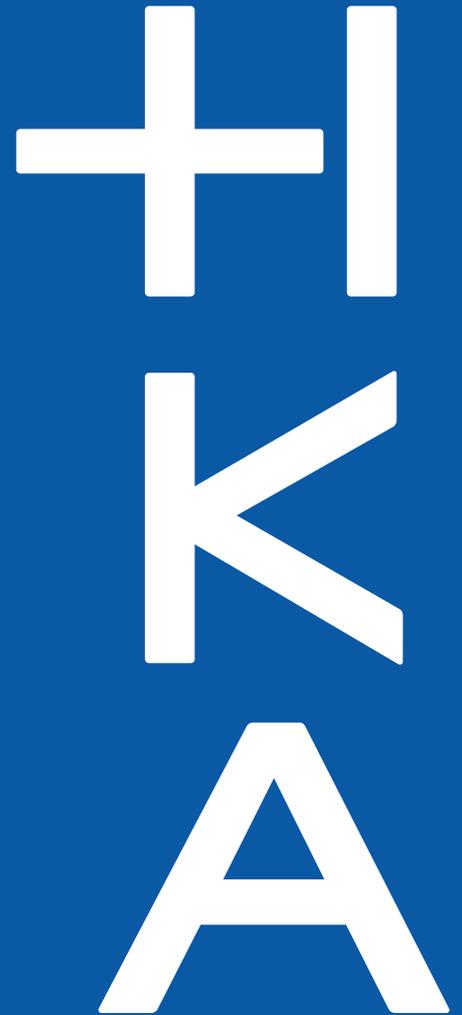


Hochschule Karlsruhe
University of
Applied Sciences

Fakultät für
**Wirtschafts-
wissenschaften**



Course Guide

for the program

Tricontinental Master in Global Studies (TRIM)

Degree: Master of Science (M.Sc.)
Updated: 20.11.2020
(SPO Version 2, 27.07.2016)

Module title: *International Business and Management*

Module summary
Module code: TRIM111
Module coordinator: Prof. Dr. Bleiweis
Credits (ECTS): 5 credits
Semester: First year / First semester
Pre-requisites with regard to content: Relevant pre-requisites of matriculation
Pre-requisites according to the examination regulations: -
Competencies: Students are able to assess management models and methods in the context of an international work environment by a) reading complex descriptions of these theories and models, b) reproducing their basic structure in a compact way (objective) c) associating essential elements with the situation of the authors and their environment (intersubjective) d) applying their own measure of value to a specific model (subjective) in order to subsequently comprehend, classify and evaluate statements, points of view and economic developments as well as initiate actions for a responsible creation of the future.
Assessment: Assignment with presentation 15 minutes (SL), written exam, 90 minutes
Usability: This course explicitly illustrates the western perspective and conventions of doing business as well as running an economy. This constitutes a reference base for the following semesters, when students become acquainted with East-Asian and American (not just USA) habits.

Course: International Business and Management
Module code: TRIM111
Lecturer: Prof. Dr. Bleiweis
Contact hours: 4 SWS
Semester of delivery: Winter term
Type/mode: Lecture / mandatory
Language of instruction: English
Content: 1. Introduction (Turning Points, Essentials) 2. Panorama of Development from a Western Perspective 3. Structures and Protagonists of the World Economy 4. Business Strategies, Models, Concepts and Instruments 5. Specific Functions of Enterprises
Recommended reading: Guay, Terrence R.: The Business Environment of Europe Somers, Frans J.L. (editor): European Business Environment
Comments: -

Module title: *Management of International Organisations*

Module summary
Module code: TRIM121
Module coordinator: Prof. Dr. Dr. Irina von Kempski
Credits (ECTS): 5 credits
Semester: First year / First semester
Pre-requisites with regard to content: Human Resource Management, Organisation
Pre-requisites according to the examination regulations: -
Competencies: Students are able to analyse, structure and resolve complex problems of the Management of international organisations by explaining the interfaces between a strategic business approach and organizational development so that they can develop and implement a strategic human resource and organisational development within organisations.
Assessment: Term paper
Usability: -

Course: Management of International Organisations
Module code: TRIM121
Lecturer: Prof. Dr. Dr. Irina von Kempski
Contact hours: 4 SWS
Semester of delivery: Winter term
Type/mode: Lecture, seminar / mandatory
Language of instruction: English
Content: The focus is on the development of individual results, behaviour and potentials as well as building organisations for the future. For that managers need deep knowledge in the following fields which will be discussed in depth: 1. Organisational capability and design assessment with regard to future needs 2. Employee assessment and leadership assessment with gap-analysis between status quo and future needs 3. Identification of top talents, experienced professionals and others by discussing performance measurement systems Special topics: Retention management, Diversity Management, Training and Learning, Talent Acquisition
Recommended reading: Torrington, D./Hall, L./Taylor, S./Atkinson, C.: Human Resource Management, latest edition, Harlow
Comments: -

Module title: *European Economic Policy*

Module summary
Module code: TRIM131
Module coordinator: Prof. Dr. Johannes Schmidt
Credits (ECTS): 5 credits
Semester: First year / First semester
Pre-requisites with regard to content: Basic knowledge of micro- and macroeconomics
Pre-requisites according to the examination regulations: -
Competencies: The students are able to systematically explain and evaluate the process of European economic integration, especially monetary integration and also the economic policy measures connected with it. Therefore, the students - analyse the institutional structure of the European Union - analyse, contrast and evaluate several models of the micro- and macroeconomic aspects of European integration in order to draw comparisons to the institutional and economic situation in other world regions they will become acquainted with during their study.
Assessment: Written exam, 90 minutes
Usability: -

Course: European Economic Policy
Module code: TRIM131
Lecturer: Prof. Dr. Johannes Schmidt
Contact hours: 4 SWS
Semester of delivery Winter term:
Type/mode: Lecture, Exercises / mandatory
Language of instruction: English
Content: The course deals with the following subjects: <ul style="list-style-type: none">• The European Union: an Institutional Overview• The (micro-)economics of European integration• selected fields of economic policy in Europe• European monetary integration
Recommended reading: Baldwin, R., Wyplosz (2020): The Economics of European Integration (6th ed.). London etc.: McGraw-Hill. De Grauwe, P. (2020): Economics of Monetary Union (13th ed.). Oxford: Oxford University Press.
Comments: -

Module title: *European Business Cultures*

Module summary
Module code: TRIM141
Module coordinator: Prof. Dr. Andrea Cnyrim
Credits (ECTS): 5 credits
Semester: First year / First semester
Pre-requisites with regard to content: Relevant pre-requisites of matriculation
Pre-requisites according to the examination regulations: -
Competencies: At the end of this the course students are able to: <ul style="list-style-type: none">• demonstrate awareness of and sensitivity towards the specific dynamics of intercultural (business) situations as they develop an ethical approach to cultural dilemmas and support an ethically responsible position;• apply basic concepts and models to describe culture and communication analytically in situations of intercultural business communication; examine oral and written business texts or dialogue, detecting recurring patterns and handle them in a culture-sensitive way; display empathy and take culture-bound aspects of the situation into account; identify and assess the ways in which intercultural difficulties arise in communication and implement adequate, culture-sensitive handling strategies in international business; in order to later elaborate own strategies and mutually satisfactory behavior when working internationally.
Assessment: Term paper
Usability: -

Course: European Business Cultures
Module code: TRIM141
Lecturer: Prof. Dr. Andrea Cnyrim
Contact hours: 4 SWS
Semester of delivery: Winter term
Type/mode: Lecture, Exercises, Group work / mandatory
Language of instruction: English
Content: Language Issues / Effects of Globalization on Intercultural Business Communication / Basis Concepts of Culture and Communication, Relevant Paradigms of Intercultural Management Studies / Perception and Stereotypes (and their impact on ic business) / Communicative as Cultural Styles / Marketing Across Cultures / Intercultural Team Dynamics & Virtual Cooperation / Motivating and Leading Across Cultures / Negotiating Across Cultures and Intercultural Conflict Management / Intercultural Competence (incl. Developmental Models; Cultural Intelligence) / Adaptational Processes, Culture Stress and Culture Shock.
Recommended reading: Barmeyer, Christoph & Peter Franklin: Intercultural Management. A Case-Based Approach to Achieving Complementarity and Synergy. New York: Palgrave

Macmillan. 2016.

Edfelt, Ralph B.: Global Comparative Management. A Functional Approach. Los Angeles: Sage. (latest edition)

Shuang Liu, Zala Volcic & Cindy Gallois: Introducing Intercultural Communication. Global Cultures and Contexts. Los Angeles: Sage. (latest edition).

Comments:

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Module title: *Legal Systems in Europe*

Module summary

Module code: **TRIM151**

Module coordinator: **Prof. Dr. jur. Oliver Keßler**

Credits (ECTS): **5 credits**

Semester: **First year / First semester**

Pre-requisites with regard to content:

Basic understanding of legal concepts generally; basic knowledge of legal system in country of origin

Pre-requisites according to the examination regulations:

-

Competencies:

Students will be provided with an overview of the most relevant legal concepts in Europe and will, therefore, gain an understanding of the relevant structural differences. This will enable students to deal with, and present, adequate corporate governance and compliance structures, and help drafting adequate contracts. Also, students will be able to understand the relevant court systems and potential exposure from litigation and administrative action. In addition, students will learn about different cultural approaches to governance and legal risk generally. Together with improved risk management skills, they will become aware of the social impact and consequences of entrepreneurship, including dealing with the workforce in growth and restructuring situations.

Assessment:

Written exam, 90 minutes

Usability:

-

Course: Legal Systems in Europe

Module code: **TRIM151**

Lecturer: **Dr. jur. Andreas Beyer, LL.M.**

Contact hours: **4 SWS**

Semester of delivery: **Winter term**

Type/mode: **Lecture / Mandatory**

Language of instruction: **English**

Content:

I. Legal Systems in Europe:

Introduction; Overview of the legal systems of France, Austria, Switzerland, England, Germany

II. Legal System in Germany:

Constitutional Law, Administrative Law, Private Law, Criminal Law

III. European Law:

Treaties or Constitution; Relationship with national law; EU institutions; Legal protection

IV. Human Rights:

Basic Rights (Grundrechte); EU Charta of Fundamental Rights

V. Practical approach and application:

European law: Labour law, Competition law; International Contract Law in Business: Applicable law, Place of jurisdiction, Arbitration

VI. Compliance:

Compliance Management Systems; Cartel compliance, preventing anti-

competitive practices, bribery and corruption; FCPA, UK Bribery Act

VII. Consumer Rights

Case Studies

Recommended reading:

Francois Dessemontet, Introduction to Swiss Law

George A. Bermann, Introduction to French Law

Matthias Reimann/Joachim Zekoll, Introduction to German Law

Robert Schütze, An Introduction to European Law

Sabine Michalowski/Lorna Woods, German Constitutional Law

Comments:

-

Module title: *Elective A*

Module summary

Module code: **TRIM161**

Module coordinator: **Program Director (Prof. Dr. Stefan Bleiweis)**

Credits (ECTS): **2 x 2.5 credits**

Semester: **First year / First semester**

Pre-requisites with regard to content:

Relevant pre-requisites of matriculation

Pre-requisites according to the examination regulations:

-

Competencies:

The following options for the elective courses correspond to the academic offer 2019/2020 and are subject to change.

Assessment:

Written exam, 90 minutes

Usability:

-

Course: Advanced Production Management – Elective A, Option a

Module code: **TRIMPM1**

Lecturer: **Prof. Dr. Christoph Roser**

Contact hours: **2 SWS**

Semester of delivery: **Winter term**

Type/mode: **Elective**

Language of instruction: **English**

Content:

Bottleneck detection; Relations between process, material, and employee, influence of inventory, waste types, order and cleanliness, influence of lot size, throughput times, customer interaction, and other topics from lean production and production optimization

Recommended reading:

**Monden, Y., 1998. Toyota Production System - An Integrated Approach to Just-In-Time. Engineering & Management; Hopp, W., Spearman, M.L., 2001. Factory Physics, 2nd Edition. Ed. McGraw Hill Higher Education, New York, NY.
Blog www.AllAboutLean.com**

Comments:

Laboratory exercises and simulations

Course: Global Marketing Management – Elective A, Option b

Module code: **TRIMMM1**

Lecturer: **Prof. Dr. Christian Seiter**

Contact hours: **2 SWS**

Semester of delivery: **Winter term**

Type/mode: **Lecture/Elective**

Language of instruction: **English**

Content:

Globalization has become a major socioeconomic force and topic of debate in the twenty-first century. The course examines the forces that are driving this phenomenon, as well as the criticisms of the process, both from a macro-and

microeconomic as well as a business perspective.

First, the seminar provides reasoning for the existence of international markets and a conceptual foundation for the exploration of the international trade process. It explores patterns of trade in light of the theories of country size, factor proportions, and country similarity. It also considers the role of distance and discusses factor mobility and its relationship to the international trade process. Protectionism and the development and goals of the World Trade Organization are discussed focusing on their influence on the marketing decision making process. Second, the course reviews the objectives that firms pursue when they engage in international business activities. The country evaluation and selection process determines the geographical opportunities firms choose to pursue. The course describes the various modes of entry that may be used. It goes on to examine the process by describing the choice and weighting of variables used for opportunity and risk analysis (e.g. the BERI model, shift share models, country rating models, Herfindahl index) as well as the inherent problems associated with data collection and analysis. Next concepts for country comparison purposes are introduced and resource allocation possibilities (e.g. response modelling) are discussed. The cultural and legal foundations of ethical behavior are examined.

Third, the course examines the ways in which marketing managers analyze country market potential in order to develop effective international marketing mix strategies. The course reviews the adaptation vs. standardization debate and also considers the rationale for selecting nationally responsive vs. globally integrated marketing strategies.

The seminar discusses each of the marketing mix variables from an international perspective and concludes with an introduction about international e-commerce.

Chapter 1.: Introduction to International Markets, International Trade Models, Case.

Chapter 2.: Global Marketing Management Processes and Models (e.g. Keegan adaptation strategies, EPRG model), Case.

Chapter 3.: The Scope and Challenge of International Marketing, Global Awareness and Self-Reference Criterion Theory, Developing Global Marketing Strategies, Case.

Chapter 4.: International Market Selection Models, Opportunity and Risk Assessment Models (e.g. the BERI model, shift share models, country rating models), Global Resource Allocation Models (e.g. workload models, response modeling, Herfindahl index), Case.

Chapter 5.: The International Marketing Mix, Discussion Standardization vs. Adaption, Pricing Models for International Markets, Theory and Models for Products and Services for Industrial Markets and Consumers, The Global Advertising and Promotion Effort, International Channel Management, Global E-commerce and the Influence of Social Networks, Case.

Recommended reading:

Keegan, Green, Global Marketing, 8/e, Pearson, 2013

Cateora, Graham, International Marketing, 18/e, Mcgraw-Hill, 2019

Kotabe, Helsen, Global Marketing Management, 8/e, John Wiley & Sons, 2019

Hollendsen, Global Marketing; 8/e, Pearson, 2020

Comments:

-

Course: Advanced Production Management – Elective A, Option a

Module code: **TRIMOM1**

Lecturer: **Prof. Dr.-Ing. Karl-Robert Graf**

Contact hours: **2 SWS**

Semester of delivery: **Winter term**

Type/mode: Lecture/Elective
Language of instruction: English
<p>Content:</p> <p>Globalization and internationalization are strongly enabled by new advances in information- and communication technology. Following these trends, the typical characteristics of the teaching and learning concept here is the collaboration in project groups which is achieved by forming transfaculty and if allowed, transuniversity and transnational working groups.</p> <p>The course is carried out in a traditional way and a seminar-based approach. It combines different sessions:</p> <ul style="list-style-type: none"> • A theoretical introductory session • Group work for 7 subsequent planning periods • Performance and profit analysis of the 7 periods <p>The transferred skills include</p> <ul style="list-style-type: none"> • The establishment of operational processes, in particular supply chain processes • Production planning and control of manufacturing companies • Teamwork using new information and communication tools • Working in a virtual environment • Design and implementation of external and international business strategies <p>The core component of the presented teaching concept is a web-based computer simulation platform that enables the simulation of operational processes in an industrial environment. A simulation-training makes the participants (working in groups) face up to the main problems of planning and control in industrial production systems. With the simulation model of a small industrial production company, the application of different methods of production planning and material management can be safely tried out. The effects of the decisions are indicated by means of detailed evaluations.</p>
<p>Recommended reading:</p> <p>See: http://scsimulator.de/ -> User Guide and Attachments -> User Guide</p>
<p>Comments:</p> <p>-</p>

Course: Enterprise Risk Management – Elective A, Option d
Module code: TRIMRM1
Lecturer: Prof. Dr. Karl Dübon
Contact hours: 2 SWS
Semester of delivery: Winter term
Type/mode: Lecture, Seminar/Elective
Language of instruction: English
<p>Content:</p> <p>Introduction: Relationship between income return and enterprise risk</p> <ul style="list-style-type: none"> • types of enterprise risk • basic risk calculation • calculating BASEL Risk parameters • internal rating • ERM Frameworks (COSO, RIMS,...) • Implementing ERM: • ERM vs. strategic management and controlling cycle • risk functions • internal audit role
<p>Recommended reading:</p> <p>Basic literature:</p>

Lam, J: Enterprise Risk Management: From Incentives to Controls, Wiley Finance 2014

Olson, L., Desheng, W.: Enterprise Risk Management Models; Springer, 2020

Hunziker, S.:Enterprise Risk Management. Modern Approaches to Balancing Risk and Reward, Springer Gabler 2019

Information to international ERM-standards

http://www.coso.org/documents/coso_erm_executivesummary.pdf

ISO 31000 Risk management – Principles and guidelines.

Comments:

The lecture is given seminar-like. Board writings can be used as lecture notes.

Module title: *Legal Systems of China and Taiwan*

Module summary
Module code: TRIM211
Module coordinator: Prof. Dr. Bernard Y. Kao
Credits (ECTS): 5 credits
Semester: First year
Pre-requisites with regard to content: Relevant pre-requisites of enrollment
Pre-requisites according to the examination regulations: -
Competencies: Having successfully completed the course, students should: - be able to learn the different legal traditions between Taiwan and China; - have a knowledge and understanding on basic legal framework and institutions of Taiwan and China; - be able to identify and explain the main features of legal system between Strait. Indicate Syllabus: The legal systems of Taiwan and China. A comparative overview of Taiwan and China. Legal aspects of international trade regulations between Taiwan and China, including ECFA. Alternative Dispute Resolution. Environmental concerns and regulations. - Topic specific academic journal articles designated by the lecturer.
Assessment: Written exam, Assignment, Exercises
Usability: -

Course: Legal Systems of China and Taiwan
Module code: TRIM211
Lecturer: Prof. Dr. Bernard Y. Kao
Contact hours: 4 SWS
Semester of delivery: Summer term
Type/mode: Lecture, Group work/Mandatory
Language of instruction: English
Content: This course is designed to help to students to acquire basic knowledge on legal systems of Taiwan and China. This course will be taught by three Professors: Professor Bernard Y. Kao, Associate Professor Tsung-Shen Liao and Assistant Professor Yiyuan Su. We will mainly deal with the history of legal development, structures of government, judicial system and authority agents in general. We will also cover the subjects of legal history development, trading and economy, environment regulations. The details of these subject matters are left for individual instructors.
Recommended reading: Peerenboom, R., China's Long March toward Rule of Law, Cambridge University Press, 2002. Robert Ash and J. Megan Greene, Taiwan in the 21st Century-Aspects and limitations of a development model, Routledge, 2007.
Comments: -

Module title: Taiwanese History and Culture in East Asian Perspectives

Module summary

Module code: **TRIM221**

Module coordinator: **Prof. Dr. Chung-yen Wang**

Credits (ECTS): **5 credits**

Semester: **First year**

Pre-requisites with regard to content:

Relevant pre-requisites of enrollment

Pre-requisites according to the examination regulations:

-

Competencies:

Having successfully completed the course, students should

- be able to have a basic understanding of Taiwan's history and culture
- be able to articulate the connotations of culture production in relation to the world

Assessment:

Assignment, Presentation

Usability:

-

Course: Taiwanese History and Culture in East Asian Perspectives

Module code: **TRIM221**

Lecturer: **Prof. Dr. Chung-yen Wang**

Contact hours: **4 SWS**

Semester of delivery: **Summer term**

Type/mode: **Lecture, Project, Group work/Mandatory**

Language of instruction: **English**

Content:

The course is to provide students with knowledge by location Taiwan in a global and East Asian context. Students are expected to understand critical ways of articulating history and culture from a perspective of trans-national, trans-area, and trans-cultural production. Throughout the semester, we will get to know about Taiwan under four basic topics of pre-modern, coloniality, Cold-war, and globalization with regard to cultural and historical production and reproduction.

Recommended reading:

Rubinstein, Murray A., ed. Taiwan: A new history. ME Sharpe, 2006.

Allen, Joseph R. Taipei: City of Displacements. University of Washington Press, 2012.

Comments:

-

Module title: *Evolution of the Principles of Management*

Module summary

Module code: **TRIM231**

Module coordinator: **Prof. Dr. Chih-Wen Wu**

Credits (ECTS): **5 credits**

Semester: **First year**

Pre-requisites with regard to content:

Relevant pre-requisites of enrollment

Pre-requisites according to the examination regulations:

-

Competencies:

- **to have the ability to plan an international marketing project**
- **to better understand the China and Taiwan market.**
- **to have the knowledge to develop international expansion for the international market**
- **to have the ability to develop effective international marketing strategy**

Assessment:

Written exam/Assignment/Exercises

Usability:

-

Course: Evolution of the Principles of Management

Module code: **TRIM231**

Lecturer: **Prof. Dr. Chih-Wen Wu**

Contact hours: **4 SWS**

Semester of delivery: **Summer term**

Type/mode: **Lecture, Exercises, Seminar, Project, Group work / Mandatory**

Language of instruction: **English**

Content:

In today's business world, marketing products and services around the world, transcending national and political boundaries is a fascinating phenomenon. International expansion has always been a strategy consideration after domestic marketing, and has therefore been reactionary to such things as a decline in domestic sales and increased domestic competition. Market entry and marketing strategy is a proactive response to the intertwined nature of business opportunities and competition that know no political boundaries, especially in China and Taiwan market. It is a student's willingness to adopt a global perspective instead of a country-by-country or region-by-region perspective in a developing a marketing strategy for growth and profit that will sustain growth efforts in the 21st century.

Recommended reading:

Kotabe, M. and Helsen, K. (2013). Global Marketing Management, 5th edition, Wiley

Comments:

-

Module title: *Elective B*

Module summary

Module code: **TRIM241**

Module coordinator: **Prof. Dr. Tzong-Ru Lee, N.N.**

Credits (ECTS): **5 credits**

Semester: **First year**

Pre-requisites with regard to content:

Relevant pre-requisites of enrollment

Pre-requisites according to the examination regulations:

-

Competencies:

Course to be chosen out of the subject are of Business and Economics

Assessment:

Written exam/Assignment/Term paper/Presentation

Usability:

-

Course: Elective B

Module code: **TRIM241**

Lecturer: **Prof. Dr. Tzong-Ru Lee, N.N.**

Contact hours: **4 SWS**

Semester of delivery: **Summer term**

Type/mode: **Lecture, Seminar / Elective**

Language of instruction: **English**

Content:

To be determined.

Recommended reading:

-

Comments:

-

Module title: *Elective C*

Module summary

Module code: **TRIM251**

Module coordinator: **Prof. Dr. Mumin Chen, N.N.**

Credits (ECTS): **5 credits**

Semester: **First year**

Pre-requisites with regard to content:

Relevant pre-requisites of enrollment

Pre-requisites according to the examination regulations:

-

Competencies:

Course to be chosen out of the subject are of Business and Economics

Assessment:

Written exam/Assignment/Term paper/Presentation

Usability:

-

Course: Elective C

Module code: **TRIM251**

Lecturer: **Prof. Dr. Mumin Chen, N.N**

Contact hours: **4 SWS**

Semester of delivery: **Summer term**

Type/mode: **Lecture, Seminar / Elective**

Language of instruction: **English**

Content:

To be determined.

Recommended reading:

-

Comments:

-

Module title: *Elective D*

Module summary

Module code: **TRIM261**

Module coordinator: **Prof. Dr. Chia-Lin Chang, N.N.**

Credits (ECTS): **5 credits**

Semester: **First year**

Pre-requisites with regard to content:

Relevant pre-requisites of enrollment

Pre-requisites according to the examination regulations:

-

Competencies:

Course to be chosen out of the subject are of Business and Economics

Assessment:

Written exam/Assignment/Term paper/Presentation

Usability:

-

Course: Elective D

Module code: **TRIM261**

Lecturer: **Prof. Dr. Chia-Lin Chang, N.N.**

Contact hours: **4 SWS**

Semester of delivery: **Summer term**

Type/mode: **Lecture, Seminar / Elective**

Language of instruction: **English**

Content:

To be determined.

Recommended reading:

-

Comments:

-

Module title: <i>Microeconomics of Competitiveness</i>

Module summary

Module code: TRIM311

Module coordinator: To be determined

Credits (ECTS): 5 credits

Semester: Second year / 3rd semester

Pre-requisites with regard to content:
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-

Pre-requisites according to the examination regulations:
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-

Competencies:

At the end of this course, the students will be capable of identify and evaluate their region competitiveness, and will be capable to design corporate strategies in response to the international environment and its changes.
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Assessment:

Business cases (40%), class participation (20%), final project (40%)

Usability:

-

Course: Microeconomics of Competitiveness
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Module code: TRIM311

Lecturer: To be determined.

Contact hours: 4 SWS

Semester of delivery: Winter term
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Type/mode: Mandatory

Language of instruction: English

Content:

1. The firm, the industry and the international context. 1.2 Main concepts of competitiveness 1.2 Competing in different places and global strategies for multinationals 2. Clusters and regional competitiveness 2.1 The 5 forces model 2.2 Clusters in advance economies 2.3 Clusters in developing countries 2.4 Cluster internationalization 3. Public policy 3.1 Economic strategy: city level 3.2 Economic strategy regional and national level 3.3 The role of institutions 3.4 Economic strategy in advanced countries 3.5 Economic strategies in developing countries 3.6 Attracting investors 4. The economic development process 4.1 Structuring the competitiveness in the firm 4.2 Competitiveness initiatives 4.3 The private sector and its role in the national development.

Recommended reading:

-

Comments:

-

Module title: *Introduction to Latin American Management*

Module summary
Module code: TRIM321
Module coordinator: To be determined
Credits (ECTS): 5 credits
Semester: Second year / 3rd semester
Pre-requisites with regard to content: -
Pre-requisites according to the examination regulations: -
Competencies: The students are able to 1. Perform readings according to the agenda 2. Develop synthesis, essays and reading reports 3. Perform analysis exercises and purposeful criticism on the proposed topics. 4. Develop a group work for the analysis and application of the contents to a particular field of work. 5. Conduct research on reliable sources on the topics proposed by the teacher.
Assessment: Exams (30%), homework (15%), investigating reports (15%), final project (30%), presentations (10%)
Usability: -

Course: Introduction to Latin American Management
Module code: TRIM321
Lecturer: To be determined
Contact hours: 4 SWS
Semester of delivery: Winter term
Type/mode: Mandatory
Language of instruction: English
Content: Topics and Subtopics: Competency Unit I - History of economic and social development in Latin America. Unit I Competitions. The student will detect the main elements that shaped the development of Latin America by building comparative tables between countries. Contents 1.1 Economic and social development in the twentieth century. 1.2 Economic and social development in the XXI century. 1.3 Analysis of the macroeconomic variables of the region. 1.4 Challenges and opportunities facing Latin America. Competency Unit II – Strategic sectors for productive activity. Unit II Competitions. The student will analyze the strategic sectors for the major countries of the region through a written report containing the information necessary to support its conclusions. Contents 2.1 Strategic Natural Resources. 2.2 Competitive advantages of the region. 2.3 Strategic sectors for Latin America. 2.4 The future of the region: stakes for development. Competency Unit - III Business Environment. Unit III Competitions. Students will compare the elements and features that make the business environment in the major countries of the region, by conducting collaborative and cooperative activities. Contents 3.3 Culture and negotiation. 3.4 Entrepreneurship in Latin America. 3.5 The consumer in Latin America. 3.6 The role of innovation. Competency Unit VI – The Company. Unit VI Competitions. The student will prepare a written report containing

management strategies and leadership style of a pair of multi-Latin or global-Latin businesses. Contents 3.1 The role of large corporations in the economic development of the region. 3.2 Multi-Latin and global-Latin 3.3 SMEs in the region. 3.3 Management strategies of Latin American companies. 3.4 Leadership styles within companies in the region.

Recommended reading:

-

Comments:

-

Module title: NAFTA Business Environment

Module summary

Module code: TRIM331

Module coordinator: To be determined

Credits (ECTS): 5 credits

Semester: Second year / 3rd semester

Pre-requisites with regard to content:
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Pre-requisites according to the examination regulations:
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-

Competencies:

Students are able to: 1. Make reading assigned texts. 2. Write NAFTA article summaries. 3. Present analysis of the course topics. 4. Investigate cases of companies that have taken the opportunities of treaty.

Assessment:

Mid-term exam (25%), final exam (25%), homework (15%), labs and cases (25%), quizzes (10%)

Usability:

-

Course: NAFTA Business Environment

Module code: TRIM331

Lecturer: Dr. Arturo Reyes Valdez
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Contact hours: 4 SWS

Semester of delivery: Winter term
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Type/mode: Mandatory

Language of instruction: English

Content:

Provide students with a broad overview of the main themes of the business environment of NAFTA. The topics to be discussed are the history of NAFTA, the economic conditions of the country before and after the treaty, goods and services, intellectual property, labor and dispute settlement.
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Recommended reading:

Folsom, R. (2014). NAFTA Free Trade and Foreign Investment in the Americas, USA: West Academic Publishing, Fifth Edition. Boskin, M. (2014). NAFTA at 20: The North American Free Trade Agreement's Achievements and Challenges, USA: Hoover Institution Press. Zahniser, S., Angadjivand, S., Hertz, T., Kuberka, L., Santos, A. (2015). NAFTA at 20: North America's Free-Trade Area and its Impact on Agriculture, USA: CreateSpace Independent Publishing Platform.
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Comments:

-

Module title: Sales Administration Processes in Latin America

Module summary

Module code: **TRIM341**

Module coordinator: **To be determined**

Credits (ECTS): **5 credits**

Semester: **Second year / 3rd semester**

Pre-requisites with regard to content:

-

Pre-requisites according to the examination regulations:

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Competencies:

At the end of the course, participants should:

CONCEPTUAL:

- Identify the basic knowledge previously acquired in the marketing, human resources and information systems areas courses; in order to be able to analyze, make a diagnosis and design of a sales process and its management.

- Know the individual and organizational buyer's characteristics and needs.

PROCEDIMENTAL:

- Design an adequate Sales Process for each customer, according to the organization's sales management systems and procedures.

- Demonstrate the sales field is a professional and dignified area of any business sector independently of its organizational level. **ACTITUDINAL.**

- Appreciate the Sales Process as a honorable profession, in order to sensibilisize oneself, be conscientious and responsible for the different needed steps to perform a professional sale.

Assessment:

Quizzes (40%), team projects (40%), final project (20%)

Usability:

-

Course: Sales Administration Processes in Latin America

Module code: **TRIM341**

Lecturer: **To be determined**

Contact hours: **4 SWS**

Semester of delivery: **Winter term**

Type/mode: **Mandatory**

Language of instruction: **English**

Content:

PART I: SALES AS A PROFESSION:

1) LIFE, MOMENTS AND CAREER OF THE PROFESSIONAL SALESPERSON a) What is selling? b) A new definition of personal selling c) The golden rule in personal selling d) What salespeople are paid to do. e) Why choose a sales career?

2) RELATIONSHIP MARKETING: WHERE PERSONAL SALES FITS? a) What is the purpose of business? b) What is marketing? c) Customer orientation evolution d) Marketing's importance in the firm e) Relationship marketing f) Partnering with customers

3) ETHICS FIRST . . . THEN CUSTOMER RELATIONSHIPS a) Social, ethical and legal influences b) Management's social responsibilities c) What influences ethical behavior? d) Are there any ethical guidelines? e) Ethics in dealing with salespeople, their employers, and customers

4) THE PSYCHOLOGY OF SELLING: WHY PEOPLE BUY a) Psychological influences in buying b) How to

determine important buying needs? c) The sell sequence d) Perceptions, attitudes and beliefs e) Adaptive selling based on buyer's style 5) **COMMUNICATION FOR RELATIONSHIP BUILDING: IT'S NOT ALL TALK** a) Nonverbal communications: Watch for it b) Barriers to Communication c) Master persuasive communication to maintain control 6) **SALES KNOWLEDGE: CUSTOMERS, PRODUCTS, TECHNOLOGIES** a) Sources of sales knowledge b) Know your customers, your company, your products, and your resellers c) Sales promotion generates sales d) Know your competition, industry and economy

PART II: THE RELATIONSHIP SELLING PROCESS

7) **PROSPECTING – THE LIFE BLOOD OF SELLING** a) The sales process has 10 steps b) Where to find prospects c) Prospecting methods d) Prospecting guidelines e) The referral cycle f) Call reluctance costs you money g) Obtaining the sales interview e) E-mails help you keep in touch and prospect 8) **PLANNING THE SALES CALL IS A MUST** a) Strategic customer sales planning b) The pre-approach c) The prospects mental steps 9) **CAREFULLY SELECT WHICH SALES PRESENTATION METHOD TO USE** a) Sales presentation strategy b) Sales presentation methods c) The group presentation e) Select the presentation method, then the approach 10) **BEGIN YOUR PRESENTATION STRATEGICALLY** a) What is the approach? b) The right approach c) The approach – opening the sales presentation d) Using questions results in sales success 11) **ELEMENTS OF A GREAT SALES PRESENTATION** a) The purpose of the presentation b) Three essential steps within the presentation c) The sales presentation mix d) Visual aids help tell the story e) The ideal presentation f) Be prepared for presentation difficulties 12) **WELCOME YOUR PROSPECTS OBJECTIONS** a) What are objections? b) When do prospects object? c) Objections and the sales process d) Basic points to consider in meeting objections e) Six major categories of objections f) Techniques for meeting objections g) After meeting objections – what to do? 13) **CLOSING BEGINS THE RELATIONSHIP** a) When should I pop the question? b) How many times should you close? c) Closing under fire d) Difficulties with closing e) Prepare several closing techniques f) Close based on the situation g) When you do not make the sale 14) **SERVICE AND FOLLOW-UP FOR CUSTOMER RETENTION** a) The importance of service and follow-up b) Building a long-term business friendship c) Relationship marketing and customer retention d) The product and its service component e) Customer satisfaction and retention f) So, how does service increase your sales

PART III: SALES MANAGEMENT

15) **TIME, TERRITORY, AND SELF-MANAGEMENT: KEYS TO SUCCESS** a) Customers form sales territories b) Elements of time and territory management 16) **PLANNING, STAFFING, AND TRAINING SUCCESSFUL SALESPEOPLE** a) Transition from salesperson to sales manager b) Technology is needed in the job c) Sales management functions d) Sales force planning e) Staffing: having the right people to sell f) Training the sales force 17) **MOTIVATION, COMPENSATION, LEADERSHIP, AND EVALUATION OF SALESPEOPLE** a) Motivation of the sales force b) The motivation mix c) Compensation is more than money d) The total compensation package e) Leadership is important to success f) Performance evaluation let people know where they stand.

Recommended reading:

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Comments:

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Module title: *Social Responsibility and Sustainability*

Module summary

Module code: **TRIM351**

Module coordinator: **To be determined**

Credits (ECTS): **5 credits**

Semester: **Second year / 3rd semester**

Pre-requisites with regard to content:

-

Pre-requisites according to the examination regulations:

-

Competencies:

Students will be able to identify ethical, social and economic relevant issues in order to develop specific strategies to solve the organizational challenges regarding those issues.

Assessment:

Final project (60%), essays, research papers and class presentations (40%)

Usability:

-

Course: Social Responsibility and Sustainability

Module code: **TRIM351**

Lecturer: **To be determined**

Contact hours: **4 SWS**

Semester of delivery: **Winter term**

Type/mode: **Mandatory**

Language of instruction: **English**

Content:

SUBJECTS

1. Ethics and its relevance to the firm 1.1. Basic concepts on ethics 1.2. Business ethics and its foundations 1.3. Firm`s ethical dilemmas

2. Corporate Social Responsibility (CSR) 2.1. Does the firm have responsibilities? 2.2. Corporate citizenship 2.3. Main dilemmas on CSR and the firm 2.4. CSR from the local to the global

3. The firm and its stakeholders 3.1. A new paradigm on management: stakeholders` perspective 3.2. The firm and the shareholders 3.3. Business ethics and the people of the firm 3.4. Ethics, and customers 3.5. Finance and ethics 3.6. The firm and its role on the society

4. Management from an ethical perspective 4.1. Formal structure of the business ethics perspective 4.2. Informal structure; culture and ethics 4.3. Value based leadership 4.4. Ethical performance evaluation

5. The firm and the environment 5.1. Challenges and opportunities from the sustainable perspective 5.2. The environmental friendly firm 5.2.1. Natural resources conservancy 5.2.2. Climate change and the firm 5.2.3. Eco- efficiency 5.3. Globalization, and sustainability

6. Corporate strategy and sustainability 6.1. Social strategy and its implications for

the firm 6.2. Developing a sustainable firm 6.3. Implementing the social and environmental strategies 6.4. Managing the CSR within the firm

Recommended reading:

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Comments:

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Module title: *Elective E*

Module summary

Module code: **TRIM361**

Module coordinator: **Mexican Program Director**

Credits (ECTS): **5 credits**

Semester: **Second year / 3rd semester**

Pre-requisites with regard to content:

-

Pre-requisites according to the examination regulations:

-

Competencies:

The following options for the elective courses are subject to change.

Assessment:

Individually determined.

Usability:

-

Course: Risk Management in Emerging Countries

Module code: **TRIM361**

Lecturer: **To be determined**

Contact hours: **4 SWS**

Semester of delivery: **Winter term**

Type/mode: **Elective**

Language of instruction: **English**

Content:

1. Develop a conceptual framework for analyzing the risk management topics in emerging countries. 2. Develop an understanding of the risk management tools that different types of businesses have at their disposal to operate in emerging countries. 3. Consider and evaluate the public policies that may contribute to the development of markets in emerging countries. 4. Develop exercises to stimulate analysis and critical thinking. 5. To apply the acquired knowledge to some specific fields according to the group experience and interests.

Recommended reading:

1. Introduction: a. Defining risk. b. A framework for understanding market risk. c. Practical issues in choosing and applying risk management tools. 2. The firm: a. Managing firm risk. b. Corporate governance and risk management. c. Does risk management add value? d. Evaluating a risk-management program. 3. Emerging countries: a. Currency risk management in emerging countries. b. Managing geopolitical risks. c. Country risk in a global financial management. d. Political risk in the world economies. 4. Conclusion: Trends in risk management.

Comments:

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Course: Corporate Finance

Module code: **TRIM361**

Lecturer: **To be determined**

Contact hours: **4 SWS**

Semester of delivery: **Winter term**

Type/mode: **Elective**

Language of instruction: **English**

Content:

1. Theoretical foundations in finance: 1.1. Capital markets, consumption and investment. 1.2. Investment theory in environments of certainty and uncertainty. 1.3. Market equilibrium models: CAPM and APT. 1.4. Theory market efficiency
2. Economic Theory and its application in finance: 2.1. Economy and Finance. 2.2. Economic and Monetary Policy. 2.3. Interest rate structure. 2.4. Financial institutions.
3. The organization and financial markets: 3.1. Introduction to Corporate Finance. 3.2. Financial Statements and Financial Planning Models. 3.3. Financial Risk and Return.
4. Financial Efficiency in operation: 4.1. Planning short-term financing. 4.2. Cash management. 4.3. Inventory management and credit.
5. Capital budgeting and Capital Budget: 5.1. Project evaluation methods. 5.2. Determination of the amount of investment. 5.3. Project management and its impact on the company.
6. Financial Capital Structure: 6.1. Longterm financing. 6.2. Capital Structure. 6.3. Capital and Dividend Policy. 6.4. IPO's and SEO's. 6.5. Lease and quasi-equity.
7. Risk assessment and control systems: 7.1 Risk, cost of capital and capital budget. 7.2. Options, futures and financial derivatives.

Recommended reading:

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Comments:

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Module title: *Master's Thesis*

Module summary

Module code: **TRIM411**

Module coordinator: **Individual Supervisor of Thesis**

Credits (ECTS): **25 credits**

Semester: **Second year**

Pre-requisites with regard to content:

-

Pre-requisites according to the examination regulations:

80 CP

Competencies:

Having successfully completed the course, students should

- **be able to acquaint themselves with relevant knowledge**
- **be able to conduct an independent research project from the field of business and economics or political and social sciences**
- **be able to transfer knowledge already acquired to problems and challenges of the master's thesis**
- **be acquainted with relevant research methods and be able to apply them**
- **be able to discuss expert opinions critically**
- **be able to discuss the standard of knowledge research**
- **be able to present their work and findings in an academically adequate and comprehensive form**

Assessment:

Thesis, 6 months

Usability:

-

Course: Master's Thesis

Module code: **TRIM411**

Lecturer: **Eligible are all professors that take part in the program**

Contact hours: **Not applicable**

Semester of delivery: **Summer term**

Type/mode: **Mandatory**

Language of instruction: **English**

Content:

The topic assigned is from the field of business and economics or political and social sciences. Students are required to do research work, conduct analyses and develop an argument. Next to independent empirical or theoretical research, they develop their own models and theories, which are then to be verified or refuted from a scientific point of view.

Recommended reading:

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Comments:

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Module title: *Master-Colloquium*

Module summary
Module code: TRIM421
Module coordinator: Members of the local examination board
Credits (ECTS): 5 credits
Semester: Fourth Semester
Pre-requisites with regard to content: -
Pre-requisites according to the examination regulations: Completion of the Master-Thesis
Competencies: Having successfully completed the course, students should - be able to give a presentation and explain the contents and findings of their thesis to a non-expert academic audience. - Be able to reply to questions from the audience. - Be prepared to discuss issues belong the field of business and economics or political and social sciences and are related to the topic of their thesis
Assessment: Oral exam, 45 minutes
Usability: -

Course: Master-Colloquium
Module code: TRIM421
Lecturer: The professors appointed by the local examination board
Contact hours: Not applicable
Semester of delivery: Summer term
Type/mode: Mandatory
Language of instruction: English
Content: The students give a presentation explaining aims, contents and findings of their thesis. Arguments, contents, methods and theories employed will be discussed with examiners and the academic audience. Presentation and oral examination will be marked.
Recommended reading: -
Comments: -