type="checkbox"/> Business Law <input type="checkbox"/> Business Information Technology	
Relevant exam regulations	Exam regulations Bachelor 09 of 29.01.2009	
Relevant appendix	Appendix of 12.05.2009	
ECTS / SWS	ECTS	SWS (lessons per week and semester)
	3	2
Organizational unit	DIB	
Module responsibility	Dominique Ursprung	
Deputy	Florian Keller	
Prerequisites	-	
Aims	The overall objectives of the module are for students to: <ul style="list-style-type: none"> • Gain an understanding of how political and economic factors interact on the global level. • Analyse globalization from an interdisciplinary point of view • Understand the trend towards regionalism and free trade agreements 	
Learning goals ⁴	After completing the module students should be able to: <ul style="list-style-type: none"> • Understand the emergence of the multilateral trading system (SPK) • Place specific International issues in a broader political, economic, and legal context and evaluate them critically (CI) • Assess trade and non-trade concerns and their challenges for businesses (PC) • Critically evaluate the benefits and drawbacks of preferential liberalization (SPK) • Understand Switzerland's free trade policy and its role as a member and host state (SPK) • Evaluate the potential and challenges of new trading blocks and agreements such as the Trans-Pacific Partnership (TPP) and Transatlantic Trade and Investment Partnership (TTIP) • Gain an understanding of trade in services and relevant agreements such as the Trade in Services Agreement (TiSA) 	
Learning content	<ul style="list-style-type: none"> • International Political Economy • Multilateral Trading System, World Trade Organisation (WTO) • Economics of preferential liberalization • Free Trade Agreements and Regional Economic Arrangements: <ul style="list-style-type: none"> ◦ Trans-Pacific Partnership (TPP) ◦ Transatlantic Trade and Investment Partnership (TTIP) ◦ Free Trade Policy of the EU and of Switzerland 	
Links to other modules	The content of this module is linked to the following module(s): Module: _____ Content: _____	

Instruction mode(s)	Class instruction <input checked="" type="checkbox"/> Lecture format <input type="checkbox"/> Simulation models <input type="checkbox"/> Projects <input type="checkbox"/> Case studies <input type="checkbox"/> Other forms of instruction:			Guided self-study <input type="checkbox"/> Individual work <input type="checkbox"/> Pair work 4. <input checked="" type="checkbox"/> Group work
Compulsory attendance (class instruction only)	-			
Module structure	Class instruction (lessons per week and semester)		Guided self-study	Autonomous self-study
Lecture	24		24	42
Seminar/exercises				
Practical work				
Total	24		24	42
Performance requirements		No.	Type of requirement	Length (in minutes)
	<input checked="" type="checkbox"/>		Written exam (55%)	60
	<input type="checkbox"/>		Oral exam(s)	
	<input checked="" type="checkbox"/>		Oral presentation (45%)	10
	<input type="checkbox"/>		Written paper(s)	
	<input checked="" type="checkbox"/>		Other(s): Two-page background paper on the presentation	
Language of instruction	English			
Course materials and required reading	<input checked="" type="checkbox"/> Printed Course Reader will all compulsory texts <input type="checkbox"/> Lecturer's script			
Additional literature	Gilpin, R. (2001), Global political economy : understanding the international economic order, Princeton University Press Ravenhill, J. (2014), Global political economy, Oxford University Press, 4th ed. Walter, A. and Sen, G. (2009), Analyzing the global political economy, Princeton University Press			
Remarks				

Proof of relevance to the primary program goals: development of the following competences

a. Competences in line with Dublin Descriptors

Professional competence

1. Specialist knowledge (SPK)
2. Practical skills and professional action competence (PC)
3. Scientific competence (SC)

Methodological competence

4. Problem-solving and -analyzing competence (PAC)
5. Reflective and evaluative competence (REC)
6. Social skills and self-competence (SSC)

Contextual competence

7. Contextual focus and interdisciplinarity (CI)

b. Degree program competences

8. Communicative competence (CC)
9. Leadership competence (LC)
10. International thinking / multicultural competence (IMC)
11. Ethical competence (EC)

Strategic Management for Incomings					
Module description	<i>Strategic Management for Incomings</i>				
Module code	<i>w.2STM_Inc</i>				
Degree program and its specialties	<input type="checkbox"/> BA – General Management <input type="checkbox"/> BA – Banking and Finance <input type="checkbox"/> BA – Accounting, Controlling, Auditing <input type="checkbox"/> BA – Risk and Insurance <input type="checkbox"/> BA – Economics and Politics <input type="checkbox"/> BA – Business Integration Technology <input type="checkbox"/> International Management <input type="checkbox"/> Business Law <input checked="" type="checkbox"/> for Incoming Students				
Relevant exam regulations	Exam regulations: Bachelor 09 of 29.01.2009				
Relevant appendix	Appendix of 12.05.2009				
ECTS credits	ECTS	SWS ⁵	SWS G ⁶	SWS K ⁷	# classes/G ⁸
	6	4			1
Organizational unit	Center for Strategic Management				
Module responsibility	Jacques Hefti (heftj)				
Deputy	Stefan Schuppisser (sste)				
Prerequisites	Introduction to General Management				
Competencies	This module promotes the following core competencies and skills, or aspects thereof: <div style="display: flex; flex-wrap: wrap;"> <div style="flex: 50%;"> <input checked="" type="checkbox"/> Practical relevance <input type="checkbox"/> Specialized knowledge: in breadth <input checked="" type="checkbox"/> Specialized knowledge: in depth <input checked="" type="checkbox"/> Interdisciplinary thinking <input type="checkbox"/> Problem-solving ability <input checked="" type="checkbox"/> Critical thinking <input checked="" type="checkbox"/> Methodological competence <input type="checkbox"/> Scientific/academic competence </div> <div style="flex: 50%;"> <input checked="" type="checkbox"/> Communication skills <input type="checkbox"/> Social competence <input type="checkbox"/> Meta-disciplinary skills <input type="checkbox"/> Leadership skills <input type="checkbox"/> Personal competence <input checked="" type="checkbox"/> Accountability <input type="checkbox"/> Global/multi-cultural competence </div> </div>				
Aims	The students understand the relevance of Strategic Management for the success of a company and develop independently or with guidance solutions for different design areas in the strategic decision making process. The students are able to analyse the strategic position of a company by using the correct analysis instruments. Furthermore they develop various competitive strategies and assess challenges in relation to strategy implementation.				
Learning goals ¹	The students <ul style="list-style-type: none"> Analyse the external environment and define critical success factors (SPK, PAC) Describe internal competences and resources (SPK, PAC) Assess expectations of stakeholders (SPK, PAC) Understand mission and vision of a company (SPK) Understand the mechanism of corporate governance (SPK, PAC) Understand the goals and design areas of corporate level strategy (SPK) Understand the goals and design areas of business level strategy (SPK) Analyse various competitive strategies and business models (SPK, PAC, REC) Distinguish between development directions and methods of the strategic development of a company (SPK) Understand evaluation tools to select the best strategic option (SPK, PAC, REC) Understand the challenges of strategy implementation (SPK) Describe design elements of a strategy focused organisation (SPK) Create a strategy map and balanced scorecard (PC) Understand the relevance of change measures (SPK) Use selected models and instruments in case studies and develop alternative solutions independently (PC) 				
Learning content	<ul style="list-style-type: none"> Business environment (macro environment, industry, competition, markets) Analysis of demand 				

	<ul style="list-style-type: none">• Development of critical success factors• Internal analysis and assessment of strength and weaknesses (financial ratios, competences, resources, value chain, company culture)• SWOT analysis• Corporate Governance, Stakeholder Management, Corporate Social Responsibility• Corporate level strategy• Business level strategy, competitive strategies• Development directions (growth, consolidation, disinvestment) and methods (internal growth, M&A, strategic alliances)• Assessment of strategic options• Mission and Vision• Design elements of a strategy focused organisation• Interface strategy and control systems (planning, budgeting, reporting, incentive systems)		
	Interdisciplinary links to other modules: Module(s): <ul style="list-style-type: none">• All other functional disciplines		
Instruction mode(s)	Class instruction <input checked="" type="checkbox"/> Lecture format <input type="checkbox"/> Simulation models <input type="checkbox"/> Projects <input checked="" type="checkbox"/> Case studies <input type="checkbox"/> Other forms of instruction:Guided self-study <input checked="" type="checkbox"/> Individual work <input type="checkbox"/> Pair work <input checked="" type="checkbox"/> Group work		
Compulsory attendance	Attendance for compulsory tasks according to lesson plan. Recommended attendance: 80%		
Module structure	Class instruction (SWS / h)Guided self-studyAutonomous self-study		
Lectures	4 SWS / 56h40h		
Exercises	50h34h		
Practical work			
Total	4 SWS / 56h50h74h		
Module requirements	No.	Type of requirement	Length (in min.)
<input checked="" type="checkbox"/>	1	Written exam(s)	
<input type="checkbox"/>		Oral exam(s)	
<input checked="" type="checkbox"/>		Presentation(s)	
<input checked="" type="checkbox"/>		Paper(s)	
<input type="checkbox"/>		Others:	
Language of instruction	English		
Course materials and required reading	<input checked="" type="checkbox"/> Printed copy of lecture slides <input type="checkbox"/> Lecturer's script Gerry Johnson, Kevan Scholes, Richard Whittington: Fundamentals of Strategy, 2nd edition, Pearson, 2011		
Additional literature	J.D. Hunger, T.L. Wheelen: Essentials of Strategic Management, 5th edition, Pearson 2011		
Remarks			

Proof of relevance to the primary program goals: development of the following competences

a. Competences in line with Dublin Descriptors

Professional competence

1. Specialist knowledge (SPK)
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Contextual competence

7. Contextual focus and interdisciplinarity (CI)

b. Degree program competences

8. Communicative competence (CC)
9. Leadership competence (LC)

- 10. International thinking / multicultural competence (IMC)
- 11. Ethical competence (EC)