Courses taught in English at the School of Business Nürnberg
Information Systems II - Prof. Bodendorf

International Management of IIS (winter term)
Lect. 1: Case solving seminar (2+2 SWS)
The course relies on cases to understand and solve problems in real business situations. Students may work in teams and apply their theoretical knowledge in solving the cases. This will provide the students an opportunity to develop key skills such as communication, group working and problem solving skills.

Lect. 2: Case writing seminar (2+2 SWS)
In this course students will focus on the development of cases in International Management of IS. Students will learn how to write their own case studies. In doing so they will get access to international corporations and gain experience in the field of international management of IS. Through case writing students will get familiar with interview techniques, data analysis and improve their presentation and writing skills.

IT-enabled Processes and Services (winter term)
Lect1/Ex1: Advanced Process Management (2 SWS)
This course is about strategic business process planning and business IT alignment. Additionally, it covers business process analysis, planning, engineering, monitoring and controlling. Furthermore it provides a comprehensive understanding of workflow management systems, service-oriented architectures, intelligent agents and assistants as well as process portals.

Lect2/Ex2: Advanced Service Management (2 SWS)
This course has two sections. The first section of the course contains an overview of service science. The second section focuses on service businesses, such as finance, commerce, logistic, tourism, education, entertainment, healthcare and industrial services. During this course digital products and value added services are discussed as well as service engineering and service technologies (e.g., self service systems, multimedia, and security Systems).

Managing IT-enabled Business (winter and summer term)
Lect1/Ex1: E-Business Strategy & Networking (2 SWS)
The course provides a comprehensive overview of business models and business IT alignment. It emphasizes theory and practice of so called inter-organizational systems, electronic markets and market engineering. In addition it deals with business and social networking between companies and their partners.

Lect2/Ex2: E-Business Intelligence & Relationships (2 SWS)
The course covers first issues of business intelligence including enterprise applications, e.g., information screening, data mining, and knowledge processing. The course also deals with customization, individualization, adaptation, and context awareness. Second, it focuses on IT-enabled business relationships such as customer relationship management (CRM), supplier relationship management (SRM), and supply chain management (SCM) emphasizing application systems and impacts on business networking.

Interdisciplinary Business Seminar
This seminar confronts students with real international IS business challenges in an interdisciplinary context. Students will learn how to address real-world IS problems and to create application-oriented solutions based on sound methods rooted in robust theoretical frameworks and a well-founded evidence base.
Creating a sustainable innovative environment is a leadership task. In order to succeed at this task, leaders must develop innovative abilities to deal with the challenges inherent in a business environment characterized by fluid, unstructured and changing information. The aim of this course is to get an overview of how to structure leadership systems towards innovation, how leaders can motivate to foster innovative thinking and what new forms of innovation (e.g. open innovation) mean for the definition of leadership. The examination is based on class participation and homework with presentation.

Case Study Seminar (German/English) (summer term)
This seminar will focus on the development of cases in innovation and value creation. Students will learn how to write their own case studies. To do so, important questions like how to run desk and field research, how to analyze the data and how to present the findings to a specific audience will be discussed. The examination is based on a term paper, in-class discussion and a presentation.

Foundations of Innovation Research (English/German) (summer term)
Based on this theoretical challenge, we will elaborate different aspects of how to design the framework of a survey, how to review the literature, how to phrase research questions and hypotheses, how to analyze the data, and how to get access to companies. The aim of this course is to formulate interesting hypotheses, design a questionnaire and run a pre-test (if time) to contribute to the research done in the above described topic. The miniature research project is evaluated.

Innovation Strategy II – Cooperative Systems Design (English) (winter term)
In this course students will learn to appreciate the strategic role Virtual Cooperation has in the survival and growth of business organizations, i.e. in creating sustainable competitive advantages. The main goal is to develop an understanding of virtual teams and its characteristics, i.e. to understand its benefits and drawbacks. Also, we will focus on understanding how organizations determine which technologies best fit a variety of virtual team tasks, i.e. the role of groupware and communication tools in virtual teams. The examination is based on class participation and homework with presentation.

Innovation Strategy III – Managing the Innovation Process (English) (summer term)
This course approaches "managing the innovation process" through five levels of analysis: individual, team, network, organizational, and industrial. At each level of analysis, particular attention is given to the conditions under which (IT-supported) innovation processes succeed and fail. The readings consist of a mixture of book chapters, journal articles, and cases. The primary goal of the course is to expose students to a variety of perspectives on innovation, while building on past work experiences and preparing for work experiences in the future. The examination is based on case studies.

Innovation Technology I (English) (summer term)
In this course the participants will gain an understanding of innovative information technologies that enable and promote collaboration within teams. In detail we will look at the evolution of computer-supported cooperative work environments towards portal-based collaboration platforms that simplify the way people work together. Students will gain practical experience in working with a current product, e.g. Microsoft Office SharePoint Server (MOSS 2007) that serves as a platform for online collaboration.

The examination is based on class participation and homework with presentation.
Innovation Technology II (English) (winter term)
Innovation Technology is increasingly being applied to, and changing, the innovation process, and influences the creative tasks and the ways knowledge is constructed, shared, and used. It affects the ways in which we think about and conceive innovations. It changes the way organizations experiment with, test, and prototype new products, processes and services. The aim of this course is to get an overview of the types of the innovation technologies currently used in organizations (e.g., simulations and modeling tools, virtual reality, data mining, rapid prototyping) and apply various forms of technologies to different innovation search challenges.

The examination is based on class participation and homework with presentation.

IT-Industry in India (English) (summer term)
The course intends to give the participants a thorough understanding of the IT and IT-enabled services industry in India. We shall explore the growth of the industry from the late 1980s until now. This course will cover the, the birth and growth of IT clusters in India, cooperation between IT companies in India, Growth strategies of selected, large Indian IT companies, outsourcing and off-shoring: advantages and disadvantages, Indian IT – moving up in the value chain, current challenges faced by the industry. The examination is based on class participation and homework with presentation.

International Research Seminar (English) (winter term)
This seminar sets the focus on designing, carrying out and documenting mini-research projects in the field of international information systems. Students will learn how to come up with an igniting research question, how to design a theoretical framework, how to set the methodological base, how to run an empirical study and how to summarize results in scholarly publications. Evaluation will be based on the resulting mini-research project.

Case Writing Seminar (English) (winter term)
In this course students will focus on the development of cases in International Management of IS. Students will learn how to write their own case studies. In doing so they will get access to international corporations and gain experience in the field of international management of IS. Through case writing students will get familiar with interview techniques, data analysis and improve their presentation and writing skills. Evaluation will bases on class participation, presentations and the case study written by the students.

Negotiations in International Teams (English) (summer term)
The course provides students with theoretical and applied knowledge about negotiations in international contexts. Following an introduction to the Harvard principles of negotiation (cf. the preparatory reading section), students work in teams to negotiate a solution to a relevant and actual business case. The course runs in cooperation with a partnering university either in Germany or abroad, where a parallel course exists. Students from both courses negotiate via video-conferencing systems, simultaneously increasing their media competence and their intercultural expertise. Evaluation will bases on class participation, presentations and take home exams.

Accounting and Controlling – Prof. Fischer

Cases in Business Controlling (summer term)
The lecture focuses on an interactive case study. It deals with controlling instruments for the economic analysis on the enterprise-, business segment- and project-level. The case studies cover a broad variety of financial management tools. Therefore it offers a good opportunity to extend the professional studies in the field of "accounting and controlling". The students will intensively discuss and analyze real-world case material from the Healthcare industry.

By having followed the course, students will be able to use and evaluate controlling instruments in the strategic, operational and financial analysis.
**Business Management – Prof. Hungenberg**

**Strategic Management (Bachelor-level, summer term)**
This course focuses on fundamental theories, concepts and instruments of strategic management. The central aim of the course is to basically understand the formulation and implementation of strategies for single business units and multibusiness firms. In order to provide the analytical and conceptual foundations for making strategic decisions at business and corporate level, the course uses a combination of lectures, discussions and case studies. The lecture sessions are designed to introduce the core theories and tools of strategic management. During the case study sessions selected case studies are discussed in order to illustrate and apply the lectures’ content. All students are expected to arrive in class having read the assigned cases and being prepared to present and defend their analysis.

**Business Strategy (Master-level, winter term)**
This course involves both broad general management perspective and selected theories and tools of strategic management. It is concerned with formulation and implementation of strategies, focusing on the business level of strategy. Furthermore the aim is to make students familiar with the fundamental elements of business strategy and to provide an integrated background for other management courses. By the end of the course students should appreciate the need for a comprehensive approach to strategy making and they should be aware of top management's role in setting the direction of a company. Students develop knowledge of theories, concepts and tools of business strategy and an understanding of the application of concepts referring to real life cases.

**Change Management (Master-level, summer term)**
This course focuses on the dynamic effects of strategic management. The students will be introduced to basic concepts, theories and instruments of change management. In particular the course deals with planning and implementation of strategic, organizational and cultural changes inside the firm as well as management instruments to react to unforeseen changes. Therefore a combination of lectures, discussions and case studies ensures both the theoretical background as well as practical knowledge. To ensure discussion in class, all students are expected to arrive in class having prepared the assigned cases and being able to defend their analysis.

**Corporate Strategy (Master-level, winter term)**
This course focuses on the crucial tasks and problems affecting success in multibusiness firms. The fundamental question is: ‘Why are some firms successful whereas others struggle to survive?’ A combination of lectures, discussions and case studies will be used to acquire familiarity with basic concepts, theories and instruments of strategic management in multibusiness firms and to gain expertise in applying them. In particular the course deals with diversification strategies, portfolio planning and the management’s possibilities to execute portfolio changes. Understanding strategy formulation and implementation on a corporate level reflect the central aim of this course. All students are expected to arrive in class having read the assigned cases and being prepared to present and defend their analysis.

**Information Systems III – Prof. Amberg**

**Managing Global Projects & Information Technology**
**Managing Information Technology (MIT)**
Existing and emerging information technologies usually affect and enable businesses in various areas. Therefore, it is important to identify and assess existing technologies and carefully screen for emerging ones. Furthermore the implementation of new technologies has to be managed. Hence, in a first step, the course provides methods to systematically screen for emerging information technologies, evaluate them and find appropriate fields of application. In a second step, the course will go through tools and methods dealing with the Requirements Management Process for Information Technologies. Within an interactive setting, the students will learn how to elicit, model, review and
Managing Global Projects (MGP)
Existing and emerging information technologies usually affect and enable businesses in various areas. Therefore, it is important to identify and assess existing technologies and carefully screen for emerging ones. Furthermore the implementation of new technologies has to be managed. Hence, in a first step, the course provides methods to systematically screen for emerging information technologies, evaluate them and find appropriate fields of application. In a second step, the course will go through tools and methods dealing with the Requirements Management Process for Information Technologies. Within an interactive setting, the students will learn how to elicit, model, review and validate requirements.

Managing Enterprise-wide IT-Architectures (SOA)
This module deals with the design and management of enterprise it-architectures. It is split into two courses whereas the first course covers the theoretical concepts and the second course offers a deep dive into real world case studies in the area of it-architecture management. To lead in the discipline of enterprise it-architecture management, the course "Fundamentals of Enterprise-wide IT-Architecture Management" provides an overview about different methods, paradigms and tools in the area of it-architecture management. The course has a strong focus on the concept of service oriented architecture (SOA) as a successful paradigm to (re-)design enterprise architectures. The case study seminar is complementary to "Fundamentals of Enterprise-wide IT-Architecture Management". Based on the theoretical concepts, this seminar offers a deep dive into real world cases of enterprise-wide it-architecture management. The students discuss concrete cases of successful and failed it-architecture management. The cases are either paper-based publications from leading business schools or will be related to field trips. Students have to analyse the cases, provide solutions and present them during the seminar. ECTS-Informationen: Credits: 5

Technology- and Project Management - Managing Technological Change (MTC)
Motivation
Organizations are frequently confronted with new technologies. For the managers of those organizations, a number of questions arise, including: What strengths and weaknesses do technologies possess? Which application scenarios for new technologies make the most business sense? What are the potentials of innovative technologies and how can those potentials be activated in the own firm? Students who opt for this module will learn how to answer such questions by using common methods and tools from the field of technology management.

Organization
The module Managing Technological Change (5 ECTS) consists of a lecture and exercise and is held in the summer term. As this is an interactive course involving student teamwork, pre-term registration via e-mail and class attendance are expected. The date and time of classes are posted on the department's website www.wi3.uni-erlangen.de as well as in Univis (www.univis.uni-erlangen.de). Students are graded based on their presentations and homework assignments; there is no written exam at the end of the term.
International Management – Prof. Holtbrügge

Intercultural Competence (summer term)
The aim of this course is to impart the fundamental basics of intercultural management. The course is mainly based on interaction and includes simulations and role plays on the part of the student teams. The course is held in English language.

IM3: Managing Intercultural Relations (summer term)
1. Relevance of Intercultural Management
2. Intercultural Management Research: Scope and Results
3. Manifestations and Functions of Culture
4. Concepts of Culture
5. Typologies of Culture
6. Intercultural Communication and Negotiations
7. Culture and Management: Organization, Motivation and Leadership in Different Cultures
8. Intercultural Competence
9. Intercultural Training
10. Conclusions

International Business Negotiations (summer and winter term)
Although global business is now a fact of life for many companies, doing business across borders is still considered to be a difficult task. Treating negotiations as a technique that can be learned and adapted to international business relations, this course deals with two main inter-related themes; business negotiations skills and the cross-cultural communication and management of cultural differences on international business deals.

Why study international business negotiations? Relevance and challenges
• The role of cultural differences
• Conflict management
• Negotiating strategies and tactics
• Business ethics and negotiations
• Relationship management: including contract and renegotiations issues
• Measuring negotiation success
• The role of location and technology
• Multilateral negotiations and alliances
• Course review and evaluation

Foundations of International Management I (winter term, 5 ECTS):
The participants will be confronted with typical management problems of companies operating internationally. The participants will get to know modern theories and methods of international management and will be able to apply these to practical problems. The course addresses opportunities and risks of internationalization, theoretical and conceptual International Management, theories of internationalization, strategic management in an international environment and controlling of companies operating internationally.

Foundations of International Management II (winter term, 5 ECTS):
The participants will be confronted with typical management problems of companies operating internationally. The participants will get to know modern theories and methods of international management and will be able to apply these to practical problems. The course addresses the following topics: Organization of international companies, Human Resource Management in international companies and Public Affairs Management in companies operating internationally.
Logistics – Prof. Hartmann

Consumer Industry Logistics and Supply Chain (summer term)
This course covers the specific needs for logistics in the consumer goods environment. The supply chain and especially interfaces between business partners are treated.
Besides the elements of a supply chain, concepts like efficient consumer response discussed. Another part of the lecture focuses on control aspects and management techniques in a consumer goods supply chain.

Business Logistics (winter term)
This is a basic course and provides an introduction to the field of logistics:
In the first part the relevance, trends and objectives of logistics will be discussed, followed by an explanation of the elements of logistic systems: fundamental logistic functions – transportation, transhipment and warehousing; structural network elements like “edges”, “nodes” and “objects” will be discussed as well as their management.
The second part of this lecture provides a detailed analysis of the logistical interfaces within a manufacturing plant. An integral part are current questions of management in this context and important configuration parameters of industrial production systems like: location, products, programs and barriers of production systems, design of networks within a plant, materials management and the managing of relationship with the supplier. Different alternatives of production planning and control systems are presented as well as specific instruments of logistical-orientated management like controlling and quality management. Concluding this course, an outlook on the current research will be given.

Empirical Economic Sociology – Prof. Prosch

Society and Culture in a Comparative Perspective (summer and winter term)
The course brings together our students and students from one of our foreign partner universities to discuss current social issues, like social equality, minorities or aspects of social structure and socio-economic development in the analyzed societies and to review relevant sociological contributions to these topics. The course aims to promote the intercultural and thematic exchange among students and lecturers from different countries. The newest courses were organized in partnership with our partner universities from Pilsen, Prague and Cluj-Napoca. The four-day-seminar is located in a seminar house in Bad Kissingen.
The students are required to prepare a cross-national group presentation, which included an interactive part (active involvement of the audience) and a term paper.

International Social Research Seminar (summer and winter term)
The course intends to combine our visit at one of our partner universities with an international social research seminar. The students and lecturers will have the opportunity to present, discuss and exchange the results of research projects on socio-economical topics and also to gain insights into the social and quotidian life of the visited society.
This seminar continues our positive experience gained in similar seminars, that took place at our partner universities in Budapest, Bratislava, Cluj-Napoca and Krakow.
Examination is based on an individual or group presentation and a written term paper.

Public Law, European Law and International Law

International and European Trade Law (to be confirmed)
Students will be acquainted with European Economic Law and WTO-Law as fundamental basis of International Trade Law. Specific aspects of European and International Economic Law will be studied and discussed practically oriented and throughout case studies. The skill of own analysis should be advanced.
International Marketing (summer term)

- The Scope and Challenge of International Marketing
- Country Market Selection, Market Segmentation, and Timing of Entry
- Choice of Entry Form
- Standardization vs. Differentiation
- Culture and international Marketing
- Marketing Mix – Product
- Marketing Mix – Communication
- Marketing Mix – Pricing
- Marketing Mix – Distribution
- Internet and International Marketing

International Studies (Anglo-American Societies) - Prof. Falke

The Chair offers lectures and seminars in English on varying subjects. In the past academic year, these have included:

**WS08/09:**
- Übung (Intermediate Seminar): „The external commercial policies of the European Union“
- Hauptseminar (Advanced Seminar): „India and the world trading system“

**SS09:**
- Vorlesung (Lecture Course): „Politics in American Movies: The American Presidency from John F. Kennedy to George W. Bush“.
  This lecture course is designed as an introduction to how movies reflect the historical and contemporary aspects of political and social realities in the United States. Assuming that many American as well as foreign audiences derive their knowledge, understanding and assessments of political/historical events from movies, it raises the question of whether movies can be a legitimate source of political and historical knowledge. This in turn begs the question of whether movies can be more than entertainment. Can movies promote serious political argument and serve as vehicles of political instruction? Is there something such as cinematographic history or cinematographic political analysis? Which artistic instruments may be legitimately employed? The course takes movies on the American presidency – full-length feature films as well as documentaries – as test cases. It covers the period of roughly the past fifty years, focusing on presidential politics and the construction of the persona of the incumbent. A special emphasis is placed on the pivotal presidencies of the 1960s and 1970s – John F. Kennedy, Lyndon B. Johnson and Richard Nixon – and George W. Bush.

- Bachelor-Seminar 1 (Basic Seminar): „Business and Politics in the United States“
- Hauptseminar (Advanced Seminar): „From Roosevelt to Obama: The United States in War and Peace“.
  The foreign policy of the United States, which has always been linked to economic and cultural policy, is the main focus of this seminar. In the past, as now, domestic and foreign policy have also been closely connected.

For the coming winter term (**WS09/10**), the following courses will be conducted in English:

- Vorlesung (Lecture Course, Master Level): „Introduction to International Political Economy: Globalization and International Trade“:
Analysis of the determinants of the globalization process in the international economic system with special reference to the United States and the transatlantic area. Analysis of the governance of the international trading system and the trade politics of the major industrialized and emerging market countries. Goals: understanding the forces that shape the globalization process and how it affects multinational corporations, understanding the basic instruments of trade liberalization and their political constraints, gaining familiarity with trade policy profiles of the major countries shaping the contemporary trading system. This Master-Level Lecture Course will be offered every WS beginning in WS 09/10.

Hauptseminar (Advanced Seminar): „Who Are the Americans?: Politics, Business and Culture from New York to California“:
The emphasis will be on achieving an understanding of the American nation, thus on the development of politics, business and culture in the largest immigration country in the world. Tragic disputes and exceptional successes have marked the course of a continuously revolutionary society.

Masters Seminar: “Issues in International Trade”: This course will focus on major developments in the international trading system, on the multilateral, regional and bilateral level. Special emphasis will be given to developments in the WTO, the rule-making process and the completion of new multilateral commitments. In addition, the pursuit of regional and bilateral trade agreements will be monitored and its effects on businesses and trade flows will be examined. Finally, a thorough analysis of the trade policies pursued by developed and emerging market countries will be offered. Students gain a deeper understanding of the contemporary developments of trade policies on the multilateral, regional and country level and how it affects business and market opportunities. Special emphasis will be on the United States and the transatlantic areas. This advanced seminar will be offered every WS beginning in WS 09/10.

Masters Seminar: “Advanced Industrial Countries and Emerging Market Economies“:
This course deals with the economic and business relationships between industrial countries and emerging market economies. The focus will be on trade as well as investment, with a focus on market access issues and the political context for business opportunities. Goals: understanding how market access and business opportunity depend on the domestic regulatory framework relating to international trade and investment, and how it can be influenced by lobbying and government intervention by foreign countries. In general, students gain a deeper understanding of the scope and constraints of economic liberalization in emerging market countries. This advanced seminar will be offered every semester beginning in SS 2010.

This course is designed to examine the relationship between domestic politics and globalization. It highlights the fact that globalization impacts domestic politics and that the response to the globalization process is shaped by actors with a domestic agenda. The course will focus on such things as lobbying, the framing of issues in domestic discourse, the role of the media and of NGOs. Examples will be drawn from regulatory policy, particularly from environmental and social/labor policy. The focus will be on the United States and the developed countries in the transatlantic arena. Students gain a deeper understanding that globalization can have a severe impact on domestic arrangements, including laws and regulations and the power position of domestic actors. Thus responses to globalization will be shaped by these actors and will influence the policy discourse, leading to a need by business and internationally oriented parties to engage with these actors. This advanced seminar will be offered every WS beginning in WS 10/11.

Intermediate Seminar: „Corporate Citizenship and Corporate Governance in Germany and the United States”
http://www.awen.wiso.uni-erlangen.de/lehrveranstaltungen/ws/diplom/Ueb_Corporate/

Please note: All seminars involve a presentation during the semester (1/3 of the grade) and a written paper (2/3 of the grade) at the end of the semester. Regular attendance is required.