



HAMBURG SCHOOL OF BUSINESS ADMINISTRATION

University of Applied Sciences

As of April 22, 2009
Subject to modifications

MBA's Degree Program
Business Administration and Honourable Leadership

Short description of the modules

Outline:

Introduction

Modules

- Module 0: Orientation Unit (6 hours)
- Module 1: International Politics and Economics (60 hours)
- Module 2: Decision Making and Organizational Behavior (92 hours)
- Module 3: International Production and Marketing Management (96 hours)
- Module 4: Corporate Governance (70 hours)
- Module 5: Law, Business Ethics, Alternative Dispute Resolution Mechanisms (56 hours)
- Module 6: Corporate Social Responsibility and Corporate Communication (78 hours)
- Module 7: Leadership and Human Resource Management (78 hours)
- Module 8: Financial Management and Corporate Choice (96 hours)

HSBA Hamburg School of Business Administration

MBA`s Degree Program Business Administration and Honourable Leadership

Introduction

The MBA`s Degree Program in Business Administration and Honourable Leadership is a far reaching course of studies covering the whole spectrum of business administration. The three cross sectoral themes Internationality, Governance and Respectability are specific for this course of studies. They are not only mentioned in the titles of some modules or partial-modules for discussion purposes. Beyond that, the other modules and partial-modules refer to the cross sectoral themes consistently, e.g., International Marketing is also considering the discussion of business ethics.

Internationality: The program of study is characterized by internationality due to its contents, e.g., intercultural issues or international human resource management. In addition, lecturers from abroad and the students are shaping this program internationally.

Governance: Governance is defined by the knowledge, evaluation and application of different institutional and organizational alternatives. Situations are analyzed and promoted by well-established decisions.

Respectability: The program of study is under the patronage of the association “Versammlung Eines Ehrbaren Kaufmanns zu Hamburg e.V.” (VEEK). The association argues for the consideration of generally accepted ethical principles and the principle of equity and good faith within the scope of valid laws, and advocates the omission of actions that are not consistent with the standard of commercial reliance. The discussion of business ethics of various economic themes is consistently highlighted. In addition, every student is accompanied by a mentor of the VEEK association during the duration of the program.

A typical module holds the following structure with five stages: ¹

- A. First attendance stage: Introduction to the module (1 hour)
- B. First self-study stage
- C. Second attendance stage: Activities related to the module
- D. Second self-study stage
- E. Third attendance stage: exam (3 hours)

A few weeks before the beginning of the courses (C), the responsible lecturer for the module organizes a one-hour introduction to the module (A). They explain the content and structure of the module and arrange a reading list with information about the basic literature. The students work through the reading list during the first self-study stage (B). At the beginning of the second attendance stage (C), they have to pass a one-hour test about the content of the basic literature. This examination is part of the academic record of the module. The basic literature transfers a working knowledge of the module`s subject matter in the beginning of the courses. Therefore, case studies, guest lectures or group discussions can be applied consequently during the lectures to create courses that are more interesting and appealing. The percentage of these kinds of courses in the modules amounts to at least 30% without considering the final case study. A one-day case study that integrates the contents of as many partial-modules as possible has to be prepared at the end of the second attendance stage. After the end of the second attendance stage, the second self-study stage (D) begins

¹The structure is valid for the modules 2 to 6 and 8 to 10. It is valid for the modules 4 and 10 with limitations.

and lasts for a few weeks. At the same time, the students have to prepare for the final exam. The final exam (E) has a duration of three hours and covers integratively the contents of the partial-modules.

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Module 0: Orientation Unit

Contact hours: 5 hours

- Introduction to the Master Course (1 hour)
- Introduction of the VEEK (1 hour)
- Ehrbarer Kaufmann and Corporate Responsibility (1 hour)
- Introducing the HSBA: Organizational Questions Concerning the Study Course (2 hours)

The orientation unit takes place during two days. The study course begins with an opening statement in the afternoon of the first day. Here, the students get an introduction to the basic idea and the composition of the course. Furthermore, the association "Versammlung Eines Ehrbaren Kaufmanns zu Hamburg e.V." (VEEK) presents itself and the concept of the respectable businessman. The VEEK supports and accompanies the students of the Master study course with a mentoring program which is also explained to the students with further information. Finally, there will be an introductory lecture on the relation between the respectable businessman with their long tradition and the recent corporate-responsibility movement. After this, students, lecturers, and mentors can use the opportunity to get to know each other during a refreshment break. In the morning of the next day, organizational issues are handled, e.g., a round tour through the HSBA, the arrangement of the student IDs, a guided tour through the library.

Module 1: International Politics and Economics

Contact hours: 60 hours

Self-study: 120 hours

Workload: 180 hours

Method of assessment: written exam

Credits: 8

Responsible of the module: Prof. Dr. Thomas Straubhaar

Outline:

- Module Introduction
- Economics of Public Sector
- International Economics
- International Economic Policy
- European Economic Integration
- Module Conclusion
- Module Reflection

This module imparts knowledge that is used by the students to evaluate the macroeconomic environment in which the company is operating and which has to be considered for operational decisions. The students obtain a deepened comprehension about market mechanisms, the reasons for market failure, and how the state could overcome market failures. Thus, the students are beginning to gain experiences with the recognition and evaluation of various institutional and operational alternatives, i.e., they conduct governance analyses. After an introduction to the characteristics which separate a closed economy from an open economy that is integrated into the world economy, the students have to deal with issues of international economic policy and European integration. Here, the governance-perspective of the study program is applied, e.g., several ideas concerning the development of the European Union shall be compared.

Module 2: Decision-Making and Organizational Behavior

Contact hours: 92 hours

Self-study: 178 hours

Workload: 270 hours

Method of assessment: written exam

Credits: 10

Responsible of the module: Prof. Dr. Stefan Okruch

Outline:

- Module Introduction
- Decision Theory and Game Theory
- New Institutional Economics
- Behavioral Economics
- Ehrbarer Kaufmann and Corporate Responsibility
- Organizational Behavior across Cultures
- Module Conclusion
- Module Reflection

In this module, the focus will be on human behavior. In the first partial-modules, the students get to know the various ideas of economics about human behavior. In this module, and in the following modules, the insights of decision theory, game theory, new institutional economics, and behavioral economics enable the students to evaluate different arrangements concerning their incentives for affected persons. As an additional idea of human behavior, the concept of the Ehrbarer Kaufmann will be discussed as well. This concept is a cross-section theme of the whole study program and will be taken on consequently in the following modules. The insights about human behavior can be applied in the largest partial-module that deals with the behavior of humans in organizations, i.e., mainly in corporations. Here, the definition of international differences and their consequences for the cooperation of humans with origins in different cultures will be highlighted.

Module 3: International Production and Marketing-Management

Contact hours: 96 hours

Self-study: 204 hours

Workload: 300 hours

Method of assessment: written exam and presentation

Credits: 12

Responsible of the module: Prof. Dr. Samir Saleh

Outline:

- Module Introduction
- The General, Strategic, and Cultural Level of International Management
- International Marketing
- Compulsory Elective:
 - Global Logistics and Supply Chain Management (Elective)
 - or
 - Production and Quality Management (Elective)
- Module Conclusion
- Module Reflection

Module 3 deals with the international market entrance of a corporation while concerning the aspect of procurement, production and sales. This module involves an active role on behalf of the students; in module 3, they have to prepare and conduct a presentation for the first time. The students are responsible for a project, preferably for their company, in which they have to, e.g., develop a market entry strategy, work on a marketing question related to an international issue, or develop a concept for the implementation of operational activities in a target market abroad. The topic is defined at the outset of the module based upon an agreement between the lecturers and the students. During the proceeding module, the students are working on the topic.

The first partial-module covers, amongst others, intercultural aspects of business life and completes the view of organizational behavior of the previous module which is characterized by intercultural aspects. Therefore, students can integrate the intercultural dimension of international business into the development of their presentations at an early stage. The strategic level defines a company's development of an international strategy, its analysis of international markets, the market entry into specific markets and, if necessary, the market withdrawal. After that, one partial-module is devoted to distribution and sales (international marketing) and a further partial-module deals with production, both in an international context. Concerning the production side of business, the students can choose between the partial-modules Global Logistics and Supply Chain Management, and Production and Quality Management.

In the concluding partial-module, many aspects of this module on international management are repeated and expanded integratively through the presentations of the students.

Module 4: Corporate Governance

Contact hours: 70 hours

Self study: 140 hours

Workload: 210 hours

Method of assessment: written exam

Credits: 8

Responsible of the module: Prof. Dr. Stefan Prigge

Outline:

- Module Introduction
- Corporate Governance
- International Financial Reporting Standards
- Module Conclusion
- Module Reflection

Corporate governance can be defined as a collectivity of all circumstances that affect how a corporation reaches major decisions on the employment of its resources. The module deals with the most important circumstances and enables the students to evaluate available governance alternatives. One basic question is the choice of the legal form; here the interplay between the scope of action, accountability, financing options and disclosure requirement of the management and shareholders in the particular legal form is investigated. The international bias is not missed out; e.g., one- and two-board-structures are contrasted. In an international comparison, other important corporate governance aspects are discussed as well, e.g., the impact of the shareholder structure or the influence of creditors and employees. The development of international corporate governance over the past years is demonstrated, such as the emergence of codes or actions on the part of the legislator (e.g., KonTraG in Germany or Sarbanes-Oxley Act in the U.S.). Accounting constitutes an important information background for external parties in corporate governance, for which reason it will be discussed elaborately in a single partial-module. At the end of the module, an encompassing case study deepens the subject matter as in most of the other modules.

Module 5: Law, Business Ethics, Alternative Dispute Resolution Mechanisms

Contact hours: 56 hours

Self study: 124 hours

Workload: 180 hours

Method of assessment: written exam and presentation

Credits: 7

Responsible of the module: Dr. Nils Krause

Outline:

- Module Introduction
- Business Ethics
- Legal Issues of Compliance and Business Ethics
- Alternative Dispute Resolution Mechanisms
- Module Conclusion
- Module Reflection

The main issue of the Master study program – besides the extension of professional, social and methodological competence – is to impart the elements of commercial respectability and its contribution to the company's long-term success. In the introductory partial-module, the history and main features of ethical business philosophy are discussed while referring to the Ehrbarer Kaufmann. The discussion of business ethical issues should not only be postulated by the company, in addition, it has to assure that business ethical guidelines are actually followed by associates and partners in reality, e.g., by foreign subsidiaries which in turn employ additional subcontracting business companies on their own. Corruption is another important and current issue. Therefore, in the second partial-module, setting up a compliance unit as a part of risk management is discussed. Even though the prevention of conflicts stands to the fore when setting up contracts, conflicts between the contracting partners cannot be excluded. Furthermore, the mechanisms in case of a conflict influence the behavior of the contracting partners beforehand. For this reason, the third partial-module deals with conflict resolution mechanisms. Great importance is attached to alternative forms of mediation beyond law courts, e.g., economic arbitration and collaborative practice. The students have to know and evaluate these methods, especially concerning their costs and incentives.

Module 6: Corporate Social Responsibility and Corporate Communication

Contact hours: 78 hours

Self study: 162 hours

Workload: 240 hours

Method of assessment: written exam and term paper

Credits: 9

Responsible of the module: Dr. Norbert Taubken

Outline:

- Module Introduction
- Corporate Responsibility – Models and Theories
- Corporate Responsibility and Society: Corporate Citizenship, Cause Related Marketing, Corporate Volunteering
- Stakeholder Dialogue
- Corporate Public Relations
- Public Affairs
- Module Conclusion
- Module Reflection

The main topic of this module is about the question that deals with the possibility of a corporation to link itself with its stakeholders in such a way that the relationship is not only working in good times, but also in bad times with the stakeholders backing the corporation. The module begins with a unit about the basic understanding of corporate responsibility and corporate social responsibility (CSR). Based on the concept of sustainability, the topic includes social, ecological, and also economic aspects that are needed to develop a company-specific strategy. CSR is linked to the modules 2 and 5 that discussed business ethics and the compliance with ethic-based principles. The implementation of CSR depends on the specific target group of the company (stakeholder): employees may regard childcare as an important issue and consumers may care whether social and ecological standards are crucial in the production process. A CSR-focus of the module is the commitment of a company in the region and in the society. For the company, capitalizing on CSR requires an adequate communication with relevant target groups. Therefore, CSR is closely connected with stakeholder management and corporate communication. A partial-module concerning general public relations of companies (corporate public relations) follows. This partial-module is not confined to corporate communication in normal times, but also considers corporate communication in crisis situations. Investors are a particularly important group among the stakeholders; the topic of corporate communication with investors is discussed in module 8, which focuses on financial management. In another partial-module, the relationship between the company and the state as a regulator is examined (public affairs). Here, the possibilities of corporations to influence legislation and other regulations are discussed. The concluding partial-module deals with the whole scope of CSR and corporate communication on the basis of a case study.

Besides a written exam, the students have to hand in a term paper as an additional method of assessment. Potential topics of the term papers include CSR policy and CSR communication of selected companies in the normal case and in crisis situations.

Module 7: Leadership and Human Resource Management

Contact hours: 78 hours

Self study: 162 hours

Workload: 240 hours

Method of examination: written exam and term paper

Credits: 9

Responsible of the module: Prof. Dr. Christoph Bauer

Outline:

- Module Introduction
- Leadership
- International Human Resource Management
- Diversity Management
- Personal and Social Skills
- Module Conclusion: Honorable Leadership
- Module Reflection

Module 7 deals with human resource and management issues in an international environment. In particular, module 7 is linked to module 2 which discussed human behavior in general and in organizational structures. Module 7 starts with leadership theories which are introduced and judged in consideration of the concept of the Ehrbarer Kaufmann. Another focus of module 7 are such questions of human resource management that are discussed in corporations that are operating internationally, e.g., human resource development in international corporations or the reintegration of expatriates. The partial-module diversity management also represents the international perspective of the study program. But diversity of the workforce not only refers to differences in nationalities, but also to differences in age, gender, and other aspects. The partial-module discusses how an international corporation should manage the advantages and disadvantages of the diversity of its workforce as a part of its strategic corporate planning. In addition, module 9 also includes a partial-module in which the students shall improve their personal and social skills. Here, the topics include potential analysis, team formation, negotiation skills, and communication skills including media training.

Module 8: Financial Management and Corporate Choice

Contact hours: 96 hours

Self study: 174 hours

Workload: 270 hours

Method of assessment: written exam and term paper

Credits: 12

Responsible of the module: Prof. Dr. Philipp Zaeh

Outline:

- Module Introduction
- Basic Concepts in Finance
- Basic Concepts in Valuation
- International Standards on Auditing
- Investor Relations
- Corporate Choice (Integrative Case Studies)
- Module Conclusion
- Module Reflection

Decision-making in financial management is the ability to ascribe a value to competing investment projects or financing possibilities on the basis of reliable information and thereby making the alternatives comparable. For this purpose, the students get to know perfect and efficient markets as a decision-making environment that approaches the real markets by adding aspects of institutional economics and behavioral finance. These foundations are helpful to value cash flows which are the basis of financing and investment decisions. The role of the auditor as a guarantor of reliable information is discussed in the third partial-module. If the person who wants to determine such a value of, for instance, a corporation is not a member of that corporation, they have to rely on the accounting data published by the corporation. Valuations that are based on such information are only reliable if the accounting standards impart a credible impression of the business situation. Besides the accounting standards (module 4), it is important that an outsider can be sure that the accounting standards are applied according to the rules. Finally, corporate communication with investors is examined in the fourth partial-module (investor relations).

The concluding partial-module of module 8 is not confined to issues of financial management. Therefore, the end of module 8 is the ideal opportunity to discuss operational decisions that are capacious in a way that they demand the application of many concepts of all previous modules integratively (corporate choice). With the development of these questions in terms of full-day case studies, different aspects of the study program are joined together and result in a rounded overall picture.