

**Curriculumsübersicht - "Energiemanagement"**

| Modul-Code            | Bezeichnung   | Semester  |           |           |           |           |           | Gesamt |        |      | Prüfungsleistungen                     | Gewicht für Gesamtnote |
|-----------------------|---|-----------|-----------|-----------|-----------|-----------|-----------|--------|--------|------|--|------------------------|
|                       |   | 1         | 2         | 3         | 4         | 5         | 6         | SWS    | Selbst | ECTS |  |                        |
| 7.1.1 EIEW            | Einführung in die Energiewirtschaft   | 6         |           |           |           |           |           | 4      | 124    | 6    | Essay                                  | 3,0%                   |
| 0.1.1 EMQM            | Einführung in das Management und seine quantitativen Methoden                   | 10        |           |           |           |           |           | 8      | 188    | 10   | KL 240                                 | 5,0%                   |
| 0.1.2 BENV            | Business Environment  | 5         | 5         |           |           |           |           | 8      | 188    | 10   | Case Study                             | 5,0%                   |
| 0.1.3 WISS            | Einführung in das wissenschaftliche Arbeiten und die empirische Sozialforschung | 5         | 5         |           |           |           |           | 8      | 188    | 10   | Written assignment, Learners portfolio | 5,0%                   |
| 0.1.4 EFL 1           | English as a foreign language (BE) 1  | 4         |           |           |           |           |           | 4      | 64     | 4    | KL 90; Test                            | 2,0%                   |
| 7.2.1 EMKT            | Energie-Märkte  |           | 6         |           |           |           |           | 5      | 110    | 6    | KL 120                                 | 3,0%                   |
| 0.2.1 IMKK            | Interdependenz von Mgmt., Kult. & Kom.  |           | 5         |           |           |           |           | 3      | 108    | 5    | Presentation                           | 2,5%                   |
| 0.2.2 STRA            | Grundlagen des strategischen Mgmts.   |           | 5         |           |           |           |           | 3      | 108    | 5    | KL 120                                 | 2,5%                   |
| 0.2.3 EFL 2           | English as a foreign language (BE) 2  |           | 4         |           |           |           |           | 4      | 64     | 4    | KL 90; Test                            | 2,0%                   |
| 7.3.1 EPAO            | Energy Products and Operations  |           |           | 6         |           |           |           | 3      | 138    | 6    | Seminarpaper                           | 3,0%                   |
| 7.3.2 ESRV            | Energy Services   |           |           | 6         |           |           |           | 3      | 138    | 6    | KL 120                                 | 3,0%                   |
| 0.3.1 IPRO            | Introductory Company Project  |           |           | 6         |           |           |           | 6      | 96     | 6    | Project work                           | 3,0%                   |
| 0.3.2 RESO            | Resources: Financial, HRM, Organisation   |           |           | 6         |           |           |           | 6      | 96     | 6    | KL 180                                 | 3,0%                   |
| 0.3.3 xxx             | Foreign Language 2.1  |           |           | 6         |           |           |           | 4      | 124    | 6    | KL 90; Test                            | 3,0%                   |
| 0.3.3 ARA1            | Arabic 1  |           |           |           |           |           |           |        |        |      |  |                        |
| 0.3.3 CHI1            | Chinese 1   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.3.3 FRA1            | French 1  |           |           |           |           |           |           |        |        |      |  |                        |
| 0.3.3 ITA1            | Italian 1   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.3.3 RUS1            | Russian 1   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.3.3 SPA1            | Spanish 1   |           |           |           |           |           |           |        |        |      |  |                        |
| 7.4.1 ETSM            | Energy Trade, Sales and Marketing   |           |           |           | 6         |           |           | 4      | 124    | 6    | Seminarpaper                           | 3,0%                   |
| 7.4.2 RESP            | Energy Responsibility   |           |           |           | 6         |           |           | 4      | 124    | 6    | Lernportfolio                          | 3,0%                   |
| 0.4.1 APRO            | Advanced Company Project  |           |           |           | 6         |           |           | 4      | 124    | 6    | Project work                           | 3,0%                   |
| 0.4.2 MACC            | Managerial Accounting   |           |           |           | 6         |           |           | 4      | 124    | 6    | KL 180                                 | 3,0%                   |
| 0.4.3 xxx             | Foreign Language 2.2  |           |           |           | 6         |           |           | 4      | 124    | 6    | KL 90; Test                            | 3,0%                   |
| 0.4.3 ARA2            | Arabic 2  |           |           |           |           |           |           |        |        |      |  |                        |
| 0.4.3 CHI2            | Chinese 2   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.4.3 FRA2            | French 2  |           |           |           |           |           |           |        |        |      |  |                        |
| 0.4.3 ITA2            | Italian 2   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.4.3 RUS2            | Russian 2   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.4.3 SPA2            | Spanish 2   |           |           |           |           |           |           |        |        |      |  |                        |
| 7.5.1 IAEI            | Intern. Aspects of the Energy Industry  |           |           |           |           | 6         |           | 4      | 124    | 6    | Präsentation                           | 3,0%                   |
| 7.5.2 CIEI            | Current Issues of the Energy Industry   |           |           |           |           | 6         |           | 4      | 124    | 6    | Written assignment                     | 3,0%                   |
| 0.5.1 REST            | Regional Studies  |           |           |           |           | 6         |           | 3      | 138    | 6    | Seminarpaper                           | 3,0%                   |
| 0.5.2 CHIN            | Change and Innovation   |           |           |           |           | 6         |           | 3      | 138    | 6    | Learners portfolio                     | 3,0%                   |
| 0.5.3 xxx             | Foreign Language 2.3  |           |           |           |           | 6         |           | 4      | 124    | 6    | KL 90; Test                            | 3,0%                   |
| 0.5.3 ARA3            | Arabic 3  |           |           |           |           |           |           |        |        |      |  |                        |
| 0.5.3 CHI3            | Chinese 3   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.5.3 FRA3            | French 3  |           |           |           |           |           |           |        |        |      |  |                        |
| 0.5.3 ITA3            | Italian 3   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.5.3 RUS3            | Russian 3   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.5.3 SPA3            | Spanish 3   |           |           |           |           |           |           |        |        |      |  |                        |
| 0.6.1 INTS            | Internship  |           |           |           |           |           | 18        |        | 480    | 18   |  | 9,0%                   |
| 0.6.2 BACH            | Bachelor thesis including its defence   |           |           |           |           |           | 12        |        | 360    | 11+1 |  | 16,0%                  |
| <b>ECTS/Semester</b>  |   | <b>30</b> | <b>30</b> | <b>30</b> | <b>30</b> | <b>30</b> | <b>30</b> |        |        |      |  | <b>100,0%</b>          |
| Summe Semesterstunden |   |           |           |           |           |           |           |        |        |      |  |                        |
| Summe Workload (WL)   |   | 900       | 900       | 900       | 900       | 900       | 900       |        |        |      |  |                        |
| WL-Stunden/Jahr       |   | 1800      | 1800      | 1800      | 1800      | 1800      | 1800      |        |        |      |  |                        |

## Einführung in die Energiewirtschaft

**Status: August 2011**

|  |   |
|--|---|
| Modul-Nr./ Code  | 7.1.1 EIEW  |
| Modulbezeichnung   | Einführung in die Energiewirtschaft   |
| Semester oder Trimester  | 1. Semester   |
| Dauer des Moduls   | Ein Semester  |
| Art der Lehrveranstaltung<br>(Pflicht, Wahl, etc.)                         | Pflichtfach   |
| Ggfs. Lehrveranstaltungen des Moduls                                       |   |
| Häufigkeit des Angebots des Moduls   | Jedes Studienjahr   |
| Zugangsvoraussetzungen   |   |
| Verwendbarkeit des Moduls für andere Studiengänge                          | nein  |
| Modulverantwortlicher/Modulverantwortliche                                 | Prof. Dr. Michael Zerr  |
| Name der/des Hochschullehrer/s   | Hans Kuntzemüller   |
| Lehrsprache  | deutsch   |
| Zahl der zugeteilten ECTS-Credits  | 6   |
| Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit) | 180 Stunden, davon 56 Kontaktstunden / 124 Selbststudium  |
| SWS  | 4   |
| Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten        | Essay<br>§ 14 (6) SPO 18.02.2011  |
| Gewichtung der Note in der Gesamtnote                                      | 3 %   |
| Qualifikationsziele des Moduls   | Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,<br><br>– die Energiewirtschaft, ihre Geschichte und ihre Teilbereiche im Überblick zu definieren, hinsichtlich ihrer unterschiedlichen Facetten und |

|   |  |
|---|--|
|   | <p>Perspektiven zu beschreiben und gegenüber anderen Dienstleistungsbranchen abzugrenzen;</p> <ul style="list-style-type: none"> <li>– die ökonomischen und politischen Rahmenbedingungen des deutschen und internationalen Energiemarktes zu definieren und zu analysieren,</li> <li>– die Merkmale und Besonderheiten von Energie als Wirtschaftsgut zu erläutern und zur Verantwortung der Energiewirtschaft Stellung zu nehmen,</li> <li>– Grundbegriffe der Energiewirtschaft zu erläutern,</li> <li>– am Beispiel eines realen Fallbeispiels die in der Energiebranche angewandten Methoden und Instrumente in einen Gesamtzusammenhang einzuordnen.</li> </ul>  |
| Inhalte des Moduls  | <ul style="list-style-type: none"> <li>– Grundlagen, Charakteristika und Strukturen der Energiewirtschaft</li> <li>– Die energiewirtschaftliche Wertschöpfungskette</li> <li>– Energiemarkt Deutschland/ EU/ International</li> <li>– Das Spannungsverhältnis ökonomischer und politischer Rahmenbedingungen in der Energiewirtschaft</li> <li>– Verantwortung der Energiewirtschaft</li> <li>– Besonderheiten und Merkmale der Energiewirtschaft im Hinblick auf leitungsgebundene und nicht leitungsgebundene Energien, natürliche Monopole, endliche Ressourcen, Abhängigkeit von Energie</li> <li>– Analyse und Bewertung ausgewählter Praxisbeispiele unter Hinweis auf gängige Methoden und Instrumente</li> </ul> |
| Lehr- und Lernmethoden des Moduls                                 | <p>interaktive Vorlesung<br/> Anwendungsübungen mit Internetrecherche<br/> Übungen in Gruppenarbeit<br/> Praxisbeispiele<br/> Selbststudium</p>  |
| Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge etc.) | <p>Nach Möglichkeit werden Exkursionen zu ausgewählten Energieunternehmen in das Modul integriert, um den Studierenden die Möglichkeit zum persönlichen Erleben ausgewählter Akteure sowie zur eigenen Netzwerkbildung (z. B. im Hinblick auf Praktika oder den späteren Berufseinstieg)</p>   |

|   |  |
|---|--|
|   | <p>zu bieten.<br/> Darüber hinaus werden zur Ergänzung der Vermittlung theoretischen Wissens Gastvorträge verschiedener Praktiker aus der Energiebranche in das Modul eingebunden.</p>   |
| <p><b>Literatur</b><br/> (Pflichtlektüre/zusätzlich empfohlene Literatur)</p> | <p><u>Pflichtliteratur:</u></p> <p><b>Hensing, Ingo; Pfaffenberger, Wolfgang; Ströbele, Wolfgang</b> (2009):<br/> Energiewirtschaft: Einführung in Theorie und Politik, 2. Aufl. Oldenbourg, München.</p> <p><u>Zusätzlich empfohlene Literatur zur Vertiefung einzelner Bereiche:</u></p> <p><b>Rebhan, Eckhard</b> (Hrsg.)(2002):<br/> Energiehandbuch: Gewinnung, Wandlung und Nutzung von Energie, Springer, Berlin<br/> Kap1.10 – 1.16, Kap. 2.</p> <p><b>BMWi</b> (Hrsg.)(2008): Energie in Deutschland: Trends und Hintergründe zur Energieversorgung in Deutschland, BMWi, Berlin.</p> |

**Einführung in das Management  
und seine quantitativen Methoden**

**Status: August 2011**

|   |  |
|---|--|
| Modul-Nr./ Code   | 0.1.1 EMQM   |
| Modulbezeichnung  | Einführung in das Management und seine quantitativen Methoden  |
| Semester oder Trimester   | 1. Semester  |
| Dauer des Moduls  | ein Semester   |
| Art der Lehrveranstaltung<br>(Pflicht, Wahl, etc.)                            | Pflicht  |
| Ggfs. Lehrveranstaltungen des Moduls  | -  |
| Häufigkeit des Angebots des Moduls  | Jedes Studienjahr  |
| Zugangsvoraussetzungen  | keine  |
| Verwendbarkeit des Moduls für andere Studiengänge                             | Dieses Modul ist Bestandteil der Studiengänge IMK, IMA, EM, ITM, MKE, KM, MKM  |
| Modulverantwortlicher/Modulverantwortliche                                    | Prof. Dr. Cordula Braedel-Kühner   |
| Name der/des Hochschullehrer/s  | Prof. Dr. Cordula Braedel-Kühner, Prof. Dr. Bernd Ankenbrand, Prof. Dr. Henk van Elst                                    |
| Lehrsprache   | Deutsch  |
| Zahl der zugeteilten ECTS-Credits   | 10   |
| Gesamtworkload und ihre Zusammensetzung<br>(z.B. Selbststudium + Kontaktzeit) | 300 (davon 112 Stunden Kontaktzeit)  |
| SWS   | 8  |
| Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten           | Klausur 240' am Ende des Semesters<br>§ 14 (2) SPO 18.02.2011  |
| Gewichtung der Note in der Gesamtnote   | 5 %  |
| Qualifikationsziele des Moduls  | Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, das Rollenbild des Managers im Kontext der |

|                    |  |
|--------------------|--|
|                    | <p>Unternehmung und anderer Organisationen sowie in der Gesellschaft zu beschreiben und ausgewählte Aufgabenstellungen des Managements mit Hilfe geeigneter und insbesondere auch quantitativer Methoden zu lösen.</p> <p>Insbesondere sind sie in der Lage</p> <ul style="list-style-type: none"> <li>– Grundfragen des Managements sowie Bedeutung, Aufgaben und Rollen des Managers in unterschiedlichen Organisationen aus verschiedenen Perspektiven zu beschreiben,</li> <li>– die wesentlichen Akteure und Institutionen des unternehmerischen Handelns zu definieren, zu unterscheiden und ihr Zusammenwirken zu erläutern,</li> <li>– allgemeines und funktionales sowie normatives, strategisches und operatives Management in Zielen und Aufgaben zu differenzieren,</li> <li>– das Konzept der Wertkette darzustellen und die primären, steuernden und unterstützenden Prozesse der Wertkette (nach M. E. Porter) zu unterscheiden,</li> <li>– Management als Querschnittsfunktion zur Planung, Steuerung und Kontrolle des Ressourceneinsatzes und des Zusammenwirkens der Sachfunktionen anhand des PDCA-Zyklusses zu beschreiben,</li> <li>– zu unterscheiden, welche Managementsituationen mit Hilfe welcher Methoden (analytisch, quantitativ, qualitativ, interpretativ) am besten bewältigt werden können,</li> <li>– Aufgaben der linearen Algebra und der Analysis zu lösen und auf konkrete Fragestellungen der Managementlehre anzuwenden,</li> <li>– das Gelernte auf aktuelle Fragestellung und in ausgewählten Fallbeispielen anzuwenden und, auch im Hinblick auf die eigene Verortung im Studium, kritisch zu hinterfragen.</li> </ul> |
| Inhalte des Moduls | <ul style="list-style-type: none"> <li>– Historische Entwicklungsschritte und ausgewählte Konzeptionen des Managements</li> </ul>  |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>- Das multifunktionales sozio-technische System Unternehmung, dargestellt anhand der Wertkette nach M. E. Porter</li> <li>- Ziele und Aufgaben des allgemeinen und funktionalen Managements sowie des Projektmanagements</li> <li>- Die normative, strategische und operative Ebene des Managements</li> <li>- Rollen, Aufgaben und Kompetenzen im Management und deren kritische Reflexion aus kulturalistisch-konstruktivistischer Perspektive</li> <li>- Die Ressourcen der Unternehmung und der situative Einsatz der Instrumente des Managements, insbesondere Zielsetzung, Planung, Organisation/Delegation und Kontrolle unter Komplexitäts- und Ambiguitätsbedingungen</li> <li>- Grundkenntnisse der Finanzierung</li> <li>- Grundlagen des betrieblichen / internen Rechnungswesen</li> <li>- Grundlagen des externen Rechnungswesen (jeweils nach HGB und IFRS)</li> <li>- Verständnis von Investition und Unternehmensbewertung</li> <li>- Einführung in das Risikomanagement</li> <li>- Lineare Algebra: Lösen linearer Gleichungssysteme mit dem Gaußschen Algorithmus; Anwendung auf Leontiefsches Input-Output-Produktionsmodell.</li> <li>- Lineare Optimierung: graphisches Lösen von Problemen mit zwei Variablen; systematisches Lösen mit der Simplexmethode.</li> <li>- Finanzmathematik: Zinseszinsrechnung; Tilgung in gleichen Annuitäten; Rentenrechnung; Abschreibung.</li> <li>- Analysis: Differentiation reeller Funktionen einer Variablen. Diskussion gängiger ökonomischer Funktionen einer Variablen; Berechnung ihrer Nullstellen, Extremwerte und Wendepunkte wie z.B. Gewinnschwellen, -grenzen oder Gewinnmaxima. Beschreibung absoluter/relativer</li> </ul> |
|--|--|

|  |  |
|--|--|
|  | <p>Änderungen/Änderungsraten ökonomischer Funktionen einer Variablen; Elastizität: elastisches, unelastisches und proportional-elastisches Verhalten. Einfache Integrationsregeln für reelle Funktionen einer Variablen. Berechnung von Konsumenten- und Produzentenrenten.</p>  |
| Lehr- und Lernmethoden des Moduls                                  | <p>Interaktive Vorlesung, Übungen zur Anwendung quantitativer Methoden auf Aufgabenstellungen des Management Fallstudien</p>   |
| Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) | <p>Die einzelnen Unterrichtseinheiten werden als „Ringvorlesung“ gehalten, von inhaltlich parallelen Unterrichtseinheiten in quantitativen Methoden begleitet und in Übungseinheiten integriert werden. Die Koordination wird durch die Modulverantwortlichen sichergestellt (Detailliertes Curriculum, gemeinsame Folienskripte, Briefing-/De-Briefing)</p>   |
| Literatur<br>(Pflichtlektüre/zusätzlich empfohlene Literatur)      | <p><u>Pflichtlektüre:</u></p> <p><b>Schreyögg, Georg; Koch, Jochen</b><br/>(2009): Grundlagen des Managements: Basiswissen für Studium und Praxis. 2. Aufl. Gabler, Wiesbaden.</p> <p><b>Meffert, H.; Burmann, C.; Kirchgeorg, M.</b><br/>(2008): Marketing, Grundlagen marktorientierter Unternehmensführung, 10. Aufl. Gabler, Wiesbaden, 3-44.</p> <p><b>Bauer, C.; Clausen, A.; Kerber, A.; Meier-Reinhold, H.</b> (2008): Mathematik für Wirtschaftswissenschaftler, 5. Aufl. Schäffer-Poeschel, Stuttgart.</p> <p><b>Thommen, U.G.; Achleitner, A.-K.</b><br/>(2009): Allgemeine Betriebswirtschaftslehre - Umfassende Einführung aus managementorientierter Sicht, Gabler, Wiesbaden.</p> <p><u>Zusätzlich empfohlene Literatur:</u></p> <p><b>Daft, Richard L.</b> (2010): New era of management. 9. Aufl. Thomson South</p> |

Western, Mason. [Ausgewählte Kapitel]

**Watson, Denzil; Head, Antony** (2009):  
Corporate Finance, 5. Aufl., Financial  
Times/ Prentice Hall. [Ausgewählte Kapitel]

**Bosch, K.** (2003): Mathematik für  
Wirtschaftswissenschaftler. 14. Aufl.  
Oldenbourg, München. [Ausgewählte  
Kapitel]

In der Veranstaltung werden weitere  
Schriften, wie Textauszüge, Fallbeispiele  
und Übungsaufgaben zur Verfügung  
gestellt.

## Business Environment

**Status: August 2011**

|  |   |
|--|---|
| Modul-Nr./ Code  | 0.1.2 BENV  |
| Modulbezeichnung   | Business Environment  |
| Semester oder Trimester  | 1. und 2. Semester  |
| Dauer des Moduls   | 2 Semester  |
| Art der Lehrveranstaltung<br>(Pflicht, Wahl, etc.)                         | Pflicht   |
| Ggfs. Lehrveranstaltungen des Moduls                                       |   |
| Häufigkeit des Angebots des Moduls   | Jedes Studienjahr   |
| Zugangsvoraussetzungen   | keine   |
| Verwendbarkeit des Moduls für andere Studiengänge                          | Dieses Modul ist Bestandteil der Studiengänge IMK, IMA, ITM, MKE, KM, EM und MKM  |
| Modulverantwortlicher/Modulverantwortliche                                 | Michael Gassner   |
| Name der/des Hochschullehrer/s   | Michael Gassner   |
| Lehrsprache  | Deutsch   |
| Zahl der zugeteilten ECTS-Credits  | 10  |
| Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit) | 300 Stunden (davon 112 Stunden Kontaktzeit)   |
| SWS  | 8   |
| Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten        | Case Study am Ende des 2. Semesters § 14 (12) SPO 18.02.2011  |
| Gewichtung der Note in der Gesamtnote                                      | 5 %   |
| Qualifikationsziele des Moduls   | Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,<br><br>– politische, ökonomische, sozio-kulturelle und rechtliche Einflussfaktoren auf unternehmerisches Handeln auf lokaler, |

|                           |   |
|---------------------------|---|
|                           | <p>regionaler, nationaler und internationaler Ebene und deren Wechselwirkungen zu beschreiben,</p> <ul style="list-style-type: none"> <li>– aktuelle ökonomische Problemstellungen und die wesentlichen Theorieansätze und Modelle der Makroökonomie darzustellen, einzuordnen und zu interpretieren,</li> <li>– die grundlegenden Rahmenbedingungen, Akteure, Institutionen und Instrumente (wirtschafts-) politischen Handelns darzustellen und politische Entscheidungen über die Verwendung gesellschaftlicher Ressourcen kritisch zu interpretieren,</li> <li>– die Bedeutung der Rechtsordnung für unternehmerisches Handeln im nationalen und internationalen Kontext zu beschreiben und unternehmerische Gestaltungsaufgaben mit den Mitteln des Privat-, Wirtschafts- Handels- und Arbeitsrechts zu lösen,</li> <li>– eine Pestel-Analyse durchzuführen</li> </ul>   |
| <p>Inhalte des Moduls</p> | <ul style="list-style-type: none"> <li>– Politische, ökonomische, soziale und rechtliche Rahmenbedingungen unternehmerischen Handelns</li> <li>– Träger, Instrumente und Ziele der Wirtschaftspolitik</li> <li>– Die Bedeutung politischer Institutionen und Beziehungen für unternehmerisches Handeln</li> <li>– Wirtschaftsordnungen</li> <li>– Grundbegriffe der VWL</li> <li>– Kreislaufanalyse und volkswirtschaftliche Gesamtrechnung</li> <li>– Entwicklung wirtschaftlicher Indikatoren</li> <li>– Hauptgebiete der Makroökonomie</li> <li>– Gesellschaftlicher und demographischer Kontext unternehmerischen Handelns</li> <li>– Recht als Ordnungselement gesellschaftlichen Zusammenlebens und als Standortfaktor</li> <li>– Öffentliches Recht: Freiheitsgarantie und verlässliche Rahmenbedingungen</li> <li>– Formen privatrechtlicher Gestaltung im unternehmerischen Kontext, z.B.: <ul style="list-style-type: none"> <li>○ Grundzüge des Kaufvertragsrechts</li> <li>○ Grundzüge des Werkvertragsrecht</li> <li>○ Grundzüge des Gesellschaftsrechts</li> <li>○ Grundzüge des Handelsrechts</li> <li>○ Grundzüge des Arbeitsrechts</li> </ul> </li> <li>– Vergleich unterschiedlicher</li> </ul> |

|  |  |
|--|--|
|  | <p>Rechtskulturen und (Rechts-)formen grenzüberschreitenden Handelns<br/>– PESTEL-Analyse</p>  |
| Lehr- und Lernmethoden des Moduls                                  | <p>Kombination aus interaktiver Vorlesung, Übung, Selbststudium:<br/>Interaktive Vorlesung (Instruktion)<br/>Übung mit Fallstudien zu Standortentscheidungen und Länderanalysen (angeleitete Konstruktion durch Studierende)<br/>Selbststudium zur eigenständigen Vor- und Nachbereitung (Konstruktion und Reflektion)</p>   |
| Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) | <p>Fallstudien, Planspiele, Simulation, Exkursion zu politischen Institutionen oder Unternehmen mit aktuellen Standortentscheidungen</p> <p>Themen der Gastvorträge internationaler Experten sind „Auswirkungen wirtschaftlicher und politischer Entwicklungen auf die internationale Sicherheit sowie politische und wirtschaftliche Beziehungen“ (z.B. Planspiel „Politik und internationale Sicherheit (POL&amp;IS)“ als viertägige Klausurtagung und Exkursion)</p>  |
| Literatur<br>(Pflichtlektüre/zusätzlich empfohlene Literatur)      | <p><u>Pflichtlektüre:</u></p> <p><b>Worthington, Ian; Britton, Chris</b> (2009): The Business Environment. 6. überarb. Aufl. Financial Times Prentice Hall.</p> <p><b>Kerth, K.; Asum, H.; Stich, V.</b> (2009): Die besten Strategietools in der Praxis: welche Werkzeuge brauche ich wann? Wie wende ich sie an? Wo liegen die Grenzen? 4. erw. Aufl. Hanser, München.</p> <p><b>Capon, Claire</b> (2009): Understanding the business environment. 3. Aufl. Financial Times Prentice Hall.</p> <p><b>Gassner, Michael</b> (2009): PESTEL – Strategie zur Beherrschung externer Risiken. Symposium Publishing, Düsseldorf.</p> <p><b>Peter Bofinger</b> (2007): Grundzüge der Volkswirtschaftslehre: eine Einführung in die Wissenschaft von Märkten. 2 aktualis. Aufl.</p> |

Pearson Studium, München.

**Chamberlin, Graeme; Yueh, Linda Y.** (2006): Macroeconomics. Thomson Learning, London. [Auszüge]

**Führich, Ernst** (2010): Basiswissen des Bürgerlichen Rechts und des Handels- und Gesellschaftsrechts für Wirtschaftswissenschaftler und Unternehmenspraxis; [Privatrecht, Handelsrecht, Gesellschaftsrecht]. 10. aktualis. und überarb. Aufl. Vahlen, München.

**Rudzio, Wolfgang** (2006): Das politische System der Bundesrepublik Deutschland. 7. aktual. und erw. Aufl. VS Verlag, Wiesbaden. [Auszüge]

Zusätzlich empfohlene Literatur:

**Englmann, Frank C.** (2007): Makroökonomik. Kohlhammer, Stuttgart.

**Guckelsberger, Ulli; Kronenberger, Stefan** (2009): Grundzüge der Volkswirtschaftslehre: Lehr- und Übungsbuch. 5. aktual. Aufl. Kiehl, Ludwigshafen.

**Mankiw, Gregory N.; Taylor, Mark P.** (2008): Grundzüge der Volkswirtschaftslehre. 4. überarb. und erw. Aufl. Schäffer-Poeschel, Stuttgart.

**Johnson, G.; Scholes, K.; Whittington, R.** (2008): Exploring corporate Strategy: text & cases. Prentice Hall Financial Times, Harlow; München.

**Macharzina, K.** (2003): Unternehmensführung. Das internationale Managementwissen, Konzepte – Methoden – Praxis. 6. vollst. überarb. und erw. Aufl. Gabler, Wiesbaden.

Zeitschriften:

**Journal of International Business Studies:**  
**JIBS:** a publication of the Academy of International Business and the Western

|  |  |
|--|--|
|  | Business School. Palgrave Macmillan,<br>Basingstoke. |
|--|--|

## Einführung in das wissenschaftliche Arbeiten und die empirische Sozialforschung

Status: August 2011

|  |  |
|--|--|
| Modul-Nr./ Code  | 0.1.3 WISS   |
| Modulbezeichnung   | Einführung in das wissenschaftliche Arbeiten und die empirische Sozialforschung  |
| Semester oder Trimester  | 1. und 2. Semester   |
| Dauer des Moduls   | Zwei Semester  |
| Art der Lehrveranstaltung<br>(Pflicht, Wahl, etc.)                         | Pflicht  |
| Ggfs. Lehrveranstaltungen des Moduls                                       | -  |
| Häufigkeit des Angebots des Modul  | Jedes Studienjahr  |
| Zugangsvoraussetzungen   | keine  |
| Verwendbarkeit des Moduls für andere Studiengänge                          | Dieses Modul ist Bestandteil der Studiengänge IMK, IMA, EM, ITM, MKE, KM und MKM |
| Modulverantwortlicher/Modulverantwortliche                                 | Prof. Dr. Cordula Braedel-Kühner   |
| Name der/des Hochschullehrer/s   | Prof. Dr. Cordula Braedel-Kühner<br>Prof. Dr. Henk van Elst                      |
| Lehrsprache  | Deutsch  |
| Zahl der zugeteilten ECTS-Credits  | 10   |
| Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit) | 300 (davon 112 Kontaktstunden)   |
| SWS  | 8  |
| Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten        | Lernportfolio § 14 (7) SPO 18.02.2011  |
| Gewichtung der Note in der Gesamtnote                                      | 5 %  |
| Qualifikationsziele des Moduls   | Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,    |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>– Methoden und Arbeitstechniken wissenschaftlichen Arbeitens und empirischer Sozialforschung sachgerecht anzuwenden und Verfahren der qualitativen und quantitativen Analyse (wie z.B. Häufigkeitsverteilungen, Lage-, Streuungs- und Konzentrationsmaße, statistische Zusammenhänge ein- und zweidimensionaler Merkmale, lineare Regression) durchzuführen,</li> <li>– verschiedene Ansätze der Wissenschafts- und Erkenntnistheorie zu interpretieren und den Zusammenhang zwischen Wissenschaftstheorie und Standards wissenschaftlichen Arbeitens in den Wirtschafts- und Sozialwissenschaften zu erläutern,</li> <li>– Texte, Grafiken, Tabellenkalkulationen und Präsentationen unter Einsatz von Standardsoftware zu erstellen, wissenschaftlich angemessen und effektiv zu kommunizieren und ihre Ergebnisse wirkungsvoll zu präsentieren</li> </ul> |
| Inhalte des Moduls   | <ul style="list-style-type: none"> <li>– Wissenschafts- und Erkenntnistheorie</li> <li>– Wissenschaftliche Vorgehensweise (Erkenntnisinteresse, Forschungsfrage, Theorien, Hypothesen, Methoden, Intertextueller Diskurs, Literaturrecherche)</li> <li>– Methoden der empirischen Sozialforschung einschließlich ihrer statistischen Grundlagen</li> <li>– Grundlagen der Beschreibenden und Schließenden Statistik</li> <li>– Standards wissenschaftlicher Kommunikation (z.B. Zitationsweise, Bibliographie)</li> <li>– Lern- und Arbeitstechniken</li> </ul>   |
| Lehr- und Lernmethoden des Moduls                                  | Vorlesungen, Übungen, Selbststudium   |
| Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) |   |
| Literatur<br>(Pflichtlektüre/zusätzlich empfohlene Literatur)      | <u>Pflichtlektüre:</u><br><br><b>Kornmeier, Martin</b> (2007):<br>Wissenschaftstheorie und wissenschaftliches Arbeiten: eine Einführung   |

für Wirtschaftswissenschaftler. Physica, Heidelberg.

**Schnell, Rainer; Hill, Paul B.; Esser, Elke** (2008): Methoden der empirischen Sozialforschung. 8. unveränd. Aufl. Oldenbourg, München. [Ausgewählte Kapitel]

**Bortz, Jürgen** (2005): Statistik für Human- und Sozialwissenschaftler. 6. vollst. Überarb. und aktual. Aufl. Springer, Heidelberg. [Ausgewählte Kapitel]

**Bortz, Jürgen; Döring, Nicola** (2006): Forschungsmethode und Evaluation: für Human- und Sozialwissenschaftler. 4. überarb. Auflage. Springer, Berlin.

**Kleemann, Frank; Krähnke, Uwe; Matuschek, Ingo** (2009): Interpretative Sozialforschung: Eine praxisorientierte Einführung. 1. Aufl. VS Verlag.

Zusätzlich empfohlene Literatur:

**Hatzinger, R.; Nagel, H.** (2009): PASW Statistics – Statistische Methoden und Fallbeispiele. Pearson Studium, München. [Ausgewählte Kapitel]

**Toutenburg, Helge; Heumann, Christian** (2008): Deskriptive Statistik. 6. aktual. und erw. Aufl. Springer, Berlin. [Kapitel 1 bis 5]

**Flick, Uwe** (2008): Designing Qualitative Research (Sage Qualitative Research Kit). Sage Publications Ltd.

## English as a Foreign Language 1

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.1.4 EFL1   |
| Module title   | English as a foreign language (Business English) 1   |
| Semester or trimester  | 1 <sup>st</sup> Semester   |
| Duration of module   | Single Semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| Frequency of module  | Once a year (WS)   |
| Entry requirements   | HZB, English level approx. B2  |
| Applicability of the module to other programmes                      | This module is part of the IB, ICM, IMA, ITM, MCCE, CA, EM and MCM programmes  |
| Person responsible for the module                                    | Robynne Flynn-Diez   |
| Names of the instructors   | Robynne Flynn-Diez, Lee Webb, Alaa Khallil, Jo-Ann Littles-Kilguss, Ghaile Windeck   |
| Teaching language  | English  |
| Number of ECTS credits   | 4  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Reach the level B2.2<br><br>80% of assessment in a written examination (90') and 20% in a test (oral job interview simulation)<br>§ 14 (2) / § 14 (3) SPO 18.02.2011 |
| Weighting of the grade within the total grade                        | 2%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to   |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>– communicate in a variety of business situations in the English language,</li> <li>– know the basic terminology used in business as well as parts of the language for specific purposes and apply the terminology in practical business situations,</li> <li>– write short reports and e-mails,</li> <li>– express opinions on business topics orally, and take part in simple specific business talks. The students can also apply their oral communication skills in practical situations, such as telephoning and meetings.</li> </ul> <p>English level B2.2 (according to the Common European Framework of Reference for Languages)</p> |
| Content  | <p>Introduction to general business English terminology and the basics of vocabulary for specific purposes, introduction to business communication skills (written and oral), application of knowledge and skills in basic role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.</p>   |
| Teaching and learning methods of the module  | <p>Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>  |
| Special features (e.g. online activities, event/company visits, guest speakers etc.) | <p>Special features are specified at the beginning of the semester.</p>   |
| Literature<br>(Required reading/supplementary recommended reading)                   | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><b>Trappe, Tonya; Tullis, Graham</b> (2006):<br/>Teacher's book: intermediate business english. (Intelligent business). Longman, Harlow.</p> <p><b>Trappe, Tonya; Tullis, Graham</b> (2005):<br/>Coursebook: intermediate business english. (Intelligent business). Longman, Harlow.</p> <p><b>Trappe, Tonya; Tullis, Graham</b> (2006):<br/>Coursebook: upper intermediate business</p>   |

english. (Intelligent business). Longman, Harlow.

**Cotton, David; Falvey, David; Kent, Simon** (2003): Course book. (Market Leader: intermediate business English). Longman, Harlow.

**Flinders, Steven; Sweeney, Simon** (1996): Business english pair work. Penguin Books, London.

**Crowther-Alwyn, John** (1997): Business roles: 12 simulations for business english. Cambridge University Press, Cambridge.

**Allison, John; Powell, Mark** (2005): In company: case studies. Macmillan, Oxford.

**Emmerson, Paul** (2002): Business grammar builder. Macmillan, Oxford.

Periodicals:

- The Economist: London, New York
- Newsweek: the international newsmagazine. New York
- New York Times
- Financial Times
- BBC News

## Energie-Märkte

Status: August 2011

|   |   |
|---|---|
| Modul-Nr./ Code   | 7.2.1 EMKT  |
| Modulbezeichnung  | Energie-Märkte  |
| Semester oder Trimester   | 2. Semester   |
| Dauer des Moduls  | Ein Semester  |
| Art der Lehrveranstaltung<br>(Pflicht, Wahl, etc.)                          | Pflichtfach   |
| Ggfs. Lehrveranstaltungen des Moduls  |   |
| Häufigkeit des Angebots des Moduls  | Jedes Studienjahr   |
| Zugangsvoraussetzungen  |   |
| Verwendbarkeit des Moduls für andere Studiengänge                           | nein  |
| Modulverantwortlicher/Modulverantwortliche                                  | Dr. Nurten Avci   |
| Name der/des Hochschullehrer/s  | Dr. Nurten Avci   |
| Lehrsprache   | Deutsch   |
| Zahl der zugeteilten ECTS-Credits   | 6   |
| Gesamtworkload und ihre Zusammensetzung (z. B. Selbststudium + Kontaktzeit) | 180 Stunden, davon 70 Kontaktstunden / 110 Selbststudium  |
| SWS   | 5   |
| Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten         | Klausur 120'<br>§14 (2) SPO 18.02.2011  |
| Gewichtung der Note in der Gesamtnote                                       | 3 %   |
| Qualifikationsziele des Moduls  | Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage,<br><br>– die Entwicklungslinien der verschiedenen Teilmärkte in Vergangenheit und Zukunft (Trends) sowohl in der nationalen als auch in internationalen Ausprägungen zu |

|  |  |
|--|--|
|  | <p>beschreiben und einander gegenüberzustellen,</p> <ul style="list-style-type: none"> <li>– die verschiedenen Angebots- und Nachfragedimensionen von Energiemärkten (Ressourcen und Reserven, Energiebedarf) im Überblick und in verschiedenen Entwicklungsszenarien darzustellen und zu klassifizieren,</li> <li>– die verschiedenen Akteure der Energiemärkte, ihre jeweiligen Ansprüche, Erwartungen und Bedürfnisse sowie Interaktionsmuster und Vernetzungen/Netzwerke zu unterscheiden,</li> <li>– die Liberalisierung der Märkte und deren Auswirkungen auf Branchenstruktur, Unternehmensstruktur, vertragliche Rahmenbedingungen und Unternehmensverantwortung darzustellen</li> </ul>     |
| <p>Inhalte des Moduls</p>  | <ul style="list-style-type: none"> <li>– Teilmärkte in der Energiewirtschaft</li> <li>– Angebots- und Nachfragedimension des deutschen und internationalen Energiemarktes</li> <li>– Herkunft der Energie, Energiequellen, Energievorräte, Ressourcen, Reserven, statische und dynamische Reichweiten, globale Situation, Szenarien</li> <li>– Entwicklungslinien und aktueller Status (Merkmale, Volumina, aktuelle Trends) der Märkte</li> <li>– Akteure und Stakeholder des Energiemarktes: relevante Institutionen, Organisationen, Dienstleister, Unternehmen etc. mit ihrer jeweiligen Bedeutung, ihrem spezifischen Rollenverständnis sowie ihrer Netzwerk- und Interaktionspraxis</li> </ul> |
| <p>Lehr- und Lernmethoden des Moduls</p>                                 | <p>interaktive Vorlesung<br/> Anwendungsübungen mit Internetrecherche<br/> Übungen in Einzel- und Gruppenarbeit<br/> Case Studies<br/> Selbststudium</p>   |
| <p>Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge etc.)</p> | <p>In Ergänzung der Vermittlung theoretischen Wissens werden nach Möglichkeit Gastvorträge von Vertretern zentraler Akteure der Energiemärkte in das Modul eingebunden.</p>  |

|  |  |
|--|--|
|  |  |
| <p><b>Literatur</b><br/>(Pflichtlektüre/zusätzlich empfohlene Literatur)</p> | <p><u>Pflichtliteratur (prüfungsrelevant):</u></p> <p><b>Schiffer, Hans-Wilhelm</b> (2008):<br/>Energemarkt Deutschland. 10. völlig neu<br/>bearb. Aufl. TÜV Media, Köln.</p> <p><u>Zusätzliche empfohlene Literatur zur<br/>Vertiefung einzelner Bereiche:</u></p> <p><b>Bundesanstalt für Geowissenschaften<br/>und Rohstoffe</b> (Hrsg.)(2010): Reserven,<br/>Ressourcen und Verfügbarkeit von<br/>Energierohstoffen, Hannover.</p> <p><b>Energiewirtschaftliches Institut &lt;Köln&gt;</b><br/>(Hrsg.)(2005): Die Entwicklung der<br/>Energimärkte bis zum Jahr 2030:<br/>energiewirtschaftliche Referenzprognose.<br/>(Energierreport; 4). Oldenbourg, München<br/>Kap. 2, 7 und 8.</p> <p><b>Erdmann, Georg; Zweifel, Peter</b> (2008):<br/>Energieökonomik: Theorie und<br/>Anwendungen. Springer, Berlin, Kap. 8 – 13.</p> |

## Interdependenz von Management, Kultur und Kommunikation

Status: August 2011

|   |   |
|---|---|
| Modul-Nr./ Code   | 0.2.1 IMKK  |
| Modultitel  | Zur Interdependenz von Management, Kultur und Kommunikation   |
| Semester  | 2. Semester   |
| Dauer des Moduls  | Ein Semester  |
| Art der Lehrveranstaltung<br>(Pflicht, Wahl, etc.)                    | Pflicht   |
| Häufigkeit des Angebots des Moduls                                    | Einmal im Jahr  |
| Zugangsvoraussetzungen  | keine   |
| Verwendbarkeit des Moduls für andere Studiengänge                     |   |
| Modulverantwortlicher   | Prof. Dr. Andreas Müller  |
| Name der Hochschullehrer  | Prof. Dr. Michael Zerr, Prof. Dr. Stephan Sonnenburg, Prof. Dr. Cordula Braedel-Kühner  |
| Lehrsprache   | Deutsch   |
| Zahl der zugeteilten ECTS-Credits                                     | 5   |
| Gesamtworkload und ihre Zusammensetzung (Selbststudium + Kontaktzeit) | 150 h<br>(108 h + 42 h)   |
| SWS   | 3   |
| Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkten   | Präsentation<br>§14 (9) 18.02.2011  |
| Gewichtung der Note in der Gesamtnote                                 | 2,5%  |
| Qualifikationsziele des Moduls  | Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, <ul style="list-style-type: none"><li>– die gegenseitigen Abhängigkeiten von Management, Kultur und Kommunikation aus einer interpretativen wissenschaftlichen Perspektive zu benennen und zu beschreiben</li><li>– kommunikatives Handeln und Verhalten im</li></ul> |

|  |   |
|--|---|
|  | <p>Kontext sozio-kultureller (organisationaler) Systeme zu interpretieren und im Hinblick auf einfache interkulturelle Unterschiede zu diskutieren</p> <ul style="list-style-type: none"> <li>– sowohl das Konzept „interkulturelle Kompetenz“ als auch das der „sozialen Konstruktion von Wirklichkeit“ aus der Managementperspektive zu erläutern</li> <li>– diese Konzepte exemplarisch auf das Handeln in Alltags- und Konfliktsituationen im unternehmerischen Kontext und in fremden Märkten anzuwenden</li> <li>– Induktive Methoden und qualitative Instrumente der Kulturforschung zu unterscheiden und exemplarisch anzuwenden</li> </ul>   |
| Inhalte des Moduls   | <ul style="list-style-type: none"> <li>– Mechanistische und interaktionstheoretische Kommunikationsmodelle</li> <li>– Grundlagen der verstehenden Soziologie und der Symbolökonomie</li> <li>– Auswirkungen auf das Verständnis der Organisation als einer (sub-)kulturellen Einheit</li> <li>– Organisationsgeschichte</li> <li>– Beschaffenheit von Kulturen und Märkten aus mikro- und makrodimensionaler Perspektive</li> <li>– Stereotypen des Interpretierens in unterschiedlichen (regionalen, organisationalen, institutionellen) Kontexten</li> <li>– Interpretative Ansätze und Analysen im Change Management, in der Stakeholderkommunikation, im Business Behaviour</li> <li>– Fallstudien</li> </ul> |
| Lehr- und Lernmethoden des Moduls                                  | Interaktive Vorlesung   |
| Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) |   |
| Literatur<br>(Pflichtlektüre/zusätzlich empfohlene Literatur)      | <p><u>Pflichtlektüre:</u></p> <p><b>Bolten, Jürgen</b> (Hrsg.)(2003): Interkulturelle Kommunikation. Verlag Wissenschaft &amp; Praxis, Sternenfels. [Auszüge]</p> <p><b>Fischer, Dirk</b> (2005): Strategisches Management in der Symbolökonomie. (Theorie der Unternehmung; 27). Metropolis, Marburg. [Auszüge]</p>  |

**Hofstede, Geert; Hofstede, Gert J.** (2005):  
Cultures and organizations: software of the mind:  
[intercultural cooperation and its importance for  
survival]. 2. überarb. und erw. Aufl. McGraw-Hill,  
New York. [Auszüge]

Zusätzlich empfohlene Literatur:

**Berger, Peter L.; Luckmann, Thomas** (2007):  
Die gesellschaftliche Konstruktion der  
Wirklichkeit: eine Theorie der Wissenssoziologie.  
(Fischer; 6623). 21. Aufl. Fischer, Frankfurt.

**Gudykunst, William B.; Kim, Young Y.** (2003):  
Communicating with strangers: an approach to  
intercultural communication. 4. Aufl. Reprint  
McGraw-Hill, New York.

**Stahl, Heinz K.; Menz, Florian** (2008):  
Handbuch Stakeholderkommunikation:  
Grundlagen, Sprache, Praxisbeispiele. (Kolleg für  
Leadership und Management; 4). Schmidt, Berlin.

**Weick, Karl E.** (1995): Sensemaking in  
organizations. 10. Aufl. Sage, Thousand Oaks.

**Georg Schreyögg** (2008): Organisation:  
Grundlagen moderner Organisationsgestalt.

## Grundlagen des strategischen Managements

**Status: August 2011**

|  |   |
|--|---|
| Modul-Nr./ Code  | 0.2.2 STRA  |
| Modulbezeichnung   | Grundlagen des strategischen Managements  |
| Semester oder Trimester  | 2. Semester   |
| Dauer des Moduls   | Ein Semester  |
| Art der Lehrveranstaltung<br>(Pflicht, Wahl, etc.)                         | Pflicht   |
| Ggfs. Lehrveranstaltungen des Moduls                                       |   |
| Häufigkeit des Angebots des Moduls   | Jedes Studienjahr   |
| Zugangsvoraussetzungen   | Einführung in das Management und seine quantitativen Methoden (EMQM)  |
| Verwendbarkeit des Moduls für andere Studiengänge                          | Dieses Modul ist Bestandteil der Studiengänge IB, IMK, IMA, ITM, MKE, KM, EM und MKM  |
| Modulverantwortlicher/Modulverantwortliche                                 | Prof. Dr. Lutz Becker   |
| Name der/des Hochschullehrer/s   | Prof. Dr. Lutz Becker   |
| Lehrsprache  | Deutsch   |
| Zahl der zugeteilten ECTS-Credits  | 5   |
| Gesamtworkload und ihre Zusammensetzung (z.B. Selbststudium + Kontaktzeit) | 150 Stunden (davon 42 Kontaktstunden)   |
| SWS  | 3   |
| Art der Prüfung/ Voraussetzung für die Vergabe von Leistungspunkte         | Klausur 120' am Ende des Semesters<br>§ 14 (2) SPO 18.02.2011   |
| Gewichtung der Note in der Gesamtnote                                      | 2,5 %   |
| Qualifikationsziele des Moduls   | Studierende, die dieses Modul erfolgreich absolviert haben, sind in der Lage, <ul style="list-style-type: none"><li>– Bedeutung und Ablauf strategischer Entscheidungsprozesse in globalen Märkten darzustellen,</li><li>– ausgewählte Methoden der internationalen</li></ul> |

|                           |  |
|---------------------------|--|
|                           | <p>Unternehmens-, Umfeld-, Markt- und Wettbewerbsanalyse darzustellen und anzuwenden</p> <ul style="list-style-type: none"> <li>– verschiedene Konzepte des strategischen Managements zu vergleichen, strategische Alternativen zu formulieren und systematisch geeignete Strategiealternativen auszuwählen</li> <li>– Methoden zur Umsetzung und Implementierung einer Strategie anzuwenden</li> <li>– Strategien als Konstruktion und Interaktion der Unternehmung mit ihren gesellschaftlichen Umwelten zu verstehen und kritisch reflektieren zu können</li> </ul>   |
| <p>Inhalte des Moduls</p> | <ul style="list-style-type: none"> <li>– Strategische Denkweisen und Strategische Konzepte <ul style="list-style-type: none"> <li>• Historische Annäherung</li> <li>• Kontingenz- und interaktionstheoretische Annäherungen</li> <li>• Market based View</li> <li>• Resource based View</li> <li>• Entrepreneurship &amp; Intrapreneurship</li> <li>• Corporate Strategy</li> <li>• Competitive Strategy</li> <li>• Functional Strategies <ul style="list-style-type: none"> <li>▪ Strategisches Talent Management</li> <li>▪ F&amp;E und Technologie Strategien</li> <li>▪ Sourcing Strategien</li> </ul> </li> </ul> </li> <li>– Der Prozess des strategischen Managements <ul style="list-style-type: none"> <li>• Konzeptionelle Ansätze</li> <li>• Zielfindung</li> <li>• Strategische Planung</li> <li>• Strategiementierung</li> <li>• Strategische Kontrolle</li> </ul> </li> <li>– Strategische Methoden und Frameworks <ul style="list-style-type: none"> <li>• SWOT</li> <li>• Wettbewerbsanalyse</li> <li>• Portfolio-Analyse</li> <li>• Five Forces</li> <li>• Weak Signals und Early Recognition</li> <li>• Anticipation</li> <li>• Positioning</li> <li>• 7-S Framework (McKinsey)</li> <li>• PPM (Project Portfolio Management)</li> </ul> </li> </ul> |

|  |  |
|--|--|
|  | <ul style="list-style-type: none"> <li>– Strategisches Management und Business Development</li> <li>– Strategisches Management und strategische Führung: Aktuelle Trends</li> <li>– Strategie und Gesellschaft, eine kritische Reflexion</li> </ul>  |
| Lehr- und Lernmethoden des Moduls                                  | Interaktive Vorlesung, Gruppenarbeit, Quellenarbeit, Fallstudien, Medien   |
| Besonderes (z.B. Online-Anteil, Praxisbesuche, Gastvorträge, etc.) | Gastvorträge von Experten aus Praxis und Wissenschaft  |
| Literatur<br>(Pflichtlektüre/zusätzlich empfohlene Literatur)      | <p><u>Pflichtlektüre:</u></p> <p><b>Pfriem, Reinhard</b> (2006): Unternehmensstrategien: ein kulturalistischer Zugang zum Strategischen Management. (Grundlagen der Wirtschaftswissenschaft; 12). Metropolis Verlag, Marburg.</p> <p><u>Zusätzlich empfohlene Literatur:</u></p> <p><b>Nagel, R.; Wimmer, R.</b> (2009): Systemische Strategieentwicklung – Modelle und Instrumente für Berater und Entscheider: D. Aufl.: Stuttgart: Schäffer-Poeschel.</p> <p><b>Stacey, R. D.</b> (2011): Strategic Management and Organisational Dynamics; 6e: Harlow: Pearson Education.</p> <p>Weitere Literatur wird in der Veranstaltung bekannt gegeben bzw. zur Verfügung gestellt (Internetquellen, Medien, Semesterapparat, Reader und/oder Hand-Outs)</p> |

## English as a Foreign Language 2

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.2.3 EFL2   |
| Module title   | English as a foreign language (Business English) 2   |
| Semester or trimester  | 2 <sup>nd</sup> Semester   |
| Duration of module   | Single Semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| Frequency of module  | Once a year (SS)   |
| Entry requirements   | 0.1.4 EFL1   |
| Applicability of the module to other programmes                      | This module is part of the IB, ICM, IMA, ITM, MEEC, CA, EM and MCM programmes  |
| Person responsible for the module                                    | Robynne Flynn-Diez   |
| Names of the instructors   | Robynne Flynn-Diez, Lee Webb, Alaa Khallil, Jo-Ann Littles-Kilguss, Ghaile Windeck   |
| Teaching language  | English  |
| Number of ECTS credits   | 4  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 120 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Reach the level C1<br><br>80% of assessment in a written examination (90') and 20% in a test (presentation in class)<br>§ 14 (2) / § 14 (3) SPO 18.02.2011 |
| Weighting of the grade within the total grade                        | 2%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to:<br><br>– communicate in a broad variety of                                     |

|  |  |
|--|--|
|  | <p>business situations in the English language,</p> <ul style="list-style-type: none"> <li>– know the advanced terminology used in business as well as the language for specific purposes and apply it in practical business situations, <ul style="list-style-type: none"> <li>• write complex texts,</li> <li>• use some of the most important rhetorical skills in English business communication environments,</li> <li>• participate actively in practical situations, initiating both subject-oriented discussions as well as interpersonal talk.</li> </ul> </li> </ul> <p>English Level C1 (according to the Common European Framework of Reference for Languages)</p> |
| Content  | <p>Introduction to advanced business English terminology and vocabulary for specific purposes on an abstract and idiomatic level, advanced communication skills (written and oral), application of knowledge and skills in complex role plays and case studies, practice listening skills using audiovisual media, systematic grammar revision etc.</p>  |
| Teaching and learning methods of the module  | <p>Interactive lectures, case studies, role plays: exercises focussing on listening comprehension and oral production, reading comprehension and writing production</p>  |
| Special features (e.g. online activities, event/company visits, guest speakers etc.) | <p>Special features are specified at the beginning of the semester.</p>  |
| Literature<br>(Required reading/supplementary recommended reading)                   | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p><b>Trappe, Tonya; Tullis, Graham</b> (2006):<br/>Teacher's book: intermediate business english. (Intelligent business). Longman, Harlow.</p> <p><b>Trappe, Tonya; Tullis, Graham</b> (2005):<br/>Coursebook: intermediate business english. (Intelligent business). Longman, Harlow.</p> <p><b>Trappe, Tonya; Tullis, Graham</b> (2006):<br/>Coursebook: upper intermediate business English. (Intelligent business). Longman,</p>  |

Harlow.

**Cotton, David; Falvey, David; Kent, Simon** (2003): Course book. (Market Leader: intermediate business english). Longman, Harlow.

**Flinders, Steven; Sweeney, Simon** (1996): Business english pair work. Penguin Books, London.

**Crowther-Alwyn, John** (1997): Business roles: 12 simulations for business english. Cambridge University Press, Cambridge.

**Allison, John; Powell, Mark** (2005): In company: case studies. Macmillan, Oxford.

**Emmerson, Paul** (2002): Business grammar builder. Macmillan, Oxford.

Periodika:

- The Economist: London, New York
- Newsweek: the international newsmagazine. New York
- New York Times
- Financial Times
- BBC News

## Energy Products and Operations

Status: August 2011

|  |  |
|--|--|
| Module-Nr./ Code   | 7.3.1 EPAO   |
| Module title   | Energy Products and Operations   |
| Semester or trimester  | 3 <sup>rd</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(Mandatory, elective, etc.)                         | Mandatory course   |
| If relevant, course units within the module                        |  |
| Frequency of module  | Once a year  |
| Entry requirements   |  |
| Applicability of the module to other programmes                    | No   |
| Person responsible for the module                                  | Dr. Nurten Avci  |
| Names of instructors   | Dr. Nurten Avci  |
| Teaching language  | English  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study + contact hours) | 180 hours, of which 42 contact hours / 138 self-study  |
| Hours per week   | 3  |
| Assessment type/ requirement for the award of credits              | Seminar paper<br>§ 14 (5) CER 18.02.2011<br><br>Withdrawal latest by 8 <sup>th</sup> November 2010<br>Presentation period: 15 <sup>th</sup> November to 9 <sup>th</sup> December 2010<br>Begin of assignment work: 15 <sup>th</sup> November 2010<br>Submission deadline: 7 <sup>th</sup> January 2011 |
| Weighting of the grade within the total grade                      | 3 %  |

|  |  |
|--|--|
| <p>Qualification objectives of the module</p>  | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– analyse specifics in the value chain of utilities and other energy enterprises</li> <li>– differentiate between various energy products</li> <li>– analyse different operations in the energy industry</li> <li>– explain the impact of (de)regulation on energy distribution</li> <li>– analyse specific parameters for maintenance and expansion</li> </ul>  |
| <p>Contents of the module</p>  | <p>Large petroleum companies:</p> <ul style="list-style-type: none"> <li>– Products and operations along the value chain: oil and gas</li> <li>– Upstream (exploration and drilling, refineries, LNG transportation pipelines; and downstream (distribution)</li> <li>– Particularities of the Heat and mobility market</li> </ul> <p>Energy Supply Companies:</p> <ul style="list-style-type: none"> <li>– Electricity and heat products</li> <li>– Generation</li> <li>– Principles of decentralized and centralised energy generation</li> <li>– Renewable energies</li> <li>– Energy products</li> <li>– Product strategy</li> </ul> <p>Grid Operator (gas and electricity):</p> <ul style="list-style-type: none"> <li>– Grid products</li> <li>– Technical infrastructure</li> <li>– National grid</li> <li>– (De)Regulation</li> <li>– Investment in grids</li> <li>– Smart grids</li> <li>– Maintenance and expansion</li> </ul> |
| <p>Teaching and learning methods of the module</p>   | <p>Interactive lectures<br/> Application exercises (individual &amp; group)<br/> Case studies<br/> Self-study</p>  |
| <p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p> | <p>If possible, an excursion to a power plant will be integrated into the module.<br/> In addition, theory will be completed by practice by integrating presentations by industry practitioners into the module.</p>   |

|  |   |
|--|---|
| <p>Literature<br/>(Required reading/supplementary recommended reading)</p> | <p><u>Required reading for students:</u></p> <p><b>Dahl, Carol A.</b> (2004): International energy markets: understanding pricing, policies and profits. Pennwell, Tulsa, Chapter 1 – 5, 12.</p> <p><b>Bausch, A.; Schwenker, B.</b> (2009): Handbook Utility Management, Springer, Berlin, 435-456; 457-476; 477-491; 545-558; 559-574; 575-590.</p> <p><u>Recommended reading:</u></p> <p>IEA: Medium Term Oil and Gas Markets, 2010.</p> <p>IEA, World Energy Outlook 2010.</p> <p><b>Ströbele, W. et al.</b> (2010): Energiewirtschaft, Einführung in Theorie und Praxis, Oldenburg.</p> <p><b>Dahl, Carol A.</b> (2004): International energy markets: understanding pricing, policies and profits. Pennwell, Tulsa, Chapter 13.</p> <p><b>Konstantin, Panos</b> (2009): Praxisbuch Energiewirtschaft : Energieumwandlung, -transport und -beschaffung im liberalisierten Markt. 2<sup>nd</sup> revised edition. Springer, Berlin. Chapter: 1, 2, 4, 7, 8.</p> |
|--|---|

## Energy Services

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 7.3.2 ESRV  |
| Module title   | Energy Services   |
| Semester or trimester  | 3 <sup>rd</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(Mandatory, elective, etc.)                           | Mandatory subject   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year   |
| Entry requirements   |   |
| Applicability of the module to other programmes                      | No  |
| Person responsible for the module                                    | Dr. Nurten Avci   |
| Name of the instructors  | Harald Weber  |
| Teaching language  | English   |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180 hours, of which 42 contact hours / 138 self-study   |
| Hours per week   | 3   |
| Assessment type / requirement for the award of credits               | Written Examination 120'<br>§ 14 (2) CER 18.02.2011   |
| Weighting of the grade within the total grade                        | 3 %   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to: <ul style="list-style-type: none"><li>– explain the concept of demand side management as regards industrial customers, SMEs and households</li><li>– evaluate municipal energy management</li></ul> |

|  |   |
|--|---|
|  | <ul style="list-style-type: none"> <li>– differentiate between various energy services and service portfolios and evaluate their economic and ecological potential</li> <li>– position market services on competitive markets from the point of view of a service provider, modify them according to changing market requirements and adapt them to international target markets</li> <li>– apply teamwork and collaboration skills</li> </ul>  |
| Content of the module  | <ul style="list-style-type: none"> <li>– Specifics of services as opposed to products</li> <li>– DSM industrial customers and SMEs</li> <li>– Examples of new services: e.g. contracting</li> <li>– DSM residential customers</li> <li>– Customer service</li> <li>– Subsidies</li> <li>– Service engineering</li> <li>– Operational service marketing (7Ps) <ul style="list-style-type: none"> <li>• Quality management of services</li> <li>• Controlling and evaluation of services</li> </ul> </li> </ul>   |
| Teaching and learning methods of the module  | <p>Interactive reading<br/> Internet research<br/> Application exercises (individual &amp; group)<br/> Learning by teaching<br/> Case studies<br/> Self-study</p>   |
| Special features (e.g. online activities, event/company visits, guest speakers etc.) |   |
| Literature<br>(Required reading/supplementary recommended reading)                   | <p><u>Required reading:</u></p> <p><b>Div. Authors</b> (2009-2011)<br/> Change Best: Promoting the development of an energy efficiency service (EES) market – Good practice examples of changes in energy service business, strategies, and supportive policies and measures in the course of the implementation of Directive 2006/32/EC on Energy End-Use Efficiency and Energy Services.<br/> A project supported by the Intelligent Energy Europe Programme of the European Commission (IEE/08/434/SI2.528383).</p> <p><u>Recommended Reading:</u></p> |

**Studebaker, John M.** (2001): Esco: energy services company handbook. Pennwell, Tulsa.

**Prognos/Öko-Institut** (2009): Blueprint Germany - A strategy for a climate-safe 2050, Final Report. A study commissioned by WWF Deutschland. Basel / Berlin.

**VKU/ASEW/YourSales** (ed.)(2009): Stadtwerk der Zukunft III – Perspektiven im Geschäftsfeld Energiedienstleistungen, Mannheim, Chapter 1-6.

**Beggs, Clive** (2009): Energy: management, supply and conservation. Butterworth Heinemann, Oxford. Chapter 4, 5, 7, 8, 10, 12, 13

## Introductory Company Project

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.3.1 IPRO   |
| Module title   | Introductory Company Project   |
| Semester or trimester  | 3 <sup>rd</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                               | Mandatory  |
| If relevant, course units within the module                              |  |
| Frequency of module  | Once a year  |
| Entry requirements   | “Introduction to scientific research methods”<br>and “Basic Principles in strategic Management”  |
| Applicability of the module to other<br>programmes                       | This module is part of all the programmes at<br>Karlshochschule International University. The<br>subject of the project varies according to the<br>programme specialisation of the students.   |
| Person responsible for the module  | Prof. Dr. Stephan Sonnenburg   |
| Name(s) of the instructor(s)   | Prof. Dr. Stephan Sonnenburg   |
| Teaching language  | English  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-<br>study and contact hours) | 180 hours, of which 84 contact hours   |
| Hours per week   | 6  |
| Assessment type / requirement for the<br>award of credits                | Project work<br>§ 14 (11) CER 18.02.2011   |
| Weighting of the grade within the total<br>grade                         | 3 %  |
| Qualification objectives of the module                                   | In teams, the students find a project, plan it<br>autonomously and implement it as far as it is<br>feasible, starting with the generation of an idea<br>and concluding with a presentation of the<br>results. In this process, they learn creative |

|                       |  |
|-----------------------|--|
|                       | <p>techniques and project management methods and develop communication and team-working skills.</p> <p>Students who have successfully participated in this module will be able to</p> <ul style="list-style-type: none"> <li>– develop a project idea and alternative approaches using selected creative techniques,</li> <li>– plan a project, carry it out and supervise it using appropriate methods, present it in its various steps, including the following: <ul style="list-style-type: none"> <li>• formulate a project brief</li> <li>• describe and assume the roles in a project team</li> <li>• draw up a project structure plan and a milestones plan</li> <li>• draw up a Gantt chart</li> <li>• plan and allocate resources using objective, time-related and budgetary criteria</li> <li>• draw up and present a project report and other reports (progress report, change request, meeting minutes etc.)</li> <li>• implement specific controlling instruments</li> </ul> </li> </ul> <p>The students are also able to work in teams and recognise the opportunities and problems that arise from teamwork. They are also able to find ways out of a crisis and solve conflicts. The project also gives them experience in collaboration based on the division of labour.</p> |
| Content of the module | <ul style="list-style-type: none"> <li>– Introduction to the concept of the module</li> <li>– Historical outline and its role in a corporate context</li> <li>– Development, formulation and evaluation of a project idea and alternative approaches using selected creativity techniques</li> <li>– Project management starting with the project brief and concluding with the presentation of the results</li> <li>– Definition of the project objective</li> <li>– Formulation of the project brief</li> <li>– Composition of a project team</li> <li>– Draw up a project structure plan and a milestones plan</li> <li>– Draw up Gantt charts</li> <li>– Plan and allocate resources using objective,</li> </ul>   |

|  |  |
|--|--|
|  | <p>time-related and budgetary criteria and find alternatives</p> <ul style="list-style-type: none"> <li>– Time buffer and uncertainty, critical path</li> <li>– Reporting and controlling instruments: progress report, change request, meeting minutes etc.</li> <li>– Implement controlling instruments</li> <li>– Overview of the architecture and application of selected project tools</li> <li>– Teambuilding, communication in a project, conflict management and crisis management</li> <li>– Revision and critical analysis</li> </ul>  |
| <p>Teaching and learning methods of the module</p>   | <p>Interactive lectures<br/>Exercises<br/>Team work</p>  |
| <p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p> | <p>An internal project defined by the students (in exceptions also an external project) should be completed or carried out up to a specific milestone.</p>   |
| <p>Literature<br/>(Required reading/supplementary recommended reading)</p>                   | <p><u>Required reading:</u></p> <p><b>Verzug, Eric</b> (2008): The fast forward MBA in Project Management; Wiley &amp; Sons.</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Becker, Lutz; Ehrhardt, Johannes; Gora, Walter</b> (eds.)(2009): Projektführung und Projektmanagement. Symposion, Düsseldorf.</p> <p><b>Boos, Evelyn</b> (2007): Das große Buch der Kreativitätstechniken. Compact, München.</p> <p><b>Levine, Harvey A.</b> (2005): Project portfolio management. Jossey-Bass, San Francisco.</p> <p><b>Michalko, Michael</b> (2006): Thinkertoys: A handbook of creative-thinking techniques. 2<sup>nd</sup> edition. Ten Speed, Berkeley.</p> <p><b>Schelle, Heinz</b> (2010): Projekte zum Erfolg führen: Projektmanagement systematisch und kompakt. 6<sup>th</sup> revised edition. Beck, München.</p> |

## **Resources: Financial Resources, Human Resources, Organisation**

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.3.2 RESO   |
| Module title   | Resources: Financial Resources, Human Resources, Organisation  |
| Semester or trimester  | 3 <sup>rd</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          | Seminars, accompanied by tutorials to optimise the link between theory and practice  |
| Frequency of module  | Once a year  |
| Entry requirements   | Module 0.1.1. EMQM   |
| Applicability of the module to other programmes                      | This module is part of the IB, ICM, IMA, ITM, MCCE, ACM, EM and MCM programmes   |
| Person responsible for the module                                    | Prof. Dr. Bernd Ankenbrand   |
| Name(s) of the instructor(s)   | Prof. Dr. Nurten Avci  |
| Teaching language  | English  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180 hours (of which 84 contact hours)  |
| Hours per week   | 6  |
| Assessment type / requirement for the award of credits               | Written examination 180' at the end of the semester<br>§ 14 (2) CER 18.02.2011   |
| Weighting of the grade within the total grade                        | 3%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to:<br><br>– present the execution of strategic planning within the context of the |

|                       |  |
|-----------------------|--|
|                       | <p>management process via the selection, procurement, allocation, deployment and organisation of financial and human resources</p> <ul style="list-style-type: none"> <li>– explain the term resources in the context of a “resource-based view”</li> <li>– assess, allocate suitably depending on the situation and develop various resources from a general management perspective in the context of varying conditions (“constraints”), strategies and conflict situations (“tensions”)</li> <li>– apply different methods of researching and making decisions regarding the procurement measures required in a company</li> <li>– describe the tasks and instruments of financial management (financial consequences of productivity-based decisions, alternative forms of financing, short and long-term financial and liquidity planning, capital expenditure budgeting including its mathematical principles)</li> <li>– understand the role of human resource management within the context of general management, explain and critically question the most important structures and processes of HRM and apply selected methods and tools of personnel management</li> <li>– present the basic functional, institutional and behaviour-related aspects of the organisation, give a basic outline of research in the field of organisational theory and discuss various theoretical approaches</li> <li>– analyse the composition of the organisation and its formal structure, interpret the objectives and conditions of structuring an organisation and assess organisation structures with a view to the situation and cultural context</li> </ul> |
| Content of the module | <ul style="list-style-type: none"> <li>– Differentiation between the factors work</li> </ul>   |

|   |   |
|---|---|
|   | <p>and capital</p> <ul style="list-style-type: none"> <li>– The interrelation between productivity-based and financial decisions in a company</li> <li>– Decisions on the employment of capital (principles, static and dynamic methods of capital expenditures budgeting)</li> <li>– Decisions on the procurement of capital (systemisation and presentation of various financing types)</li> <li>– Tasks and instruments of financial management</li> <li>– Principles of financial and liquidity planning</li> <li>– Development and implementation of HR strategies</li> <li>– HR planning and procurement</li> <li>– HR selection</li> <li>– Personnel leadership, employee loyalty, personnel development</li> <li>– Views of man, work structuring, motivation, performance and reward</li> <li>– Conditions, objectives and concept of international HRM</li> <li>– Diversity as a challenge for personnel development</li> <li>– Interdependency between the organisation and the individual</li> <li>– Organisation with the context of starting a company</li> <li>– The organisation from an institutional, functional and instrumental perspective</li> <li>– Organisational conditions and tensions</li> <li>– Structures and processes in conflict areas of formal and informal organisation</li> <li>– The impact of corporate culture on organisation structuring</li> </ul> |
| Teaching and learning methods of the module   | Interactive lectures, group work and group discussions  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) |   |
| Literature<br>(Required reading/supplementary recommended)                            | <u>Required reading:</u>  |

reading)

**Jones, Gareth** (2010): Organizational Theory, Design, and Change: Global Edition, 6<sup>th</sup> edition. Pearson Higher Education.

**Torrington, Derek; Hall, Laura; Taylor, Steven** (2009): Fundamentals of Human Resource Management: Managing People at Work, Financial Times Press.

**Brealey, Richard; Myers, Stewart; Allen, Franklin** (2010): Principles of Corporate Finance, Concise, 2<sup>nd</sup> revised edition, McGraw-Hill Education.

Supplementary recommended reading:

**Levitt, Steven; Dubner, Stephen** (2009): Freakonomics: A Rogue Economist Explores the Hidden Side of Everything.

**Boddy, David** (2010): Management, Financial Times Press.

**Schreyögg, Georg; Koch, Jochen** (2009): Grundlagen des Managements: Basiswissen für Studium und Praxis. 2<sup>nd</sup> edition. Gabler, Wiesbaden.

**Thommen, U.G.; Achleitner, A.-K.** (2009): Allgemeine Betriebswirtschaftslehre - Umfassende Einführung aus managementorientierter Sicht, Gabler.

**Watson, Denzil; Head, Antony** (2009): Corporate Finance, 5<sup>th</sup> edition, Financial Times/ Prentice Hall.

**Burr, Wolfgang; Stephan, Michael; Werkmeister, Clemens** (2011): Unternehmensführung, 2<sup>nd</sup> edition. München: Vahlen.

## Arabic 1

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 0.3.3 ARA1  |
| Module title   | Arabic 1  |
| Semester or trimester  | 3 <sup>rd</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory (if Arabic has been selected as second foreign language)  |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year (WS)  |
| Entry requirements   | None (placement test)   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.                            |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller  |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)  |
| Teaching language  | Arabic (English or German, according to the students' linguistic proficiencies)   |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)  |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Written examination (90 mins) and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 3%  |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to<br><br>– know the basics of the Arabic alphabet and, |

|   |  |
|---|--|
|   | <p>with guidance, structure simple sentences and classify individual elements,</p> <ul style="list-style-type: none"> <li>– know the basics of the phonetic system and name the most important differences between the Arabic language and their own language using examples,</li> <li>– produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).</li> </ul>  |
| Content of the module   | <ul style="list-style-type: none"> <li>– The alphabet (sounds and written), the article, gender, the nominal sentence, numbers, the adjective, radical, the broken plural, declination and conjugation, prepositions.</li> <li>– The house; the telephone conversation; in town; breakfast with the family; at the market; giving directions; receiving somebody; going out; the Arab League; Europe.</li> <li>– The phonetic and graphic code of the foreign language.</li> <li>– The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles.</li> <li>– Basic vocabulary.</li> <li>– Learning aids.</li> </ul> |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.   |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Language textbook:</p> <p><b>Krahl, Günther; Reuschel, Wolfgang; Schulz, Eckehard</b> (2005): Lehrbuch des modernen Arabisch. 8<sup>th</sup> edition. Langenscheidt, Berlin.</p>  |

## Chinese 1

Status: August 2011

|  |  |
|--|--|
| Module-Nr./ Code   | 0.3.3 CHI1   |
| Module title   | Chinese 1  |
| Semester or trimester  | 3 <sup>rd</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory (if Chinese has been selected as second foreign language)  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (WS)   |
| Entry requirements   | None (placement test)  |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.                         |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller   |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | Chinese (English or German, according to the students' linguistic proficiencies)   |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 31.08.2009   |
| Weighting of the grade within the total grade                        | 3%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to:<br><br>– know the basics of the Chinese alphabet |

|   |  |
|---|--|
|   | <p>and, with guidance, structure simple sentences and classify individual elements,</p> <ul style="list-style-type: none"> <li>– know the basics of the phonetic system and name the most important differences between the Chinese language and their own language using examples,</li> <li>– produce simple sentences and carry out the most important ritual conversations (e.g. greeting someone).</li> </ul> <p>.</p>   |
| Content of the module   | <ul style="list-style-type: none"> <li>– The phonetic and graphic code of the foreign language.</li> <li>– The type of basic grammatical structure (root languages, iconographic languages, spoken languages) and construction principles.</li> <li>– Basic vocabulary.</li> <li>– Learning aids.</li> </ul>   |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Direct online learning of the Chinese phonetic and written alphabet in the lessons.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Chen, Fu; Zhu, Zhiping; Cordes, Ruth</b> (2005): Wir lernen Chinesisch. Renmin Jiaoyu Chubanshe, Beijing. (Medienkombination)</p> <p><b>Zhang, Hong; Zhu, Xiaoxing</b> (2007): Chinesisch erleben. Gaodeng Jiaoyu Chubanshe, Beijing. (Medienkombination)</p> <p><b>Gu, Wen; Meinshausen, Frank</b> (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Schmetterling, Stuttgart.</p> |

## French 1

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 0.3.3 FRA1  |
| Module title   | French 1  |
| Semester or trimester  | 3 <sup>rd</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(Mandatory, elective, etc.)                           | Mandatory (if French has been selected as second foreign language)  |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year (WS)  |
| Entry requirements   | None (placement test)   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.  |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller  |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)  |
| Teaching language  | French (English or German, according to the students' linguistic proficiencies)   |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)  |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011 |
| Weighting of the grade within the total grade                        | 3%  |

|   |   |
|---|---|
| <p>Qualification objectives of the module</p> | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents.</li> </ul>  |
| <p>Content of the module</p>                  | <p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Communication skills in everyday situations</li> <li>– Pronunciation and intonation</li> <li>– General vocabulary</li> <li>– Basic grammar</li> <li>– Business vocabulary</li> <li>– Simple application of the language in professional situations</li> <li>– Production of simple texts</li> <li>– Initial contact with the civilisation and culture of the French-speaking world</li> </ul> <p>Target level A1, specifically:</p> <ul style="list-style-type: none"> <li>– The basics of the phonetic and written form of the foreign language</li> <li>– Basic grammatical structures</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level B1 and B2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the basics of business vocabulary</li> <li>– Specialised texts</li> <li>– Learning aids</li> </ul> |

|   |   |
|---|---|
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.  |
| <p>Literature<br/>(Required reading/supplementary recommended reading)</p>            | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Girardet, J.; Pécheur, J.</b> (2008): Écho 1, méthode de français (A1-A2), CLE International.</p> <p><b>Girardet, J.; Pécheur, J.</b> (2008): Écho 2, méthode de français (A2), CLE International.</p> <p><b>Girardet, J.; Pécheur, J.</b> (2008): Écho 3, méthode de français (B1), CLE International.</p> <p><b>Penfornis, Jean-Luc</b> (2002): Français.com, CLE International.</p> |

## Russian 1

Status: August 2011

|  |  |
|--|--|
| Module-Nr./ Code   | 0.3.3 RUS1   |
| Module title   | Russian 1  |
| Semester or trimester  | 3 <sup>rd</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory (if Russian has been selected as second foreign language)  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (WS)   |
| Entry requirements   | None (placement test)  |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.                           |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller   |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | Russian (English or German, according to the students' linguistic proficiencies)   |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011   |
| Weighting of the grade within the total grade                        | 3%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to<br><br>– know the Cyrillic alphabet and read simple |

|   |   |
|---|---|
|   | <p>texts,</p> <ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul>   |
| Content of the module   | <p>The phonetic and graphic code of the Russian language.</p> <p>Basic grammatical structures<br/>Basic lexis<br/>Learning aids</p>   |
| Teaching and learning methods of the module   | <p>Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.</p>  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | <p>Special features are specified at the beginning of the semester.</p>   |
| <p>Literature<br/>(Required reading/supplementary recommended reading)</p>            | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Loos, Harald; Berditschewski, Anatoli</b> (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Hueber, Ismaning. (Medienkombination)</p> <p><b>Sokolowa, Ludmila; Zeller, Heiner</b> (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Hueber, Ismaning. (Medienkombination)</p> <p><b>Sokolowa, Ludmila; Zeller, Heiner</b> (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Hueber, Ismaning. (Medienkombination)</p> |

## Spanish 1

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.3.3 SPA1   |
| Module title   | Spanish 1  |
| Semester or trimester  | 3 <sup>rd</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(Mandatory, elective, etc.)                           | Mandatory (if Spanish has been selected as second foreign language)  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (WS)   |
| Entry requirements   | None (placement test)  |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University  |
| Person responsible for the module                                    | Beatriz Tapia Adler  |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | Spanish (English or German, according to the students' linguistic proficiencies)   |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Reach the level A1.1. (Beginners), A2-B1 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR<br><br>Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011 |
| Weighting of the grade within the total grade                        | 3%   |

|   |   |
|---|---|
| <p>Qualification objectives of the module</p> | <p>Students who have successfully participated in this module will be able to:</p> <p><b>Beginners:</b></p> <ul style="list-style-type: none"> <li>– deal with simple everyday situations in the spoken language,</li> <li>– understand and deal with basic standard situations (e.g. filling in forms) using their knowledge of the written language.</li> </ul> <p><b>Intermediate:</b></p> <ul style="list-style-type: none"> <li>– understand and deal with topics which are familiar (work, school, leisure, etc.) or of personal interest. Can describe experiences and events, briefly justify and explain opinions and plans.</li> </ul> <p><b>Advanced:</b></p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents.</li> </ul>   |
| <p>Content of the module</p>                  | <p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Communication skills in everyday situations</li> <li>– Pronunciation and intonation</li> <li>– General vocabulary</li> <li>– Basic grammar</li> <li>– Business vocabulary</li> <li>– Simple application of the language in professional situations</li> <li>– Production of simple texts</li> <li>– Initial contact with the civilisation and culture of the Spanish-speaking world</li> </ul> <p><b>Target level A1, specifically:</b></p> <ul style="list-style-type: none"> <li>– The basics of the phonetic and written form of the foreign language</li> <li>– Basic grammatical structures</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p><b>Target level B1, B2, specifically:</b></p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the basics of business vocabulary</li> <li>– Specialised texts</li> <li>– Learning aids</li> </ul> |

|   |   |
|---|---|
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>González Salgado, C.</b> (2007): ene A1, Der Spanischkurs, Hueber Verlag.</p> <p><b>González Salgado, C.; Sanz Oberberger, C.</b> (2008): ene A2, Der Spanischkurs, Hueber Verlag.</p> <p><b>González Salgado, C.; Alcántara Alcántara, F.; Sanz Oberberger, C.; Douterelo Fernández, E.</b> (2008): ene B1.1, Der Spanischkurs, Hueber Verlag.</p> <p><b>Bade, P.; Görrissen, M.; Mellado, R.</b> (2007): Avenida (B2), Klett Verlag.</p> |

## Energy Trade, Sales & Marketing

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 7.4.1 ETSM   |
| Module title   | Energy Trade, Sales & Marketing  |
| Semester or trimester  | 4 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory subject  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year  |
| Entry requirements   | 7.1.1 EIEW<br>7.2.1 MARK   |
| Applicability of the module to other programmes                      | No   |
| Person responsible for the module                                    | Prof. Dr. Michael Zerr   |
| Name of the instructors  | Prof. Dr. Klaus-Dieter Maier   |
| Teaching language  | English  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180 hours, of which 56 contact hours / 124 self-study  |
| SWS  | 4  |
| Assessment type / requirement for the award of credits               | Seminar Paper<br>§14 (5) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 3 %  |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to:<br><br>– analyse and compare different pricing strategies with respect to energy<br>– interpret a specific market position and |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>– create arbitrage possibilities in the future</li> <li>– apply established management methods (e.g. portfolio analysis, scenario techniques, value analysis) to examples within the energy industry</li> <li>– apply the marketing mix to the energy business</li> <li>– develop energy products, position them on target markets, market them, modify them according to changing markets or adapt them to changed markets and integrate them into the product line, taking into consideration the life cycle of the products</li> <li>– communicate effectively in various circumstances</li> <li>– demonstrate empathy and apply argumentation skills during the preparation and the execution of the assessment task</li> </ul> |
| <p>Contents of the module</p>   | <ul style="list-style-type: none"> <li>– price formation for energy</li> <li>– energy trade and procurement</li> <li>– energy exchanges, clearing, OTC-trade, derivatives</li> <li>– portfolio and risk management</li> <li>– procurement instruments for energy supply companies and industrial concerns</li> <li>– marketing of power plants and accumulators</li> <li>– products for end customers</li> <li>– distribution in the energy sector (distribution channels, organisation and management of distribution)</li> <li>– energy marketing B2B and B2C</li> <li>– Communication (brand, advertising, PR, IR, corporate communication)</li> </ul>  |
| <p>Teaching and learning methods of the module</p>  | <p>Interactive lectures<br/> Application exercises (individual &amp; group)<br/> Benchmarking (based on secondary research, internet research)<br/> Case studies<br/> Self-study</p>   |
| <p>Special features (e.g. online activities, event/company visits, guest speakers etc.)</p> | <p>If possible, excursions to selected locations will be integrated into the module in order to give the students the opportunity to personally experience and network with selected players (e.g. in view of an internship or employment at a later date)</p>   |

|   |  |
|---|--|
|   | <p>In addition, theory will be completed by practice by integrating presentations by industry practitioners into the module.</p>   |
| <p><b>Literature</b><br/>(Required reading/supplementary recommended reading)</p> | <p><u>Required reading :</u></p> <p><b>Drummond, Jim; Hanna, Fred</b> (2001): Selling power: marketing energy under deregulation. Trafford, Victoria B.C.</p> <p><b>James, Tom</b> (2008): Energy markets: price risk management and trading. Wiley, Singapore. Chapter 1, 2, 3, 9, 10</p> <p><b>Dahl, Carol A.</b> (2004): International energy markets: understanding pricing, policies and profits. Pennwell, Tulsa, Chapter 15.</p> <p><u>Recommended reading:</u></p> <p><b>Schwintowski, Hans-Peter</b> (ed.)(2006): Handbuch Energiehandel. Schmidt, Berlin Chapter 1 – 3.</p> <p><b>Borchert, Jörg; Schemm, Ralf; Korth, Swen</b> (2006): Stromhandel: Institutionen, Marktmodelle, Pricing und Risikomanagement. Schäffer-Poeschel, Stuttgart. Chapter 1</p> <p><b>Ockenfels, Axel</b> (2007): Marktmachtmessung im deutschen Strommarkt in Theorie und Praxis: kritische Anmerkungen zur London Economics-Studie. In: Energiewirtschaftliche Tagesfragen. Volume 57. p. 12-31.</p> |

## **Energy Responsibility: Local, Regional and Global Perspectives**

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 7.4.2 RESP  |
| Module title   | Energy Responsibility: Local, Regional and Global Perspectives  |
| Semester or trimester  | 4 <sup>th</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(Mandatory, elective, etc.)                           | Mandatory subject   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year   |
| Entry requirements   | Depend on the cooperating university  |
| Applicability of the module to other programmes                      | No  |
| Person responsible for the module                                    | Dr. Nurten Avci   |
| Names of the instructors   | Dr. Nurten Avci   |
| Teaching language  | English   |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180 hours, of which 56 contact hours / 124 self-study   |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Learner's Portfolio<br>§14 (7) CER 18.02.2011   |
| Weighting of the grade within the total grade                        | 3 %   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to<br><br>– discuss ethics in the energy business from different perspectives and identify individual and collective responsibilities |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>– explain the externalisation of costs with respect to society and to future generations</li> <li>– interpret the concept “sustainability” and link it to corporate responsibility</li> <li>– evaluate the interdependence of energy policy and (local, regional, national and international) structural policy</li> <li>– discuss the impact of local, regional and global energy policy on the economy and environment</li> <li>– decode conflicts of interest</li> </ul> |
| Content of the module   | <ul style="list-style-type: none"> <li>– Economic rationality and public good</li> <li>– Externalisation of costs</li> <li>– Internalising externalities (Pigovian taxes)</li> <li>– Intergenerational justice</li> <li>– Sustainability and CSR</li> <li>– Climate change, waste, resources</li> <li>– Ethics of technological solutions</li> <li>– Structural policy (municipalities, districts, states, nations, international institutions)</li> <li>– Conflicts of interest</li> </ul>                        |
| Teaching and learning methods of the module   | <p>Interactive lectures<br/> Exercises<br/> Case studies<br/> Self-study</p>   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) |  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p><u>Required reading</u></p> <p><b>Ross, Christopher E.; Sloan, Lane, E.</b> (2007): Terra incognita: a navigation aid for energy leaders. Pennwell, Tulsa.</p> <p><b>Dahl, Carol A.</b> (2004): International energy markets: understanding pricing, policies and profits. Pennwell, Tulsa, Chapter 8, 9.</p> <p><u>Recommended reading:</u></p> <p><b>Petermann, Jürgen</b> (ed.)(2008): Sichere Energie im 21. Jahrhundert. 2<sup>nd</sup> revised edition. Hoffmann und Campe, Hamburg.</p>                  |

## Advanced Company Project

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 0.4.1 APRO  |
| Module title   | Advanced Company Project  |
| Semester or trimester  | 4 <sup>th</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year   |
| Entry requirements   | 0.3.1. IPRO   |
| Applicability of the module to other programmes                      | This module is part of all the programmes at Karlshochschule International University. The subject of the project varies according to the programme specialisation of the students. |
| Person responsible for the module                                    | Prof. Dr. Stephan Sonnenburg  |
| Name(s) of the instructor(s)   | Prof. Dr. Stephan Sonnenburg  |
| Teaching language  | German/English/other (depends on the subject of the project and the "sponsor")  |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180<br>56 (contact hours) + 124 (self-study)  |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Project work<br>§ 14 (11) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 2 %   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to autonomously identify, plan and implement a selected social or business                                  |

|   |  |
|---|--|
|   | <p>project, preferably international, e.g. from the fields of culture, tourism, marketing, business development, trade fair, convention, event, organisation, personnel etc. with the help of tutors (instructors) and supervisors (professors). This involves integrating, applying and implementing the knowledge acquired in the modules to date.</p>   |
| Content of the module   | <p>Autonomous development of a project idea and implementation of a project under supervision and in collaboration with external partners ("sponsors"). If relevant, students can base their project on work carried out in the project module in the 3<sup>rd</sup> semester.</p>   |
| Teaching and learning methods of the module   | <p>Project work in a team (tutored)</p>  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | <ul style="list-style-type: none"> <li>– The projects are developed in close collaboration with interested companies or social organisations (e.g. SIFE, Rotaract, Leos), in some cases on location</li> <li>– Students draw-up a written presentation for the sponsor</li> <li>– The following is assessed: <ol style="list-style-type: none"> <li>1. The content and formal quality of the presentation and documentation</li> <li>2. The academic performance of the written paper, research and analysis</li> </ol> </li> <li>– Students are expected to carry out project management as regards content and timing, which is fully documented. They are expected deliver the following: <ol style="list-style-type: none"> <li>1. Put together and organise a project team</li> <li>2. Coordinate with the sponsor and the university instructor and other stakeholders (other groups)</li> <li>3. Draw up a project brief and target definition in writing</li> <li>4. Milestone and project structure planning and schedule (Gantt chart)</li> <li>5. Present the individual work packages (Who does what by when?) taking into consideration the personal time budget</li> <li>6. Weekly status update for the client and the university instructor (project progress report and meeting minutes) including work packages, to-do's of the relevant time period (planned, in</li> </ol> </li> </ul> |

|   |   |
|---|---|
|   | <p>progress / degree of completion, completed), plan/actual comparison</p> <ol style="list-style-type: none"> <li>7. Quality assurance, risk and problem management</li> <li>8. Project conclusion, delivery of performance and meeting of deadlines</li> </ol>   |
| <p><b>Literature</b><br/>(Required reading/supplementary recommended reading)</p> | <p>The selection of literature is carried out by the students with the guidance of their tutors. The following is a list of optional general background reading:</p> <p><b>Armstrong, Michael</b> (2004): How to be an even better manager: a complete A-Z of proven techniques and essential skills. 6<sup>th</sup> edition. Kogan Page, London.</p> <p><b>Armstrong, Michael; Stephens, Tina</b> (2006): Management and leadership: a guide to managing for results. Repr. Kogan Page, London.</p> <p><b>Becker, Lutz</b> (ed.)(2008): Management und Führungspraxis: Digitale Fachbibliothek. Symposium, Düsseldorf. [Excerpts will be provided]</p> <p><b>Becker, Lutz; Ehrhardt, Johannes; Gora, Walter</b> (eds.)(2007): Führungspraxis und Führungskultur. (Die neue Führungskunst; 2). Symposium, Düsseldorf.</p> <p><b>Becker, Lutz; Ehrhardt, Johannes; Gora, Walter</b> (eds.)(2008): Führung, Wandel und Innovation. (Die neue Führungskunst; 3). Symposium, Düsseldorf.</p> <p><b>Becker, Lutz; Ehrhardt, Johannes; Gora, Walter</b> (eds.)(2008): Projektführung und Projektmanagement. (Die neue Führungskunst; 4). Symposium, Düsseldorf.</p> <p><b>Bentley, Colin</b> (2002): Prince 2: a practical handbook. 2<sup>nd</sup> edition. Butterworth-Heinemann, Oxford.</p> <p><b>Hölzle, Philipp</b> (2007): Projektmanagement: professionell führen, Erfolge präsentieren. 2<sup>nd</sup> edition. Haufe, Freiburg.</p> <p><b>Kappler, Ekkehard; Seibel, Johannes J.;</b></p> |

**Sterner, Siegfried** (1983): Entscheidungen für die Zukunft: Instrumente und Methoden der Unternehmensplanung. Frankfurter Allgemeine Zeitung GmbH, Frankfurt.

**Levine, Harvey A.** (2005): Project portfolio management. Jossey-Bass, San Francisco.

**Mees, Jan; Oefner-Py, Stefan; Sünemann, Karl-Otto** (1995): Projektmanagement in neuen Dimensionen: das Helogramm zum Erfolg. 2<sup>nd</sup> revised edition. Gabler, Wiesbaden.

## Managerial Accounting

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.4.2 MACC   |
| Module title   | Managerial Accounting  |
| Semester or trimester  | 4 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year  |
| Entry requirements   | <ul style="list-style-type: none"><li>– Introduction to Management and its Quantitative Methods</li><li>– Strategic Planning</li><li>– Resources: Finance, Human Resources, Organisation</li></ul> |
| Applicability of the module to other programmes                      | This module is part of the IB, ICM, IMA, ITM, MCCE, ACM, EM and MCM programmes.  |
| Person responsible for the module                                    | Prof. Dr. Bernd Ankenbrand   |
| Name(s) of the instructor(s)   | Prof. Dr. Bernd Ankenbrand   |
| Teaching language  | English  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180 hours (of which 56 contact hours)  |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Written examination 180'<br>§ 14 (2) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 3 %  |
| Qualification objectives of the module                               | Students who have successfully participated in this module are able to   |

|                       |  |
|-----------------------|--|
|                       | <ul style="list-style-type: none"> <li>- present the meaning of corporate accounting as source of information, which generates figures that are useful for external stakeholders to assess the company's business performance (external accounting, annual financial statement) and for internal stakeholders to make business decisions based on the data (internal accounting),</li> <li>- define the structure and the data of the annual financial statement, describe how the balance sheet is drawn up, including bookkeeping and the profit and loss account, explain the different items of the balance sheet and the profit and loss account and understand their significance,</li> <li>- describe cost accounting as basis for budget planning and as basis for the calculation of products, services, contracts, projects etc.,</li> <li>- present the meaning of cost management and define adequate methods (cost / benefit calculation, calculation of cost types, cost centres and cost units, cost accounting and cost allocation);</li> <li>- the students are able to define what makes up project cost management and how it is carried out using an example.</li> </ul> |
| Content of the module | <ul style="list-style-type: none"> <li>- Financial accounting as central source of information for the company</li> <li>- The fundamentals of the annual financial statement (composition, structure, approach and evaluation of the individual items of the balance sheet and the income statement)</li> <li>- The fundamentals of the structure, content and technique of double-entry accounting</li> <li>- The most important information in the appendix and the financial report</li> <li>- Analysis of the balance sheet and creative accounting</li> <li>- A comparison of Managerial and Financial accounting</li> <li>- Composition and operation of cost accounting and cost allocation (calculation of cost types, cost centres and cost units)</li> <li>- Tasks and instruments of Managerial</li> </ul>  |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>– Cost management as joint task of Financial and Managerial Accounting</li> <li>– The nature and shortcomings of traditional costing systems (full cost accounting and direct costing)</li> <li>– Strategic aspects of Managerial accounting (activity-based costing, target costing, balanced scorecard)</li> <li>– Case studies</li> </ul>  |
| Teaching and learning methods of the module   | Interactive lectures, exercises, case studies, self-study  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) |  |
| <p>Literature<br/>(Required reading/supplementary recommended reading)</p>            | <p><u>Required reading:</u></p> <p><b>Atrill, Peter</b> (2008): Accounting and finance for non-specialists, Financial Times Prentice Hall, Harlow.</p> <p><b>Atrill, Peter</b> (2009): Management Accounting for decision makers, Financial Times Prentice Hall, Harlow.</p> <p><b>Rich, Jay</b> (2010): Cornerstones of financial and managerial accounting, South-Western Cengage, Mason.</p> <p><u>Supplementary recommended reading:</u></p> <p><b>Döring, Ulrich; Buchholz, Rainer</b> (2009): Buchhaltung und Jahresabschluss: Mit Aufgaben und Lösungen. 11<sup>th</sup> revised edition. Schmidt, Berlin.</p> <p><b>Probst, Hans-Jürgen</b> (2007): Controlling leicht gemacht: Richtig planen, analysieren und steuern. 4<sup>th</sup> revised edition. Red line, Heidelberg.</p> <p><b>Weber, Jürgen; Schäfer, Utz</b> (2008): Introduction to Controlling. 11<sup>th</sup> revised edition. Schäffer-Poeschel, Stuttgart.</p> |

## **Arabic 2**

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.4.3 ARA2   |
| Module title   | Arabic 2   |
| Semester or trimester  | 4 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (SS)   |
| Entry requirements   | 0.3.3 ARA1   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University. |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller   |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | Arabic (English or German, according to the students' linguistic proficiencies)                      |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011                             |
| Weighting of the grade within the total grade                        | 3%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to                           |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>– have an extended knowledge of the fundamentals of the Arabic alphabet,</li> <li>– identify a suitable number of individual elements,</li> <li>– deduct meaning from contexts,</li> <li>– carry out simple dialogues in everyday situations.</li> </ul>   |
| Content of the module   | <ul style="list-style-type: none"> <li>– The perfect, the verb sentence, the nisbe ending, the genitive link, the suffixed personal pronouns, determination (summary), the adverb, the imperfect, the demonstrative pronouns, conjunctive and apocopate, the imperative, negation.</li> <li>– A personal letter; at the travel agent's; at the grocer's; in a restaurant; international news; in a bookshop; my university; in a hotel.</li> <li>– Learning aids</li> </ul> |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbook:</p> <p><b>Krahl, Günther; Reuschel, Wolfgang; Schulz, Eckehard</b> (2005): Lehrbuch des modernen Arabisch. 8<sup>th</sup> edition. Langenscheidt, Berlin.</p>   |

## Chinese 2

Status: August 2011

|  |  |
|--|--|
| Module-Nr./ Code   | 0.4.3 CHI2   |
| Module title   | Chinese 2  |
| Semester or trimester  | 4 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (SS)   |
| Entry requirements   | 0.3.3 CHI1   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.                         |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller   |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | Chinese (English or German, according to the students' linguistic proficiencies)   |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011   |
| Weighting of the grade within the total grade                        | 3%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to<br><br>– have an extended knowledge of the basics |

|   |   |
|---|---|
|   | <p>of the Chinese alphabet,</p> <ul style="list-style-type: none"> <li>– identify a suitable number of individual elements,</li> <li>– deduct meaning from contexts,</li> <li>– carry out simple dialogues in everyday situations.</li> </ul>   |
| Content of the module   | <ul style="list-style-type: none"> <li>– Further phonetic and graphic characteristics of the foreign language code</li> <li>– Basic grammar</li> <li>– Extension of basic vocabulary</li> <li>– Learning aids</li> </ul>  |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Direct online learning of the Chinese phonetic and written alphabet in the lessons.   |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Chen, Fu; Zhu, Zhiping; Cordes, Ruth</b> (2005): <i>Wir lernen Chinesisch</i>. Renmin Jiaoyu Chubanshe, Beijing. (Medienkombination)</p> <p><b>Zhang, Hong; Zhu, Xiaoxing</b> (2007): <i>Chinesisch erleben</i>. Gaodeng Jiaoyu Chubanshe, Beijing. (Medienkombination)</p> <p><b>Gu, Wen; Meinshausen, Frank</b> (2005): <i>Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache</i>. Schmetterling, Stuttgart. (Medienkombination)</p> |

## French 2

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.4.3 FRA2   |
| Module title   | French 2   |
| Semester or trimester  | 4 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (SS)   |
| Entry requirements   | 0.3.3 FRA1   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.   |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller   |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | French (English or German, according to the students' linguistic proficiencies)  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR<br><br>Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011 |
| Weighting of the grade within the total grade                        | 3%   |

|   |  |
|---|--|
| <p>Qualification objectives of the module</p> | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>– deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>– write standard texts (e.g. lists) autonomously in French</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>– use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>– draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>– use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>– draw up accompanying simple written documents (handouts, short reports)</li> </ul>   |
| <p>Content of the module</p>                  | <p>The contents in general:</p> <ul style="list-style-type: none"> <li>– Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>– Information on culture and civilisation is also included regularly in the course.</li> <li>– Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>– More complex grammar structures and varieties</li> <li>– Basic lexis</li> <li>– Learning aids</li> </ul> <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> <li>– Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>– Extension of the general vocabulary and the</li> </ul> |

|   |  |
|---|--|
|   | <p>basics of business vocabulary</p> <ul style="list-style-type: none"> <li>– Specialised texts</li> <li>– Colloquial language</li> <li>– Learning aids</li> </ul>   |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.   |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Girardet, J.; Pécheur, J.</b> (2008): Écho 1, méthode de français (A1-A2), CLE International.</p> <p><b>Girardet, J.; Pécheur, J.</b> (2008): Écho 2, méthode de français (A2), CLE International.</p> <p><b>Girardet, J.; Pécheur, J.</b> (2008): Écho 3, méthode de français (B1), CLE International.</p> <p><b>Penfornis, Jean-Luc</b> (2002): Français.com, niveau intermédiaire, CLE International.</p> <p><b>Penfornis, Jean-Luc</b> (2003): Affaires.com, CLE International.</p> <p><b>Steele, Ross</b> (2004): Civilisation progressive du français, CLE International.</p> |

## Russian 2

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.4.3 RUS2   |
| Module title   | Russian 2  |
| Semester or trimester  | 4 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (SS)   |
| Entry requirements   | 0.3.3 RUS1   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University. |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller   |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | Russian (English or German, according to the students' linguistic proficiencies)                     |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011                             |
| Weighting of the grade within the total grade                        | 3%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to                           |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>– deal with simple to more complex everyday situations and simple business situations in the spoken language</li> <li>– write standard texts (e.g. lists) autonomously in Russian.</li> </ul>  |
| Content of the module   | <ul style="list-style-type: none"> <li>– Specific phonetic characteristics of Russian</li> <li>– More complex grammar structures</li> <li>– Extension of basic vocabulary</li> <li>– Learning aids</li> </ul>   |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Loos, Harald; Berditschewski, Anatoli</b> (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Hueber, Ismaning. (Medienkombination)</p> <p><b>Sokolowa, Ludmila; Zeller, Heiner</b> (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Hueber, Ismaning. (Medienkombination)</p> <p><b>Sokolowa, Ludmila; Zeller, Heiner</b> (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Hueber, Ismaning. (Medienkombination)</p> |

## Spanish 2

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.4.3 SPA2   |
| Module title   | Spanish 2  |
| Semester or trimester  | 4 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (SS)   |
| Entry requirements   | 0.3.3 SPA1   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.   |
| Person responsible for the module                                    | Beatriz Tapia Adler  |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | Spanish (English or German, according to the students' linguistic proficiencies)   |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Reach the level A1.2 (Beginners), B1.2 (Intermediate), B2 (Advanced) according to the Common European Framework of Reference for Languages, CEFR<br><br>Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011 |
| Weighting of the grade within the total grade                        | 3%   |

|   |  |
|---|--|
| <p>Qualification objectives of the module</p> | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>- deal with simple to more complex everyday situations and simple business situations in the spoken language,</li> <li>- write standard texts (e.g. lists) autonomously in Spanish</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>- use their spoken language to take part in a suitable range of advanced business communication situations,</li> <li>- draw up accompanying written documents</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>- use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>- draw up accompanying simple written documents (handouts, short reports)</li> </ul>  |
| <p>Content of the module</p>                  | <p>The contents in general:</p> <ul style="list-style-type: none"> <li>- Extension of lexical knowledge and consolidation of grammatical structures and contents as well as the progressive development of listening comprehension skills and written and spoken production skills.</li> <li>- Information on culture and civilisation is also included regularly in the course.</li> <li>- Extension of business terminology. Use of the terminology and the structures in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>- Consolidation of the phonetic knowledge of the foreign language and work on L1 phonetic interference</li> <li>- More complex grammar structures and varieties</li> <li>- Basic lexis</li> <li>- Learning aids</li> </ul> <p>Target level B1.2 and B2, specifically:</p> <ul style="list-style-type: none"> <li>- Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>- Extension of the general vocabulary and the</li> </ul> |

|   |   |
|---|---|
|   | <p>basics of business vocabulary</p> <ul style="list-style-type: none"> <li>– Specialised texts</li> <li>– Colloquial language</li> <li>– Learning aids</li> </ul>  |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>González Salgado, C.</b> (2007): ene A1, Der Spanischkurs, Hueber Verlag.</p> <p><b>González Salgado, C.; Sanz Oberberger, C.</b> (2008): ene A2, Der Spanischkurs, Hueber Verlag.</p> <p><b>González Salgado, C.; Alcántara Alcántara, F.; Sanz Oberberger, C.; Douterelo Fernández, E.</b> (2008): ene B1.1, Der Spanischkurs, Hueber Verlag.</p> <p><b>Bade, P.; Görrissen, M.; Mellado, R.</b> (2007): Avenida (B2), Klett Verlag.</p> |

## International Aspects of the Energy Industry

Status: August 2011

|  |  |
|--|--|
| Module-Nr./ Code   | 7.5.1 IAEI   |
| Module title   | International Aspects of the Energy Industry   |
| Semester or trimester  | 5 <sup>th</sup> semester   |
| Duration of the module   | Single semester  |
| Course type<br>(Mandatory, elective, etc.)                         | Mandatory subject  |
| If relevant, course units within the module                        |  |
| Frequency of module  | Once a year  |
| Entry requirements   | Depend on the cooperating university   |
| Applicability of the module to other programmes                    | No   |
| Person responsible for the module                                  | Dr. Nurten Avci  |
| Names of instructors   | NN   |
| Teaching language  | English  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study + contact hours) | 180 hours, of which 56 contact hours / 124 self-study  |
| Hours per week   | 4  |
| Assessment type/ requirement for the award of credits              | Presentation<br>§14 (9) CER 18.02.2011   |
| Weighting of the grade within the overall grade                    | 3 %  |
| Qualification objectives of the module                             | Students who have successfully participated in this module will be able to <ul style="list-style-type: none"><li>– compare and lecture on selected national markets as regards the market situation and market developments,</li><li>– analyse in depth the market of the host</li></ul> |

|  |   |
|--|---|
|  | <p>country, including its market segments, structures and players etc. and compare it with other markets,</p> <ul style="list-style-type: none"> <li>– explain European and global energy policy and legislation,</li> <li>– differentiate between international networks of the energy sector and integrate them as possible interaction partners,</li> <li>– decode and recognise other cultural contexts and find institutional arrangements with international participants in cross-cultural contexts</li> </ul>           |
| Content of the module  | <ul style="list-style-type: none"> <li>– Specifics of various national energy markets</li> <li>– Presentation of various national markets as regards market situation and market developments (in particular: oil exporting countries, energy importing countries, gas producers etc.)</li> <li>– Global and European policies and legislation</li> <li>– International networks of the energy sector and their respective significance in the various market segments</li> <li>– Cooperation in the energy industry</li> </ul> |
| Teaching and learning methods of the module  | <ul style="list-style-type: none"> <li>– Interactive lectures</li> <li>– Application exercises</li> <li>– International benchmarking based on internet research</li> <li>– Case studies</li> <li>– Self-study</li> </ul>  |
| Special features (e.g. online activities, event/company visits, guest speakers etc.) | If possible, theory will be completed by practice by integrating presentations by practitioners of the energy industry with experience abroad into the module   |
| Literature<br>(Required reading/supplementary recommended reading)                   | <p><u>Required reading:</u></p> <p><b>Dahl, Carol A.</b> (2004): International energy markets: understanding pricing, policies and profits. Pennwell, Tulsa, Chapter 6, 7, 10, 11, 17.</p> <p><u>Recommended reading:</u></p> <p><b>Braml, Joseph et al.</b> (eds.)(2008): Weltverträgliche Energiesicherheitspolitik.</p>  |

|  |  |
|--|--|
|  | (Jahrbuch Internationale Politik; 27).<br>Oldenbourg, München. |
|--|--|

## Current Issues of the Energy Industry

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 7.5.2 CIEI  |
| Module title   | Current Issues of the Energy Industry   |
| Semester or trimester  | 5 <sup>th</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(Mandatory, elective, etc.)                           | Mandatory subject   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year   |
| Entry requirements   | Depend on the cooperating university  |
| Applicability of the module to other programmes                      | No  |
| Person responsible for the module                                    | Dr. Nurten Avci   |
| Names of the instructors   | NN  |
| Teaching language  | English   |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180 hours, of which 56 contact hours / 124 self-study   |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Written assignment<br>§14 (4) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 3 %   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to<br><br>– identify and analyse current issues of energy market segments, taking into account ethical, political and ecological aspects in particular, |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>– identify and evaluate relevant trends of international markets and, if relevant, transfer them to other markets,</li> <li>– work on research questions independently in an academic manner and assess current academic and industry-related discussions,</li> <li>– develop solutions for selected problems in the energy business</li> </ul>   |
| Content of the module   | <ul style="list-style-type: none"> <li>– Discussion of current issues of the energy business (e.g. currently being discussed) <ul style="list-style-type: none"> <li>• investing in power generation</li> <li>• CHP (relevance &amp; chances)</li> <li>• emission trading</li> <li>• unbundling and its consequences</li> <li>• renewables</li> <li>• switching suppliers</li> <li>• energy policies (liberalisation vs. regulation)</li> <li>• public opinion and utilities</li> <li>• strategic alliances in the energy business</li> <li>• trends in market structure</li> </ul> </li> <li>– Work on current issues by creating a case study and evaluating it</li> <li>– Possibility of transferring market trends from one market segment to another market segment: opportunities and risks</li> </ul> |
| Teaching and learning methods of the module   | <p>Interactive lectures<br/> Exercises<br/> Case studies<br/> Self-study</p>   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) |  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p><u>Required reading</u></p> <p><b>Ross, Christopher E.; Sloan, Lane, E.</b> (2007): Terra incognita: a navigation aid for energy leaders. Pennwell, Tulsa.</p> <p><u>Recommended reading:</u></p> <p><b>Erdmann, Georg; Zweifel, Peter</b> (2008): Energieökonomik: Theorie und Anwendungen. Springer, Berlin, Kap. 1 – 7.</p>  |

## **Regional Studies**

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 0.5.1 REST  |
| Module title   | Regional Studies  |
| Semester or trimester  | 5 <sup>th</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory module with selection possibilities   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year   |
| Entry requirements   | Valid for all the students with the exception of those on the ICM programme, who select a complementary module to avoid duplication   |
| Applicability of the module to other programmes                      |   |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller  |
| Name(s) of the instructor(s)   | Prof. Dr. Kai Holschuh, Prof Dr. Ekaterina Svetlova, Dr. Cheng Fan. Alaa Khalil, Kristian Schnack, Prof. Dr. Andreas Müller   |
| Teaching language  | English (in individual cases the module can be taught in the language spoken in the business and cultural area, providing the students have C1 proficiency in the language) |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180 hours, of which 42 contact hours  |
| Hours per week   | 3   |
| Assessment type / requirement for the award of credits               | Seminar Paper<br>§ 14 (5) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 3%  |

|  |   |
|--|---|
|  |   |
| <p>Qualification objectives of the module</p>      | <p>Students who have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>– understand the social and cultural foundations of business behaviour in the cultural area of the host country and evaluate it with a view to their own business activity</li> <li>– discuss the alternatives of business actions (market entry) in the context of regional, economic background data and submit proposals</li> <li>– formulate business development and marketing prospects for the target region, specifically related to the subject of the programme they study (e.g. inbound and outbound tourism, trade fair activities, marketing and media industry, typical cultural institutions in the country etc.); these perspectives constitute the subject of the student assignment carried out under supervision</li> </ul>  |
| <p>Content of the module</p>                       | <ul style="list-style-type: none"> <li>– Main features of integrated civilisation and geography</li> <li>– Demography and regional stereotypes</li> <li>– Socio-economic society structures</li> <li>– Current economy and politics</li> <li>– Composition and dynamics of the market and its media</li> <li>– Case studies on representative companies</li> <li>– International aspects of economic activities in the host country as well as market and demand requirements, in particular as regards the exchange between the host and the native country</li> <li>– Strategies for business actions in the target region</li> </ul> <p>Selection possibilities (the students select one cultural area):</p> <ul style="list-style-type: none"> <li>– Spanish-speaking countries and Brazil</li> <li>– French-speaking countries</li> <li>– Anglo-American countries</li> <li>– Arabia</li> <li>– East Asia / South-East Asia</li> <li>– Eastern Europe</li> </ul> |
| <p>Teaching and learning methods of the module</p> | <p>Interactive lectures</p>   |

|  |   |
|--|---|
| <p>Special features (e.g. online activities, event/company visits, guest speakers, etc.)</p> |   |
| <p>Literature<br/>(Required reading/supplementary recommended reading)</p>                   | <p><u>Required reading:</u></p> <p><b>Moran, Robert T.; Harris, Philip R.; Moran, Sarah V.</b> (2007): Managing cultural differences: global leadership strategies for the 21<sup>st</sup> century. 7<sup>th</sup> edition. Elsevier/Butterworth-Heinemann, Heidelberg/Amsterdam.</p> <p><b>Diverse</b> (depend on the business and cultural area selected) recommendations will be given at the beginning of the course.</p> <p><u>Supplementary recommended literature:</u></p> <p><b>Bolten, Jürgen</b> (2007): Einführung in die interkulturelle Wirtschaftskommunikation. (UTB; 2922). Vandenhoeck &amp; Rupprecht, Göttingen.</p> <p><b>Walter, Rolf</b> (2006): Geschichte der Weltwirtschaft: eine Einführung. (UTB; 2724). Böhlau, Köln.</p> <p><b>Diverse</b> (depend on the business and cultural area selected) recommendations will be given at the beginning of the course.</p> |

## Change and Innovation

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.5.2 CHIN   |
| Module title   | Change and Innovation  |
| Semester or trimester  | 5 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year  |
| Entry requirements   | 0.3.2 RESO Resources (HRM/Organisation)  |
| Applicability of the module to other programmes                      |  |
| Person responsible for the module                                    | Prof. Dr. Lutz Becker  |
| Name(s) of the instructor(s)   | Prof. Dr. Lutz Becker  |
| Teaching language  | English  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | 180 (of which 42 contact hours)  |
| Hours per week   | 3  |
| Assessment type / requirement for the award of credits               | Learner's Portfolio<br>§ 14 (7) CER 18.02.2011   |
| Weighting of the grade within the total grade                        | 3 %  |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to<br><br>– analyse the socio-economic processes of change and the socio-technical innovation processes from a general management perspective, |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>- plan, structure and monitor corporate innovation processes and the processes of organisational change,</li> <li>- implement appropriate management tools depending on the situation in order to achieve innovation objectives and to shape organisational change</li> </ul>  |
| Content of the module   | <ul style="list-style-type: none"> <li>- Socio-technical and socio-economic drivers of innovation and change</li> <li>- Business possibilities for shaping innovation and change, in particular the strategic and organisational integration of different innovation perspectives (e.g. product and process innovation with the innovation of distribution)</li> <li>- Innovation and change as management task</li> <li>- The basic methods of innovation and change management</li> <li>- Business development</li> <li>- Case studies</li> </ul> |
| Teaching and learning methods of the module   | This is a research-focussed module with a strong emphasis on the student's individual research work. Applied methods: LdL (Learning by Teaching) / Case study creation / Interactive lectures / interviews with and talks by industry practitioners   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) |   |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p><u>Reading:</u></p> <p>A list readings will be submitted with the syllabus in advance</p>  |

## Arabic 3

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.5.3 ARA3   |
| Module title   | Arabic 3   |
| Semester or trimester  | 5 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year (WS)   |
| Entry requirements   | 0.4.3 ARA2   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.                     |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller   |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)   |
| Teaching language  | Arabic (English or German, according to the students' linguistic proficiencies)  |
| Number of ECTS credits   | 6  |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)   |
| Hours per week   | 4  |
| Assessment type / requirement for the award of credits               | Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011   |
| Weighting of the grade within the total grade                        | 3%   |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to<br><br>– read and write brief standard texts, |

|   |   |
|---|---|
|   | <ul style="list-style-type: none"> <li>– carry out dialogues in everyday situations with a suitable level of complexity.</li> </ul>   |
| Content of the module   | <ul style="list-style-type: none"> <li>– Revision of the conjunctive, the imperative, apocopate and negation. The dual, the numbers 1 and 2, question pronouns “how many”, the months, cardinal numbers, year numbers, the perfect form of verbs with و and ى, conjunctive and apocopate of verbs with و or ى, word order: إِنَّ and the subject of the sentence.</li> <li>– At my university; in a hotel; about Islam and Muslims; registering with the authorities; the President’s speech; interview with the President.</li> <li>– Learning aids</li> </ul> |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbook:</p> <p><b>Krahl, Günther; Reuschel, Wolfgang; Schulz, Eckehard</b> (2005): Lehrbuch des modernen Arabisch. 8<sup>th</sup> edition. Langenscheidt, Berlin.</p>   |

## Chinese 3

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 0.5.3 CHI3  |
| Module title   | Chinese 3   |
| Semester or trimester  | 5 <sup>th</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year (WS)  |
| Entry requirements   | 0.4.3 CHI2  |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.                      |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller  |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)  |
| Teaching language  | Chinese (English or German, according to the students' linguistic proficiencies)  |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)  |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 3%  |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to:<br><br>– read and write brief standard texts, |

|   |  |
|---|--|
|   | <ul style="list-style-type: none"> <li>– carry out dialogues in everyday situations with a suitable level of complexity.</li> </ul>  |
| Content of the module   | <ul style="list-style-type: none"> <li>– Extension of basic grammar forms</li> <li>– Extension of basic vocabulary</li> <li>– Learning aids</li> </ul>   |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester. Example: direct online learning of the Chinese phonetic and written alphabet in the lessons.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Chen, Fu; Zhu, Zhiping; Cordes, Ruth</b> (2005): Wir lernen Chinesisch. Renmin Jiaoyu Chubanshe, Beijing. (Medienkombination)</p> <p><b>Zhang, Hong; Zhu, Xiaoxing</b> (2007): Chinesisch erleben. Gaodeng Jiaoyu Chubanshe, Beijing. (Medienkombination)</p> <p><b>Gu, Wen; Meinshausen, Frank</b> (2005): Umgangschinesisch effektiv: ein Crash-Kurs der chinesischen Umgangssprache. Schmetterling, Stuttgart. (Medienkombination)</p> |

## **French 3**

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 0.5.3 FRA3  |
| Module title   | French 3  |
| Semester or trimester  | 5 <sup>th</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year (WS)  |
| Entry requirements   | 0.4.3 FRA2  |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.  |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller  |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)  |
| Teaching language  | French  |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)  |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Reach the level A2 (Beginners), B2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR<br><br>Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011 |
| Weighting of the grade within the total grade                        | 3%  |

|   |  |
|---|--|
| <p>Qualification objectives of the module</p> | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>- deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>- write simple texts in French.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>- use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>- draw up accompanying simple written documents (handouts, short reports)</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>- follow complex business communication situations and take part in them using the spoken language,</li> <li>- write longer texts with analytical contents in French</li> </ul>   |
| <p>Content of the module</p>                  | <p>The contents in general:</p> <ul style="list-style-type: none"> <li>- Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>- Use of language in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>- Complex grammatical structures and varieties</li> <li>- Extension of general vocabulary,</li> <li>- Specialist business language and texts</li> <li>- Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>- Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>- Specialist business vocabulary</li> <li>- Different styles and degrees of formality</li> <li>- Advanced writing</li> <li>- Learning aids</li> </ul> |
| <p>Teaching and learning methods of the</p>   | <p>Exercises focussing on listening</p>  |

|  |  |
|--|--|
| module   | comprehension and oral production, reading<br>comprehension and writing production.  |
| Special features (e.g. online activities,<br>event/company visits, guest speakers, etc.) | Special features are specified at the beginning<br>of the semester.  |
| Literature<br>(Required reading/supplementary recommended<br>reading)                    | <p>Recommendations to purchase books are<br/>made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Girardet, J.; Pécheur, J.</b> (2008): Écho 2,<br/>méthode de français (A2), CLE International.</p> <p><b>Girardet, J.; Pécheur, J.</b> (2008): Écho 3,<br/>méthode de français (B1), CLE International.</p> <p><b>Penfornis, Jean-Luc</b> (2002): Français.com,<br/>niveau intermédiaire, CLE International.</p> <p><b>Penfornis, Jean-Luc</b> (2003): Affaires.com,<br/>CLE International.</p> <p><b>Steele, Ross</b> (2004): Civilisation progressive<br/>du français, CLE International.</p> |

## Russian 3

Status: August 2011

|  |   |
|--|---|
| Module-Nr./ Code   | 0.5.3 RUS3  |
| Module title   | Russian 3   |
| Semester or trimester  | 5 <sup>th</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year (WS)  |
| Entry requirements   | 0.4.3 RUS2  |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.                        |
| Person responsible for the module                                    | Prof. Dr. Andreas Müller  |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)  |
| Teaching language  | Russian (English or German, according to the students' linguistic proficiencies)  |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)  |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 3%  |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to:<br><br>– deal with a suitable range of everyday |

|   |   |
|---|---|
|   | <p>situations in the spoken language</p> <ul style="list-style-type: none"> <li>– understand oral communication in a business context and make simple contributions in the spoken language</li> <li>– write short texts (e.g. letters) autonomously in Russian.</li> </ul>  |
| Content of the module   | <ul style="list-style-type: none"> <li>– Extension of knowledge of grammar system</li> <li>– Extension of basic vocabulary</li> <li>– Basic business vocabulary</li> <li>– Learning aids</li> </ul>   |
| Teaching and learning methods of the module   | Exercises focussing on listening comprehension and oral production, reading comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>Loos, Harald; Berditschewski, Anatoli</b> (2008): Projekty: ein Russischlehrwerk für Beruf und Alltag. Hueber, Ismaning. (Medienkombination)</p> <p><b>Sokolowa, Ludmila; Zeller, Heiner</b> (2001): Kljuci 1: ein Russischlehrwerk für Erwachsene. Hueber, Ismaning. (Medienkombination)</p> <p><b>Sokolowa, Ludmila; Zeller, Heiner</b> (2004): Kljuci 2: ein Russischlehrwerk für Erwachsene. Hueber, Ismaning. (Medienkombination)</p> |

## Spanish 3

**Status: August 2011**

|  |   |
|--|---|
| Module-Nr./ Code   | 0.5.3 SPA3  |
| Module title   | Spanish 3   |
| Semester or trimester  | 5 <sup>th</sup> semester  |
| Duration of module   | Single semester   |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory   |
| If relevant, course units within the module                          |   |
| Frequency of module  | Once a year (WS)  |
| Entry requirements   | 0.4.3 SPA   |
| Applicability of the module to other programmes                      | This module is part of all the undergraduate programmes at Karlshochschule International University.  |
| Person responsible for the module                                    | Beatriz Tapia Adler   |
| Name(s) of the instructor(s)   | Foreign language instructors (native speaker teachers)  |
| Teaching language  | Spanish   |
| Number of ECTS credits   | 6   |
| Total workload and its breakdown (e.g. self-study and contact hours) | Total workload = 180 hours<br>(contact hours = 56)  |
| Hours per week   | 4   |
| Assessment type / requirement for the award of credits               | Reach the level A2 (Beginners), B2 (Intermediate), B2-C1 (Advanced) according to the Common European Framework of Reference for Languages, CEFR<br><br>Written examination (90') and test<br>§ 14 (2) / § 14 (3) CER 18.02.2011 |
| Weighting of the grade within the total grade                        | 3%  |

|  |  |
|--|--|
| <p>Qualification objectives of the module</p>      | <p>Students who have successfully participated in this module will be able to:</p> <p>Beginners:</p> <ul style="list-style-type: none"> <li>- deal with more complex everyday situations and everyday business situations in the spoken language,</li> <li>- write simple texts in Spanish.</li> </ul> <p>Intermediate:</p> <ul style="list-style-type: none"> <li>- use the spoken language in a versatile manner to deal with a suitable range of business communication situations autonomously,</li> <li>- draw up accompanying simple written documents (handouts, short reports) .</li> </ul> <p>Advanced:</p> <ul style="list-style-type: none"> <li>- follow complex business communication situations and take part in them using the spoken language,</li> <li>- write longer texts with analytical contents in Spanish.</li> </ul>  |
| <p>Content of the module</p>                       | <p>The contents in general:</p> <ul style="list-style-type: none"> <li>- Increase vocabulary and perfect their grammar knowledge in order to further improve their speaking and writing skills (discussion, expressing opinions, presenting an argument, negotiations) as well as training listening and reading comprehension skills.</li> <li>- Use of language in business situations.</li> </ul> <p>Target level A2, specifically:</p> <ul style="list-style-type: none"> <li>- Complex grammatical structures and varieties</li> <li>- Extension of general vocabulary,</li> <li>- Specialist business language and texts</li> <li>- Learning aids</li> </ul> <p>Target level B2 and C1, specifically:</p> <ul style="list-style-type: none"> <li>- Consolidation of knowledge of the language in oral and grammatical exercises</li> <li>- Specialist business vocabulary</li> <li>- Different styles and degrees of formality</li> <li>- Advanced writing</li> <li>- Learning aids</li> </ul> |
| <p>Teaching and learning methods of the module</p> | <p>Exercises focussing on listening comprehension and oral production, reading</p>   |

|   |   |
|---|---|
|   | comprehension and writing production.   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Special features are specified at the beginning of the semester.  |
| Literature<br>(Required reading/supplementary recommended reading)                    | <p>Recommendations to purchase books are made before the beginning of the semester.</p> <p>Language textbooks:</p> <p><b>González Salgado, C.</b> (2007): ene A1, Der Spanischkurs, Hueber Verlag.</p> <p><b>González Salgado, C.; Sanz Oberberger, C.</b> (2008): ene A2, Der Spanischkurs, Hueber Verlag.</p> <p><b>González Salgado, C.; Alcántara Alcántara, F.; Sanz Oberberger, C.; Douterelo Fernández, E.</b> (2008): ene B1.1, Der Spanischkurs, Hueber Verlag.</p> <p><b>Bade, P.; Görrissen, M.; Mellado, R.</b> (2007): Avenida (B2), Klett Verlag.</p> |

## Internship

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.6.1 INTS   |
| Module title   | Internship   |
| Semester or trimester  | 6 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year  |
| Entry requirements   |  |
| Applicability of the module to other programmes                      | This module is part of all the programmes at Karlshochschule International University.   |
| Person responsible for the module                                    | Prof. Dr. Stephan Sonnenburg   |
| Name(s) of the instructor(s)   | Professors acting as mentors in accordance with § 11 parag. 6 of the study and examination regulations                                 |
| Teaching language  | Depends on the location of the company   |
| Number of ECTS credits   | 18   |
| Total workload and its breakdown (e.g. self-study and contact hours) | 540 hours (3 months = 480 hours internship and 60 hours for preparation and follow-up assignment)                                      |
| Hours per week   | 3 hours per week for preparation and follow-up assignment  |
| Assessment type / requirement for the award of credits               | Internship analysis<br>§ 14 (10) CER 18.02.2011  |
| Weighting of the grade within the total grade                        | 4 %  |
| Qualification objectives of the module                               | Students who have successfully participated in this module will be able to (in accordance with the study and examination regulations): |

|                       |  |
|-----------------------|--|
|                       | <ul style="list-style-type: none"> <li>- apply and transfer the theoretical knowledge they acquired during their studies to practical problems and use their academic knowledge to critically question their practical experience,</li> <li>- describe processes and structures in the company where they carry out the internship,</li> <li>- analyse the business model, value chain and corporate and business segment strategy of the company where they carry out their internship,</li> <li>- put into context and reflect their own experiences in the company, generate ideas from practice for their own (lifelong) learning and their bachelor thesis and critically question practice with the methods of their subject,</li> <li>- identify problems and obstacles when trying to implement what they've learnt in practice and develop criteria for a successful transfer between theory and practice,</li> <li>- draw up an implementation plan to support this transfer on the basis of self-evaluation of their own strengths and weaknesses and organise learning partnerships, networks to exchange experiences or follow-up measures</li> </ul> |
| Content of the module | <p>Contents in accordance with the study and examination regulations:</p> <ul style="list-style-type: none"> <li>- Practical activity in a business function in a company, association or comparable organisation.</li> <li>- The following functional areas come into consideration: <ul style="list-style-type: none"> <li>o Management/general management</li> <li>o Organisation</li> <li>o Marketing</li> <li>o Distribution</li> <li>o Controlling, finance and accounting</li> <li>o HR management</li> <li>o Project management</li> <li>o Procurement</li> <li>o Data processing</li> <li>o Appropriate operating department</li> </ul> </li> <li>- Analytical reflection of practical experience</li> <li>- Identification of relevant questions for the</li> </ul>  |

|   |   |
|---|---|
|   | <p>Bachelor Thesis</p> <ul style="list-style-type: none"> <li>– Analysis of problems/obstacles when applying what they have learnt</li> <li>– Development of factors of success when transferring into practice</li> <li>– Development of an implementation plan</li> </ul> |
| Teaching and learning methods of the module   | <ul style="list-style-type: none"> <li>– Practical activity</li> <li>– Mentoring by a professor for the preparation and the follow-up assignment and guidance with reflection during the activity</li> </ul>  |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) | Guidance with reflection during the activity is provided online in the form of e-learning   |
| Literature<br>(Required reading/supplementary recommended reading)                    | No requirements, appropriate use of the literature given in modules 0.3.1 IPRO and 0.4.1 APRO   |

## Bachelor thesis including its defence

**Status: August 2011**

|  |  |
|--|--|
| Module-Nr./ Code   | 0.6.2 BACH   |
| Module title   | Bachelor thesis including its defence (in accordance with §§ 15 and 16 of the study and examination regulations) |
| Semester or trimester  | 6 <sup>th</sup> semester   |
| Duration of module   | Single semester  |
| Course type<br>(mandatory, elective, etc.)                           | Mandatory  |
| If relevant, course units within the module                          |  |
| Frequency of module  | Once a year  |
| Entry requirements   | The students must have acquired 150 ECTS credits   |
| Applicability of the module to other programmes                      | None   |
| Person responsible for the module                                    | Prof. Dr. Michael Zerr   |
| Name(s) of the instructor(s)   | Tutor in accordance with § 15 parag. 4 of the study and examination regulations                                  |
| Teaching language  | English / German   |
| Number of ECTS credits   | 12 (11 + 1)  |
| Total workload and its breakdown (e.g. self-study and contact hours) | 360 hours (thesis: 2 months plus preparation of the thesis defence)  |
| Hours per week   |  |
| Assessment type / requirement for the award of credits               | Bachelor Thesis (weighting: 80 %) and defence of the Bachelor Thesis (weighting: 20 %)<br>§ 15 CER 18.02.2011    |
| Weighting of the grade within the total grade                        | 16%  |
| Qualification objectives of the module                               | In accordance with § 15 parag. 1 of the study and examination regulations students who                           |

|   |   |
|---|---|
|   | <p>have successfully participated in this module will be able to:</p> <ul style="list-style-type: none"> <li>- investigate and answer an academic question independently using academic methods within a given time period</li> <li>- give a presentation summarising the results of their work (max. 20 mins) and defend it with informed academic arguments in a discussion (max. 20 mins)</li> </ul> |
| Content of the module   | Bachelor Thesis and defence of the Bachelor Thesis in accordance with §§ 15 and 16 of the study and examination regulations   |
| Teaching and learning methods of the modul  | Self-directed learning, support, if needed by the professor in charge   |
| Special features (e.g. online activities, event/company visits, guest speakers, etc.) |   |
| Literature<br>(Required reading/supplementary recommended reading)                    | No special requirements, appropriate use of literature given in the modules 0.1.1 IMQM (0.1.1 EMQM) and 0.1.3 SCIE (0.1.3 WISS)   |