



Modulhandbuch

**Masterstudienengang
International Management - Latin
America M.A.**



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Introduction and general information

Dear Master's students, dear prospective students,

Welcome to the binational Master of Arts in International Management – Latin America program at Mainz University of Applied Sciences/Hochschule Mainz (HS Mainz). This program combines the best of two worlds and offers you unique insights into the economy, culture and management practices of both Germany and Latin America. In the coming semesters, you will not only acquire in-depth business knowledge, but also gain practical experience that will prepare you for a successful international career. You will learn how to develop business strategies, how to lead intercultural teams and how to operate successfully in a globalized market. In addition, you will expand your language skills in Spanish and English and your intercultural competencies. As you can see from the following module handbook, the degree program is modular and extends over five semesters. Each module is examined individually. You can choose between two specializations during your studies.

Focus 1: You begin your studies at HS Mainz in accordance with the study structure and study for two semesters at our partner university Universidad de Ciencias Empresariales y Sociales (UCES) in Buenos Aires, Argentina. You can see from the study structure that the course program at our partner university UCES is already structured according to the study structure. At the end of your studies, you will receive a Double Degree: Master of Arts from HS Mainz and Master en negocios internacionales from UCES in Buenos Aires.

Focus 2: During your studies at HS Mainz, you choose one of our partner universities in Latin America and study for one or two semesters at the respective partner university. There you have the opportunity to choose the modules according to the options provided by the respective partner university. Depending on whether you study at the partner university for one or two semesters, you will receive the Master of Arts from HS Mainz or, if applicable, a Double Degree.

In this module handbook, you will find a detailed description of the respective modules, including an overview of the structure, content, workload, learning objectives and methods.

In addition to business knowledge, including current and future topics, you will also strengthen your methodological skills, e.g. in statistics, but also in legal and economic issues. You will also expand your intercultural perspectives and your Spanish language skills in some modules, as well as during your studies abroad. All business modules are taught in English at HS Mainz. Modules that prepare you for your studies abroad, such as América Latina or the language modules, are taught in Spanish.

You will find the following information about each module in this handbook:

- Details of the module's examination number, number of credits awarded, workload and group size;
- Information on the content, objectives, teaching methods, forms of examination, prerequisites and the main lecturer responsible for the respective module;
- Initial literature references and the required or recommended language skills;
- (Formal) regulations and examination requirements can be found in the General Examination Regulations (APO) and the Subject Examination Regulations (FPO), which take precedence.

I wish you all a successful start to your studies, many enriching experiences and an exciting, instructive time. Let us work together to strengthen the bridges between Germany and Latin America and educate future leaders for a globally networked world.

Prof. Dr. Anja Wittstock

Program Director Master International Management – Latin America M.A.



Study structure | International Management - Latin America M.A. Focus 1 | UCES

Semester 5 30 ECTS/ 4HPW	Master Thesis			Programa de Desarrollo Profesional con Actividad Transversal (Applied Project) 10 ECTS/1 HpW		Economía Internacional Monetaria 5 ECTS/2 HpW
	30 ECTS/2x1 HpW			Alianzas, Fusiones y Adquisiciones 5 ECTS/2 HpW	Introducción a la Negociación 5 ECTS/2 HpW	Negociación Estratégica 5 ECTS/2 HpW
Semester 4 30 ECTS/7 HPW						
Semester 3 30 ECTS/21 HPW	Sustainable International Economics 5 ECTS/2 HpW	Leadership and Human Resource Management 5 ECTS/4 HpW	Business Simulation 5 ECTS/3 HpW	Financal Reporting 5 ECTS/4 HpW	Business Research (Spanish C1) 5 ECTS/4 HpW	Castellano y Cultura América Latina 3: B2.2 5 ECTS/4 HpW
	Digital Business and Transformation 5 ECTS/4 HpW	Strategic Management 5 ECTS/4 HpW	International Corporate Finance 5 ECTS/4 HpW	International Management and Trade 5 ECTS/4 HpW	América Latina: Historia y Economía Política 5 ECTS/2 HpW	Castellano y Cultura América Latina 2: B2.1 5 ECTS/4 HpW
Semester 2 30 ECTS/22 HPW						
Semester 1 30 ECTS/20 HPW	Corporate Finance and Investment 5 ECTS/2 HpW	Accounting and Management Control 5 ECTS/4 HpW	Quantitative Analytical Methods 5 ECTS/4 HpW	International Business Law 5 ECTS/2 HpW	International Marketing 5 ECTS/4 HpW	Castellano y Cultura América Latina 1: B1.2 5 ECTS/4 HpW
	Induction Week 1 HpW					
Total 150ECTS/75HPW	Spanish language courses		Applied Project		Study at HS Mainz	Study at UCES Argentina

BUENOS AIRES

MAINZ



Study structure | International Management - Latin America M.A. Focus 2 | Partner University in Latin America

Semester 5 30 ECTS/2 HPW	Master Thesis 30 ECTS/2 HPW					
Semester 4 30 ECTS/9 HPW	Programa de Desarrollo Profesional con Actividad Transversal (Applied Project) 10 ECTS/1 HPW	Option 1 5 ECTS/2 HPW	Option 2 5 ECTS/2 HPW	Option 3 5 ECTS/2 HPW	Option 4 5 ECTS/2 HPW	
Semester 3 30 ECTS/21 HPW	Sustainable International Economics 5 ECTS/2 HPW	Leadership and Human Resource Management 5 ECTS/4 HPW	Business Simulation 5 ECTS/3 HPW	Financial Reporting 5 ECTS/4 HPW	Business Research (Spanish C1) 5 ECTS/4 HPW	Castellano y Cultura América Latina 3: B2.2 5 ECTS/4 HPW
Semester 2 30 ECTS/22 HPW	Digital Business and Transformation 5 ECTS/4 HPW	Strategic Management 5 ECTS/4 HPW	International Corporate Finance 5 ECTS/4 HPW	International Management and Trade 5 ECTS/4 HPW	América Latina: Historia y Economía Política 5 ECTS/2 HPW	Castellano y Cultura América Latina 2: B2.1 5 ECTS/4 HPW
Semester 1 30 ECTS/20 HPW	Corporate Finance and Investment 5 ECTS/2 HPW	Accounting and Management Control 5 ECTS/4 HPW	Quantitative Analytical Methods 5 ECTS/4 HPW	International Business Law 5 ECTS/2 HPW	International Marketing 5 ECTS/4 HPW	Castellano y Cultura América Latina 1: B1.2 5 ECTS/4 HPW
	Induction Week 1 HPW					
Total 150 ECTS/75 HPW	Spanish language courses	Applied Project	Study at HS Mainz	At Mainz University of Applied Sciences or at partner university	At Mainz University of Applied Sciences or at partner university	



Semester 1



Corporate Finance and Investment (focus 1 and 2)				
Module code F39M-101-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 30		Self study workload (h) 120
Language English		Planned group size 20		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Anja Wittstock		Course Corporate Finance and Investment		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Illustrate the source of investment and finance according to a balance sheet structure. • Describe the correlation between investment and finance decisions. • Apply sustainable and digital factors. • Interpret selected key figures with regard to investment and financial decisions. • Determine the difference between static and dynamic investment calculation methods. • Categorize the different financing terms. • Differentiate between and evaluate internal and external finance as well as equity and debt finance. • Formulate an appropriate financing method based on a company case. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Selected key figures, e.g. return on equity, return on total capital, project profitability, cash flow • Financial Leverage Effect • Investment planning • Investment calculation methods • Finance planning • Financial terms • External and Internal Finance • Equity, Debt and Mezzanine Finance 			
3	<p>Teaching methods</p> <p>Seminar-style module based on a combination of lecture, group discussions, case studies and exercises.</p>			



4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (120 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Corporate Finance and Investment.</p>
8	<p>Usability of module in other study programs</p> <p>The module can be seen as a bridge course to level up students from different knowledge levels in financial topics to pass on with the module International Corporate Finance. Usability also for module Business Simulation.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Brealey, R., Myers, S., & Allen, F. Principles of Corporate Finance. McGraw Hill. • Ernst, D., & Häcker, J. Applied International Corporate Finance. Vahlen. • Pike, R. Neale, B., Linsley, P., Akbar, S. Corporate Finance and Investment: Decisions and strategies. Pearson. • Watson, D., Head, A., & Chan, D. Corporate Finance: Principles and Practice. Pearson. <p>Latest editions.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Accounting and Management Control (Focus 1 and 2)				
Module code F39M-102-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 20		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Randolph Schrank		Course Accounting and Management Control		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • understand the basic principles of financial accounting as well as cost and management accounting und understand relationships between these systems • relate business transactions to the respective entries in bookkeeping • interpret standard financial statements as well as internal cost accounting data • apply methods of financial statements analysis to corporate reports and recognise their theoretical background on the basis of group assignments and the examination. • recognise the limitations of accounting data and relate them to their legal and regulatory framework • critically evaluate and independently assess the financial value of single investments, corporate strategies and companies • use methods of management accounting to analyse the profitability of business activities and to appraise the strategic performance of companies • connect the different sources of financial and accounting data in order to solve complex management problems 			



2	<p>Contents</p> <p>1. Fundamentals of Accounting</p> <ul style="list-style-type: none"> • Bookkeeping • Core financial statements • Financial statement analysis <p>2. Management control</p> <ul style="list-style-type: none"> • Cost accounting & product costing • Management accounting • Capital budgeting and investment analysis
3	<p>Teaching methods</p> <p>Seminar-style course including lecture and group work sessions as well as discussion panels. Invited guest speakers are included in the lecture whenever possible.</p> <p>Group assignments have the focus to develop social and interpersonal as well as communications skills and to deepen the knowledge of financial and accounting data.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) and group presentation (20 minutes per group) The exam accounts for 75% of the mark, the group work accounts for 25% of the mark.</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Accounting and Management Control.</p>
8	<p>Usability of module in other study programs</p> <p>Usability for modules International Corporate Finance, Financial Reporting and Business Simulation.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Alexander, D./Nobes, C.: Financial Accounting: An International Introduction. Pearson. • Atrill, P./McLaney, E.: Management Accounting for Decision Makers. Pearson. • Bhimani, A., Datar, S. M., Horngren, C., & Rajan, M. V. Management and Cost Accounting. Pearson. • Hartmann, F., Kraus, K., Nilsson, G., Govindarajan, V., & Anthony, R. N. Management Control systems. McGraw Hill. • Merchant, K. A., & Van Der Stede, W. A. Management Control Systems: Performance Measurement, Evaluation and Incentives. Pearson. • Taschner, A./Charifzadeh, M.: Management and Cost Accounting: Tools and Concepts in a Central European Context. Wiley. <p>Latest editions.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Quantitative Analytical Methods [focus 1 and 2]				
Module code F39M-103-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Daniel Porath		Course Quantitative Analytical Methods		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Apply standard empirical methods of business research and explain their theoretical background. • Interpret the results of standard empirical methods used in business research. • Discuss the limitations of standard empirical methods in business research. • Critically evaluate and independently assess the appropriateness of a method for different kinds of research problems in business studies. • Use statistical software tools such as Stata to apply the empirical methods discussed (see contents) with real data. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Descriptive statistics • Random variables and their distributions • Sampling, estimation, and hypothesis testing • Comparison of two or more populations (e.g. comparing two means, contingency tables, analysis of variance) • Multiple regression 			
3	<p>Teaching methods</p> <p>Lectures include regular classroom instruction, the use of digital media (screencasts, statistical software) and the interactive discussion of questions and exercises.</p>			
4	<p>Requirements for participation</p> <p>No formal requirement. Knowledge in maths and statistics on undergraduate level are needed.</p>			
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>			



6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Quantitative Analytical Methods</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB in 1st semester. Usability for module Master Thesis.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <p>Keller, G., & Gaciu, N. (2019). Managerial Statistics. Southwestern Cengage.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



International Business Law (focus 1 and 2)				
Module code F39M-104-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 30		Self study workload (h) 120
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Jennifer Antomo		Course International Business Law		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Remember the multi-dimensional legal fields implicated by international business transactions. • Understand the basic legal risks in business transactions generally and in international business specifically. • Remember select pieces of international law affecting international business transactions. • Apply discrete pieces of international law to a given business scenario. • Analyze select key contractual provisions. • Create basic business models that include international law issues. • Summarize issues and decision points for international legal issues. • Present business solutions consistent with requirements of international law. • Propose and negotiate select contract clauses for international business transactions. • Evaluate contract clauses for clarity and meaning. • Analyze legal risk dimensions peculiar to international business transactions. • Understand personal risk-appetite in business transactions. 			



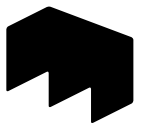
2	<p>Contents</p> <ul style="list-style-type: none"> • The opportunities and limits of law in business generally • Overview of the various forms of international business • The nature and role of international law in international business • Key characteristics and contents of contracts as a business tool • How the enforcement of judgments affects contracts in international business • The concept and importance of jurisdiction in international business • Choice-of-law issues in international business disputes • INCOTERMS and letters of credit as facilitating institutions of international business • Arbitration as an alternative to national courts in international business • The CISG as an option for international business contracts • Tariffs as a factor in international business transactions and business design • International and national legal restrictions on international business activity
3	<p>Teaching methods</p> <p>Lectures include regular classroom instruction; the preparation of a student-selected fictional case study throughout the semester is strongly encouraged; optional presentations of discussion summaries and case studies, and the discussion of class material and questions.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>No formal prerequisites. Preparation of a student-selected fictional case study throughout the semester is strongly encouraged as core exam preparation.</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module International Business Law</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 1st semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	Literature <ul style="list-style-type: none">• Folsom et al. (2020). International Business Transactions in a Nutshell (11th ed.). West Publishing.• Primary sources such as sample contracts and texts of relevant pieces of international and national law (e.g. Convention on the International Sales of Goods (GISG), the Brussels Regulation, INCOTERMS, etc.) as provided by the lecturer.
11	Further information /
12	Last modified January 2025



International Marketing [focus 1 and 2]				
Module code F39M-105-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 30	Compulsory or optional module Compulsory	
Module owner(s) Prof. Dr. Claudia Hensel		Course International Marketing		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Apply international marketing theories to real-world scenarios, considering the impact on society and the environment. • Apply strategic thinking to develop marketing plans that integrate SDGs and ethical considerations. • Analyze the role of international marketing in achieving sustainable development objectives. • Evaluate the ethical implications of various marketing strategies on different stakeholders. • Assess the ethical performance of multinational corporations operating in diverse cultural contexts. • Comment on the impact of marketing activities on societal values and environmental sustainability. • Develop innovative marketing strategies that prioritize both profit and sustainable development objectives. • Create marketing campaigns that promote products or services while adhering to ethical standards and contributing to SDGs. • Design presentations and reports outlining comprehensive international marketing plans with a focus on sustainability and ethics. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Assessing the volatile global environment • Trends and challenges in the global marketplace • Sustainable development goals • Corporate Social Responsibility & Creating Shared Value • Ethical considerations in international marketing • Consumer Behaviour and sustainable consumption • Marketing communication and ethics • International market entry strategies with SDGs focus • Global branding and corporate reputation management • Innovation and sustainable product development • Future trends in international marketing
3	<p>Teaching methods</p> <p>Seminar-style class, team work on assigned case studies, class discussions, and presentations.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written paper (60%) (Hausarbeit) Student team presentation (40%) (Präsentation)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module International Marketing</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 1st semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Baines, P. (2014). Doing good by doing good: Why creating shared value is the key to powering business growth and innovation. Wiley. • Harvey, E.S. (2020). Developing an integrated marketing plan. Cognella. • Homburg, C., Klarmann, M., & Vomberg, A. (eds.) (2022). Handbook of market research. Springer. • Michelini, L. (2012). Social innovation and new business models: Creating shared value in low-income markets. Springer. • Ricci, P., O'Sullivan P., & Fusc, F. (2023). The meaning of shared value: New perspective on creating shared value. Routledge. • Wieland, J. (2018). Creating shared value: Concepts, experience, criticism. Springer.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Castellano y Cultura América Latina 1: Spanish B1.2 (focus 1 and 2)				
Module code F39M-106-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language Spanish		Planned group size 20		Compulsory or optional module Compulsory
Module owner(s) Mag. Analía García		Course Castellano y Cultura América Latina 1: Spanish B1.2		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Use their knowledge of the foreign language Spanish, based on the level B1 of the Common European Framework of Reference for Languages (CEFR), taking into account intercultural, regional and study-related aspects. • Demonstrate their sustainable communication skills in most situations encountered at university or at work (by using digital tools), during leisure time and when traveling in the language area. • Apply essential content in simple, authentic factual texts, television or radio programs and participate spontaneously in conversations on familiar topics of general interest. • Formulate simple formal and longer personal e-mails and texts. • Evaluate a logically reasoned statement on a topical issue when assistance is provided. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • 4 tenses of the past and their different uses • Subjunctive to talk about plans for the future, to give orders, etc. • The negative imperative • Verbs with prepositions • Listening and reading comprehension: texts from everyday life and regional studies • Working techniques: Methods of text indexing and text production. • Speaking confidence: preparation and presentation of short speeches 			
3	<p>Teaching methods</p> <p>The lecture is based on communicative activities: working in groups, case studies, exercises and videos.</p>			



4	<p>Requirements for participation</p> <p>Knowledge at level B1.1 of the CEFR, which must be proven in a placement test, have participated in the B1.1 course, or equivalent proof of performance.</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) (Klausur) (60%) Oral presentation (group work) (Präsentation) (40%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Castellano y Cultura América Latina 1, Spanish B1.2</p>
8	<p>Useability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>0/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Aula Internacional Plus 3. B1. Klett Verlag. • Estudiantes.ele B1. Kurs und Arbeitsbuch. Klett Verlag. • Universo.ele B1. Kurs und Arbeitsbuch. Hueber Verlag. <p>The course is offered via the Olat learning platform. Further material will be announced at the beginning of the semester.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Semester 2



Digital Business and Transformation [focus 1 and 2]				
Module code F39M-201-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 2	Module frequency Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language Spanish		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Bernhard Ostheimer Prof. Dr. Dirk Weitzel		Course Digital Business and Transformation		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of this module, students will be able to:</p> <ul style="list-style-type: none"> • Recognize the impact on organizational and procedural changes that the process of change using new information technologies entails. • Explain current innovative technologies in the field of digital transformation, select suitable technologies for specific scenarios, and make decisions about IT innovations under uncertain conditions. • Identify, classify, and compare the basic concepts of the digital economy and IT-based business models. • Describe, analyze and design different approaches of how IT-based technologies can be used to enable communication, interaction and transactions in a global environment, and apply and critically discuss them to specific cases of business practice. • Present the various application areas of the digital economy and IT-based business models, critically examine and apply corresponding concepts. • Evaluate the benefits of new IT-based technologies for companies and competently assess, question and develop solutions to operational problems in the digital economy. • Apply and design concepts and models to specific business examples. • Critically examine appropriate sustainable concepts and business models. • Critically evaluate possible social and cultural impacts, question related digital-ethical entrepreneurial and social aspects, develop solutions in this context and independently acquire the necessary knowledge. • Work responsibly in small teams, researching and applying knowledge independently, analyzing practical issues, evaluating alternative solutions, and developing sustainable approaches to solutions. • Discuss their results within and outside the team and present the results of their teamwork to experts and superiors in an appropriate digital manner. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Classification of the digital economy in a scientific context • Concepts, approaches and models of the digital economy and IT-based business models • Overview of current sustainable developments in information technology • Methodology for evaluating new technologies in a business context • Development of technological and business fundamentals of new sustainable technologies based on current scientific knowledge • Application scenarios and possible uses of new technologies, their analysis and evaluation in different companies and business functions • Social and cultural frameworks and impacts of digital technologies and related digital-ethical social and business issues
3	<p>Teaching methods</p> <p>The module is offered in a seminar format and consists of a combination of lectures, exercises, self-study components and coaching sessions in a digitally oriented blended learning format.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written paper (Hausarbeit) (60%) and a presentation (Präsentation) (40%).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Digital Business and Transformation.</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 2nd semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Ahmed, A., & Olander, S.: Velocity: The seven new laws for a world gone digital. Random House. • Chaffey, D., Arturi, T., & Edmundson-Bird, D. Digital business and e-commerce management. Pearson. • Christensen, C. M. The innovator's dilemma. Harvard Business Review Press. • Day, G. S., & Moorman, C. Strategy from the outside in: Profiting from customer value. McGraw-Hill. • Kane, G., Nguyen Phillips, A., Copulsky, J., & Andrus, G. The technology fallacy. MIT Press. • Kim, W. C., & Mauborgne, R. A. Blue ocean strategy. Harvard Business Review Press. • Osterwalder, A., & Pigneur, Y. Business model generation. John Wiley & Sons. • Parker, G., Van Alstyne, M., & Choudary, S. Platform revolution. WW Norton & Co. • Porter, M. E. Competitive strategy. Free Press. • Rogers, D. L. Digital transformation playbook: Rethink your business for the digital age. Columbia Univers. Press. • Westerman, G., Bonnet, D., & McAfee, A. Leading digital: Turning technology into business transformation. Harvard Business Review Press.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Strategic Management [focus 1 and 2]				
Module code F39M-202-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 2	Module frequency Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Randolph Schrank		Course Strategic Management		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Explain how strategies of companies are developed, implemented, and revised. • Contrast different corporate governance systems. • Discuss how recent developments, such as digitalization and sustainability, affect companies' strategies. • Apply selected strategic management frameworks, e.g., portfolio management models. • Analyze the effects of the external environment on a company's strategy. • Assess the internal strengths and weaknesses of a company as well as its opportunities and threats arising from the external environment. • Formulate recommendations on the corporate, business, and functional strategy level. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Introduction to strategic management, including corporate mission, vision, and culture • Corporate governance, social responsibility, and ethics • The strategic management process • Key strategic management frameworks, concepts, and tools • Selected recent topics, such as sustainability, digital transformation, platform business models, or AI in strategic management 			
3	<p>Teaching methods</p> <p>Seminar style lecture including group works, case studies, simulations, and student presentations.</p>			
4	<p>Requirements for participation</p> <p>/</p>			



5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung /</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Strategic Management.</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 2nd semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Bamford, C.E., Hoffman, A. N., Wheelen, T. L., & Hunger, J. D. (2023). Strategic management and business policy: Globalization, innovation and sustainability (16th edition). Pearson Education Limited. <p>Case studies and journal/newspaper articles as defined in class.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



International Corporate Finance (focus 1 and 2)				
Module code F39M-203-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 2	Module frequency Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Anja Wittstock		Course International Corporate Finance		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Explain and apply the different financial objectives including digitalisation and sustainability topics. • Illustrate financial decisions. • Calculate investment appraisals according to investment calculation methods. • Analyze corporate decisions. • Analyze and evaluate the company value based on static and dynamic company valuation methods. • Assess the company value taking into account ESG factors (environmental, social, governance). • Classify, justify and structure equity and debt capital financing methods. • Design M&A processes including Private Equity. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Key figures according to financial objectives • Investment and financing decisions • Corporation targets including the role of financial managers • Investment calculation methods • Static and dynamic company evaluation methods • ESG factors • Equity, Debt and Mezzanine Finance • M&A 			



3	<p>Teaching methods</p> <p>Seminar-style module based on a combination of lecture, group discussions, group work, case studies and exercises. Group works primarily focus on the development of social and presentation skills. In addition, they serve to deepen knowledge of international financial topics. Group work on international finance topics are presented in class. Solutions to financial problems of companies are structured, simulated and formulated jointly.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (120 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module International Corporate Finance</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 2nd semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Brealey, R., Myers, S., & Allen, F. Principles of Corporate Finance. McGraw Hill. • Ernst, D., & Häcker, J. Applied International Corporate Finance. Vahlen. • Pike, R. Neale, B., Linsley, P., Akbar, S. Corporate Finance and Investment: Decisions and strategies. Pearson. • Watson, D., Head, A., & Chan, D. Corporate Finance: Principles and Practice. Pearson. <p>Latest editions.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>





International Management and Trade (focus 1 and 2)				
Module code F39M-204-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 2	Module frequency Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Stéphane Timmer		Course International Management and Trade		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Describe central concepts of managing international firms, e.g. export, direct investment, or technology contracts. • Summarize and explain basic economic theories of internationalization and compare and classify global trade blocs, and business cultures. • Criticize developments in the globalized world economy and relate them to specific country situations and corporate environments. • Appraise international business problems in team working situations through case study seminars and workshops. • Evaluate typical situations in the internationalization process of firms prioritizing strategic solutions. • Devise own solutions for international management problems and conduct international research to back up these decisions. • Defend their views and opinions digitally and in group discussions with international students and company practitioners. • Judge the impact of international business decisions from an ethical and sustainable perspective devising solutions to combine economic rationales with ethical behavior. • Develop the ability to engage in self-managed learning, including reading and study skills in preparation for class discussion, coursework, and examination assessment. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Globalization and the development of the world economy • International theories of trade and investment • Economic cooperation in the global environment • International culture and sustainability in management • International strategy, digitalization and competition • Market entry strategies: export-import, licensing and foreign direct investment • Export management and trade financing • Corporate social responsibility in international Business • International organization and cooperation
3	<p>Teaching methods</p> <p>Seminar-style course including lecture and group work sessions as well as discussion panels. Group assignments have the focus to deepen the knowledge of international business and to develop social and interpersonal skills. International business problems are jointly analyzed, discussed, and presented in class. Invited guest speakers are included in the lecture whenever possible.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (120 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>Group work assignment compulsory but will not be graded.</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module International Management and Trade.</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 2nd semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Cavusgil, S. T., Knight, G., & Riesenberger, J.R. International business strategy: Management and the new realities. Pearson. • Collinson, S., Rajneesh, N., & Rugman, A.M. International business. Pearson. • Hill, C.W.L. International business: Competing in the global market place. McGraw Hill. • Sanati, G. Financing international trade: Banking theories and application. SAGE • Seyoum, B. Export-import theory, practices, and procedures (4th ed.). Routledge. <p>Latest editions. Case studies as defined in class.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



América Latina: Historia y Economía Política (Focus 1 and 2)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-205-MS	5	1 semester	2	Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language Spanish		Planned group size 20		Compulsory or optional module Compulsory
Module owner(s) Dr. Reynier Pérez Hernández		Course América Latina: Historia y economía política		
1	Learning outcomes/competences Upon successful completion of the module, students will be able to: <ul style="list-style-type: none"> • Understand the most important events in contemporary Latin American history. • Explain the main aspects of Latin American society. • Describe conflicts through topics such as population, social structures, migration, and economy. • Differentiate historical, social, politics, and economic problems. 			
2	Contents <ul style="list-style-type: none"> • Colonial society, the Creole, the caste system and the slavery • The plantation economy: origin, formation, development • Independence, the “nationalist outbreaks”: new nations, new conflicts. • Post-colonial society: social framework and migratory movements to Latin America. • Mexican Revolution, Cuban Revolution, Military dictatorships, Latin American guerrillas, Neoliberalism • The land problem and the Agrarian reforms in Latin America • Social integration, “the indigenist problem” and the social integration policies • Popular culture and society 			
3	Teaching methods Seminar-type course that includes readings and discussions of texts. Individual assignments focus on generating questions to deepen general knowledge of Latin American economics, politics and social history.			
4	Requirements for participation /			



5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Presentation of the readings for discussion and commentary (Präsentation) (40%) and a final written work (Hausarbeit)(60%).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung Group work assignment compulsory but will not be graded.</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module América Latina: Historia y economía política.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <p>General literature:</p> <ul style="list-style-type: none"> • Halperin Donghi, Tulio. Historia contemporánea de América Latina. • Malamud, Carlos. Historia de América. • Ramos, Jorge Abelardo. Historia de la Nación latinoamericana. • Romero, José Luis. Latinoamérica: las ciudades y las ideas. <p>Thematic literature:</p> <ul style="list-style-type: none"> • Bolívar, Simón. Carta de Jamaica. • Cárdenas. Lázaro. “Discurso en la toma de posesión de la Presidencia”. • Castro Morales, Efraín. “Los cuadros de castas de la Nueva España”. • Castro, Fidel. La historia me absolverá. • Chonchol, Jacques. “La Reforma Agraria en América Latina”. • Gamboa Rocabado, Franco. “Bolivia frente a su espejo: el indianismo, sus orígenes y limitaciones en el siglo XXI”. • Jaramillo Agudelo, Darío. “La historia de la canción popular”. • Maríñez, Pablo. “Esclavitud y economía de plantación en el Caribe”. • Moreno Fraguinals, Manuel. “La plantación. Crisol de la sociedad antillana”. • Ortiz, Fernando. “Los factores humanos de la cubanidad”. • Perón, Juan Domingo. “Discurso ante la Asamblea Legislativa con motivo de su juramento como Presidente”.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Castellano y Cultura América Latina 2: Spanish B2.1 (focus 1 and 2)				
Module code F39M-206-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language Spanish		Planned group size 20		Compulsory or optional module Compulsory
Module owner(s) Mag. Analía García		Course Castellano y Cultura América Latina 2: Spanish B2.1		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Use their knowledge of the foreign language Spanish, based on the level B1.2 of the Common European Framework of Reference for Languages (CEFR), taking into account intercultural, regional and study-related aspects. • Demonstrate and apply their sustainable communication skills in most situations encountered at university or at work (by using digital tools), during leisure time and when traveling in the language area. • Interpret the essential information of auditory and audiovisual materials with more complex argumentation structures of different text types (monologues, dialogues, discussions) presented in standard language, if the topic is sufficiently familiar. • Evaluate authentic texts of medium difficulty. • Develop sustainable reading comprehension. • Create expressions and sentences by themselves on familiar but also less familiar topics and structure the content linguistically. • Participate in conversational (digital) situations in a general, academic and social context and interact with other speakers using and applying vocabulary and more complex grammatical structures appropriate to level B2.1. • Develop plurilingual strategies (internationalisms, language comparison, etc.) to cope with linguistic situations and expand their knowledge of the target language by using various strategies and registers. • Critically analyze the views of their own and other social groups and react appropriately to the values contained therein. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Interpret contributions to discussions, news, interviews and lectures on socially relevant and academic topics • Produce authentic texts from personal, social and academic life (e.g. articles and reports) • Actively participate in discussions on familiar topics • Write texts on university and study-related topics in different contexts • Write both communicatively and functionally • Intercultural knowledge to clarify and consciously reflect on differences and to position themselves on values with regard to socially relevant topics
3	<p>Teaching methods</p> <p>The lecture is based on communicative activities: working in groups, case studies, exercises and videos.</p>
4	<p>Requirements for participation</p> <p>Knowledge at level B1.2 of the CEFR, which must be proven in a placement test, have participated in the B1.2 course, or equivalent proof of performance.</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) (Klausur) (60%) Oral presentation (Präsentation) (40%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Castellano y Cultura América Latina 2, Spanish B2.1</p>
8	<p>Useability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>0/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Aula Internacional Plus 4. B2.1. Klett Verlag. • Estudiantes.ele B2. Hueber Verlag. • Universo.ele B2. Hueber Verlag. <p>The course is offered via the Olat learning platform. Further material will be announced at the beginning of the semester.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Semester 3



Sustainable International Economics [focus 1 and 2]				
Module code F39M-301-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 3	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Bernhard Bartels		Course Sustainable International Economics		
1	Learning outcomes/competences Upon successful completion of the module, students will be able to: <ul style="list-style-type: none"> • Understand the general concepts of international trade. • Apply theories of international economics to real world data. • Critically assess the benefits and costs from globalization. • Discuss feasible government intervention policies in trade. • Analyze sustainability aspects of international trade regimes and policies. 			
2	Contents <ul style="list-style-type: none"> • Classical theory of trade and exchange rates • Impact across economic geographies, who benefits from trade? • Why are gains from trade different across economic areas and countries? • Is trade protection a barrier or engine for sustainable economic development? • Exchange rate regimes and currency crises • Impacts on economic well-being, including nature and society 			
3	Teaching methods Combined lecture and workshop sessions with active student participation, including group work.			
4	Requirements for participation /			
5	Rules of attendance Students are supposed to participate actively in class; no formal attendance policy is applied.			



6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung /</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Sustainable International Economics.</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 1st semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <p>Pugel, T. (2024). International Economics (18th ed.). Mc Graw Hill.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Leadership and Human Resource Management [focus 1 and 2]				
Module code F39M-302-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 3	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Susanne Rank Prof. Dr. Michael Christ		Course Leadership and Human Resource Management		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Apply the relevant leadership and international Human Resource Management (HRM) theories to real-world cases. • Analyze cases from international companies in applying their knowledge of theories to organisational challenges. • Critically assess different methods of problem solutions. • Build up and structure a cross-cultural team for presenting their final team project results while using digital tools. • Develop strategies for team conflict management by reflecting their contribution to the team's success. • Critically evaluate their behaviour in a paper by linking their own experience to academic theories and frameworks. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Introduction to Leadership and HRM • The individual in the organisation, inter-cultural differences in work motivation • Leadership behaviour (effective leadership, transformational leadership, ethical leadership) • International vs. comparative HRM • Sustainable HRM • Cross Cultural Management (for example: recruiting and selection in international companies; talent management; expatriation as leadership development) • Organisational culture and change management • Team development in global companies 			



3	<p>Teaching methods</p> <p>Seminar-style class, teamwork on assigned case studies and own research on companies to be presented in class.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Team presentation (Präsentation) (60%) and written paper (Hausarbeit) (40%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Leadership and Human Resource Management.</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 1st semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <p>Students are required to use standard textbooks (for example Yukl) and journal articles. Seminal journal articles are recommended for reading. In addition, students are provided with a list of journals and encouraged to conduct literature research.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Business Simulation [focus 1 and 2]				
Module code F39M-303-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 3	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 45		Self study workload (h) 105
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Britta Rathje		Course Business Simulation		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Apply and strengthen their managerial knowledge. • Develop and implement a company's strategy. • Understand interdependencies between functional areas. • Assess external developments. • Evaluate the sustainability of a company and its products • Cooperate in different management teams. • Make efficient decisions under time pressure. • Evaluate their decisions, develop solutions to managerial problems and revise their strategy based on feedback from the market. • Analyze markets, scenarios and reports, formulate and implement business objectives and make efficient decisions in uncertain situations. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Strategy formulation • Decision making process • Marketing and sales • Research and development • Purchasing • Production • Human Resource Management • Finance & Accounting 			



3	<p>Teaching methods</p> <p>Business simulation with integrated feedback sessions.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance mandatory.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Project report (Projektbericht) (70%) and team presentation (Präsentation) (30%).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Business Simulation.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Participant's manual <p>Additional literature:</p> <ul style="list-style-type: none"> • Dillerup, R., & Stoi, R. Unternehmensführung. Vahlen. • Lynch R. Strategic Management. Harlow. <p>Latest editions.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Financial Reporting (focus 1 and 2)				
Module code F39M-304-ME	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 3	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 60		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Karsten Lorenz		Course Financial Reporting		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Identify and understand the relevant International Financial Reporting Standards (IFRS) that are applicable to the financial statements of public interest entities within the European Union. • Apply selected IFRS to practical accounting problems and curated case studies. • Analyse and evaluate selected IFRS and their application in practice, incl. the respective impact on key performance indicators and financial statements as a whole. • Apply the measures of financial statement analysis to the published financial statements of various public interest entities under IFRS and evaluate their respective financial performance, their financial position at year-end, and their potential future prospect. • Develop and critically assess their rhetorical and presentation skills when presenting the results of case studies to an academic audience. • Train their critical thinking skills and ability to work in an English-speaking environment and with internationally composed teams. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Fundamentals of financial accounting • Reporting instruments in (consolidated) financial statements under IFRS • Accounting of selected balance sheet and income statement items in financial statements under IFRS • Financial analysis of (consolidated) financial statements under IFRS 			
3	<p>Teaching methods</p> <p>Course consisting of a combined lecture/exercise in seminar style.</p>			
4	<p>Requirements for participation</p> <p>No formal requirements. Knowledge in basics of double-entry bookkeeping is needed.</p>			



5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (120 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung /</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Financial Reporting.</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 1st semester.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • International Financial Reporting Standards (IFRS), English & German edition of the official standards approved by the EU, Wiley-VCH Verlag, Weinheim. • Elliott, B., & Elliott, J. Financial accounting and reporting. Horngren. • Weygandt, J., Kimmel, P., & Kieso, D. Financial accounting with international financial reporting standards. Wiley. • For repetition of bookkeeping: Alexander, D., & Nobes, C. Financial accounting: An international introduction (7th ed.), chap. 1-2. Pearson Education. <p>Latest editions.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Business Research [focus 1 and 2]				
Module code F39M-305-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 3	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language Spanish		Planned group size 60		Compulsory or optional module Compulsory
Module owner(s) Mag. Analía García Fernández Dr. Oscar Rete		Course Business Research		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Describe and understand methodological approaches suitable to investigate different types of research questions. • Distinguish between qualitative and quantitative research methodologies in business to identify their appropriate sustainable applications. • Critically evaluate the quality of the methodological approaches presented in published studies and identify different digital qualitative research methods and their suitability for specific business research questions. • Generate a research project by structuring research objectives from research questions and discussing appropriate sampling procedures and data collection methods. • Formulate a literature review on a given topic to establish the foundation for further research analysis. • Develop a research plan (“formulario de tesis”) for a Master thesis by using digital tools, based on a theoretical and methodological framework. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Reviewing the literature and theoretical framework • Model forms for the submission of research work in Argentina. Differences between „case study“ and “intervention study” • Research on methodology • Selected data collections methods • Writing a research proposal (“formulario de tesis”) • Discussion paper • Ethics in research 			



3	<p>Teaching methods</p> <p>Seminar-style class; own literature research; individual meetings with students to discuss the development of their work.</p>
4	<p>Requirements for participation</p> <p>Spanish level B2.</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Students develop a research question and submit an extended research proposal (“formulario de tesis”) at the end of the semester.</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung /</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Business Research (Spanish C1).</p>
8	<p>Usability of module in other study programs</p> <p>Students from other programmes can participate in the course as long as they have a Spanish level of B2. Usability for module Master Thesis.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <p>/</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Castellano y Cultura América Latina 3: Spanish B2.2 (focus 1 and 2)				
Module code F39M-306-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 3	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language Spanish		Planned group size 20	Compulsory or optional module Compulsory	
Module owner(s) Mag. Analía García		Course Castellano y Cultura América Latina 3: Spanish B2.2		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Use their knowledge of the foreign language Spanish, based on the level B2.1 of the Common European Framework of Reference for Languages (CEFR), taking into account intercultural, regional and study-related aspects. • Analyze the facts and topics in various (also digital) communication situations in a coherent manner, structuring the linguistic content through a correct selection of formulations appropriate to the situation and addressee. • Participate in conversational situations in general, academic and social contexts and interact with other speakers using vocabulary and complex grammatical structures appropriate to level B2.2. • Formulate logically structured and linguistically largely correct texts on numerous topics in a university-specific, social and professional context, clearly differentiating between communicative and functional writing and applying it in a sustainable targeted manner. • Compose general texts correctly in academic and social contexts using a wide range of vocabulary and a variety of linguistic structures. • Extensive authentic utterances of auditory and audiovisual materials with more complex argumentation structures, whereby the different text types (monologues, dialogs, discussions, etc.) contain both general language vocabulary and increasingly vocabulary from academic language. • Distinguish verbal and non-verbal information and signals in spoken language and react to them consciously and correctly. • Assess the views of their own and other social groups and react consciously and appropriately to the values contained therein. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Create presentations and apply appropriate communication strategies (paraphrasing, defining, classifying, using non-verbal means, etc.) • Write clearly structured, detailed texts on a variety of academic, social and professional topics • Understand longer authentic utterances (contributions to discussions, news, documentaries, interviews, lectures, etc.) with more complex argumentation structures • Understand authentic texts from social and academic life with a stronger focus on academic language • Structure content linguistically • Methods of self-evaluation • Different reading and listening comprehension strategies
3	<p>Teaching methods</p> <p>The lecture is based on communicative activities: working in groups, case studies, exercises and videos.</p>
4	<p>Requirements for participation</p> <p>Knowledge at level B2.1 of the CEFR, which must be proven in a placement test, have participated in the B1.2 course, or equivalent proof of performance.</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy is applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Coursework/written paper (Hausarbeit) (40%) Oral presentation (group work, etc.) (Präsentation) (60%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Castellano y Cultura América Latina 3, Spanish B2.2</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>0/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Aula Internacional Plus 4. B2.2. Klett Verlag. • Castro, F. (2017). Uso de la gramática Española: Avanzado. Edelsa. • Perez de Herrasti, N. (2010). Gramática de la cultura (I): Estilos de conversación. Intercultural Training. Books on Demand GmbH. <p>The course is offered via the Olat learning platform. Further material will be announced at the beginning of the semester.</p>



11	Further information Students interested in languages who would like to take part in the lecture without gaining ECTS points are welcome, subject to availability of places. Please enquire with the relevant contact person before the semester.
12	Last modified January 2025



Semester 4



Alianzas, Fusiones y Adquisiciones (semester abroad, UCES Buenos Aires, focus 1)				
Module code F39M-401-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 4	Module frequency Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Alicia Rey		Course Alianzas, Fusiones y Adquisiciones		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Use (digital) business valuation tools for financial evaluation of M&A operations. • Discuss different stages of M&A processes to ensure successful and sustainable operations. • Distinguish different M&A structures like mergers, takeovers, LBOs, MBOs, joint ventures, and strategic alliances and use valuation methodologies like APV, WACC, and DDM. • Illustrate reasons and structures for M&A transactions based on strategic business goals and understand legal, accounting, tax, and regulatory aspects of M&A transactions. • Apply (digital) valuation techniques in emerging markets considering inflationary contexts and examine different stages of M&A processes including due diligence and transaction closure. • Classify fundamental concepts of asset and liability reorganization and reasons for buying or selling companies. • Distinguish key participants and their roles in the M&A process by analyzing practical business cases to apply theoretical concepts. • Develop knowledge for designing, structuring, and implementing financial operations to enhance sustainable company value through mergers, acquisitions, and strategic alliances. • Assess the necessity for professionals to manage international business expansion. • Formulate financial impacts of mergers, acquisitions, strategic alliances, spin-offs, and asset sales. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Financial rationale and structuring of transactions • M&A process • Reorganization of assets and liabilities • Mergers or acquisitions vs. strategic alliances • Financial valuation of economic benefits. Valuation of companies and stock packages. The value for the buyer, the seller and the negotiation range. Reasons for buying or selling companies • The due diligence process. Legal instruments and closing the transaction • Case studies and best professional practices. Analysis of M&A business cases
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.), combining individual and group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written work (Hausarbeit) (60%) and presentation (Präsentation) (40%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Alianzas, Fusiones y Adquisiciones.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Balwin, C. (2003). Acquisitions and alliances: Introduction to the course. Harvard Business School. • Copeland, T., Koller, T., & Murrin, Jack (2004). Valoración: Medición y gestión del valor- Ediciones Deusto. • López D. (2003). Finanzas corporativas: Un enfoque latinoamericano. 2° ed. Alfaomega. • Mascareñas, J. (2005). Fusiones y Adquisiciones de Empresas. 4° ed. Interamericana de España.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Introducción a la Negociación (semester abroad, UCES Buenos Aires, focus 1)				
Module code F39M-402-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 4	Module frequency Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Eduardo Daniel Girardi		Course Introducción a la negociación		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand negotiation as a conflict resolution methodology and as a key tool for agreements in international business. • Distinguish new (digital) negotiation paradigms. • Apply skills to navigate conflicting interests and protect one's interests effectively. • Classify effective communication for successful and sustainable agreements. • Assess (digital) methods for reaching agreements and defend against deceptive tactics. • Critically create varied negotiation situations. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Introduction to negotiation • Structural elements of negotiation • Effective communication in negotiation • Principles of negotiation • Commercial negotiation • Deceptive negotiation tactics 			
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.) and practical group work.</p>			
4	<p>Requirements for participation</p> <p>/</p>			



5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Practical group work (Hausarbeit) (60%) with presentation (Präsentation) (40%).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Introducción a la negociación.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Decaro, J. La cara Humana de la negociación. Mc. Graw Hill. • de Bono, E. Conflictos Como resolverlos de la mejor manera. Plaza Editores • Descamps M. (1992). El lenguaje del cuerpo y la comunicación corporal. Deusto. • Fernandez J. (2001). La expresión oral. Lumiere. • Fisher, R., Ury, W., & Patton, B. (1993). Si... de acuerdo! Como negociar sin ceder, Editorial Norma. • Fisher, R., & Ertel, D. (1998). Si... de acuerdo! En la Práctica. Editorial Norma. • Ingouville F. (2001). Del mismo lado. Editorial Mondadori. • Raiffa, H. (1996). El arte y la ciencia de la negociación. Fondo de cultura económica. • Stone, D., & Patton, B. Conversaciones difíciles. Editorial Norma • Ury W. (2000). Alcanzar la paz: Diez caminos para resolver conflictos en la casa, el trabajo y el mundo. Paidós. • Ury, W. (2007). El poder de un no positivo. Editorial Norma • Watzlawick, P. (2002). Teoría de la comunicación humana. Herder.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Negociación Estratégica (semester abroad, UCES Buenos Aires, focus 1)				
Module code F39M-403-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 4	Module frequency Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Eduardo Daniel Girardi		Course Negociación Estratégica		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand negotiation as a fundamental tool for reaching agreements within the framework of international business. • Use direct negotiation strategies. • Describe planning as essential for successful and sustainable negotiations. • Develop competencies for successful negotiation and practical, also digital, techniques to resolve conflicts. • Analyze personal negotiation skills and styles. • Formulate direct sustainable negotiation strategies. • Structure negotiation situations effectively through a defined methodology • Examine different current (digital) negotiating styles. • Assess different methods that structure the situation to be negotiated. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Effective negotiator competencies • Sustainable conflict management and negotiation • Negotiation planning • Negotiation development • Negotiation closing • Creative (digital) techniques in negotiation 			



3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.) and practical group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Negociación Estratégica.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Decaro, J. La cara Humana de la negociación. Mc. Graw Hill. • de Bono, E. Conflictos Como resolverlos de la mejor manera. Plaza Editores • Descamps M. (1992). El lenguaje del cuerpo y la comunicación corporal. Deusto. • Fernandez J. (2001). La expresión oral. Lumiere. • Fisher, R., Ury, W., & Patton, B. (1993). Si... de acuerdo! Como negociar sin ceder, Editorial Norma. • Fisher, R., & Ertel, D. (1998). Si... de acuerdo! En la Práctica. Editorial Norma. • Ingouville F. (2001). Del mismo lado. Editorial Mondadori. • Raiffa, H. (1996). El arte y la ciencia de la negociación. Fondo de cultura económica. • Stone, D., & Patton, B. Conversaciones difíciles. Editorial Norma • Ury W. (2000). Alcanzar la paz: Diez caminos para resolver conflictos en la casa, el trabajo y el mundo. Paidós. • Ury, W. (2007). El poder de un no positivo. Editorial Norma • Watzlawick, P. (2002). Teoría de la comunicación humana. Herder.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Economía Internacional Monetaria (semester abroad, UCES Buenos Aires, focus 1)				
Module code F39M-501-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 5	Module frequency Once per year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Alicia Rey		Course Economía Internacional Monetaria		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand macroeconomic and financial analysis within the framework of open economies. • Discuss international sustainable economic and financial topics, considering the issues related to the new international order and the monetary origins of various crises. • Explain the implications of derivative financial instruments. • Compare theoretical and digital concepts with the national and international economic reality. • Analyze the rapid changes in interest rates, exchange rates, and price levels. • Examine the relationships between different economies. • Structure speculative and hedged risk positions. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Financial globalization, international finance and economic and financial crises • Main concepts and terminology in international economics • Interrelation between interest rates, inflation rates, and exchange rates • The real exchange rate and its impact on the valuation of companies • Risks: open positions, natural hedging, and insurance contracts • Risk hedging and (digital) derivative instruments: futures, forwards, and swaps • Risk coverage and derivative instruments 			
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.), combining individual or group work.</p>			



4	<p>Requirements for participation</p> <p>Participants must analyze the material beforehand and come prepared to discuss conclusions and decisions for case resolutions in both group and plenary sessions.</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written work (Hausarbeit) (50%), presentation (Präsentation) (50%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung /</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of module Economia Internacional Monetaria.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Finanzas Corporativas. Un Enfoque Latinoamericano (Alfaomega, 2010). • Finanzas Corporativas, Brealey, Myers (McGrawHill, 1998. Capítulo34) • Gestión de Riesgo, Lorenzo Preve (Temas Grupo Editorial SRL, 2009) <p>A detailed list of reading assignments is provided in the syllabus.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Options 1 - 4 [focus 2]				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-404-MS (Option 1)	5 each option	1 semester	4	Each semester
F39M-405-MS (Option 2)				
F39M-406-MS (Option 3)				
F39M-407-MS (Option 4)				
Workload (total) (h) 150		Class contact time (h) Depends on the option		Self study workload (h) Depends on the option
Language Spanish		Planned group size Depends on the option		Compulsory or optional module Optional
Module owner(s) Prof. Dr. Anja Wittstock		Course Option 1, Option 2, Option 3, Option 4		
1	<p>Learning outcomes/competences</p> <p>Depending on their interest profile, students choose modules (options) from the wide range of courses offered at one of our partner university from abroad, or from any other accredited master's degree program outside Germany. The total of ECTS of these modules should be at least 20 ECTS:</p> <p>The total of these 20 ECTS will be transferred to this study program as Option I to IV each with 5 ECTS. The learning outcomes/competencies can be found in the particular university's module descriptions</p>			
2	<p>Contents</p> <p>The selected courses must be from an accredited master's program in the field of business/management. They must be related to business or management. The course content must not significantly overlap with the compulsory program of the modules from the first two semesters of this module guide.</p>			
3	<p>Teaching methods</p> <p>As stated in the module description of the university abroad.</p>			
4	<p>Requirements for participation</p> <p>/</p>			
5	<p>Rules of attendance</p> <p>As stated in the module description of the university abroad.</p>			



6	<p>Form and scope of assessment/ examination</p> <p>As stated in the module description of the university abroad.</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>As stated in the module description of the university abroad.</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>All modules (semester 1 to 5) passed.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <p>/</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Semester 5



Applied Project (Focus 1 and Focus 2)				
Module code F39M-307-ME	ECTS-Credits 10	Duration of the module 8 weeks	Planned semester of study 1, 2, 3, 4, 5	Module frequency Each semester
Workload (total) (h) 300		Class contact time (h) 15		Self study workload (h) 285
Language Spanish		Planned group size 25	Compulsory or optional module Compulsory	
Module owner(s) Prof. Dr. Daniel Porath		Course Applied Project		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Reflect on the professional experience to assess personal learning, growth, and development in the field. • Apply academic theories and methodologies in a practical work setting to solve real-world business problems. • Evaluate the effectiveness of applied strategies and sustainable solutions in the professional environment. • Collaborate effectively with team members and stakeholders to achieve project goals and enhance professional relationships. • Formulate project outcomes and reflections clearly and effectively through both written and oral presentations by using digital tools. 			



2	<p>Contents</p> <p>The applied project includes three parts:</p> <ul style="list-style-type: none"> • Work experience (300 hours) as in § 24 (4) APO Bachelor & Master. • Report • Presentation <p>The work experience must be related to international business. It can be either of the two possibilities:</p> <ul style="list-style-type: none"> • A full-time internship (placement) within an internationally active company. Minimum length: eight weeks. • A part-time employment position with an internationally active company during the semester. <p>The report is a written piece of work (4,000 words +/- 10%) which includes information on the company's business, a description of the student's work in the company, and an analysis in which the student relates the work experience to the concepts and theories taught in the program and a reflection about personal growth and learning opportunities during the project. The presentation takes place in one of the 4 to 5 seminars organised per semester.</p>
3	<p>Teaching methods</p> <p>See contents. Each semester, the lecturer assigned to the Applied Project will offer seminars for the presentations. Students who want to present their project are required to register in one of these seminars. The lecturer will also be available for questions concerning the project or the report.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are encouraged to participate in class; no formal attendance policy applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written report (Hausarbeit) and presentation.</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Applied Project.</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program.</p>
9	<p>Relative weight of the module for final grade</p> <p>0/125</p>
10	<p>Literature</p> <p>/</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Master Thesis (Focus 1 and Focus 2)				
Module code F39M-502-MS	ECTS-Credits 30	Duration of the module 1 semester	Planned semester of study 4-5 (focus 1) 5 (focus 2)	Module frequency /
Workload (total) (h) 900		Class contact time (h) 30		Self study workload (h) 870
Language Spanish		Planned group size /		Compulsory or optional module Compulsory
Module owner(s) Thesis facilitator; in case of credit transfer: Prof. Dr. Anja Wittstock		Course Master Thesis		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Identify and define a complex problem in the field of International Management to be investigated. • Design a research methodology that uses appropriate scientific methodologies to address the identified problem. • Implement the research design, collecting and analyzing data. • Critically analyze the data to draw meaningful conclusions that contribute to answering the problem. • Compose a coherent thesis that synthesizes the research findings. • Defend the thesis findings and methodology in an oral examination, showcasing mastery of the subject matter. 			



2	<p>Contents</p> <p>The selected courses must be from an accredited master’s program in the field of business/management. They must be related to business or management. The course content must not significantly overlap with the compulsory program of the modules from the first two semesters of this module guide.</p> <p>The problem investigated (see Learning Outcome 1) has to be related to the field of Global Business. It can be</p> <ul style="list-style-type: none"> • a real problem for a company, • an academic problem or • a theoretical question. <p>The content of the master thesis should include:</p> <ul style="list-style-type: none"> • A brief summary of research question, methods, results and conclusions • Research question • Objectives and scope • Literature Review (existing research, theoretical framework, identification of gaps in the literature) • Application of methodology (research design and approach, data collection methods, data analysis techniques) • Data presentation • Analysis and results (detailed analysis of data, interpretation of findings, comparison with existing literature) • Evaluating (discussion, implications for theory and practice, limitations of the study) • Creating (conclusion, summary of key findings, recommendations for future research, final thoughts and reflections)
3	<p>Teaching methods</p> <p>Personal coaching.</p>
4	<p>Requirements for participation</p> <p>Passed modules Business Research (Spanish or English) and Quantitative Analytical Methods are recommended.</p>
5	<p>Rules of attendance</p> <p>Students are encouraged to participate in class; no formal attendance policy applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Master thesis (with colloquium if master thesis is written at UCES, Buenos Aires).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung /</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>All modules (semester 1 to 5) passed.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>



9	Relative weight of the module for final grade 30/125
10	Literature /
11	Further information /
12	Last modified January 2025



Starting the program at UCES



Operatoria Comercio Internacional (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-107-MS	5	1 semester	1	Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. María Agustina Lacava Mag. Lorena Bartomioli		Course Operatoria Comercio Internacional		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Identify foreign trade regulations in practical scenarios and develop export/import plans. • Interpret the impact of economic and political changes on international trade and regional integration processes. • Analyze different factors affecting foreign trade activities and international market entry strategies. • Examine the complexities of customs valuation, classification of goods, and tax implications in international trade. • Critique the effectiveness of international trade policies and practices, and suggest alternative solutions for identified problems. • Evaluate the efficiency of various strategies in international trade operations and determine the suitability of different approaches to foreign markets. • Formulate comprehensive import/export plans and propose improvements to current trade practices based on strategic analysis. • Create strategic plans for international trade operations considering local and international regulations. • Build a coherent sequence of export/import operations and develop sustainable financial strategies for foreign trade activities. • Defend the practical work through oral presentations with the help of digital tools, demonstrating comprehensive knowledge and strategic thinking in international trade operations. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Fundamentals of international trade: Argentina's foreign sector, export/import evolution, trade policy, international agreements, customs code, and regional integration organizations (ALADI, MERCOSUR, GSTP). • Introduction to international marketing: basics of international markets, marketing functions, trade fairs, business missions, intermediaries, INCOTERMS, logistics, transport, and insurance. • Classification and valuation of goods in foreign trade: HCDCS, MERCOSUR Common Nomenclature, and customs valuation methods. • Introduction to import and export: requirements for import/export, customs territories, free trade areas, commercial defense regimes, taxes, quotas, cost determination, operative sequence, and financial regime of foreign trade.
3	<p>Teaching methods</p> <p>Lectures will be of a theoretical and practical nature (case studies, etc.), combining individual or group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Active participation in class and evidence of reading the bibliography.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written final practical work (Hausarbeit).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Operatoria Comercio Internacional.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Bueno, M. (2010). El valor en Aduana de la mercadería (9th ed.). Editorial IARA. • Carlini, G. (2010). El Contrato de Compraventa Internacional de mercaderías. Editorial Abaco. • Fratalochchi, A. (2005). Temas fundamentales de Comercio Internacional de mercaderías. Ediciones Jurídicas Cuyo. • Gottifredi, M. (2010). Ley 22.415: Código Aduanero comentado. Editorial Macchi. www.infoleg.gov.ar • Informes técnicos Comercio Exterior (2017). Intercambio Comercial Argentino. Cifras estimadas de febrero de 2017. INDEC. http://www.indec.gob.ar/uploads/informesdeprensa/ica_03_17.pdf • Ledesma, C. (2007). Nuevos Principios y fundamentos de Comercio Internacional. Ediciones Macchi. • Torres, V. (2008). Como operar en el MERCOSUR. Editorial Buyatti.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Marketing Internacional (starting at UCES)				
Module code F39M-108-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Guillermo Andrés Loe Marcelo E. Volpi Mag. Gustavo Vivas Marquez		Course Marketing Internacional		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Identify competitive advantages of nations, deviations by discussing marketing plans. • Understand main business issues from a marketing perspective, the dynamics of international markets, digital marketing strategies for technology companies, product variables and their interrelation with marketing plans, customer knowledge and information systems, and the role of segmentation in commercial actions. • Configure guidelines for the creation of strategic and commercial management units. • Implement sustainable marketing strategies and (digital) tools for international business. • Discuss industrial sectors, relevant strategies for product policy, pricing and distribution channels. • Analyze motivations in product purchase decisions. • Formulate corporate and business strategy. • Develop tools to formulate strategic corporate health. • Generate guidelines for technology valuation and modern finance methods. • Create initiatives to generate attitude changes towards brands. • Evaluate communication variables in marketing plans. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Strategic marketing: market analysis, segmentation, competitiveness, sustainable development strategies, segmentation, competitive advantage, strategic matrices. • Operational marketing: target segments, marketing plan, integrated marketing, implementation, and control. • Marketing tools and business support systems: CRM, relationship marketing, digital channels. • Integrated vision of demand and consumer behavior: socio-cultural factors, consumer response behaviors, attitude measurement. • Execution and control of the marketing plan: marketing plan structure, advertising, distribution, pricing strategies.
3	<p>Teaching methods</p> <p>Lectures will be of a theoretical and practical nature (case studies, etc.).</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 80% of the classes and active participation (readings, case study preparation etc.).</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written work (Hausarbeit) (40%) and presentation (Präsentation) (60%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the the module Marketing Internacional.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Comportamiento del Consumidor, Solomon, 3° ed. • Dirección de Marketing, Kotler, 12°ed. • Gestionar la Experiencia del Cliente, Smith Shaun, 2004. • Innovación Latina, D'Andrea, 1° edición,. • Kleppner Publicidad, Russell y otros, 2005, 16° ed. • Manual de Planificación de Medios, Naso, 2002. • Marketing, Lamb y otros, 4° ed. • Marketing de Guerra, Ries A & Trout J, 1990. • Marketing Estratégico en Latinoamérica, D'Andrea & Quelch, 2001. • Marketing Estratégico, Wilensky A, Ed. Tesis 3° ed. • Perspectivas de la Economía Mundial, FMI, 2018. • Perspectivas Económicas de América Latina, OCDE, Naciones Unidas, CAF, 2018. • Posicionamiento, Ries A & Trout J, 1992. Ventaja Competitiva, Michael Porter, 1998. • Publicidad, O'Guinn y otros, 1999. • Sistemas de Información Gerencial, O'Brien James, Ed. McGraw Hill, 2003.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Comercio Internacional (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-109-MS	5	1 semester	1	Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Adriana Bass		Course Comercio Internacional		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand the global reality, specifically regarding international negotiations and commercial trends. • Discuss the current status of the multilateral trade system, particularly the negotiations of sensitive issues, as well as ongoing regional and bilateral agreements. • Use in-depth knowledge of the Latin American region, with a focus in the role of Brazil and Argentina. • Categorize current state of international economic negotiations to aid in making strategic decisions in companies, public administration, or consulting work. • Comprehend concepts such as the Millennium/Washington Consensus and Monterrey Consensus and understand the evolution and main characteristics of international trade. • Differentiate between bilateralism and multilateralism and examine the main economic theories. • Analyze regionalism progress in Latin America and apply upon examples such as NAFTA, FTAA, Andean Community, CELAC, UNASUR, BRICS, Pacific Alliance, LAFTA, and ALADI. • Examine a last-generation integration agreement and Argentina's trade agreement and evolution in world and foreign trade. • Analyze the TPP and the „Integral and progressive treaty of transpacific association“. • Compare MERCOSUR's agreement with other blocs and countries and examine MERCOSUR's current situation and projects. • Evaluate international sustainable efforts to regulate foreign investment, including OECD initiatives. • Assemble the role of multinational companies and the digital internationalization process. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Historical and institutional evolution of international economic relations: evolution of (digital) international trade, main characteristics and main economic theories, bilateralism vs. Multilateralism. • International organizations, history, role and sustainable perspectives: a) GATT – WTO, b) IMF and World Bank, c) OECD, d) G20, e) UNCTAD • Integration processes: the progress of regionalism in Latin America, analysis of a last generation integration agreement, analysis of some examples: NAFTA, FTAA, Andean Community, CELAC, UNASUR, BRICS, Pacific Alliance, LAFTA, ALADI. • Historical and institutional evolution of MERCOSUR • New issues in international trade: services, intellectual property, labor rights, electronic commerce, productive Integration, investment, environment. <p>69</p> <ul style="list-style-type: none"> • Transnational firms and international economy: the long process of internationalization, characteristics and changes in the forms of transnational companies. • The expansion of Asian countries: China, the new players in the global economy: competition or complementation with the old players? USA and Europe at the turn of the century. • Argentina and its insertion in international trade.
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.), combining individual or group work. Classroom hours: 24 hours, distance learning hours: 8 hours</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 80% of the classes..</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written final individual work (Hausarbeit).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Comercio Internacional.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • CEFIR (2011). 20 Years of MERCOSUR. • ECLAC (2013). Overview of International Integration. • ECLAC (2008). Trade and Investment Rules: Latin American Perspectives. CEPAL Review 9/4. • O.C.D.E. Framework for Action on Investment. • Ramón Tamames. International Economic Structure: Alianza Editorial - Part Three - Economic Integration in the Americas - The Future of Trade: The Challenges and Opportunities of the Americas. • Report of the Reflection Group on the Future of Trade, April 2013 • Robert, Maryse - Ch. 9, in „Towards Free Trade in the Americas - O.E.A.“, 2001. • Stiglitz, Joseph and Charlton, Andrew, Fair Trade for All, Taurus. • The Future of Trade: The Challenges of Convergence, WTO.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Gestion Estratégica de RR-HH (starting at UCES)				
Module code F39M-110-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 1	Module frequency Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Juan José Lauro		Course Gestion Estratégica de RR-HH		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand the importance of strategic human resource management in organizations and classify the human element as a source of competitive advantage and the growing valuation of intangible assets. • Discuss the proactive role of (digital) modern human resources management and distinguish between the value of good working environments, organizational values, and organizational culture. • Apply strategic human resources management skills, attitudes, and professional competencies to operate effectively in complex and challenging organizational environments. • Analyze new challenges in digital human resource management in terms of business requirements, strategies, and trends by using motivational theories and their implications in business. • Integrate strategic planning practices into the management of people and work teams. • Classify the phases of work team development and apply the basic (digital) tools for team leadership. • Evaluate human performance to avoid favoritism and understand fair salary concepts from equity theory. • Critically evaluate the work environment and organizational climate and reflect ethically on sustainable strategic human resources decisions. • Develop competencies for the selection and evaluation of people and teams and use coaching as a tool for improvement and development. • Create sustainable strategies for career management and organizational change. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • New challenges of people management • Strategic planning of human resources • Selection of people and teams from a sustainable strategic perspective • (Digital) human performance assessment/coaching • Strategic compensation management • Teamwork and leadership • Training and development of the individual
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.), combining individual or group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 80% of the classes..</p>
6	<p>Form and scope of assessment/ examination</p> <p>Final individual research project (Hausarbeit).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Gestion Estratégica de RR-HH.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Bennis, Warren (1988). „How to Become a Leader.“ Norma, Spain. • Cortese, Horacio (2007). „Coaching & Organizational Learning.“ Temas, Buenos Aires. • Dolan, S.L., Valle Cabrera, R., Jackson, S., Schuller, R. (2003). „The Management of Human Resources.“ McGraw Hill, 2nd Edition. • Fernández Araoz, Claudio (2008). „Surround Yourself with the Best.“ Ed. LID. • Franichevich, Alberto; Marchiori, Eugenio A. (2010). „Intergenerational Connection.“ Grupo Editorial Temas, Buenos Aires. • Gadow, Fabiana (2010). „Talent Management Dilemmas in Times of Change.“ Ed. Granica. • Hatum, Andrés (2014). „Yrrupción - Generational Changes and the Future of Organizations.“ Temas Grupo Editorial, Buenos Aires. • Pascale, Richard T.; Millemann, Mark; Gioja, Linda (2002). „The Leader in Times of Chaos.“ Paidós, Buenos Aires. • Robbins, Stephen P. (2004). „Organizational Behavior.“ Pearson, 10th Edition.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Political Economy of Germany and EU (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-111-ME	5	1 semester	1	/
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 15-20		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Anja Wittstock		Course Political Economy of Germany and EU		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to</p> <ul style="list-style-type: none"> • Understand the basic principles of asset management and its importance to institutional investors in scope of sustainability and digitalisation. • Identify key economic indicators used to assess the economic performance of Germany and the EU. • Describe the main components and objectives of financial regulations. • Explain the structure of the German and EU financial economies, including major sectors and their contributions. • Demonstrate the use of a derivative contract in a real-world financial scenario. • Compare the performance and regulatory environments of different financial markets within the EU. • Assess the effectiveness of the financial market. • Develop financial products to enhance market efficiency. 			
2	<p>Contents - Financial supervisory system</p> <ul style="list-style-type: none"> • Banking risks and their limitation • Financial instruments • Economic significance of financial markets • Economic significance of banks • Transformation function • Derivatives • Asset Management with a focus on ESG 			



3	<p>Teaching methods</p> <p>Seminar-style module based on a combination of lecture, group discussions, group work, case studies and exercises. Group works primarily focus on the development of social and presentation skills. In addition, they serve to deepen knowledge of international financial topics. They are compulsory, will be assessed and are also part of the final grade.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Students are supposed to participate actively in class; no formal attendance policy applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written group work (Hausarbeit) (60%) with group presentation (Präsentation) (40%)</p> <p>Study achievements as a prerequisite for participation in the assessment/examination</p> <p>Compulsory group work on economical topics presented in class. Solutions to an economical problem are structured, simulated and formulated jointly. The research results are discussed and presented in class.</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Political Economy in Germany and EU.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Brealey/Myers/Allen, Principles of Corporate Finance, McGRAW-HILL International Edition. • Ernst/Häcker, Applied International Corporate Finance, Vahlen. • Pike/Neale/Akbar, Corporate Finance and Investment, Pearson. • Watson/Head, Corporate Finance, Pearson.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>





Deutsche Sprache und Kultur 1: A1.1 (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-112-M	5	1 semester	1	Once a year
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language German		Planned group size 15		Compulsory or optional module Compulsory
Module owner(s) In cooperation with the Goethe-Institute in Buenos Aires		Course Deutsche Sprache und Kultur 1: A1.1		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand and use familiar everyday expressions and very basic phrases aimed at the satisfaction of needs of a concrete type. • Introduce themselves to others and can ask and answer questions about personal details such as where they live, people they know and things they have. • Interact in a simple way provided the other person talks slowly and clearly and is prepared to help. • Apply their general knowledge about the German culture and society. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • In the course the following word fields will be covered: • Introducing oneself • Professional life and hobbies • Family and friends • Describing objects • Food and drinks • Communicating and travelling 			
3	<p>Teaching methods</p> <p>The module is offered in cooperation with the Goethe-Institut in Buenos Aires. The content corresponds to the standard content of the courses offered by the Goethe-Institut.</p>			
4	<p>Requirements for participation</p> <p>/</p>			



5	Rules of attendance /
6	Form and scope of assessment/ examination Written exam (90 minutes) (Klausur) Study achievements as a prerequisite for participation in the assessment/examination /
7	Requirements for receiving credits (ECTS) Confirmation of the language level by the Goethe-Institut.
8	Usability of module in other study programs /
9	Relative weight of the module for final grade 0/125
10	Literature Literature is specified by the Goethe-Institut.
11	Further information /
12	Last modified January 2025



Derecho de los Negocios Internacionales (starting at UCES)				
Module code F39M-207-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 2	Module frequency Once a year (winter term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Dra Sara Lidia Feldstein de Cárdenas Dra Mónica Rodríguez Mag. Flavia Andrea Medina		Course Derecho de los Negocios Internacionales		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Use professional skills to operate and advise within the international business context. • Identify key concepts of private international law and international business. • Discuss the main issues in international contracts, corporate regimes, and insolvency law. • Explain the significance of international business law in the 21st Century and summarize the principles of free will in contract law and the importance of legislative harmonization in integrated spaces. • Apply theoretical knowledge to solve practical legal issues in international and regional trade. • Analyze legal cases and doctrines related to international contracts, corporate regimes, and insolvency. • Examine the impact of international regulations on cross-border business activities. • Evaluate different legislative and jurisprudential solutions for international business disputes. • Assess the effectiveness of harmonization efforts in international business law, particularly within MERCOSUR and the European Union. • Develop sustainable strategies for resolving international business law issues. • Formulate (digital) solutions to enhance the legislative framework for international trade and corporate activities. 			



2	<p>Contents</p> <ul style="list-style-type: none"> ▪ Introduction to private international law. ▪ General notions of international business law. ▪ International corporate regime and international contracts: general aspects and specific contracts. ▪ Companies and their extraterritorial performance. ▪ Insolvency law and cross-border insolvency: implications for international business. ▪ International jurisdiction and alternative dispute resolution methods.
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.), combining individual and group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 80% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Individual written work (Hausarbeit).</p> <p>Study achievements as a prerequisite for participation in the assessment/examination</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Derecho de los Negocios Internacionales.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Biocca, Stella Maris, Cárdenas, Sara Lidia y Basz, Victoria, Lecciones de Derecho Internacional Privado, 2ª edición, Ed. Universidad, Buenos Aires, 1997 Artículos actuales • Bazaldúa, Ricardo X., „En torno al derecho de la integración“, en Revista de Estudios Aduaneros N° 10, Instituto Argentino de Estudios Aduaneros, Buenos Aires, 1997, p. 89. • Boggiano, Antonio, Sociedades y grupos multinacionales, Ed. Depalma, Buenos Aires, 1985. • Feldstein de Cárdenas, Sara L. y Scotti, Luciana B., „Armonización legislativa en el MERCOSUR: La interacción entre el Derecho Internacional Privado y el Derecho Comparado“, en Suplemento mensual de Derecho Internacional Privado y de la Integración N° 16, Diario Jurídico elDial: www.eldial.com, Ed Albremática, fecha de publicación: 25 de noviembre de 2005. • Feldstein de Cárdenas, Sara Lidia, „El Derecho Internacional Privado y los Procesos de Integración Regional“, en Revista Síntesis Forense del Colegio de Abogados de San Isidro N° 85. • Freeland López Lecube, Alejandro, „De la primacía y el efecto directo en el ordenamiento jurídico comunitario“, en Separata de la Revista Jurídica de Buenos Aires 1991-III, Ed. Abeledo Perrot, p. 107. • Scotti, Luciana B., “La integración regional y el Derecho de la Integración. El caso del MERCOSUR: luces y sombras”, en Suplemento mensual de Derecho Internacional Privado y de la Integración N° 18, Diario Jurídico elDial: www.eldial.com, Ed Albremática, fecha de publicación: 31 de marzo de 2006.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Economia Internacional Monetaria (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-208-MS	5	1 semester	2	Once a year (winter term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Alicia Rey		Course Economia Internacional Monetaria		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand macroeconomic and financial analysis within the framework of open economies. • Discuss international sustainable economic and financial topics, considering the issues related to the new international order and the monetary origins of various crises. • Explain the implications of derivative financial instruments. • Compare theoretical and digital concepts with the national and international economic reality. • Analyze the rapid changes in interest rates, exchange rates, and price levels. • Examine the relationships between different economies. • Structure speculative and hedged risk positions. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Financial globalization, international finance and economic and financial crises. • Main concepts and terminology in international economics. • Interrelation between interest rates, inflation rates, and exchange rates. • The real exchange rate and its impact on the valuation of companies. • Risks: open positions, natural hedging, and insurance contracts. • Risk hedging and (digital) derivative instruments: futures, forwards, and swaps. • Risk coverage and derivative instruments. 			
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.), combining individual and group work.</p>			



4	<p>Requirements for participation</p> <p>Participants must analyze the material beforehand and come prepared to discuss conclusions and decisions for case resolutions in both group and plenary sessions.</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written work (Hausarbeit) (50%) and presentation (Präsentation) (50%)</p> <p>Study achievements as a prerequisite for participation in the assessment/examination /</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Economía Internacional Monetaria.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Finanzas Corporativas. Un Enfoque Latinoamericano (Alfaomega, 2010). • Finanzas Corporativas, Brealey, Myers (McGrawHill, 1998. Capítulo34). • Gestión de Riesgo, Lorenzo Preve (Temas Grupo Editorial SRL, 2009). <p>A detailed list of reading assignments is provided in the syllabus.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Evaluación de Inversiones (starting at UCES)				
Module code F39M-209-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 2	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Alicia Elsa Rey		Course Evaluación de inversiones		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Use financial evaluation techniques to make informed investment, financing, and dividend decisions. • Define key concepts in sustainable investment appraisal and project evaluation. • Discuss the significance of a project and its importance. • Explain the processes involved in the financial evaluation of investment projects. • Explain the objectives of market, technical/digital, and economic studies within project evaluations. • Distinguish between different financial alternatives to increase company value and resolve potential conflicts of interest. • Critically assess the feasibility and sustainability of projects using established evaluation criteria. • Formulate innovative (digital) solutions to financial challenges in international business contexts. • Assemble cash flows and apply NPV and IRR methods to project evaluations • Examine the assumptions and limitations of NPV and IRR methods. • Evaluate the methodological shortcomings of the IRR method and the impact of inflation on cash flows. • Develop strategies for risk assessment and management in investment projects. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Concept and generalities of investment projects • Methodology and analysis of investment projects • Cash flow analysis and evaluation criteria • Financing and study of alternatives • Sensitivity analysis, risk, and uncertainty assessment • Private and social evaluation, environmental impact • Business analysis, company valuation, projections, and planning.
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.), combining individual and group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Individual written work (Hausarbeit) (50%) and presentation (Präsentation) (50%).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Evaluación de Inversiones.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>30/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Baca Urbina, G, Evaluación de proyectos, 5º Edición / 2006, Mcgraw-Hill. • Duvigneau, J C, "Pautas para calcular las tasas de rendimiento...", Doc Técnico nro 33S, Banco Mundial. • Fontaine, E. R. 2015. Evaluación de Proyectos Sociales. Santiago de Chile: Alfaomega Grupo Editorial. • Sapag Chain, N. Y R., Preparación y evaluación de proyectos, 5º Edición / 2008, Chile, Mcgraw-Hill. • Pascale, Ricardo, Decisiones Financieras, 1º Edición / 2005, Edicon. • Varela, Rodrigo, Evaluación económica de proyectos de inversión, 6º Edición / 1998, Iberoamerican. • Villarreal, Arturo, Evaluación Financiera de Proyectos de Inversión, 1991.



11	Further information /
12	Last modified January 2025



Strategic Management (Pensamiento I & II) (starting at UCES)				
Module code F39M-210-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 2	Module frequency Once per year (winter term)
Workload (total) (h) 150		Class contact time (h) 64		Self study workload (h) 86
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Dr. José Luis Speroni		Course Strategic Management (Pensamiento I & II)		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Use scenario techniques to design and evaluate sustainable business strategies and illustrate analogies and metaphors to enhance strategic diagnosis and decision-making processes. • Identify fundamental concepts of strategic thinking and related interdisciplinary digital tools, and discuss the characteristics and components of strategic thinking. • Apply strategic decision-making models to real-world international business scenarios and explain strategic concepts and their applicability in international business context by summarizing the relationship between strategic thinking and interactive behaviours in business environment. • Analyze international economic conditions to develop business strategies by reflecting the systemic dynamics of international business and by identifying strategic opportunities and threats. • Examine sustainable ethical considerations within strategic contexts by reflecting on their implications (dynamics of institutional culture, identity, and change) and evaluate different strategic approaches and their effectiveness in various business situations. • Critically assess the role of complex thinking and teamwork in strategic planning. • Assess risks associated with international business operations. • Critically evaluate (digital) crisis communication strategies and their effectiveness. • Develop innovative strategies for international business and comprehensive strategic assessments incorporating dynamic and systemic business elements. • Construct innovative sustainable strategic solutions using interdisciplinary approaches and contemporary tools, including Artificial Intelligence. 			



2	<p>Contents</p> <ul style="list-style-type: none"> ▪ Introduction to strategic thinking and its significance: thinking, strategy, and action context, overcoming thought blockages like prejudice ▪ Strategic Thinking by Ohmae: strengths and weaknesses. Complex thinking and Metanoia as keys to strategic thought. Positive ignorance and the art of questioning ▪ Strategic Thinking in Motion: the role of analogy and metaphor in strategy. Communication as a bridge between thought and action. Dominant paradigms and their ethical, environmental, and human rights implications ▪ Strategic Thinking in the age of Big Data ▪ Strategy in Business: systemic intellectual structure of strategy. Linking strategic thinking with the behaviors of strategic actors ▪ Strategy in Action: practical applications of strategic concepts to business scenarios. Decision models and their implications for strategic actors
3	<p>Teaching methods</p> <p>Lectures will be of theoretical and practical nature (case studies, etc.), combining individual and group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Individual written work (Hausarbeit) (50%) and presentation (Präsentation) (50%).</p> <p>Study achievements as a prerequisite for participation in the assessment/examination</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Strategic Management Pensamiento I & II.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>



10	<p>Literature</p> <ul style="list-style-type: none"> • Boggino, G., & Margariti A., (2015). Planificación y gerenciamiento estratégico. Talleres Fervil. • Guerras Martín, L., & Navas López, J. (2015). La dirección estratégica de la empresa teoría y aplicaciones. Aranzadi. • Heidegger M., (2010). ¿Qué significa pensar? 3° ed. Trotta • Mintzberg, H. et al. (2016). Safari a la Estrategia. Gránica. • Morin, E. (2009). Introducción al Pensamiento Complejo. Gedisa. • Salas, R. (2010). Estrategias de Negocios: Nuevos Mercados y Costeo. Buyatti Librería Editorial. • Senge, P. (2010). La quinta disciplina: El arte y la práctica de la organización abierta al aprendizaje. 2. ed. Granica.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Deutsche Sprache und Kultur 2: A1.2 (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-211-M	5	1 semester	1	Once a year
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language German		Planned group size 15		Compulsory or optional module Compulsory
Module owner(s) In cooperation with the Goethe-Institute in Buenos Aires		Course Deutsche Sprache und Kultur 2: A1.2		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand simple questions, messages, news on the telephone, information from the radio and short conversations in everyday situations. • Introduce yourself in conversation and answer questions about yourself. • Extract the most important information from short written messages, advertisements, descriptions, letters, and simple newspaper articles. • Write short personal messages. • Ask and answer simple questions in conversations on topics that concern you. • Formulate requests, requests or questions commonly used in everyday life and respond or react to them. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Orientation in a city • Housing • Appointments • Plans and wishes • Health • Describing persons • Rules and regulations • The weather and the seasons 			
3	<p>Teaching methods</p> <p>The module is offered in cooperation with the Goethe-Institut in Buenos Aires. The content corresponds to the standard content of the courses offered by the Goethe-Institut.</p>			



4	Requirements for participation German level A1.1.
5	Rules of attendance /
6	Form and scope of assessment/ examination Written exam (90 minutes) (Klausur) Study achievements as a prerequisite for participation in the assessment/examination /
7	Requirements for receiving credits (ECTS) Passed Module German A1.2.
8	Usability of module in other study programs /
9	Relative weight of the module for final grade 0/125
10	Literature Literature is specified by the Goethe-Institut.
11	Further information /
12	Last modified January 2025



Alianzas, Fusiones y Adquisiciones (starting at UCES)				
Module code F39M-308-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 3	Module frequency Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Alicia Rey		Course Alianzas, Fusiones y Adquisiciones		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Use (digital) business valuation tools for financial evaluation of M&A operations. • Understand the global economic context and its impact on capital mobility and foreign investment trends. • Discuss different stages of M&A processes to ensure successful and sustainable operations. • Distinguish different M&A structures like mergers, takeovers, LBOs, MBOs, joint ventures, and strategic alliances and use valuation methodologies like APV, WACC, and DDM. • Illustrate reasons and structures for M&A transactions based on strategic business goals and understand legal, accounting, tax, and regulatory aspects of M&A transactions. • Apply (digital) valuation techniques in emerging markets considering inflationary contexts and examine different stages of M&A processes including due diligence and transaction closure. • Classify fundamental concepts of asset and liability reorganization and reasons for buying or selling companies. • Distinguish key participants and their roles in the M&A process by analyzing practical business cases to apply theoretical concepts. • Develop knowledge for designing, structuring, and implementing financial operations to enhance sustainable company value through mergers, acquisitions, and strategic alliances. • Assess the necessity for professionals to manage international business expansion. • Formulate financial impacts of mergers, acquisitions, strategic alliances, spin-offs, and asset sales. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Financial rationale and structuring of transactions • M&A process • Reorganization of assets and liabilities • Mergers or acquisitions vs. strategic alliances • Financial valuation of economic benefits. Valuation of companies and stock packages. The value for the buyer, the seller and the negotiation range. Reasons for buying or selling companies • The due diligence process. Legal instruments and closing the transaction • Case studies and best professional practices. Analysis of M&A business cases
3	<p>Teaching methods</p> <p>Lectures will be of a theoretical and practical nature (case studies, etc.), combining individual or group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written work (Hausarbeit) (60%), and presentation (Präsentation) (40%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Alianzas, Fusiones y Adquisiciones.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Balwin, C. (2003). Acquisitions and alliances: Introduction to the course. Harvard Business School. • Copeland, T., Koller, T., & Murrin, Jack (2004). Valoración: Medición y gestión del valor- Ediciones Deusto. • López D. (2003). Finanzas corporativas: Un enfoque latinoamericano. 2° ed. Alfaomega. • Mascareñas, J. (2005). Fusiones y Adquisiciones de Empresas. 4° ed. Interamericana de España.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Finanzas Cooperativas e Internacionales (starting at UCES)				
Module code F39M-309-MS	ECTS-Credits 5	Duration of the module 1 semester	Planned semester of study 3	Module frequency Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Alicia Rey		Course Finanzas Cooperativas e Internacionales		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand bond and yield types. • Describe various financing and investment instruments in national and international markets. • Apply valuation methods like APV and WACC by study multiples and market capitalization. • Apply NPV, IRR, payback periods, and profitability indexes. • Explain main(digital) financial instruments and interpret different accounting statements for economic and financial analysis. • Determine expected risk and return, cost of capital, and capital structure. • Distinguish derivative financial instruments for risk management. • Calculate cost of capital in emerging markets. • Categorize risk-free rate, country risk, equity premium, and beta. • Organize financial statements for finance use. • Examine concepts of interest, income, real and nominal interest rates, and capitalization. • Evaluate sustainable company value and estimate business cash flows. • Create finance from an integral and systemic perspective, covering key topics related to investment decisions and corporate financing. 			



2	<p>Contents</p> <ul style="list-style-type: none"> • Financial statements and analysis of financial statements • Cash flow statements • Risk and corporate financing instruments • Basic tools of financial mathematics. Financial tools for valuing companies and projects • Investment project evaluation techniques • Bonds • Cost of capital and valuation of companies • Case studies and professional practices
3	<p>Teaching methods</p> <p>Lectures will be of a theoretical and practical nature (case studies, etc.), combining individual or group work.</p>
4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Individual written work (Hausarbeit).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Finanzas Corporativas e Internacionales.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Finanzas Corporativas – Guillermo Dumrauf (Grupo Guía). • Principios de Finanzas Corporativas – Brealey, Myers, Allen (McGraw Hill). • Finanzas Corporativas – Ross, Westerfield, Jaffe (McGraw Hill). • Principios de Valoración de Empresas – Xavier Adsera, Pere Viñolas (Deusto). • Administración de Carteras de Inversión – Marcelo Elbaum (Ediciones Macchi). • Ingeniería Financiera. La Gestión en los Mercados Financieros Internacionales – Luis Díez de Castro, Juan Mascareñas Perez Iñigo (McGraw Hill). • Inversiones. Análisis de Inversiones Estratégicas – Werner Ketelhöhn, J. Nicolás Marín, Eduardo Luis Montiel (Grupo Editorial Norma).



11	Further information /
12	Last modified January 2025



Introducción a la Negociación (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-310-MS	5	1 semester	3	Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Eduardo Daniel Girardi		Course Introducción a la negociación		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand negotiation as a conflict resolution methodology and as a key tool for agreements in international business. • Distinguish new (digital) negotiation paradigms. • Apply skills to navigate conflicting interests and protect one's interests effectively. • Classify effective communication for successful and sustainable agreements. • Assess (digital) methods for reaching agreements and defend against deceptive tactics. • Critically create varied negotiation situations. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Introduction to negotiation • Structural elements of negotiation • Effective communication in negotiation • Principles of negotiation • Commercial negotiation • Deceptive negotiation tactics 			
3	<p>Teaching methods</p> <p>Lectures will be of a theoretical and practical nature (case studies, etc.), combining individual or group work.</p>			
4	<p>Requirements for participation</p> <p>/</p>			



5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Practical group work (Hausarbeit) (60%) with presentation (Präsentation) (40%)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Introducción a la negociación.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Decaro, J. La cara Humana de la negociación. Mc. Graw Hill. • de Bono, E. Conflictos Como resolverlos de la mejor manera. Plaza Editores • Descamps M. (1992). El lenguaje del cuerpo y la comunicación corporal. Deusto. • Fernandez J. (2001). La expresión oral. Lumiere. • Fisher, R., Ury, W., & Patton, B. (1993). Si... de acuerdo! Como negociar sin ceder, Editorial Norma. • Fisher, R., & Ertel, D. (1998). Si... de acuerdo! En la Práctica. Editorial Norma. • Ingouville F. (2001). Del mismo lado. Editorial Mondadori. • Raiffa, H. (1996). El arte y la ciencia de la negociación. Fondo de cultura económica. • Stone, D., & Patton, B. Conversaciones difíciles. Editorial Norma • Ury W. (2000). Alcanzar la paz: Diez caminos para resolver conflictos en la casa, el trabajo y el mundo. Paidos. • Ury, W. (2007). El poder de un no positivo. Editorial Norma • Watzlawick, P. (2002). Teoría de la comunicación humana. Herder.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Negociación Estratégica (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-311-MS	5	1 semester	3	Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language Spanish		Planned group size 25		Compulsory or optional module Compulsory
Module owner(s) Mag. Eduardo Daniel Girardi		Course Negociación Estratégica		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand negotiation as a fundamental tool for reaching agreements within the framework of international business. • Use direct negotiation strategies. • Describe planning as essential for successful and sustainable negotiations. • Develop competencies for successful negotiation and practical, also digital, techniques to resolve conflicts. • Analyze personal negotiation skills and styles. • Formulate direct sustainable negotiation strategies. • Structure negotiation situations effectively through a defined methodology • Examine different current (digital) negotiating styles. • Assess different methods that structure the situation to be negotiated. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Effective negotiator competencies • Sustainable conflict management and negotiation • Negotiation planning • Negotiation development • Negotiation closing • Creative (digital) techniques in negotiation 			
3	<p>Teaching methods</p> <p>Lectures will be of a theoretical and practical nature (case studies, etc.), combining individual or group work.</p>			



4	<p>Requirements for participation</p> <p>/</p>
5	<p>Rules of attendance</p> <p>Attendance at 75% of the classes.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 min) (Klausur)</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Successful completion of the module Negociación Estratégica.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <ul style="list-style-type: none"> • Decaro, J. La cara Humana de la negociación. Mc. Graw Hill. • de Bono, E. Conflictos Como resolverlos de la mejor manera. Plaza Editores • Descamps M. (1992). El lenguaje del cuerpo y la comunicación corporal. Deusto. • Fernandez J. (2001). La expresión oral. Lumiere. • Fisher, R., Ury, W., & Patton, B. (1993). Si... de acuerdo! Como negociar sin ceder, Editorial Norma. • Fisher, R., & Ertel, D. (1998). Si... de acuerdo! En la Práctica. Editorial Norma. • Ingouville F. (2001). Del mismo lado. Editorial Mondadori. • Raiffa, H. (1996). El arte y la ciencia de la negociación. Fondo de cultura económica. • Stone, D., & Patton, B. Conversaciones difíciles. Editorial Norma • Ury W. (2000). Alcanzar la paz: Diez caminos para resolver conflictos en la casa, el trabajo y el mundo. Paidós. • Ury, W. (2007). El poder de un no positivo. Editorial Norma • Watzlawick, P. (2002). Teoría de la comunicación humana. Herder.
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Deutsche Sprache und Kultur 3: A2 (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-312-M	5	1 semester	1	Once a year
Workload (total) (h) 150		Class contact time (h) 32		Self study workload (h) 118
Language German		Planned group size 15		Compulsory or optional module Compulsory
Module owner(s) In cooperation with the Goethe-Institute in Buenos Aires		Course Deutsche Sprache und Kultur 3: A2		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Understand sentences and frequently used expressions related to areas of most immediate relevance (e.g. very basic personal and family information, shopping, local geography, employment). • Communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar and routine matters. • Describe in simple terms aspects of their background, immediate environment and matters in areas of immediate need. • Apply their deep knowledge about the German culture and society. 			
2	<p>Contents</p> <p>In the course the following word fields will be covered:</p> <ul style="list-style-type: none"> • Childhood memories • Working life and vacations • Moving and mobility • Events and activities 			
3	<p>Teaching methods</p> <p>The module is offered in cooperation with the Goethe-Institut in Buenos Aires. The content corresponds to the standard content of the courses offered by the Goethe-Institut.</p>			
4	<p>Requirements for participation</p> <p>German level A1.2.</p>			
5	<p>Rules of attendance</p> <p>/</p>			



6	<p>Form and scope of assessment/ examination</p> <p>Written exam (90 minutes) (Klausur)</p> <p>Study achievements as a prerequisite for participation in the assessment/examination /</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed Module German A2.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>0/125</p>
10	<p>Literature</p> <p>Literature is specified by the Goethe-Institut.</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Business Research (English) (starting at UCES)				
Module code	ECTS-Credits	Duration of the module	Planned semester of study	Module frequency
F39M-305-ME	5	1 semester	3	Once a year (summer term)
Workload (total) (h) 150		Class contact time (h) 60		Self study workload (h) 90
Language English		Planned group size 30		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Daniel Porath Prof. Dr. Niklas Gadatsch		Course Business Research (English)		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Utilize relevant data and digital software tools to apply a research method, analyse results, and draw conclusions. • Discuss appropriate sampling procedures and data collection methods for various research designs. • Distinguish between qualitative and quantitative research methodologies in business to identify their appropriate applications. • Explain different qualitative research methods and their suitability for specific business research questions. • Create a literature review on a given topic to establish the foundation for further sustainable research analysis. • Formulate the outcomes of a literature review and data analysis to compile and present findings in a scholarly research paper. 			
2	<p>Contents</p> <ul style="list-style-type: none"> • Sampling techniques • Data collection methods • Qualitative research methods • Research project work 			
3	<p>Teaching methods</p> <p>Lectures include a part with regular instruction (classroom or online) and a part with coaching for the research project.</p>			
4	<p>Requirements for participation</p> <p>Knowledge of the module Quantitative Analytical Methods is required.</p>			



5	<p>Rules of attendance</p> <p>Attendance during coaching sessions is mandatory; no formal attendance policy applied.</p>
6	<p>Form and scope of assessment/ examination</p> <p>Term paper (Hausarbeit).</p> <p>Studienleistungen als Voraussetzung für Teilnahme an der Prüfung</p> <p>/</p>
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Business Research (English).</p>
8	<p>Usability of module in other study programs</p> <p>Usability in MAIB program in 2nd semester. Usability for module Master Thesis.</p>
9	<p>Relative weight of the module for final grade</p> <p>5/125</p>
10	<p>Literature</p> <p>Saunders, M., Lewis, Ph., & Thornhill, A. Research methods for business students. Pearson. (Latest edition)</p>
11	<p>Further information</p> <p>/</p>
12	<p>Last modified</p> <p>January 2025</p>



Master Thesis (starting at UCES)				
Module code F39M-505-MS	ECTS-Credits 30	Duration of the module 5 months	Planned semester of study 4 or 5	Module frequency Each semester
Workload (total) (h) 900		Class contact time (h) 30		Self study workload (h) 870
Language English		Planned group size /		Compulsory or optional module Compulsory
Module owner(s) Prof. Dr. Anja Wittstock		Course Master Thesis		
1	<p>Learning outcomes/competences</p> <p>Upon successful completion of the module, students will be able to:</p> <ul style="list-style-type: none"> • Identify and define a complex problem in the field of International Management to be investigated. • Design a research methodology that uses appropriate scientific methodologies to address the identified problem. • Implement the research design, collecting and analyzing data. • Critically analyze the data to draw meaningful conclusions that contribute to answering the problem. • Compose a coherent thesis that synthesizes the research findings. • Defend the thesis findings and methodology in an oral examination, showcasing mastery of the subject matter. 			



2	<p>Contents</p> <p>The selected courses must be from an accredited master’s program in the field of business/management. They must be related to business or management. The course content must not significantly overlap with the compulsory program of the modules from the first two semesters of this module guide.</p> <p>The problem investigated (see Learning Outcome 1) has to be related to the field of Global Business. It can be</p> <ul style="list-style-type: none"> • a real problem for a company, • an academic problem or • a theoretical question. <p>The content of the master thesis should include:</p> <ul style="list-style-type: none"> • A brief summary of research question, methods, results and conclusions) • Research question • Objectives and scope • Literature Review (existing research, theoretical framework, identification of gaps in the literature) • Application of methodology (research design and approach, data collection methods, data analysis techniques) • Data presentation • Analysis and results (detailed analysis of data, interpretation of findings, comparison with existing literature) • Evaluating (discussion, implications for theory and practice, limitations of the study) • Creating (conclusion, summary of key findings, recommendations for future research, final thoughts and reflections)
3	<p>Teaching methods</p> <p>Personal coaching.</p>
4	<p>Requirements for participation</p> <p>Passed modules Business Research (Spanish or English) and Quantitative Analytical Methods are recommended.</p>
5	<p>Rules of attendance</p> <p>/</p>



6	<p>Form and scope of assessment/ examination for students choosing Focus 1</p> <p>Master thesis with colloquium (oral examination (§ 9 APO Bachelor & Master))</p> <p>Weighting: Master thesis 80%, colloquium (oral examination) 20%</p> <p>In addition of writing the Master’s thesis, it includes a colloquium to a committee consisting of three reviewers “jurados”.</p> <p>Within the colloquium the students present the research question and objectives and the theoretical framework of the Master’s thesis . They explain the analysis and evaluation of the research results and present the applicable solution results.</p> <ol style="list-style-type: none"> 1. The commission of three reviewers “jurados” assess the thesis. These are a professor from Mainz University of Applied Sciences, an external expert from outside the two universities and a third reviewer, who can either be a professor from Mainz University of Applied Sciences or an external expert. The supervisor of the master thesis is one member of the commission. 2. Moreover, this commission assesses the oral examination (“colloquium”) of the thesis. <p>Study achievements as a prerequisite for participation in the assessment/examination</p> <p>The defence commission assess the thesis according to the following criteria:</p> <ul style="list-style-type: none"> • Formal and logical structure (research problem identified; research objectives adequate; layout and contents presented logically) • Methodology of the study (awareness of various methods; appropriate method applied; appropriateness of statistical techniques – if applicable – and other analytical techniques) • Knowledge of theories / literature (knowledge of theories and publications; currency with discussion in the field) • Core research results (application of theory; application of research data; presentation of data and non-data results) • Recommendations and conclusions (logical/consistent with research results? Limitations of study discussed? Indication of further research needs?) • Sources and referencing (appropriate mix of books, journal articles, and other sources? Use of footnotes appropriate? Referencing correct and appropriate? Use of appendices appropriate? List of references appropriate?) • Language and clarity of thought <p>Form and scope of assessment/examination for students choosing Focus 2</p> <ul style="list-style-type: none"> • Master thesis
7	<p>Requirements for receiving credits (ECTS)</p> <p>Passed module Master Thesis.</p>
8	<p>Usability of module in other study programs</p> <p>/</p>
9	<p>Relative weight of the module for final grade</p> <p>30/125</p>
10	<p>Literature</p> <p>/</p>



11	Further information /
12	Last modified January 2025