



Syllabus

MA „International Management and Intercultural Communication“ (Global MBA) 2007/08 and 2008/09

Course:	Global Economics (+ Thesis Seminar)
Credits:	5
Contact Hours:	4 per week
Lecturer:	Prof. Harald Sander
Prerequisites:	Microeconomics, Macroeconomics
Type:	Interactive lecture (1 st part) and seminar (2 nd part), homework assignments, seminar presentations, and discussions

Course Description: This course is designed to give the participants a detailed and thorough understanding of the global business environment, organization are confronted with in the 21st century. The major driving forces of globalization and regionalization in the global economy are analyzed and their impact on nations, organization and people is discussed. In particular, the course offers an in-depth inquiry of the determinant and consequences of international trade and investment and the role of national and international trade policies. On the base of this acquired knowledge, participants will analyze how globalization of trade and investment affects competitive advantages and strategies of major global industries in practice.

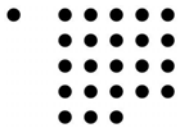
Objectives: The students should gain a thorough understanding of the globalization of production, trade and investments and its impact on company operations and performance. Upon successful completion of the course, the student will be able to:

- Understand the major driving forces of globalization and its impact on people, organizations and countries.
- Able to assess the impact of national and international trade policies and its impact on company strategy and performance.
- Perform in-depth analysis of global business strategies of major international industries.

Course Outline: The first part of the class is devoted to an in-depth discussion of the determinants and effects of global trade, investment and trade policies. The discussed topics include:

- Globalization and regionalization of production, trade and investment.
- Determinants and effects of international trade
- Trade policies in industrial and developing countries
- The multilateral trading system and the World Trade Organization (WTO)
- Regional integration
- Determinants and effects of foreign direct investments
- Globalization and regional production networks

In the second part of the course participants are required to prepare and present assigned industry case studies. In particular, participants will have to work in multi-country teams on how globalization of trade and investment have impacted on competitive advantages of major global industries in practice and how these development have shaped the internationalization strategies of these industries. A non-exclusive list of industries to be analyzed includes the textile and garments industry, the automobile industry, the semiconductor and electronics industry, the financial services industries and the distribution industries.



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The instructor will assign the industry studies to teams of approximately 4 students with the objective to form teams with participants from various cultural backgrounds. The teams are expected to perform as a professional consulting team with the task to provide an in-depth and up-to-date analysis of the current situation of the investigated industry. The research will be based on available analyses in the literature as well as team work of previous Global MBA cohorts as it becomes available over time. In this respect the required work is “replication research” as it will update and – if necessary – revise previous analyses and assessments as it is common in the consultancy business. As far as parts of previous works are included in the report, these parts need to be clearly indicated and quoted. Moreover, the team has the task to identify major challenges to the industry which may require further research work. In this respect, the team will lay the foundations for the master thesis research work.

The papers will be made available to all past, present and future Global MBA students. For this reason the industry studies have to be submitted not only as a hard copy but also as a MS-Word file (to check the “own contribution” of the team and proper citation) and as PDF-file (to publish on the GLOBAL MBA website).

Regular classroom attendance and active participation is required. Students are expected to have a sufficient prior knowledge of microeconomics.

Textbooks:

Required reading:

- Krugman, P., Obstfeld, M. *International Economics: Theory and Policy*. 8th International Edition. Addison-Wesley Longman 2008.
- Dicken, Peter, *Global Shift, Mapping the Changing Contours of the World Economy*, 5th Edition, Sage Publications 2007.
- Journal articles, case studies and book chapters from the recommend reading list below as assigned.

Recommended reading:

- Bhagwati, J. (2005). *In Defense of Globalization*. Oxford University Press.
- Dehesa, G. de la (2006). *Winners and Losers in Globalization*. Blackwell Publishing.
- Fratianni, M, (ed.) (2006). *Regional Economic Integration*. Research in Global Strategic Management-JAI Press.
- Friedman, Thomas L. *The World is Flat*. Anchor Books, New York, 2005.
- Porter, Michael (1990). *The Competitive Advantage of Nations*. The Free Press.
- Pugel, Thomas A. (2007). *International Economics*. McGraw-Hill International Edition.
- Stiglitz, Joseph (2006). *Making Globalization Work*. Penguin.
- Wolf, Martin (2004). *Why Globalization Works*, B&T.
- *The Economist* (current issues; industry specials).
- *Financial Times* (current issues, industry specials).



Syllabus

MA „International Management and Intercultural Communication“ (Global MBA) 2007/08 and 2008/09

Course: Business Strategy and Game Theory

Credits: 4

Contact Hours: 3 per week

Lecturer: Prof. Sylvia Heuchemer

Prerequisites: None

Type: Lecture (1st part) and seminar (2nd part)

Course Description: Managerial decisions are not made in isolation. In fact, managers must act and think strategically, because they have to take into account the likely responses of their opponents (rival firms, employees etc.). In turn, the profits of the opponents depend on the action, the managers will take. Game Theory offers a systematic way of analyzing strategic decision-making in an interactive environment.

Objectives: The objective of this course is to develop the basic tools of game theory and its application to business strategies. The course should enhance student's ability to think strategically in complex situations. Upon successful completion of the course, the student will be able to:

- Analyze real life business strategies in terms of strategic interaction and its impact on company performance
- Apply game-theoretic methods to managerial decision making
- Perform in-depth analysis of global business strategies

Course Outline: The first part of the class (lecture) gives a review of economic principles that are essential to strategy and introduces game theory and its application to business strategies. The discussed topics include:

- Market and Competitive Analysis
- Firm Boundaries
- Simultaneous Games
- Sequential Games
- Mixed Strategies
- Cooperation
- Threats and Credibility

In the second part of the course, the students are required to prepare and present case studies based on strategic situations. The case studies should present some background information of the players, a description of the strategic situation and how the theoretical concepts have been used.



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Textbooks:

Prerequisites:

- Samuelson, P. and W. Nordhaus: *Economics*. McGraw-Hill, latest edition

Required reading:

- Dixit, A. und B. Nalebuff: *Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life*, Norton, 3rd. edition.
- Brandenburger, A. and B. Nalebuff: *Co-opetition*, Doubleday

Recommended reading:

- Besanko, D., D. Dranove, M. Shanley and S. Schaefer: *Economics of Strategy*, John Wiley & Sons, latest edition.
- McGuigan, J., R. Moyer and F. Harris: *Managerial Economics: Applications, Strategy, and Tactics*, South-Western College Pub, latest edition.



Syllabus

MA „International Management and Intercultural Communication“ (Global MBA) 2007/08 and 2008/09

Course:	International Management Accounting
Credits:	4
Contact Hours:	3 per week
Lecturer:	Prof. Kurt Bienert
Prerequisites:	Financial and cost accounting
Type:	Interactive lectures, homework assignments, class discussions, and simulation game

Course Description: This class will be taught as a seminar in an interactive fashion with the instructor serving as a facilitator for student discussion of the various issues raised (planning and control, managerial decision making, international issues) and for the management simulation.

Objectives: The students should gain a thorough understanding of management accounting practices and problems in (multinational) organizations.

Course Outline:

- Budgeting for Planning and Control
- Introduction to the Simulation Game “General Management II (GM II)”
- Start Simulation Game „GM II“, Period 1
- Standard Costing: A Managerial Tool
- Simulation Game „GM II“, Period 2
- Segmented Reporting, Investment Center Evaluation, and Transfer Pricing
- Simulation Game „GM II“, Period 3
- Tactical Decision Making
- Capital Investment Decisions
- Simulation Game „GM II“, Period 4
- International Issues in Management Accounting
- Simulation Game „GM II“, Period 5
- Simulation Game „GM II“, Period 6

Textbooks:

Prerequisites:

- Hansen, Don R.; Mowen, Maryanne M.: *Managerial Accounting*, 8th edit. Mason 2007, Chapter 1-7.

Required reading:

- Hansen, Don R.; Mowen, Maryanne M.: *Managerial Accounting*, 8th edit. Mason 2007, Chapter 8-18.

Recommended reading:

- Drury, Colin: *Management Accounting for Business*, Thomson, latest edition.

- Merchant, Kenneth A. and Van der Stede, Wim A.: *Management Control Systems*. Prentice Hall, latest edition



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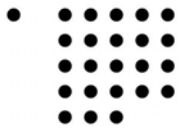
Course:	Intercultural Communication (+ Intercultural Training)
Credits:	4
Contact Hours:	3 per week
Lecturer:	Prof. Lothar Černý / Prof. Wolf Rainer Leenen
Prerequisites:	Workshop “ Intercultural Basics”
Type:	Interactive lecture, team work, coursework assignments, seminar presentations, and discussions.

Course Description: International business requires the ability to operate and to co-operate in multi-cultural settings. Students will therefore be given an introduction to the theory of cultural otherness, ways of becoming aware of cultural differences and of dealing with them in a variety of communicative situations. The practical intercultural training is an integral part of the course. A field study will expose students to the practice of intercultural communication.

Objectives: Students should acquire problem solving skills in intercultural settings. In particular, they should develop the ability to analyze communicative situations, to evaluate cultural differences, to recognize the effect of their own cultural conditioning, and to communicate with people of different cultural backgrounds, i.e. they should acquire intercultural competence.

Course Outline:

- Introduction: Essential categories of intercultural studies
- Concepts of communication
- Concepts of culture
- Categories of cultural analysis
- Identity and culture
- Gender and culture
- Culture in organizational contexts
- Diversity in teams
- Differences in management styles
- Global and culture-specific advertising



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Textbooks:

Required reading:

- Berger, Peter L. & Luckmann, Thomas. (1966). *The Social Construction of Reality: A Treatise in the Sociology of Knowledge*. New York: Anchor Books. German translation: *Die Gesellschaftliche Konstruktion der Wirklichkeit: Eine Theorie der Wissenssoziologie*. Frankfurt: Fischer, 1980.
- Lustig, Myron W. & Koester, Jolene. (2005). *Intercultural Competence: Interpersonal Communication across Cultures*. 5th ed. Addison-Wesley: Allyn & Bacon.
[http://www.bestwebbuys.com/Intercultural_Competence-ISBN_9780205453528.html]
- Scollon, Ronald & Scollon, Suzanne (1995). *Intercultural communication: A Discourse Approach*. Oxford etc.: Blackwell.

Recommended reading:

- Dahl, Stephan. (2000). *Intercultural Skills for Business*. London: ECE.
- Guirdham, Maureen. (2005). *Communicating across Cultures at Work*. Basingstoke: Palgrave Macmillan.
- Hofstede, Geert. (1996). *Cultures and Organizations: Software of the Mind*. New York etc.: McGraw-Hill.
- Luzio, Aldo di; Günthner, Susanne & Orsetti, Franco. (Eds.). (2001). *Culture in Communication: Analyses of Intercultural Situations*. Amsterdam etc.: Benjamins.
- Martin, Judith N. & Nakayama, Thomas K. (2007). *Experiencing Intercultural Communication: An Introduction*. (3rd rev. ed.). New York etc.: McGraw-Hill.
- Schneider, Susan & Barsoux, Jean-Louis. (2003). *Managing across Cultures*. (2nd ed.). Harlow etc.: Prentice Hall.
- Tannen, Deborah. (1994). *Gender and Discourse*. Oxford: Oxford University Press.



Syllabus

MA „International Management and Intercultural Communication“ (Global MBA) 2007/08 and 2008/09

Course: Applied Intercultural Communication: Germany

Credits: 2

Contact Hours: 2 per week

Lecturer: Ulrike Meyer

Prerequisites: None

Type: Interactive Lecture

Course Description:

- Spotlights on German History
- German Myths
- German Cultural Standards
- German Language
- German Society Today
- Business Cultures and Values (including Marketing Strategies)

Objectives:

- Understanding German cultural standards
- Relating German culture and German business standards and values
- Understanding the historical experience of Germany
- Being able to move with confidence in a German environment

Course Outline: The approach is a mixture of lectures and student's presentations. The course includes an excursion to the "House of History" (Haus der Geschichte) in Bonn with an English speaking guide.

Textbooks:

Handouts will be provided by the lecturer and or are ready for download on the learning platform.

Recommended reading:

- Deutscher Akademischer Austauschdienst (HRG) 2006. *Facts about Germany*. Frankfurter Societäts-Druckerei, <http://www.tatsachen-ueber-deutschland.de/en/>
- Franklin, Peter. 2006. *Communicating and Cooperating with German Business People: A Guide for the British*. Institute for Intercultural Management, Values and Communication. [E-Book] Konstanz: <http://www.dialogin.com/editor/e-books.html>
- Friday, Robert A.: "Contrasts in Discussion. Behavior of German and American Managers" in: *International Journal of Intercultural Relations*. Vol. 13, 1989, pp 429-445.
- Hall, Edward T; Mildred Reed Hall. 1990. *Understanding Cultural Differences, Germans, French and Americans*. Yarmouth: Intercultural Press
- Schroll-Machl, Sylvia: *Doing Business with Germans. 2005. Their Perception. Our Perception*. Göttingen: Vandenhoeck & Ruprecht
- Spiegel Special: *The Germans, 4 / 2005, Sixty years after the war*. Hamburg: 2005. Spiegelverlag
- Stern, Fritz: *Five Germanys I Have Known*. 2006. [Reprint] New York: Farrar, Straus, Giroux



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Course: **Business Environment: Germany**

Credits: 3

Contact Hours: 3 per week

Lecturer: Prof. Ragna Seidler-de Alwis

Prerequisites:

Type:

Course Description:

Objectives:

Course Outline:

Textbooks: