Course: Cross Border Cooperation
4 SWS, 6 credits, English & German, level: Master

Instructor:
Prof. Dr. Ansgar Kühn
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Office: T1.5.23
Colloquium: Wednesday, 9:45 – 11:15 a.m.
The exact dates and registration for the colloquium can be found here: https://xoyondo.com/dp/sakabHRXRNYUtVF
E-Mail: ansgar.kuehn@hs-pforzheim.de (preferred mode of communication)

Your learning progress is important to me, therefore I want to support you. In case you have any questions or concerns regarding the course, please feel free to contact me in person or send me an email. I will respond soon and we can arrange an appointment if necessary.

Overview (catalogue description):
Globalization has profoundly transformed the market environment of the companies and the corporate structures. Companies now assume that they have to face international competition in a globalized market and that the opportunities to expand their revenues by selling around the world and reduce their costs have extremely increased. This rapidly changing market environment requires adapted structures and affects the requirements on the management profoundly. Consequently, international management and the better comprehension of culture across borders become of great importance in the workplace and in the training of future international managers.

The aim of the course is to give the participants a better comprehension and and to provide appropriate preparation for future management tasks. This includes:

- A good understanding of how different cultures influence cooperation in international projects
- Management of interdisciplinary and international projects:
  o Deepening of problem solving competence
  o Knowledge acquisition through "experimental learning"
  o Communication in the team and understanding of the dynamics
  o Achieving outstanding results both in writing and in the final presentation before the project sponsor.

Within the cross-border cooperation project in cooperation with Hilti plant in Thüringen/Austria Master students will work on real-life cases with pratical link to production, logistics, controlling or HR. The project will comprise phases of virtual cooperation as well as physical presence in Austria. For organizational reasons, the processing time will be concentrated in the period March 25th (kick-off) until May 24th (final presentation). Interaction with company representatives as well as intermediate and final presentations are planned accordingly. Accommodation and meals during presence in Austria are fully covered by Hilti.
Prerequisites:

Learning Objectives:
The students are able to indicate market potentials and innovations within a global context. They can comprehend the main features of an international enterprise strategy and they can apply management methods in an international project (life case study).

By the end of the course students:
- acquired a broad knowledge of the changing global economic environment and
- can comprehend problems of an international enterprise
- develop the necessary awareness to effectively manage in an international context
- develop a good understanding how cultural factors influence international management

Course Topics:

Contribution to program goals:
The module contributes to program goals in various fields:
- Students will apply management principles and foster their leadership skills in culturally complex environments
- Students are able to analyse complex in-company and inter-company problems and challenges from different perspectives and/or within an international context.
- Students will improve their ability to use scientific research methods during the course of the project. Students are proficient in the methods of project management and are successfully able to organize, conduct and manage projects
- Students will apply interdisciplinary knowledge from engineering and management in order to develop creative solutions to complex in-company and inter-company problems and present their achieved results/problem solution within the framework of the final presentation

Cross-Border Cooperation with France (tentative schedule, changes may be necessary depending on industrial partner)

Tentative Schedule

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<tr>
<th>Date</th>
<th>Time</th>
<th>Place</th>
<th>Notes</th>
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<tr>
<td>18+19.03.2020</td>
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<tr>
<td>4-8.05.2020</td>
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<tr>
<td>18.05.2020</td>
<td>Whole day</td>
<td>Thüringen, Austria</td>
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Teaching and Learning Approach
This course is unique in as much as it will include a group of students from University of Strasbourg, France who will participate in the seminar and provide a real opportunity for bicultural learning. The mixed German-French student groups will be organized in such a way that students are constantly operating in a multicultural environment, face-to-face in Strasbourg and Pforzheim as well as virtual by the use of new media. In order to optimally solve the life-case studies provided by a co-operating large international enterprise, the course is designed in lectures, simulations, workgroups and other student activities. Team-building exercises will help the students to effectively work in bicultural project teams.

To achieve the learning goals, the listed literature, journal and internet sources are being used.

The instructor is available to assist at any time during the course and will be supporting the students with helpful advice. Preferred communication mode is the face-to-face communication or via email.

Regulations for graded performance:
The entire module falls into two phases:
1. Phase: After kick-off a virtual phase of collecting, analyzing and evaluating state of the art for the respective project is done without physical presence or face-to-face meetings with your project sponsor and under supervision by your professor
2. Phase: application of gained knowledge in Hilti-environment, further analyzing, evaluation of data/ implementation of concept and validation; preparation of final presentation, end: final presentation plus close-out workshop at university.

Attendance in every session is required in order to receive the credits.
Active participation in groupwork and presentation is evaluated as listed:

Active participation in team work in Project 50 %
Intermediate and Final Presentation 45 %
Written lessons learned and team self evaluation paper 5 %

Grading:
- 'Sehr gut' represents exceptional work, far above average.
- 'Gut' represents good work, above average.
- 'Befriedigend' represents average work.
- 'Ausreichend' represents below average work with considerable shortcomings.
- And 'mangelhaft' is just exceptional work in the wrong direction or with unacceptable shortcomings.
Course Material: *depending on chosen project*

General literature on intercultural/cross border management:

- Zentes, Joachim, Swoboda, Bernhard, Fallstudien zum Internationalen Management, 2. überarb. Aufl., Wiesbaden 2004

**My teaching philosophy:**
I want to contribute to your successful learning progress and thus you will gain inside knowledge about the interrelation of globalization, sustainability and international management. By using different teaching methods (lecture, usage of new media, presentations, interaction with students, simulations etc.) I would like to design the course interesting and diversified. Your comments are welcome and they will be helpful to the learning progress of the entire class. It is my intention that you successfully complete the course; however, the essential part of commitment depends on you.

**Code of conduct for students:**
Please:
- Read the syllabus
- Be prepared for every lesson
- Be fair and show respect to your fellow students
- Actively contribute to the workshops of your fellow students
- Come to the course on time and do not leave early
- Respect different cultural-influenced thinking and working of Austrian counterparts - adapt to a new working atmosphere
- Be professional in co-operation with an international enterprise
- Be flexible, because working in a multinational environment is an organizational and personal challenge for all members