



Programme handbook for the Master programme

International Business in Developing and Emerging Markets (IBDEM)



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(Email contact: ibdem.mba@bwl.tu-freiberg.de)

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Abstract

The new Master programme of International Business in Developing and Emerging Markets provides future Eastern and Western Managers with theoretical and practical insights into business administration and economics. It will permit the students to understand and participate in today's and future opportunities in the transition and development issues of worldwide business.

This Master is designed to offer market oriented business training in modern management and practice for young future East and West managers. It has a distinct economics and international business flavour with a special focus on industrial economics and includes some complementary modules supplying other important competencies.

The main features of this programme and how it can be distinguished from other programmes are that it prominently focuses on providing the sort of training that maximises the chances of to-be-managers on the job market for enterprises that engage in factor or product markets in Eastern Europe, Asia or developing economies(e.g. in particular multinational companies). This is embedded into the design of courses and curricula and is exemplified last not least by its structural design features:

- (i) each student is required to draft an essay on his/her future job perspectives. This essay will form part of the selection process.
- (ii) each student is required to spend at least one semester at a partner university and to perform an internship in a western country for students from the emerging/developing economies and in an emerging/developing country for students from the West. This is meant to prepare future managers for the differing mentalities between emerging/developing or Western economies.
- (iii) the final master-thesis is to be written with explicit reference to the practical experiences gathered at the internship.

The first two semesters consist of mandatory and optional courses. A fundamental knowledge of modern economics, especially of the economy of developing and present and former transition countries as well as knowledge in special fields of international management are an integral part of the modules.

In the second year, the students will have the opportunity of spending one semester abroad at partner universities. Followed by a three month internship with an integrated master thesis that has to be written and supervised in Germany or at the partner university. The international programme envisions that all courses in Freiberg and abroad are taught in English. Students may also enrol in courses offered at the partner universities in the language of the university.

The most important coordinates of the master programme

Duration of the programme: four semesters

Time-plan: two semesters at Freiberg
 one semester at a partner university
 three months internship in industry
 three months Master Thesis to be preferably closely to the internship

Start of the programme: each winter term, October of each year

Language of instruction: English

Target students: from emerging and developing countries (e.g. Central and East Europe, Asia), as well as Western countries

Planned annual intake: 20-30 students

Costs: no tuition fees for the programme, €75.- for student union and university administration

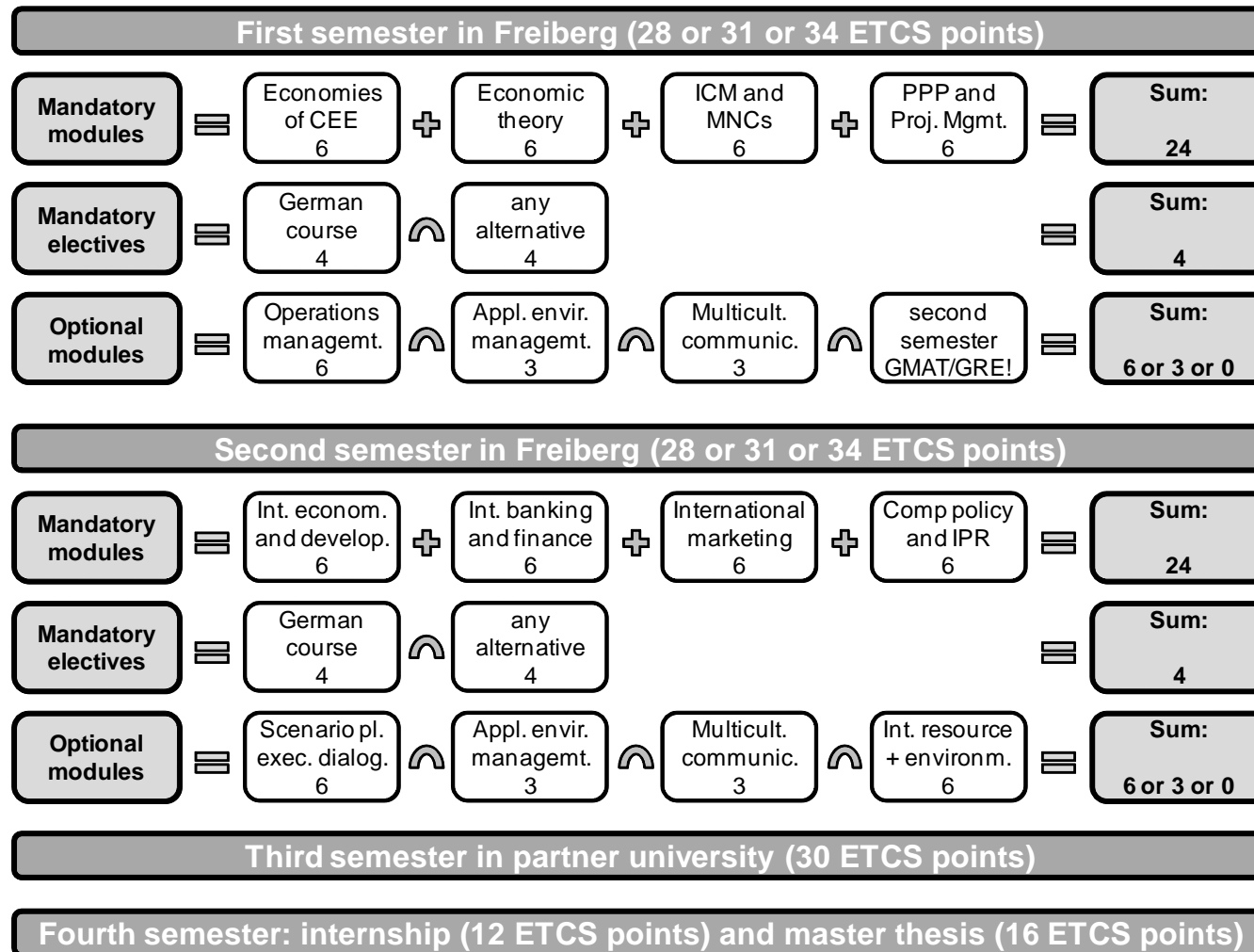
Targeted professions: - Management in multinational companies, including internationally oriented small and medium-sized companies
 - Management in public administration and policy-advising bodies
 - Academia as an post-master option (PhD)

Alumni: active organisation of alumni programmes with a view on maximising job perspectives

Modular curriculum: Mandatory modules to bring all students to equal postgraduate levels and optional modules to choose from. We offer core modules in economics and business administration and optional modules to supply other important competencies.

The certificate granted after successful completion of the programme is "Master of Business Administration in International Business in Developing and Emerging Markets" (MBA).

Overview of the master programme



Description of modules: Mandatory modules

Note: students may replace **ONE** of the mandatory modules by an optional module if the student can prove that he/she has the necessary knowledge of the module. This proof will typically be tested in an oral exam.

First semester (winter)

Code	ECOTHE .MA.Nr. 2900
Name	Economic Theory
Responsible	Surname Schönfelder First name Bruno Academic Title Prof. Dr.
Lecturer(s)	Prof. Dr. Bruno Schönfelder
Institute(s)	Faculty of Business Administration, Chair of economics
Duration	1 semester
Competencies	Students learn to analyze economic problems from the micro-economic and macro-economic perspective.
Content	The course consists of a microeconomics and a macroeconomics section. The micro section covers topics such as the firm, supply and demand, competition and monopoly, labor markets. The macro section covers topics such as theory of interest, economic growth and business cycles, money, general equilibrium.
Literature	Barro, R. (1998): Macroeconomics, 5 th edition, Cambridge (Mass.); MIT-Press. Pindyck, R.S. ; Rubinfeld, D.L. (2001): Microeconomics, 5 th edition, London et al., Prentice Hall. Friedman, D. (1996): Hidden Order, New York: Harper.
Types of Teaching	Lectures (2 SWS) and tutorials (2 SWS)
Pre-requisites	No previous knowledge of economics is required.
Applicability	MBA IMRE Programme and the Master Programme in International Business in Emerging and Developing Markets (IBDEM).
Frequency	The module runs every winter semester in the academic year.
Requirements for Credit Points	A midterm test will be offered, this is a prelim. At the end of the course there will be a written test of 90 minutes. Successful participation in the prelim and the fulfilment of up to three assignments are prerequisites for participating in the test. Further details are announced in class.
Credit Points	6
Grade	The grade earned in the written test determines the overall grade for the cluster.
Workload	The total time budgeted for the cluster is set at 180 hours, of which 60 hours are spent in class and the remaining 120 hours are spent on self-study.

Code	INTMAN .MA.Nr. 2072
Name	International Corporate Management and MNCs
Responsible	Surname Stephan First name Johannes Academic Title Dr.
Lecture(s)	Stephan, Johannes
Institute(s)	Chair of International Economics
Duration	1 semester
Competencies	<p>The intention of this module is to teach students the particularities of management of firms where several international markets are involved. This draws upon the rich theoretical and case-study knowledge available and helps to-be-managers to prepare for the particular challenges and problems involved in the internationalisation of firms. The preparatory part of this course focuses on explaining the existence of the multinational enterprise by generalising the theory of the firm and its characterisation on the one side and particularities of management in multinational enterprises on the other, i.e. the forms that internationalisation decisions may take (be it foreign trade, outsourcing, or the different kinds of foreign direct investment) and the potentials for competitive advantage through internationalisation. The second part of the course is concerned with the management of knowledge and R&D both within the multinational enterprise and between the multinational enterprise and its host economies. This is discussed in terms of effects of knowledge and R&D management on subsidiary development and on technology transfer externalities (spillovers). Some of the course draws upon the ongoing empirical research of the two lecturers involved.</p>
Content	<ol style="list-style-type: none"> 1 Economic analysis of the multinational enterprise <ol style="list-style-type: none"> 1.1 Applications of the theory of the firm on multinational enterprises 1.2 Particularities of multinational enterprises 2 Knowledge and R&D management in multinational enterprises <ol style="list-style-type: none"> 2.1 The Birkinshaw-concept of subsidiary development 2.2 Strategies of knowledge and technology flows within multinational enterprises 2.3 The effect of multinational enterprises on their host economies: a technology transfer issue
Literature	<p>Birkinshaw, J. and N. Hood (eds) (1998) <i>Multinational Corporate Evolution and Subsidiary Development</i>. London: Macmillan.</p> <p>Blomstrom, M. and A. Kokko, (1998) 'Multinational corporations and spillovers' <u>Journal of Economic Surveys</u>, Vol. 12, No. 3, pp. 247-77.</p> <p>Buckley, P. (1990) 'Problems and developments in the core theory of international business' <u>Journal of International Business Studies</u>, Vol. 21, No. 4, pp. 657-65.</p> <p>Denekamp, J. (1995) 'Intangible assets, internalization and foreign direct investment in manufacturing' <u>Journal of International Business Studies</u>, Vol. 26, No. 3, pp. 493-504.</p> <p>Dunning, J. (1993) <i>Multinational Enterprise and the Global Economy</i>. Reading, Massachusetts: Addison Wesley Publishing Company (chapters 1-3).</p> <p>Dunning, J. (1996) 'The Nature of Transnational Corporations and Their Activities' in Dunning, J. (ed.) <i>Transnational Corporations and World Development</i>. London: International Thomson Business Press (chapter 1).</p> <p>Grazia Ietto-Gillies (2005) <i>Transnational Corporations and International Production - Concepts, Theories and Effects</i>. Cheltenham: Edward Elgar (chapter 5 for the theory of the multinational firm, chapter 9 for</p>

	<p>the internalisation theory).</p> <p>Jindra, B. and J. Stephan (2005) 'Knowledge Transfer to MNE Subsidiaries in Central and East Europe - Integrating Knowledge-based and Organisational Perspectives: An Introduction to the Special Issue <u>East-West Journal of Economics and Business</u>, Vol. VIII, No.1 & 2, pp. 11-18.</p> <p>Kogut, B. and U. Zander (1993) Knowledge of the firm and the evolutionary theory of the multinational corporation <u>Journal of international business studies</u> Vol. 24, pp. 625-45.</p> <p>Pitelis, C and R. Sudgen (eds) (2000) <i>The Nature of the Transnational Firm</i>. London: Routledge (chapter 1).</p> <p>Basingstoke: Palgrave Macmillan and New York: St Martin's Press.</p> <p>Verbeke, A (2003) 'The evolutionary theory of the MNE and the future of internalization theory', <u>Journal of International Business Studies</u> Vol. 34, No. 6, pp. 498-504.</p>
Types of Teaching	Lectures (2 SWS) and tutorials (2 SWS).
Pre-requisites	none
Applicability	Master Programme in International Business in Emerging and Developing Markets (IBDEM) and it may also be interesting for the MBA IMRE Programme.
Frequency	The module runs every winter semester in the academic year.
Requirements for Credit Points	For each of the courses within the cluster a presentation of 20 minutes has to be done as well as a final written test of 120 minutes will have to be taken.
Credit Points	6
Grade	The overall mark for the cluster is computed as the weighted average of the marks for the written test (80%) and the presentations (20%).
Workload	The total time budgeted for the cluster is set at 180 hours, of which 60 (academic) hours are spent in class and the remainder is spent on self-study.

Code	ECOC EE .MA.Nr. 2076
Name	The Economies in Central and Eastern Europe
Responsible	Surname Brezinski First name Horst Academic Title Prof. Dr.
Lecturer(s)	Brezinski, Horst
Institute(s)	Chair of International Economics
Duration	One semester
Competencies	The module aims to provide an example of particular business environment in post-socialist economies which incorporates important overlaps with the business environment of other (post-) transition emerging economies. Such catching up economies offer a whole variety of opportunities and challenges for international business. The economies of Central Eastern Europe are characteristic of being very open economies in terms of their intense integration into the international and in particular European division of labour. They additionally have a large share of economic activity performed by foreign direct investment both in the manufacturing and service sector and still undergo profound institutional changes. The lectures in this module are concerned with first providing important information on their performance since systemic change and their most recent past. This supplies the students with the necessary background of the institutional set-up and weaknesses particular in emerging markets. Second, the lectures aim to discuss the opportunities and challenges in these specific economies which are developing dynamically and which adjust their business environment to the needs of international integration.
Content	<ol style="list-style-type: none"> 1 The main characteristics of the socialist and market economies and the legacies of socialist economies 2 The main elements of systemic change <ol style="list-style-type: none"> 2.1 The economics of liberalisation and macroeconomic stabilisation 2.2 Investment, FDI, and privatisation 2.3 Institution-building 2.4 The role of the state and economic policy in emerging markets 3 Comparative performances in systemic transition and economic catch-up development 4 Doing business in emerging markets on the example of Central Eastern Europe <ol style="list-style-type: none"> 4.1 Foreign investors and absorptive capacity of local suppliers 4.2 Investing in labour intensive or capital intensive production? 4.3 R&D and innovation capacities of emerging markets 4.4 Institutional weaknesses in emerging markets 4.5 Opportunities and challenges of international and European integration
Literature	<p>Aslund, A. (2002) <i>Building Capitalism</i>. Cambridge: Cambridge University Press; Berglöf, E., Roland, G. (2007), <i>The Economics of Transition</i>, Houndmills; European Bank for Reconstruction and Development, <i>Transition Reports</i>. London: EBRD; Gros, D. and A. Steinherr, A. (2004) <i>Economic Transition in Central and Eastern Europe</i>. Cambridge: Cambridge University Press; Klaus, V. (1993) The Ten Commandments of Systemic Reform, in Occasional Papers of the 'Group of Thirty', No. 43, Washington, DC.: Group of Thirty; Lavigne, M. (1999) <i>The Economics of Transition. From Socialist Economy to Market</i>. Basingstoke/ London: Macmillan</p> <p>Plus articles from contemporary issues of Economic Systems, Journal of Comparative Economics, Comparative Economic Studies, Eastern</p>

	European Studies, Post-Communist Economies.
Types of Teaching	Lectures (2 SWS) and tutorials (2 SWS).
Pre-requisites	Basic knowledge in micro- and macroeconomics is required.
Applicability	Master Programme in International Business in Emerging and Developing Markets (IBDEM)
Frequency	The module runs every winter semester in the academic year.
Requirements for Credit Points	The students are evaluated at the end of the respective semester in the form of a written test (120 minutes). In each of the courses within the module a presentation of 10 minutes has to be done.
Credit Points	6
Grade	The overall mark for the cluster is computed as the weighted average of the marks for the written test (80%) and the presentations (20%).
Workload	The total time budget for the module is set at 180 hours, of which 60 hours are spent in class and the remaining 120 hours are spent on self-study. Self-studies include assignments, preparation and wrapping up of lectures as well as preparation of presentations and of examinations.

Code	PPPDEV .MA.Nr. 2077
Name	Public Private Partnership in Emerging and Developing Countries and Project Management
Responsible	Surname Brezinski First name Horst Academic Title Prof. Dr.
Lecturer(s)	Brezinski, Horst & Winter, Christoph
Institute(s)	Chair of International Economics
Duration	1 semester
Competencies	The students become familiar with the instrument of public private partnership. By being introduced to the concept of Project Management they learn the process and management of Private Partnership Projects.
Content	<p>The concept of Private Public Partnership is presented, starting from the historical roots. The economic potential of PPP is regarded from an institutionalist perspective. The framework of the setting up of a PPP and the specific target system of a PPP is analysed. Moreover the control by the capital market, the risk management, and the political influence are discussed under the conditions of emerging and developing markets.</p> <p>The role of any project manager is to control the evaluation and execution of the project on behalf of the promoter.</p> <p>For a project manager to fulfil the task of control of the realisation of a project on behalf of the promoter, decisions have to take into account all factors affecting the investment.</p> <p>Upon focusing on project concepts, including project appraisal, risk management, cost estimating, project finance and organisation, the course will present those activities which are connected with the operation of projects such as planning, control, contract strategy and tender procedures and will close by way of presenting the development and implementation process of a typical Public Private Partnership project.</p>
Literature	<p>Eggers, M. (2004): Public Private Partnership, Frankfurt/Main: Peter Lang; Grimsey, D., Lewis, M.K. (eds.) (2005): The Economics of Public Private Partnerships, Cheltenham: Edward Elgar; Oberlender, G.D. (2000): Project Management for Engineering and Construction, 2nd edition, Boston, McGraw-Hill; Walker, A. (2002): Project Management in Construction 3rd edition, Oxford, Blackwell Science; Smith, N. J. (2002): Engineering Project Management, 2nd edition, Oxford, Blackwell Science; Button, M. (2006): A Practical Guide to PPP in Europe, Surrey, City & Financial publishing.</p>
Types of Teaching	Lectures (2 SWS), practical exercises (2 SWS) and assignments.
Pre-requisites	No previous knowledge is required.
Applicability	Master Programme in International Business in Emerging and Developing Markets (IBDEM)
Frequency	The module runs every winter semester in the academic year.
Requirements for Credit Points	One presentation of 10 minutes has to be done as well as a final written test of 90 minutes will have to be taken.
Credit Points	6
Grade	The overall mark for the cluster is computed as the weighted average of the marks for the written test (90%) and the presentation (10%).
Workload	The total time budgeted for the cluster is set at 180 hours (60 hours in class and 120 hours of homework).

Second semester (summer)

Code	INTMAR .MA.Nr. 2073
Name	International Marketing
Responsible	Surname Enke First name Margit Academic Title Prof. Dr. Surname Leischnig First name Alexander Academic Title Dipl.- Wirtsch.-Ing.
Lecturer(s)	Enke, Margit; Leischnig, Alexander
Institute(s)	Chair of Marketing and International Trade
Duration	1 semester
Competencies	The module's objective is to provide students a deeper understanding of basic concepts, strategies, and instruments of marketing in an international and, therefore, intercultural environment. Facing the complexity of marketing decisions in emerging markets, the module provides insights into general approaches in international marketing as well as challenges for marketers in emerging economies in particular. A major intention is to sensitize students to the influence of different cultural and social contexts in emerging markets on marketing decisions. Hence, examples, case studies, and guest presentations are applied in order to offer opportunities for interactive learning a. individual experiences how to apply a. implement marketing strategies and instruments in emerging markets.
Content	1 Situation analysis in international marketing 2 Objectives and strategies in international marketing 3 Marketing instruments in international marketing 3.1 Instruments: International contraction policy 3.2 Instruments: International distribution policy 3.3 Instruments: International product policy 3.4 Instruments: International communication policy 3 Implementation, control, and market research 4 Case studies: Marketing strategies in emerging markets
Literature	Czinkota, M. and I. Ronkainen (2006) International Marketing 8 ed., South-Western College Pub; Bennett, R. and J. Blythe (2003) International marketing - Strategy planning, market entry and implementation. 3 ed., London: Kogan Page; MacAuley, A. (2001) International marketing - Consuming globally, thinking locally. Chichester: Wiley; DeMooij (2000) 'The future is predictable for international marketers', <i>International Marketing Review</i> , Vol. 17, No. 2, pp. 103-13. Further readings as well as case study material will be announced in the course.
Types of Teaching	Lectures (2 SWS), exercises/case studies/project studies (2 SWS)
Pre-requisites	none
Applicability	Master Programme in International Business in Emerging and Developing Markets (IBDEM)
Frequency	The module runs every summer semester in the academic year.
Requirements for Credit Points	The students are evaluated at the end of the respective semester in the form of a written test (90 minutes).
Credit Points	6
Grade	The grade earned in the written test determines the overall grade for the cluster.
Workload	The total time budgeted for the cluster is set at 180 h, of which 30 (academic) hours are spent in class and 150 hours are spent on self-study.

Code	ECODEV .MA.Nr. 2901
Name	International Economics and Development
Responsible	Surname Brezinski First name Horst Academic Title Prof. Dr.
Lecturer(s)	Brezinski, Horst
Institute(s)	Chair of International Economics
Duration	1 semester
Competencies	Students will be able to understand the specific economic problems arising from international activities and to analyse the issues of trade policy, of international monetary aspects, such as exchange rate policy and indebtedness, and development. Because students take a particular interest in companies involved in a region that is characterised by much lower levels of economic development, management of these firms have to consider the implications that development strategies have on their activities. Those include most prominently export-oriented policies, state-aid policies and the development of national champions, the attraction of foreign direct investments and incentive systems for outward investment.
Content	The cluster is composed of two courses: International economic relations (trade theory and policy) and Economic Development
Literature	Krugman, P. R.; Obstfeld, M. (2005): International Economics – Theory and Practice. 7th edition, Addison-Wesley, New York. Todaro, M. P. (2006): Economic Development, 9th edition, Addison Wesley, New York.
Types of Teaching	Lectures (2 SWS) and tutorials (2 SWS)
Pre-requisites	none
Applicability	MBA IMRE Programme and the Master Programme in International Business in Emerging and Developing Markets (IBDEM)
Frequency	The module runs every summer semester in the academic year.
Requirements for Credit Points	For each of the courses within the cluster a presentation of 20 minutes has to be done as well as a final written test of 120 minutes will have to be taken.
Credit Points	6
Grade	The overall mark for the cluster is computed as the weighted average of the marks for the presentation (20 %) and the written test (80%).
Workload	The total time budget for the cluster is set at 180 hours, of which 60 hours are spent in class and the remaining 120 hours are spent on self-study. Self-studies include assignments, preparation and wrapping up of lectures as well as preparation of presentations and of examinations.

Code	INTFIN .MA.Nr. 2075
Name	International Banking and Finance in Emerging Markets
Responsible	Surname Horsch First name Andreas Academic Title Prof. Dr.
Duration	1 semester
Lecturer(s)	Prof. Dr. Horsch, Prof. Dr. Schönfelder,
Institute(s)	Faculty of Business Administration, Chair of economics
Competencies	The module is concerned with providing students with the necessary information on the different possibilities and problems attached to securing funds for investments for internationally active firms. This includes in particular the issues of access to different markets for finance in different countries, of country-specific regulations with respect to the tax-treatment of savings, and of the so called 'internal' capital market between national establishments of multinational firms. Consequently, the second half of the module deals with the particularities of corporate finance problems of international firms. In the beginning, the role of financial intermediaries and the importance of their regulation within different financial systems is analyzed. Hereafter, specifics of international corporate finance contracts are studied, especially the management of exchange risks. Finally, several corporate finance options that are typical for international scenarios (e.g. project finance) are studied.
Content	1 Law and Economics of Finance 2 Finance and Growth 3 Theories of Institutional Change 4 Institutions of Financial Markets: Financial Intermediaries and their Regulation 5 International Corporate Finance
Literature	Handbook of Economic Growth, Vol. IA, North Holland 2005, chapters 6, 7, 12; Brealey/Myers/Allen: Principles of Corporate Finance, 8th ed., Boston et al. 2006, chapters 14, 15, 24-28, 32-35.
Types of Teaching	Lectures (2 SWS) and tutorials (2 SWS).
Pre-requisites	none
Applicability	Master Programme in International Business in Emerging and Developing Markets (IBDEM)
Frequency	The module runs every summer semester in the academic year.
Requirements for Credit Points	Two term papers with 15 pages has to be done as well as a final written test of 120 minutes will have to be taken.
Credit Points	6
Grade	The overall mark for the cluster is computed as the weighted average of the marks for the written test (80%) and the term papers (20%).
Workload	The workload consists of 180 hours and is based on 60 hours of presence in class and 120 hours of preparation

Code	COMIPR .MA.Nr. 2078
Name	Competition Policy and Intellectual Property Rights
Responsible	Surname Stephan First name Johannes Academic Title Dr.
Lecture(s)	Stephan, Johannes
Institute(s)	Chair of International Economics
Duration	1 semester
Competencies	This module is split into two sections. The objective of the first section is to inform students about how management of international firms acts and reacts on different varieties of national anti-trust laws and on different competition-market structures in general. In particular, the role of the European Union Competition regime is reviewed. The objective of the second is to make the student aware of the two characteristics of IPR (copyright, trademark, trade secrets, and patents): the protection of IPR as a driver of innovation on the one side and IPR as a hindrance to the dissemination of knowledge. In addition, the module focuses on how enterprises in catch-up economies can use IPR regimes with a view on international competitiveness.
Content	History of thought in competition policy ("competition-Leitbild"), main elements of a competition law, Competition policy-sensitive business practices, Competition policy enforcement: case studies, IPR: balancing innovation and the knowledge dissemination/use, Internat. protection of intellectual property rights through the WTO, Case studies
Literature	Andersen, B. (2004) 'If "intellectual property rights" is the answer, what is the question? Revisiting the patent controversies' <u>Economics of Innovation and New Technology</u> , Vol. 13, No. 5, pp. 417-42; Audretsch, D.B., W.J. Baumol, and A.E. Burke (2001) 'Competition policy in dynamic markets' <u>International Journal of Industrial Organization</u> Vol. 19, No. 5, pp. 613-34; Budzinski, O. (2006) 'An Economic Perspective on the Jurisdictional Reform of the European Merger Control System' <u>European Competition Journal</u> , Vol. 2, No. 1, pp. 119-40; Eisenberg, R. (1989) 'Patents and the Progress of Science: Exclusive Rights and Experimental Use' <u>University of Chicago Law Review</u> Vol. 56, pp. 1017-1086; Scherer, F. M. and D. Ross (1990) <i>Industrial Market Structure and Economic Performance</i> . Boston: Houghton Mifflin; Stiglitz, J.E. (2004) Towards a pro-development and balanced intellectual property regime, Keynote address presented at the Ministerial Conference on Intellectual Property for Least Developed Countries, World Intellectual Property Organization (WIPO), Seoul, October 25, 2004.
Types of Teaching	Lectures (2 SWS) and tutorials (2 SWS)
Pre-requisites	Basic knowledge in micro and macroeconomics is required.
Applicability	Master Programme in International Business in Emerging and Developing Markets (IBDEM)
Frequency	The module runs every summer semester in the academic year.
Requirements for Credit Points	The students are evaluated both at the end of the respective semester in the form of a written test (90 minutes) and for their case studies (15 pages) during the module.
Credit Points	6
Grade	The overall mark for the cluster is computed as the weighted average of the marks for the written test (70 %) and the case study (30 %).
Workload	The total time budgeted for the cluster is set at 180 h (60 academic) hours are spent in class and the remainder is spent on self-study).

Third semester (winter)

Select modules at the partner university that yield at minimum 30 ETCS points altogether.

Our partner universities include:

- University of Economics in Poznan (Poland)
- Paris XII (France)
- Université de Nice Sophia-Antipolis (France)
- Università degli studi di Trento (Italy)
- Technical University of Ostrava (Czech Republic)
- Central European University Budapest (Hungary)
- University of Wuhan (China)
- Wuhan University of Technology and Science (China)
- University of Belgrade (Serbia)
- University of Latvia (Riga)
- Technical University of Kaunas (Lithuania)
- University of Tartu (Estonia)

Fourth semester (summer)

Code	INIBDEM .MA.Nr. 2938
Name	Internship
Responsible	Surname Brezinski First name Horst Academic Title Prof. Dr.
Duration	1 Semester
Competencies	The objective of the internship is to allow students applying the knowledge acquired during their studies in practice.
Types of Teaching	Practical training
Pre-requisites	Approval of the examination committee of IBDEM that the internship is sufficient.
Applicability	Master of International Business in Developing and Emerging Markets (IBDEM)
Requirements for credit points	A written report about the internship with a length of 15 pages.
Credit points	12
Grades	The grade derives from the grade for the internship report.
Amount of work	The total time budgeted for the cluster is set at 360 hours.

Code	MAIBDEM .MA.Nr. 2939
Name	Master Thesis
Responsible	Surname Brezinski First name Horst Academic Title Prof. Dr.
Duration	One Semester
Competencies	The student is supposed to elaborate a master thesis in order to prove that he/she is able to conduct research on a defined complex problem from a relevant area within a certain period of time. The problem shall be dealt with using and applying adequate scientific methods, and the whole research work including the results shall be described and illustrated in written and oral form.
Content	The thesis work involves the elaboration of a concept for the project, the search for relevant literature, the acquirement and application of appropriate methods to fulfil the tasks of the thesis project, the conducting and assessing of practical and/or theoretical research, the discussion of results, the elaboration of the thesis and the public defending of the thesis in a colloquium of 30 minutes.
Types of Teaching	Self-study, guidance through supervisor(s)
Pre-requisites	Completion of 78 Credit Points from the Master Programme IBDEM and the approval of the examination committee of IBDEM.
Applicability	Master of International Business in Developing and Emerging Markets (IBDEM)
Requirements of Credit Points	Positive evaluation of the master thesis (60 - 80 pages) through the supervisor(s) and successful defending of the thesis in a colloquium of 30 minutes.
Credit Points	16
Grades	The overall mark for the cluster is computed as the weighted average of the grade for the thesis (75 %) and the grade for the colloquium (25 %).
Workload	The total calculated time effort for the Cluster is set at 480 hours.

Description of modules: Mandatory electives

All non-German native speakers have to select a set of two of German language modules from the 3 sets below, giving them 8 ETCS points for a completed set over the duration of the 2 semesters at Freiberg. The students are requested to report to the "Fachsprachenzentrum" (Lessingstrasse 45) to discuss the choice of an appropriate set.

German native speaking students have to choose from the other modules offered in the university that yield at least 8 ETCS points. Please see the programme leader Prof. Horst Brezinski to discuss a suitable choice.

Code/Dates	GERBA1A .MA.Nr. 094	Version. 14.7.09	Start: WS 2009/2010
Name	German Basic Level 1 A		
Responsible	Surname Keßler First name Gisela Academic Title		
Lecturer(s)	Surname Paul First name Sandra Academic Title Diplomlehrerin		
Institute(s)	Fachsprachzentrum		
Duration	1 Semester		
Competencies	Students are imparted the basics of phonetics, orthography, grammar and vocabulary. They acquire basic knowledge of the German language and listening, speaking, reading and writing skills in general language as well as regional and cultural studies.		
Contents	Communication in everyday life situations (get to know each other, shopping, restaurant, the course of the day, time expressions); grammar: e.g. question asking, numbers, conjugation of verbs, present and past tenses, amounts, plural forms of nouns, compositions		
Literature	Berliner Platz, volume 1 Langenscheidt		
Types of Teaching	Exercise (60 hours)		
Pre-requisites	No previous proficiency in German is required.		
Applicability	The course is particularly appropriate for exchange students and for international students. Prerequisite for the module German Basic Level 1 B		
Frequency	The course starts in winter term .		
Requirements for Credit Points	Successful participation in class (attendance of at least 80%). Passed written exam (90 minutes) at the end of the term (summer term).		
Credit Points	4		
Grade	The grade earned in the written exam determines the overall grade.		
Workload	The total time budgeted for the course is set at 120 hours, of which 60 hours (4 SWS) are spent in class and the remaining 60 hours are spent on self-studies. Self-studies include preparing before and after the lessons as well as preparing for examination.		

Code/Dates	GERBA1B .MA.Nr. 095	Version:14.7.09	Start: SS 2010
Name	German Basic Level 1 B		
Responsible	Surname Keßler First name Gisela Academic Title		
Lecturer(s)	Surname Paul First name Sandra Academic Title Diplomlehrerin		
Institute(s)	Fachsprachzentrum		
Duration	1 Semester		
Competencies	Students are imparted the basics of phonetics, orthography, grammar and vocabulary. Students acquire basic knowledge of the German language and listening, speaking, reading and writing skills in general language as well as regional and cultural studies		
Contents	Orientation in a city, a company; public transport; describing directions; jobs and working day, health and sports, accommodation, curriculum vitae/rèsumè; clothing; grammar: e.g. prepositions, questions, modals, possessive article, the perfect, conjunctions/linkers, comparisons		
Literature	Berliner Platz, volume 1, Langenscheidt		
Types of Teaching	Exercise (60 hours)		
Pre-requisites	Successful completion of the course German Basic Level 1 A or proof of equivalent proficiency in German.		
Applicability	The course is particularly appropriate for exchange students and for international students. Prerequisite for the module German Basic Level 2 A		
Frequency	The course starts in summer term .		
Requirements for Credit Points	Successful participation in class (attendance of at least 80%). Passed written exam (90 minutes) at the end of the term (winter term).		
Credit Points	4		
Grade	The grade earned in the written exam determines the overall grade.		
Workload	The total time budgeted for the course is set at 120 hours, of which 60 hours (4 SWS) are spent in class and the remaining 60 hours are spent on self-studies. Self-studies include preparing before and after lessons as well as preparation for examination.		

Code/Dates	DEUG2A	Version:07.09.09	Start: WS 2009/2010
Name	German Basic Level 2 A		
Responsible	Surname Keßler First name Gisela Academic Title		
Lecturer(s)	Surname Paul First name Sandra Academic Title Diplomlehrerin		
Institute(s)	Fachsprachzentrum		
Duration	1 Semester		
Competencies	Students expand their knowledge of basic German grammar and broaden their general vocabulary. The conversation part covers various everyday topics.		
Contents	Family and relations, German festivals, home and furniture, education and training, looks and fashion, seasons, weather and holiday, aspects of history (Germany, Austria, Switzerland); Grammar e.g. subordinate clauses, government of verbs; ordinal numbers, prepositions, reflexive pronouns, future, adjective declination		
Literature	Berliner Platz, volume 2, Langenscheidt		
Types of Teaching	Language classes (4 SWS)		
Pre-requisites	Successful completion of the course German Basic Level 1 B or proof of equivalent proficiency in German.		
Applicability	The course is particularly suitable for international exchange students, for students of degree courses in English and for PhD students.		
Frequency	The course starts in the winter term .		
Requirements for Credit Points	Successful participation in class (attendance of at least 80%). Passed written exam (90 min.) at the end of the term.		
Credit Points	4		
Grade	The grade earned in the written exam determines the overall grade.		
Workload	The total time budgeted for the course is set at 90 hours, of which 60 hours (4SWS) are spent in class and the remaining 30 hours are spent on self-studies. Self-studies include preparing before and after the lessons as well as preparing for examination.		

Code/Dates	DEUG2B	Version:07.09.09	Start: SS 2010
Name	German Basic Level 2 B		
Responsible	Surname Keßler First name Gisela Academic Title		
Lecturer(s)	Surname Paul First name Sandra Academic Title Diplomlehrerin		
Institute(s)	Fachsprachzentrum		
Duration	1 Semester		
Competencies	Students expand their knowledge of basic German grammar and broaden their general vocabulary. The conversation part covers various everyday topics.		
Contents	Spare-time activities (sports, clubs), work and job-seeking, German politics, German cities (Leipzig, Berlin), transport, media and broadcasting in Germany, cultural differences; Grammar e.g. indefinite pronouns, relative clauses, conditional		
Literature	Berliner Platz, volume 2, Langenscheidt		
Types of Teaching	Language classes (4 SWS)		
Pre-requisites	Successful completion of the course German Basic Level 2 A or proof of equivalent proficiency in German		
Applicability	The course is particularly suitable for international exchange students, for students of degree courses in English and for PhD students.		
Frequency	The course starts in the summer term .		
Requirements for Credit Points	Successful participation in class (attendance of at least 80%). Passed written exam (90 min.) at the end of the term.		
Credit Points	4		
Grade	The grade earned in the written exam determines the overall grade.		
Workload	The total time budgeted for the course is set at 90 hours, of which 60 hours (4SWS) are spent in class and the remaining 30 hours are spent on self-studies. Self-studies include preparing before and after the lessons as well as preparing for examination.		

Code/Dates	DEUMITA .BA.Nr. 952	Version: 07.09.09	Start: WS 2009/2010
Name	German Medium Level A		
Responsible	Surname Keßler First name Gisela Academic Title		
Lecturer	Surname Keßler First name Gisela Academic Title		
Institute(s)	Fachsprachzentrum		
Duration	1 Semester		
Competencies	The participants expand their skills and knowledge acquired in the modules German Basic Levels 1 and 2, especially the verbal communication. They revise and broaden their vocabulary. Participants learn about Germany from current and historical texts.		
Content	Living in Germany (ways of life and living together, prospects of professional career and spare-time, consumerism, environment and nature).		
Literature	Aspekte, Mittelstufe Deutsch, Langenscheidt Verlag		
Types of Teaching	Language classes (4 SWS)		
Pre-requisites	Successful completion of the course German Basic Level 2 B or proof of equivalent proficiency in German		
Applicability	The course is particularly suitable for international exchange students, for students of degree courses in English and for PhD students.		
Frequency	The course starts in the winter term .		
Requirements of Credit Points	Successful participation in class (attendance of at least 80%). Passed written exam (90 min.) at the end of the term.		
Credit Points	4		
Grades	The grade earned in the written exam determines the overall grade.		
Workload	The total time budgeted for the course is set at 90 hours, of which 60 hours (4SWS) are spent in class and the remaining 30 hours are spent on self-studies. Self-studies include preparing before and after the lessons as well as preparing for examination.		

Code/Dates	DEUMITB. BA.Nr. 953	Version: 07.09.09	Start: SS 2010
Name	German Medium Level B		
Responsible	Surname Keßler First name Gisela Academic Title		
Lecturer	Surname Keßler First name Gisela Academic Title		
Institute(s)	Fachsprachzentrum		
Duration	1 Semester		
Competencies	The participants expand their skills and knowledge acquired in the modules German Basic Levels 1 and 2, especially the verbal communication. They revise and broaden their vocabulary. Participants learn about Germany from current and historical texts.		
Content	Living in Germany (ways of life and living together, prospects of professional career and spare-time, consumerism, environment and nature)		
Literature	Aspekte, Mittelstufe Deutsch, Langenscheidt Verlag		
Types of Teaching	Language classes (4 SWS)		
Pre-requisites	Successful completion of the course German Intermediate Level B or proof of equivalent proficiency in German		
Applicability	The course is particularly suitable for international exchange students, for students of degree courses in English and for PhD students.		
Frequency	The course starts in the summer term .		
Requirements of Credit Points	Successful participation in class (attendance of at least 80%). Passed written exam (90 min.) at the end of the term.		
Credit Points	4		
Grades	The grade earned in the written exam determines the overall grade.		
Workload	The total time budgeted for the course is set at 90 hours, of which 60 hours (4SWS) are spent in class and the remaining 30 hours are spent on self-studies. Self-studies include preparing before and after the lessons as well as preparing for examination.		

Description of modules: Optional modules

First semester (winter)

Code	OM MA. Nr. 2970
Name	Operations Management
Responsible	Surname Höck First name Michael Academic Title Prof. Dr.
Lecturer(s)	Prof. Dr. Michael Höck
Institute(s)	Institute for Industrial Management
Duration	1 semester
Competencies	Foremost, the module aims to convey to the student problem-solving competencies with a view to putting the student in a position to analyse the complex questions in operations management, to structure them, and to develop solution alternatives.
Content	This course addresses the management of operations in manufacturing and service firms. Diverse activities, such as determining the size and type of production process, purchasing the appropriate raw materials, planning and scheduling the flow of materials and the nature and content of inventories, assuring product quality, and deciding on the production hardware and how it gets used, comprise this function of the company. Managing operations well requires both strategic and tactical skills. During the term, we will consider such topics as: process analysis, workforce issues, materials management, quality and productivity, technology, and strategic planning, together with relevant analytical techniques. This course will provide a survey of these issues.
Literature	Davis, M. & Heineke, J. (2005): Operations Management, 5/e, McGraw-Hill Cachon & Terwiesch (2006): Matching Supply and Demand, McGraw-Hill Stevenson (2007): Operations Management, 9/e, McGraw-Hill.
Types of Teaching	Lecture (2 SWS)
Pre-requisites	
Applicability	IBDEM
Frequency	The module runs every winter semester in the academic year.
Requirements for Credit Points	The module requests only one written test of 90 minutes.
Credit Points	6
Grade	The grade for the module is determined by the grade of the written test.
Workload	The total time budgeted for the cluster is set at 180 h (60 academic hours are spent in class and the remainder is spent on self-study). Self-study consists of preparation and review of the lectures, independent work on case studies, as well as preparation for the written test.

Note: IBDEM-students only choose 2 of the three parts (SEM, MOR, ERA) of this module/cluster (EMA .MA.Nr. 2909) in two consecutive semesters. Each of the three parts can be taken without prior knowledge of the other parts in this module/cluster. Correspondingly, IBDEM-students may earn 6 credit points for the two individual tests for the two parts selected.

Code	EMA .MA.Nr. 2909 (Version 10.08.09)
Name	Applied Environmental Management
Responsible	Surname Bongaerts First name Jan C. Academic Title Prof. Dr.
Lecturer(s)	Prof. Dr. Jan C. Bongaerts
Institute(s)	Chair of Environmental & Resource Management
Duration	1 semester
Competencies	The purpose of the cluster is to introduce the concept of sustainability and its practical implementation and to give students the competences to understand practical problems associated with the management of resources from certain ecological viewpoints, such as waste, and the environmental (and health) risks.
Content	(1) Sustainability and Environmental Management (SEM): Definitions, principles of sustainable management, applications of principles by industrial companies, case studies. (2) Management of Residuals (MOR): what is waste?, characteristics of waste legislation, waste legislation put to practice in management structures, case studies on waste management, environmental costing and waste, waste management and recycling, waste to energy. (3) Assessment and management of environmental risks with special attention to chemicals (ERA): environmental risk modelling, environmental risk management, instruments of environmental risk management, environmental risk and costing, case studies.
Literature	Turner, R. K.[editor] (1993): Sustainable environmental economics and management – principles and practice, London [et al.], Belhaven Pr. Asian Development Bank (1997/2003): Guidelines for the Economic Analysis of Projects, ADB, Manila. Behrens, W.; Hawranek, P.M. (1991): The Manual for the Preparation of Industrial Feasibility Studies, Unido Publication, Vienna. Fletcher, C. D.; Paleologos, E. K. (2000): Environmental risk and liability management for corporation and consultants, AIPG, Westminster (CO). SWA General Secretariat (2001): International Directory of Solid Waste Management 2000/2001 – The ISWA Yearbook, Earthscan.
Types of Teaching	Teaching, seminars, individual course work and self-study, compilation of materials for presentations
Pre-requisites	Cluster PREMAN.
Applicability	MBA Programme IMRE, Master Programme in International Business in Emerging and Developing Markets (IBDEM), also for interested students of other programmes, such an engineering, geo-ecology.
Frequency	The module runs for three consecutive semesters starting in the summer semester with the part on SEM, followed by the part on MOR in winter semester, and finalised by the part on ERA in the summer semester.
Requirements for Credit Points	For the first (SEM) a written test of 90 minutes length will have to be taken. For the other two courses within the cluster (MOR, ERA), papers of 15 pages length will have to be written.
Credit Points	Within this cluster, 9 Credits can be awarded

Grade	The overall grade for the cluster is calculated as the arithmetic average of the grades of the individual tests.
Workload	The total time normally budgeted for the cluster is 270 hours, of which 90 hours are spent in class and the remaining 180 hours are spent on preparation and self-study.

Code	MCCLR .MA.Nr. 2930
Name	Multicultural Communication, Language and Rhetoric
Responsible	Surname Hinner First name Michael Academic Title Prof. Dr.
Lecturer(s)	Prof. Dr. Michael Hinner
Institute(s)	Business and Intercultural Communication
Duration	2 semesters
Competencies	The module seeks to transmit, on the one hand, how scientific papers are researched, written, and presented in academic English. And, on the other hand, how culture influences human communication and behaviour.
Contents	<p>The module consists of two courses and is structured as follows:</p> <ol style="list-style-type: none"> 1. Scholarly Rhetoric: The participants learn how to research, write, present, and discuss a scientific paper. To that end, the following topics will be addressed: Academic style and ethics, research methodology, formulating hypotheses, preparing formal outlines, paper content, style, and layout, documenting sources, writing abstracts and summaries, editing, preparing and holding presentations, panel discussions, and debates. 2. Intercultural Communication: The lecture focuses on the following topics: Culture, supraculture, macroculture, microculture; the perceptual process, description, interpretation, and evaluation; ethnocentrism, stereotypes, and prejudice; belief systems, values, and attitudes; culture and communication; culture shock; intercultural competence.
Literature	Scripts will be sold at the beginning of each course; Chen, G.-M., & Starosta, W. J. (2005). <i>Foundations of Intercultural Communication</i> . Lanham: University Press of America; Gudykunst, W. B., & Kim, Y.Y. (2003). <i>Communicating with Strangers</i> . Boston: McGraw Hill; Hinner, M. B. (2005). <i>Introduction to Business Communication</i> . Frankfurt/M: Peter Lang; Hinner, M. B. (2007). <i>The Influence of Culture in the World of Business</i> . Frankfurt/M: Peter Lang; Samovar, L. A., & Porter, R. E. (2004). <i>Communication between Cultures</i> . Belmont: Wadsworth/ Thomson Learning.
Types of Teaching	Lectures (4 SWS)
Pre-requisites	Abitur-level English, or equivalent knowledge of English.
Applicability	Master's program in International Business in Emerging and Developing Markets (IBDEM), or equivalent.
Frequency	The module runs for two consecutive semesters starting in the winter semester and ending in the subsequent summer semester .
Requirements for Credit Points	Submitting a number of written assignments short paper and holding a formal presentation in English (Scholarly Rhetoric) as well as a written exam, i.e. "Klausurarbeit" (90 minutes) in English (Intercultural Communication).
Credit Points	6
Grade	The final grade is derived from the written assignments short paper (AP 1, 35%), the formal presentation (AP 2, 15%), and the written exam, i.e. "Klausurarbeit" (KA, 50%). Each of these three tasks (i.e. AP 1, AP 2, KA) must be passed with at least the German grade of 4.0 ("sufficient") or better.
Workload	The total time budgeted for the module is 180 hours of which 60 hours are spent in class and the remaining 120 hours are spent on self-study. Self-study includes preparation and follow-up work for in-class

	instruction as well as preparation for and completion of the short paper written assignments, the formal presentation as well as the written exam, i.e. "Klausurarbeit".
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Second semester (summer)

Code	SPAED .MA.Nr. 2080
Name	Scenario Planning and Executive Dialogues
Responsible	Surname Brezinski First name Horst Academic Title Prof. Dr. Surname Gillo First name Martin Academic Title Dr.
Lecturer(s)	Brezinski, Horst; Gillo, Martin; Goedecke, Manfred; Wild, Gottfried-Christoph
Institute(s)	Faculty of Economics& Business Administration, Saxon Parliament, IHK Südwestsachsen, Romonta AG
Duration	1 semester
Competencies	The students will understand the scenario planning method and learn to apply that method to various political, economic and social issues and to discuss this with managers and politicians
Content	Scenario planning is a method for determining possible futures for objects with high uncertainties. Scenarios are defined as hypothetical views of the future. It is aimed to recognize and support developments and prevent negative ones as much as possible. This method will be applied to different topics such as Europe 2030 or Freiberg 2030. Managers, politicians and scientists are invited to comment as experts on these scenarios.
Literature	Gillo, M., Hampden-Turner, C. (2005), Saxony 2025, Dresden. Schwartz, P. (1996), The Art of the Long View, New York.
Types of Teaching	Lectures (2 SWS) and seminar (2 SWS)
Pre-requisites	No previous knowledge is required.
Applicability	Master Programme in International Business in Emerging and Developing Markets (IBDEM)
Frequency	The module runs every summer semester in the academic year.
Requirements for Credit Points	An oral presentation (30 minutes) of a scenario will have to be taken.
Credit Points	6
Grade	The grade is given on the basis of the presentation.
Workload	180 hours (60 hours in class, 120 hours of self-study).

Code	IREEM .MA.Nr. 2082
Name	International Resource and Environmental Economics and Management
Responsible	Surname Bongaerts First name Jan C. Academic Title Prof. Dr.
Lecturer(s)	Prof. Dr. Jan C. Bongaerts
Institute(s)	Chair of Environmental & Resource Management
Duration	1 semester
Competencies	The module is concerned with two issues of particular relevance for East-West economic business, namely the environmental issue and the management of natural resources. Students learn the basic knowledge about environmental management, in particular at the level of (industrial) organisations. Contemporary leading principles, such as sustainability, prudent handling of energy and resources will be introduced. Students will learn how to apply the theoretical principles to practical problems of decision-making and management. In the first part, the module includes a course in Environmental management (EM) that focuses on Standards for management, ISO 14001, PCDA cycle, environmental aspects, Environmental management manual, procedures, Material Safety Data Sheets, and Life Cycle Analysis. The second part is concerned with Sustainability and environmental management (SEM), focusing on definitions, principles of sustainable management, applications of principles by industrial companies, and case studies. The final third part, Economics of Resources (ER), covers optimal control theory and depleteable and renewable resources, population growth and resources, resources in a globalised world, and the resource curse.
Content	1 Environmental management (EM) 2 Sustainability and environmental management (SEM) 3 Economics of Resources (ER)
Literature	A syllabus will be handed out to students at the beginning of the semester; Reports by companies on environmental management and on sustainability; Websites to be identified in the lectures; Kolk, A. (2000) Economics of Environmental Management. Harlow, England: Financial Times Prentice Hall, Pearson Education.
Types of Teaching	Lectures (2 SWS), practical exercises (2 SWS) and assignments.
Pre-requisites	No previous knowledge is required.
Applicability	Master Programme in International Business in Emerging and Developing Markets (IBDEM)
Frequency	The module runs every summer semester in the academic year.
Requirements for Credit Points	The students are evaluated at the end of the respective semester in the form of a written test (90 minutes) and for their case studies (15 pages) during the module.
Credit Points	6
Grade	The overall mark for the cluster is computed as the weighted average of the marks for the written test (80%) and the case study (20%).
Workload	The total time budgeted for the cluster is set at 180 hours (90 hours are spent in class and the remaining 90 hours are spent on self-study).