

Syllabus
BAE5170 Cross Border Cooperation
Prof. Dr. Ansgar Kühn
Summer Semester 2022

Level	Master	
Credits	6	
Student Contact Hours	4	
Workload	180 hours	
Prerequisites	none	
Time	s. LSF	
Room	s. LSF	
Start Date	s. LSF	
Lecturer(s)	Name	Prof. Dr. Ansgar Kühn
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Summary

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.

Outline of the Course

Within the cross-border cooperation project in cooperation with Hilti plant in Thüringen/Austria Master students will work on real-life cases with practical 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 29th (kick-off) until May 31st (final presentation). Interaction with company representatives as well as intermediate and final presentations are planned accordingly. Accommodation and meals during presence in Austria will be covered by Hilti.

Course Intended Learning Outcomes and their Contribution to Program Intended Learning Outcomes / Program Goals

Program Intended Learning Outcomes	Course Intended Learning Outcomes
After completion of the program the students will be able...	After completion of the course the students will be able...
1 Responsible leadership in organizational contexts	
2 Creative problem solving skills in a complex business environment	
2.1 ...to recognize and define problems as well as assess their importance.	...to narrow down topics in the context of real business tasks.
2.2 ...to analyse complex in-company and inter-company problems and challenges from different perspectives and/or within an international context.	...to provide problem analysis in the context of real business tasks.
2.3 ...to independently develop creative solutions to complex in-company and inter-company problems and challenges.	...to develop and handle problem solutions for real business tasks.
2.4 ...to clarify successfully complex problems and solutions to both experts and laymen.	...to present results / of the targeted problem solution to company representatives as part of the final presentation.
3 Creative problem solving skills in a complex business environment	
4 Interdisciplinary and integrative work	
4.1 ...to apply their expert knowledge in the engineering and business field and to provide integrated solutions to complex tasks.	...to demonstrate expert knowledge in both areas.
4.2 ...to apply the methods of project management and to successfully organize, conduct and manage projects.	...to apply project management methods in an international project team.
4.3 ...to develop and assess alternative solutions taking diverse disciplines into account and apply them to integrated comprehensive solutions.	...to work explicitly on interdisciplinary and integrative solution alternatives.

The module co tributes 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

Teaching and Learning Approach

This course is unique in as much as:

- *It deals with inspiring real-life cases with a vast variety of topics to choose from*
- *It includes intensive exposure to other cultures (national culture in Austria as well as a specific corp. culture)*
- *It includes virtual collaboration (1st phase) as well as physical presence (2nd phase) and work on-site in Austria.*
- *Student projects are assisted by a Hilti-manager and each project is individually supervised and supported by the professor*

Grading:

Grading will be based on three presentations

- 30 % intermediate presentation
- 30% presentation at the end of the presence week
- 40% final presentation

Refined grading criteria will be disclosed in the course of the project work .

- '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.

Schedule

N/A

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

[Link to the Code of Conduct for online Teaching](#)

Teaching Philosophy

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.

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.

Additional Information

Language: English and German

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