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**MODULES AND  
COURSE DESCRIPTIONS**

**MBA IN INTERNATIONAL  
MANAGEMENT**

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## **ABBKÜRZUNGSVERZEICHNIS / LIST OF ABBREVIATIONS**

|     |  |
|-----|--|
| CR  | Credit gemäß ECTS – System / ECTS Credits      |
| PLH | Prüfungsleistung Hausarbeit / Assignment       |
| PLK | Prüfungsleistung Klausur / Written Exam        |
| PLM | Prüfungsleistung mündliche Prüfung / Oral Exam |
| PLP | Prüfungsleistung Projektarbeit / Project       |
| PLR | Prüfungsleistung Referat / Presentation        |
| PLT | Prüfungsleistung Thesis / Thesis               |

## 0 Structure of the MBA program

| First Semester (20 SWS, 30 credits)  |  |   |   |  |
|--|--|---|---|--|
| <b>1 Analytical Foundations</b><br>Statistics for Managers<br>(2 SWS, 3 credits)   | <b>2 Foundations in Accounting and Finance</b> <ul style="list-style-type: none"> <li>• Foundations in Financial Accounting (2 SWS, 3 credits [blocked at beginning of semester])</li> <li>• Foundations in Managerial Accounting (2 SWS, 3 credits [during rest of semester])</li> <li>• Corporate Finance and Financial Analysis (2 SWS, 3 credits) [during rest of semester]</li> </ul> | <b>3 Foundations in Business Functions</b> <ul style="list-style-type: none"> <li>• Foundations in Marketing (2 SWS, 3 credits)</li> <li>• Foundations in Operations Management (2 SWS, 3 credits)</li> <li>• Foundations in Human Resources Management (2 SWS, 3 credits)</li> </ul> | <b>4 Foundations in Economics and Business Law</b> <ul style="list-style-type: none"> <li>• Foundations in Microeconomics (2 SWS, 3 credits)</li> <li>• Foundations in Macroeconomics (2 SWS, 3 credits)</li> <li>• Foundations in Business Law (2 SWS, 3 credits)</li> </ul> |  |
| Second Semester (20 SWS, 30 credits)   |  |   |   |  |
| <b>5 Optimizing Business Processes</b> <ul style="list-style-type: none"> <li>• Management Support Systems (2 SWS, 3 credits)</li> <li>• Value Chain Management (2 SWS, 3 credits)</li> </ul>  | <b>6 Advanced Accounting and Finance</b> <ul style="list-style-type: none"> <li>• Controlling (2 SWS, 3 credits)</li> <li>• Advanced Finance and Accounting in a Global Environment (2 SWS, 3 credits)</li> </ul>  | <b>7 Innovation and Business Dynamics</b>   | <b>8 Europe in the Global Environment</b>   | <b>9 Sustainable Globalization</b>   |
|  |  | <b>Determinants of Innovation Performance</b><br>(4 SWS, 6 credits)   | <b>Doing Business in Germany &amp; Europe</b><br>(2 SWS, 3 credits)   | <b>Global Economic Integration</b><br>(2 SWS, 3 credits)                         |
|  |  |   | <b>European Economics &amp; Political Relations</b><br>(2 SWS, 3 credits)   | <b>Social Responsibilities for Sustainable Development</b><br>(2 SWS, 3 credits) |
| Third Semester ( 20 SWS, 30 credits) or study abroad semester  |  |   |   |  |
| <b>10 Electives in Accounting and Finance</b> <ul style="list-style-type: none"> <li>• International Financial Reporting Standards (4 SWS, 6 credits)</li> <li>• Advanced Corporate Finance (2 SWS 3 credits)</li> </ul>   | <b>13 Strategic Management</b><br>[Core Course]<br>(4 SWS, 6 credits)  | <b>7 Innovation and Business Dynamics</b>   | <b>8 Europe in the Global Environment</b>   | <b>9 Sustainable Globalization</b>   |
|  |  | <b>Product Development and Design</b><br>(4 SWS, 6 credits)   | <b>European Financial Markets</b><br>(2 SWS, 3 credits)   | <b>Environmental Economics</b><br>(2 SWS, 3 credits)                             |
|  |  |   | <b>European Law &amp; Case Studies</b><br>(2 SWS, 3 credits)  | <b>Corporate Social Responsibility</b><br>(2 SWS, 3 credits)                     |
| <b>11 Electives in Marketing</b> <ul style="list-style-type: none"> <li>• Marketing in the Digital Age, (2 SWS, 3 credits)</li> <li>• Brand Management (2 SWS, 3 credits)</li> <li>• Communication Management (2 SWS, 3 credits)</li> </ul>  |  |   |   |  |
| <b>12 Elective Company Project</b><br>(4 SWS, 6 credits)   |  |   |   |  |
| <b>12 of 24 elective credits</b>   |  | <b>minimum 12 credits</b>   |   |  |
| Fourth Semester ( 6 SWS, 9 credits) and Thesis (21 credits)  |  |   |   |  |
| <b>14 Issues in Advanced Management</b><br>[capstone lectures blocked at the beginning of semester] <ul style="list-style-type: none"> <li>• Change Management (2 SWS, 3 credits)</li> <li>• Project Management (2 SWS, 3 credits)</li> <li>• Leadership (2 SWS, 3 credits)</li> </ul> |  | <b>15 Master Thesis</b> <ul style="list-style-type: none"> <li>• Thesis Colloquium (2 SWS, 3 credits)</li> <li>• Thesis (18 credits)</li> </ul>   |   |  |

### Annotations:

- Study abroad semester is mandatory for participants with a German undergraduate degree; optional for international students.
- Optional courses, available before the start of the second semester: presentation skills, negotiation skills, academic writing and academic standards

| <b>1 Analytical Foundations (Module)</b>                                 |   |
|--|---|
| ID   | <b>AQM5010</b>  |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week   | 2   |
| Frequency  | Once a year   |
| Semester   | 1st   |
| Type of Examination  | Written or oral exam (PLK/ PLM)   |
| Duration of Examination  | 60  |
| Language   | English   |
| Related Subject(s)   | Statistics for Managers   |
| Subject Area   | Quantitative Methods  |
| Teaching Method  | Seminar (lecture and extensive exercises)   |
| Key Words  | Data Collecting; Exploring Data; Descriptive Methods; Inference Statistics; Multivariate Analysis.  |
| Module Responsible   | Prof. Dr. Thomas Cleff; Prof. Dr. Katja Specht  |
| Learning Outcome   | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• applying simple statistical methods and advanced multivariate analysis,</li> <li>• operating with statistical software packages,</li> <li>• analyzing, contrasting and interpretation of statistical data and</li> <li>• demonstration of data analysis in the context of strategic decisions.</li> </ul> |
| Content  | <ul style="list-style-type: none"> <li>• Introduction to current software for multivariate and econometric analysis</li> <li>• Univariate, bivariate and multivariate statistics,</li> <li>• Data transformation and analysis</li> <li>• Interpretation of statistical data</li> </ul>  |
| Study Programs / Modules Interrelation to other Study Programs / Modules | Classes are open to guest students on MBA level.  |
| Workload   | 90 hours: 30 Contact hours and 60 hours preparation time  |
| Course Size  | Class participation is limited to 25 students.  |

| <b>1.1 Statistics for Managers (Lecture)</b>                             |   |
|--|---|
| ID   | AQM5011   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week   | 2   |
| Frequency  | Once a year   |
| Semester   | 1st   |
| Type of Examination  | Written or oral exam (PLK/ PLM)   |
| Duration of Examination  | 60  |
| Language   | English   |
| Related Subject(s)   | Statistics for Managers   |
| Subject Area   | Quantitative Methods  |
| Teaching Method  | Seminar (lecture and extensive exercises)   |
| Key Words  | Data Collecting; Exploring Data; Descriptive Methods; Inference Statistics; Multivariate Analysis;  |
| Learning Outcome   | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• applying simple statistical methods and advanced multivariate analysis,</li> <li>• operating with statistical software packages,</li> <li>• analyzing, contrasting and interpretation of statistical data and</li> <li>• demonstration of data analysis in the context of strategic decisions.</li> </ul>   |
| Course Content   | <ul style="list-style-type: none"> <li>• Introduction to current software for multivariate and econometric analysis</li> <li>• Univariate, bivariate and multivariate statistics</li> <li>• Data transformation and analysis</li> <li>• Interpretation of statistical data</li> </ul>   |
| Interrelation to other Study Programs / Modules Study Programs / Modules | Classes are open to international guest students on MBA level.  |
| Workload   | 90 hours: 30 Contact hours and 60 hours preparation time  |
| Literature   | <ul style="list-style-type: none"> <li>• Anderson, D. R., Sweeney, D.J., Williams T.A.: Statistics for Business and Economics, Mason.</li> <li>• Janssens, W.; Wijnen, K., Pelsmacker de; P., Kenvove van, P.: Marketing Research with SPSS, Essex, Pearson Education.</li> <li>• Malhotra, N. K.; Birks, D.F.: Marketing Research. An Applied Approach, Pearson.</li> <li>• Greene, W.H.: Econometric Analysis, New Jersey.</li> <li>• Statistics for Managers Using Microsoft Excel by David M. Levine, David Stephan, Pearson Education</li> </ul> |
| Course Size  | Class participation is limited up to 25 students.   |

| <b>2 Foundations in Accounting and Finance (Module)</b> |   |
|---|---|
| ID  | GMT5210   |
| Level   | Advanced Level II   |
| Credits   | 9   |
| Contact Hours per Week                                  | 6   |
| Frequency   | Once a year   |
| Semester  | 1st   |
| Language  | English   |
| Related Subject(s)                                      | Foundations in Financial Accounting<br>Foundations in Managerial Accounting<br>Corporate Finance and Financial Analysis   |
| Subject Area  | Management  |
| Teaching Method   | Seminar (lecture and extensive exercises)   |
| Key Words   | Accounting, Financial Analysis  |
| Module Responsible                                      | Prof. Dr. Joachim Paul  |
| Learning Outcome  | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• using information about the financial status of a company for managerial decisions,</li> <li>• applying fundamentals of financial and managerial accounting as well as advanced financial analysis for responsible leadership decisions and</li> <li>• synthesizing and realizing decisions to maintain financial stability.</li> </ul> |
| Course Content  | <ul style="list-style-type: none"> <li>• Introduction to Financial Statements</li> <li>• A closer Look at Financial Statements</li> <li>• The Accounting Information System</li> <li>• Accrual Accounting concepts</li> <li>• Introduction to cost accounting purposes and terminology</li> <li>• Accounting and business ethics</li> <li>• Cost-volume-profit analysis</li> <li>• Marginal costing / direct costing</li> </ul>                 |
| Interrelation to other Study Programs / Modules         | Connected to the modules Foundations in Functional Business Management of 2nd and 3rd semester.<br>Classes are open to international guest students on MBA level.   |
| Workload  | 270 hours: 90 Contact hours and 180 hours preparation time  |
| Course Size   | Class participation is limited up to 25 students.   |

| <b>2.1 Foundations in Financial Accounting (Lecture)</b> |  |
|--|--|
| ID   | GMT5211  |
| Level  | Advanced Level II  |
| Credits  | 3  |
| Contact Hours per Week                                   | 2  |
| Frequency  | Once a year  |
| Semester   | 1st  |
| Type of Examination                                      | Written or oral exam (PLK/ PLM)  |
| Duration of Examination                                  | 60   |
| Language   | English  |
| Related Subject(s)                                       | Foundations in Accounting and Finance  |
| Subject Area   | Management   |
| Teaching Method  | Seminar (lecture and extensive exercises)  |
| Learning Outcome   | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• recognizing the content and nature of Financial Statement information,</li> <li>• understanding the way in which Financial Statement information is produced and used conventionally and</li> <li>• analyzing and evaluating the use of Financial Statement information critically.</li> </ul>   |
| Course Content   | <ul style="list-style-type: none"> <li>• Introduction to Financial Statements</li> <li>• A Closer Look at Financial Statements</li> <li>• The Accounting Information System</li> <li>• Accrual Accounting concepts</li> <li>• Merchandising Operations</li> <li>• Reporting and analyzing Inventory</li> <li>• Reporting and analyzing Receivables</li> <li>• Reporting and analyzing Long-Lived Assets</li> <li>• Reporting and analyzing Liabilities</li> <li>• Reporting and analyzing Stockholders' Equity</li> <li>• Reporting and analyzing Investments</li> </ul> |
| Interrelation to other Study Programs / Modules          | Classes are open to international guest students on MBA level.   |
| Workload   | 90 hours: 30 Contact hours and 60 hours preparation time   |
| Literature   | <ul style="list-style-type: none"> <li>• Spiceland, J. D.; Sepe, J. F.: Intermediate accounting, McGraw Hill College Div.</li> <li>• Horngren, C.T.; Foster, G.; Datar, S.M.: Cost Accounting. A managerial approach, Prentice-Hall, Upper Saddle River, New Jersey.</li> </ul>  |
| Course Size  | Class participation is limited up to 25 students.  |

| <b>2.2 Foundations in Managerial Accounting (Lecture)</b> |  |
|---|--|
| ID  | GMT5212  |
| Level   | Advanced Level II  |
| Credits   | 3  |
| Contact Hours per Week                                    | 2  |
| Frequency   | Once a year  |
| Semester  | 1st  |
| Type of Examination                                       | Written or oral exam (PLK/ PLM)  |
| Duration of Examination                                   | 60   |
| Language  | English  |
| Related Subject(s)  | Foundations in Accounting and Finance  |
| Subject Area  | Management   |
| Teaching Method   | Seminar (lecture and extensive exercises)  |
| Learning Outcome  | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• reproducing fundamental terms of cost accounting and finance,</li> <li>• interpreting companies' balance sheets,</li> <li>• employing major rules of cost accounting and finance,</li> <li>• operating management evaluations, deriving from financial statement information,</li> <li>• reviewing modern cost and management accounting concepts in order to and</li> <li>• applying the common concepts in modern management accounting to control the flow of capital within a company.</li> </ul> |
| Course Content  | <ul style="list-style-type: none"> <li>• Introduction to cost accounting purposes and terminology</li> <li>• Accounting and business ethics</li> <li>• Cost-volume-profit analysis</li> <li>• Marginal costing / direct costing</li> <li>• Pricing decisions</li> <li>• Job costing</li> <li>• Activity based costing (ABC)</li> <li>• Flexible budgeting</li> <li>• Cost management</li> </ul>  |
| Interrelation to other Study Programs / Modules           | Classes are open to international guest students on MBA level.   |
| Workload  | 90 hours: 30 Contact hours and 60 hours preparation time<br>Reason for higher workload: Students have to prepare exercises   |
| Literature  | <ul style="list-style-type: none"> <li>• Horngren, C. T.; Foster, G.; Datar, S. M.: Cost Accounting. A managerial approach, Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Block, S. B.; Hirt, G. A.: Foundations in Financial Management, Boston.</li> </ul>   |
| Course Size   | Class participation is limited up to 25 students.  |

| <b>2.3 Corporate Finance and Financial Analysis (Lecture)</b> |  |
|---|--|
| ID  | GMT5213  |
| Level   | Advanced Level II  |
| Credits   | 3  |
| Contact Hours per Week  | 2  |
| Frequency   | Once a year  |
| Semester  | 1st  |
| Type of Examination   | Written or oral exam (PLK/ PLM)  |
| Duration of Examination                                       | 60   |
| Language  | English  |
| Related Subject(s)  | Foundations in Accounting and Finance  |
| Subject Area  | Management   |
| Teaching Method   | Lecture (including real-life company comparisons)  |
| Learning Outcome  | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• understanding the need for financial analysis and the tools that enable the comparison of a company's performance over a period of time,</li> <li>• recognizing the basic concepts of corporate finance,</li> <li>• applying different sources of equity and liability financing,</li> <li>• computing, analyzing and interpreting measures of a firm's liquidity, solvency, and profitability and</li> <li>• judging analytical results in the context their limitations.</li> </ul> |
| Course Content  | <ul style="list-style-type: none"> <li>• Introduction to Corporate Finance</li> <li>• Long-term Financing</li> <li>• Short-term Financing</li> <li>• Introduction to Financial Analysis</li> <li>• Financial Analysis: Liquidity Ratios</li> <li>• Financial Analysis: Solvency Ratios</li> <li>• Financial Analysis: Performance Ratios</li> <li>• Limitations to Financial Analysis</li> </ul>   |
| Interrelation to other Study Programs / Modules               | <p>Connection to Foundations in Business Functions and finance modules in the 2nd and 3rd semester.<br/>Classes are open to international guest students on MBA level.</p>   |
| Workload  | <p>90 hours: 30 Contact hours and 60 hours preparation time<br/>Reason for higher workload: Students have to prepare company comparisons</p>   |
| Literature  | <ul style="list-style-type: none"> <li>• Ross, S. A.; Westerfield, R. W.; Jaffe, J.: Corporate Finance, Boston.</li> <li>• Brealey, R. A.; Myers, S. C.; Marcus, A. J.: Fundamentals of Corporate Finance, Boston.</li> <li>• Gallagher, T.J.; Andrew, J.D.: Financial Management, Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Block, S.B.; Hirt, G.A.: Foundations in Financial Management, Boston .</li> </ul>   |
| Course Size   | Class participation is limited up to 25 students.  |

| <b>3 Foundations in Business Functions (Module)</b> |   |
|---|---|
| ID  | GMT5220   |
| Level   | Advanced Level II   |
| Credits   | 9   |
| Contact Hours per Week                              | 6   |
| Frequency   | Once a year   |
| Type of Examination                                 | Written or oral exam/ presentation (PLK/ PLM/ PLR)  |
| Duration of Examination                             | 60  |
| Language  | English   |
| Related Subject(s)                                  | Foundations in Marketing Management<br>Foundations in Operations Management<br>Foundations in Human Resources Management  |
| Subject Area  | Management  |
| Teaching Method                                     | Seminar (lecture and extensive exercises)   |
| Key Words   | Marketing Management, Operations Management,<br>Human Resources Management  |
| Module Responsible                                  | Prof. Dr. Matthias Kropp  |
| Learning Outcome                                    | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• recognizing, explaining and applying the fundamentals of the subjects Marketing, Operations Management and Human Resources Management,</li> <li>• delivering qualitative transfer of these management fundamentals to day-to-day business situations and</li> <li>• creating and arguing adequate management decisions</li> </ul> |
| Course Content                                      | <ul style="list-style-type: none"> <li>• Marketing Management</li> <li>• Operations Management</li> <li>• Human Resources Management</li> </ul>   |
| Interrelation to other Study Programs / Modules     | Foundations in Accounting (Module); Foundations in Economics and Business Law (Module).<br>Classes are open to international guest students on MBA level.   |
| Workload  | 270 hours: 90 Contact hours and 180 hours preparation time  |
| Course Size   | Class participation is limited up to 25 students.   |

| <b>3.1 Foundations in Marketing (Lecture)</b>   |   |
|---|---|
| ID  | MKT5221   |
| Level   | Advanced Level II   |
| Credits   | 3   |
| Contact Hours per Week                          | 2   |
| Frequency                                       | Once a year   |
| Semester  | 1st   |
| Type of Examination                             | Written or oral exam/ presentation (PLK/ PLM/ PLR)  |
| Duration of Examination                         | 60  |
| Language  | English   |
| Related Subject(s)                              | Foundations in Business Functions   |
| Subject Area                                    | Management  |
| Teaching Method                                 | Seminar (lecture and extensive exercises)   |
| Key Words                                       | Strategic Marketing, Marketing Mix, Pricing, Product Management, Sales, Product Promotion, Advertising  |
| Learning Outcome                                | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• reproducing core theories, explaining the market behavior by consumers, business organizations and competition,</li> <li>• understanding the fundament and process of market research,</li> <li>• recognize, translate and apply the foundations of strategic marketing management as well as,</li> <li>• naming, rephrasing and employing the instrumental elements of the marketing mix and at least,</li> <li>• differentiating their use by putting together strategic and instrumental marketing elements against the background of specific business cases in order to appraise and argue marketing management decisions.</li> </ul> |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Understanding marketing and the marketing process: Consumer needs as the source of marketing management</li> <li>• Theoretical foundations of marketing management</li> <li>• Creating the marketing mix</li> <li>• Product Management: The role of features and benefits -product development and product mix</li> <li>• Price Management: Optimizing profits - product pricing and pricing policies during the product cycle</li> <li>• Sales Management: Go where the shopper is – retail channels, customer management and developing new business opportunities</li> <li>• Product Promotion: Where and how to reach the customer - The levels and approaches of advertising</li> </ul>                     |
| Interrelation to other Study Programs / Modules | Electives in Marketing (3rd semester)<br>Classes are open to international guest students on MBA level.   |
| Workload  | 90 hours: 30 Contact hours and 60 hours preparation time  |
| Literature                                      | <ul style="list-style-type: none"> <li>• Kotler, P.: Marketing Management, Prentice-Hall, Upper Saddle River, New Jersey.</li> </ul>  |
| Course Size                                     | Class participation is limited up to 25 students.   |

| <b>3.2 Foundations in Operations Management (Lecture)</b> |  |
|---|--|
| ID  | GMT5222  |
| Level   | Advanced Level II  |
| Credits   | 3  |
| Contact Hours per Week                                    | 2  |
| Frequency   | Once a year  |
| Semester  | 1st  |
| Type of Examination                                       | Written or oral exam (PLK/ PLM)  |
| Duration of Examination                                   | 60   |
| Language  | English  |
| Related Subject(s)  | Foundations in Business Functions  |
| Subject Area  | Management   |
| Teaching Method   | Seminar (lecture and extensive exercises)  |
| Learning Outcome  | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• utilizing all basic elements of production and operations management,</li> <li>• applying all relevant factors and models for location decisions,</li> <li>• designing facility layouts and to determine capacity,</li> <li>• establishing JIT and lean systems,</li> <li>• planning material requirements,</li> <li>• using cost-saving models of inventory planning and control,</li> <li>• understanding the computer-added tools of modern manufacturing,</li> <li>• applying important models of the decision making process.</li> </ul> |
| Course Content  | <ul style="list-style-type: none"> <li>• Manufacturing and service location decisions</li> <li>• Purchasing and inventory management</li> <li>• Production management</li> <li>• Work design and compensation</li> <li>• Management decisions</li> </ul>   |
| Interrelation to other Study Programs / Modules           | Classes are open to international guest students on MBA level.   |
| Workload  | 90 hours: 30 Contact hours and 60 hours preparation time   |
| Literature  | <ul style="list-style-type: none"> <li>• Slack, N.; Chambers, S.; Johnston, R.; Betts: Operations Management: Principles and Practice for Strategic Impact, Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Stevenson, W. J.: Production/Operations Management, McGraw-Hill.</li> </ul>  |
| Course Size   | Class participation is limited up to 25 students.  |

| <b>3.3 Foundations in Human Resources Management (Lecture)</b> |   |
|--|---|
| ID   | HRM5223   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week   | 2   |
| Frequency  | Once a year   |
| Semester   | 1st   |
| Type of Examination  | Written or oral exam (PLK/ PLM)   |
| Duration of Examination  | 60  |
| Language   | English   |
| Related Subject(s)   | Foundations in Business Functions   |
| Subject Area   | Human Resources   |
| Teaching Method  | Seminar (lecture and extensive exercises)   |
| Learning Outcome   | <p>By the end of the course, the participants</p> <ul style="list-style-type: none"> <li>• Have Knowledge of the basics and systems of human resources Management.</li> <li>• are aware of the central tasks of HR management that are important for the operational and strategic orientation of a company.</li> <li>• are familiar with tools for the development and operational improvement of an HR sector within a company and how the HR sector can be used in order to achieve the goals of the company.</li> </ul> |
| Course Content   | <ul style="list-style-type: none"> <li>• HR Management as an applied science</li> <li>• HR Policies and Strategic Human Resources Management</li> <li>• Recruitment, employee selection and induction</li> <li>• Organizational structures in HR management</li> <li>• HR planning and controlling</li> <li>• HR administration and information</li> <li>• HR development</li> <li>• Organizational behavior</li> <li>• Organizational development</li> <li>• New trends in HR</li> </ul>                                   |
| Interrelation to other Study Programs / Modules                | Classes are open to international guest students on MBA level.  |
| Workload   | 90 hours: 30 Contact hours and 60 hours preparation time  |
| Literature   | <ul style="list-style-type: none"> <li>• Torrington, D.; Hall, L.; Taylor, S.: Human Resource Management, Prentice-Hall, Edinburgh Gate.</li> <li>• Robbins, Stephen P./Judge Timothy A.: Organizational Behavior</li> <li>• Dessler, Gary: A Framework of Human Resource Management</li> </ul>   |
| Course Size  | Class participation is limited up to 25 students.   |

| <b>4 Foundations in Economics and Business Law (Module)</b> |   |
|---|---|
| ID  | ECO5010   |
| Level   | Advanced Level II   |
| Credits   | 9   |
| Contact Hours per Week                                      | 6   |
| Frequency   | Once a year   |
| Type of Examination   | Written or oral exam/ presentation (PLK/ PLM/ PLR)  |
| Duration of Examination                                     | 90 (Micro- and Macroeconomics combined)<br>60 (Business Law)  |
| Language  | English   |
| Related Subject(s)  | Foundations in Microeconomics<br>Foundations in Macroeconomics<br>Foundations in Business Law   |
| Subject Area  | Economics, Law  |
| Teaching Method   | Seminar (lecture and extensive exercises)   |
| Key Words   | Global Economy, Macroeconomics, Microeconomics, Business Law  |
| Module Responsible  | Prof. Dr. Dirk Wentzel  |
| Learning Outcome  | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• recognizing, explaining and applying the fundamentals of the subjects Micro- and Macroeconomics as well as Business Law,</li> <li>• using core fundamentals of these subjects within day-to-day business situations to consider a global perspective and</li> <li>• incorporate economical and legal effects on local business for appraising management decision.</li> </ul> |
| Course Content  | <ul style="list-style-type: none"> <li>• Microeconomics</li> <li>• Macroeconomics</li> <li>• Business Law</li> </ul>  |
| Interrelation to other Study Programs / Modules             | Classes are open to international guest students on MBA level.  |
| Workload  | 270 hours: 90 Contact hours and 180 hours preparation time  |
| Course Size   | Class participation is limited up to 25 students.   |

| <b>4.1 Foundations in Microeconomics (Lecture)</b> |   |
|--|---|
| ID   | ECO5011   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week                             | 2   |
| Frequency  | Once a year   |
| Semester   | 1st   |
| Type of Examination                                | Written or oral exam (PLK/ PLM)   |
| Duration of Examination                            | 90 (joint with ECO5012 Foundations in Macroeconomics)   |
| Language   | English   |
| Related Subject(s)                                 | Foundations in Economics and Business Law   |
| Subject Area                                       | Economics   |
| Teaching Method                                    | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                   | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• knowing the methods and application fields of microeconomics and</li> <li>• interpreting and applying the basics of microeconomics to real world problems.</li> </ul>   |
| Course Content                                     | <ul style="list-style-type: none"> <li>• Methodological foundations of microeconomics</li> <li>• Utility and cost functions</li> <li>• Incentive systems</li> <li>• Budget constraints and utility maximization</li> <li>• Demand and supply</li> <li>• Economic systems and planning methods</li> <li>• Competition and monopoly</li> <li>• Market failures</li> <li>• Innovation</li> <li>• Networks</li> </ul> |
| Interrelation to other Study Programs / Modules    | Classes are open to international guest students on MBA level. Sustainable Development and European Integration   |
| Workload   | 90 hours  |
| Literature   | <ul style="list-style-type: none"> <li>• Mankiw, G. N.: Principles of Economics, Thompson South-Western, Fort Worth.</li> <li>• Mankiw, G. N.; Taylor, M. P.: Economics, Thompson Learning.</li> </ul>  |
| Course Size  | Class participation is limited up to 25 students  |

| <b>4.2 Foundations in Macroeconomics (Lecture)</b> |   |
|--|---|
| ID   | ECO5012   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week                             | 2   |
| Frequency  | Once a year   |
| Semester   | 1st   |
| Type of Examination                                | Written or oral exam (PLK/ PLM)   |
| Duration of Examination                            | 90 (joint with ECO5011 Foundations in Microeconomics)   |
| Language   | English   |
| Related Subject(s)                                 | Foundations in Economics and Business Law   |
| Subject Area                                       | Economics   |
| Teaching Method                                    | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                   | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• knowing basic macroeconomic models and theories of microeconomics and</li> <li>• interpreting and applying the basics of macroeconomic models and theories to real world macroeconomic issues.</li> </ul>   |
| Course Content                                     | <ul style="list-style-type: none"> <li>• Economic growth and welfare</li> <li>• Macroeconomic processes</li> <li>• Distribution and income</li> <li>• Inflation and unemployment</li> <li>• Business cycles</li> <li>• Monetary and fiscal policy</li> <li>• Demand-side and supply-side economics</li> <li>• Keynesian approaches versus neo-classical approaches</li> </ul>   |
| Interrelation to other Study Programs / Modules    | Classes are open to international guest students on MBA level.<br>Sustainable Development and European Integration  |
| Workload   | 90 hours  |
| Literature   | <ul style="list-style-type: none"> <li>• Mankiw, G. N.: Principles of Economics, Thompson South-Western, Fort Worth.</li> <li>• Mankiw, G. N.; Taylor, M. P.: Economics, Thompson Learning.</li> <li>• Samuelson, P. A.; Nordhaus, W. D.: Economics, McGraw-Hill/ Irvin, Boston, Mass.</li> <li>• Stiglitz, J. E.; Walsh, C. E.: Economics, W. W. Norton, New York.</li> </ul> <p>Further reading:</p> <ul style="list-style-type: none"> <li>• Barro, R.: Macroeconomics, Cambridge, Mass.</li> <li>• Blanchard, O.: Macroeconomics, Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Dornbush, R.; Fisher, S.; Startz, R.: Macroeconomics, Boston Mass.</li> </ul> |
| Course Size  | Class participation is limited up to 25 students  |

| <b>4.3 Foundations in Business Law (Lecture)</b> |   |
|--|---|
| ID   | LAW5014   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week                           | 2   |
| Frequency  | Once a year   |
| Semester   | 1st   |
| Type of Examination                              | Written or oral exam (PLK/ PLM)   |
| Duration of Examination                          | 60  |
| Language   | English   |
| Related Subject(s)                               | Foundations in Economics and Business Law   |
| Subject Area                                     | Law   |
| Teaching Method                                  | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                 | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• reproducing and explaining the most important legal aspects of business relations (contracts, torts, property, securities and common principles of European Civil Law),</li> <li>• naming key concepts of Law and</li> <li>• analyzing European Law.</li> </ul>   |
| Course Content                                   | <ul style="list-style-type: none"> <li>• Contract (Contract Formation, Consumer Contracts, Standard Forms, Representation, Breach of Contract and Remedies, Periods of Limitation)</li> <li>• Torts (Overview, Product Liability)</li> <li>• Property (Types of Property, Transfer of Title in Movables, Transfer of Title in Immovables)</li> <li>• Securities (overview; significantly differing national systems, consequences)</li> <li>• Conflicts of Laws (Basic Concepts, Rome I and II regulation)</li> </ul> |
| Interrelation to other Study Programs / Modules  | Classes are open to international guest students on MBA level. Sustainable Development and European Integration   |
| Workload   | 90 hours  |
| Literature                                       | <ul style="list-style-type: none"> <li>• Lando, O.; Clive, E.; Prum, A.; Zimmermann, R.: Principles of European Contract Law - Parts I, II and III, Kluwer Law International, The Hague.</li> <li>• Bar, C. v., Clive, E. Principles, Definitions, and Model Rules of European Private Law, Draft Common Frame of Reference, Sellier, München.</li> </ul>   |
| Course Size                                      | Class participation is limited up to 25 students.   |

| <b>5 Optimizing Business Processes (Module)</b> |   |
|---|---|
| ID  | GMT5230   |
| Level   | Advanced Level II   |
| Credits   | 6   |
| Contact Hours per Week                          | 4   |
| Frequency                                       | Once a year   |
| Semester  | 2nd   |
| Type of Examination                             | Written or oral exam / presentation (PLK/PLM/PLR)   |
| Language  | English   |
| Related Subject(s)                              | Management Support Systems<br>Value Chain Management  |
| Teaching Method                                 | Seminar (lecture and extensive exercises)   |
| Key Words                                       | Information technology, business models, value chain management   |
| Module Responsible                              | Prof. Dr. Matthias Kropp, Prof. Dr. Michael Terporten   |
| Learning Outcome                                | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• recognizing, explaining and applying the fundamentals of management support systems and value chain management,</li> <li>• delivering qualitative transfer of these management fundamentals to day-to-day business situations,</li> <li>• evaluating opportunities and limitations of management support systems,</li> <li>• controlling value chains within a company by monitoring the flow of information within a company.</li> </ul> |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Corporate performance management systems</li> <li>• Visualization of management decisions</li> <li>• Business strategy</li> <li>• Information flow</li> <li>• Value management</li> </ul>  |
| Workload  | 180 hours: 60 Contact hours and 120 preparation time  |
| Course Size                                     | Class participation is limited up to 25 students.   |

| <b>5.1 Management Support Systems (Lecture)</b> |   |
|---|---|
| ID  | BIS5231   |
| Level   | Advanced Level II   |
| Credits   | 3   |
| Contact Hours per Week                          | 2   |
| Frequency                                       | Once a year   |
| Semester  | 2nd   |
| Type of Examination                             | Written or oral exam / presentation (PLK/PLM/PLR)   |
| Language  | English   |
| Related Subject(s)                              | Optimizing Business Processes   |
| Subject Area                                    | IT Management   |
| Teaching Method                                 | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• understanding the nature of management support systems and its use in management decision making,</li> <li>• recognizing the nature and employability of modern IT and identifying the information demand for managerial decisions,</li> <li>• systematically visualizing management information requirements and</li> <li>• evaluating opportunities and limitations of management support systems.</li> </ul>  |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Foundations in management support systems</li> <li>• IT related management decision making</li> <li>• Information requirements from a managerial perspective</li> <li>• Visualization of management decisions</li> <li>• Presentation and discussion of current solutions in the field of corporate performance management systems</li> </ul>  |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Econometric Analysis, Foundations in Accounting and Finance, Foundations in Business Functions.   |
| Workload  | 90 hours  |
| Literature                                      | <ul style="list-style-type: none"> <li>• A current literature list will be provided in class</li> <li>• Suggestion:</li> <li>• Corporate Performance Management, Karsten Oehler, Hanser, München</li> <li>• The visual display of quantitative information, Edward Tufte, Graphic Press, Cheshire, Connecticut</li> <li>• Show me the numbers, Stephen Few, Analytics Press, Oakland, California</li> <li>• Information Dashboard Design, Stephen Few</li> <li>• O'Reilly &amp; Associates Inc., Sebastopol</li> <li>• Say It With Charts, Gene Zelazny, McGraw-Hill, Columbus Ohio</li> <li>• The Pyramid Principle, Barbara Minto</li> <li>• Financial Times Prent.Int</li> </ul> |
| Course Size                                     | Class participation is limited up to 25 students.   |

| <b>5.2 Value Chain Management (Lecture)</b>     |   |
|---|---|
| ID  | GMT5232   |
| Level   | Advanced Level II   |
| Credits   | 3   |
| Contact Hours per Week                          | 2   |
| Frequency                                       | Once a year   |
| Semester  | 2nd   |
| Type of Examination                             | Written or oral exam/ assignment/ presentation (PLK/PLM/PLH/PLR)  |
| Language  | English   |
| Related Subject(s)                              | Optimizing Business Processes   |
| Teaching Method                                 | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• naming basic concepts and analytical Foundations in value creation,</li> <li>• explaining different architectures of value creation,</li> <li>• developing and implementing new and innovation value creation models and</li> <li>• bridging interface between value creation and positioning by recognizing, contrasting gaps and constructing management strategies for value creation.</li> </ul> |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Conception of value creation</li> <li>• Value creation within different branches</li> <li>• Value creation within a company</li> <li>• Configuration of value creation</li> <li>• Strategies for value creation</li> <li>• Functional strategies:<br/>From R&amp;D to the marketing and selling of a new product</li> </ul>  |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Econometric Analysis, Foundations in Accounting and Finance, Foundations in Business Functions.   |
| Workload  | 90 hours  |
| Literature                                      | <ul style="list-style-type: none"> <li>• Hill, C.; Jones, G.: Strategic Management: An Integrated Approach, South-Western College Pub.</li> <li>• Hunger, J. D.; Wheelen, T.: Essentials of Strategic Management, Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Grabinski, Management Methods and Tools, Wiesbaden.</li> <li>• Heraclesous, Strategy and Organization, Cambridge.</li> <li>• Besanko, Economics and strategy, John Wiley and Sons, Inc.</li> </ul>                                      |
| Course Size                                     | Class participation is limited up to 25 students.   |

| <b>6 Advanced Accounting and Finance (Module)</b> |  |
|---|--|
| ID  | GMT5240  |
| Level   | Expert level   |
| Credits   | 6  |
| Contact Hours per Week                            | 4  |
| Frequency   | Once a year  |
| Semester  | 2nd  |
| Type of Examination                               | Written or oral exam / assignment / presentation (PLK/PLM/PLH/PLR)   |
| Duration of Examination                           | 60   |
| Language  | English  |
| Related Subject(s)                                | Controlling, Advanced Finance and Accounting   |
| Subject Area                                      | Management and Finance   |
| Teaching Method                                   | Seminar (lecture and extensive exercises)  |
| Key Words   | Financial statements   |
| Prerequisites                                     | Foundations in Accounting and Finance (Module)   |
| Module Responsible                                | Prof. Dr. Matthias Kropp   |
| Learning Outcome                                  | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understanding the content and nature of Financial Statement Information,</li> <li>• conceiving how financial information is produced and used conventionally,</li> <li>• contrasting and criticizing the application of accounting and finance in business practice and evaluating financial reports.</li> </ul>   |
| Course Content                                    | <ul style="list-style-type: none"> <li>• Introduction to financial statements</li> <li>• A closer look at financial statements</li> <li>• The accounting information system</li> <li>• Accrual accounting concepts</li> <li>• Merchandising operations</li> <li>• Reporting and analyzing inventory</li> <li>• Reporting and analyzing receivables</li> <li>• Reporting and analyzing long-lived assets</li> <li>• Reporting and analyzing liabilities</li> <li>• Reporting and analyzing stockholders' equity</li> <li>• Reporting and analyzing investments</li> </ul> |
| Interrelation to other Study Programs / Modules   | Classes are open to international guest students on MBA level.<br>Foundations in Accounting and Finance (Module)   |
| Workload  | 180 hours: 60 Contact hours and 120 preparation time   |
| Literatur   | <ul style="list-style-type: none"> <li>• Spiceland, J. D.; Sepe, J.; Nelson, M.; Tomassini, L.: Intermediate Accounting, McGraw-Hill, Boston.</li> <li>• Horngren, C.T.; Foster, G. Datar, S.M.; Rajan, M. Ittner, C.: Cost Accounting: A Managerial Emphasis, Prentice-Hall, Upper Saddle River, New Jersey.</li> </ul>   |
| Course Size                                       | Class participation is limited up to 25 students.  |

| <b>6.1 Controlling (Lecture)</b>                |  |
|---|--|
| ID  | GMT5241  |
| Level   | Expert level   |
| Credits   | 3  |
| Contact Hours per Week                          | 2  |
| Frequency                                       | Once a year  |
| Semester  | 2nd  |
| Type of Examination                             | Written or oral exam / assignment / presentation (PLK/PLM/PLH/PLR)   |
| Duration of Examination                         | 60   |
| Language  | English  |
| Related Subject(s)                              | Advanced Accounting and Finance  |
| Subject Area                                    | Management and Finance   |
| Teaching Method                                 | Seminar (lecture and extensive exercises)  |
| Vorausgesetzte Modulee/Lectureen                | Corporate Finance and Financial Analysis   |
| Learning Outcome                                | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• understanding the concept of financial controlling in a global business context,</li> <li>• explaining, operating and evaluating the usefulness of different controlling tools,</li> <li>• applying major controlling instruments such as,</li> <li>• developing spreadsheets to be used by controllers.</li> </ul>   |
| Course Content                                  | <ul style="list-style-type: none"> <li>• The controller's role in the organization</li> <li>• Anglo-Saxon and German concepts of (financial) controlling</li> <li>• Business Intelligence tools as a basis for financial controlling</li> <li>• The planning and budgeting process in a company</li> <li>• Master budget and responsibility accounting</li> <li>• "Beyond budgeting" and "better budgeting"</li> <li>• Controlling and communication</li> <li>• Reporting tools and report design</li> <li>• Shareholder value concept</li> <li>• Economic value added, CFROI and similar concepts</li> <li>• Key performance indicators (KPI) and performance measurement systems</li> <li>• Strategic controlling</li> </ul> |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Accounting and Finance (Module)  |
| Workload  | 90 hours   |
| Literature                                      | <ul style="list-style-type: none"> <li>• Weber, J.; Schäffer, U.: Introduction to Controlling, Stuttgart.</li> <li>• Ehrbar, A.: EVA: The Real Key to Creating Wealth, Wiley, New York.</li> <li>• Ross, S.A.; Westerfield, R.W.; Jaffe, J.: Corporate Finance, Tata McGraw-Hill, Boston.</li> <li>• Horngren, C.T.; Foster, G.; Datar, S.M.: Cost Accounting, Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Rappaport, A.: A Guide for Managers and Investors, Creating Shareholder Value Free Press, Rev Sub edition.</li> <li>• Stewart, G. B.: The Quest for Value, Collins Business, New York.</li> </ul>   |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>6.2 Advanced Finance and Accounting in a Global Environment (Lecture)</b> |   |
|--|---|
| ID   | GMT5242   |
| Level  | Expert level  |
| Credits  | 3   |
| Contact Hours per Week   | 2   |
| Frequency  | Once a year   |
| Semester   | 2nd   |
| Type of Examination  | written or oral exam / assignment / presentation (PLH/PLK/PLM/PLR)  |
| Duration of Examination  | 60  |
| Language   | English   |
| Related Subject(s)   | Advanced Accounting and Finance   |
| Subject Area   | Management and Finance  |
| Teaching Method  | Seminar (lecture and extensive exercises)   |
| Key Words  | Capital budgeting, Accounting in multinational companies  |
| Required modules /courses  | Corporate Finance and Financial Analysis  |
| Learning Outcome   | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• understanding concepts of finance and accounting with special reference to multinational and global acting companies,</li> <li>• operating and dealing foreign exchange risk exposures, i.e. transaction, translation and operating exposure and</li> <li>• grasping, internalizing and transcribing capital budgeting techniques and the functioning of international capital markets from a corporate point of view for day-to-day business.</li> </ul>  |
| Course Content   | <ul style="list-style-type: none"> <li>• Principals of capital budgeting</li> <li>• Investment appraisal</li> <li>• Finance and accounting in multinational companies</li> <li>• Types of foreign exchange exposures</li> <li>• International financial markets</li> <li>• Sources of finance in a global environment</li> <li>• Principles of international accounting and financial reporting standards</li> <li>• Foreign direct investments (FDI)</li> <li>• Fundamentals of international taxation</li> </ul>  |
| Interrelation to other Study Programs / Modules                              | Classes are open to international guest students on MBA level. Foundations in accounting and finance (Module)   |
| Workload   | 90 hours  |
| Literature   | <ul style="list-style-type: none"> <li>• Eiteman, D. K.; Stonehill, A. I.; Moffett, M. H.: Multinational Business Finance, Addison Wesley, Boston.</li> <li>• Ross, S.A.; Westerfield, R.W.; Jaffe, J.: Corporate Finance, Tata McGraw-Hill, Boston.</li> <li>• Gallagher, T. J.; Andrew, J. D.: Financial Management; Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Block, S. B.; Hirt, G. A.: Foundations of Financial Management, McGraw-Hill, Boston.</li> <li>• Madura, J.: International Financial Management, Thomson. Kaplan, R. S.; Atkinson, A. A.: Advanced Management Accounting, Prentice-Hall, Upper saddle River, New Jersey.</li> </ul> |
| Course Size  | Class participation is limited up to 25 students.   |

| <b>7 Innovation and Business Dynamics (Module)</b> |  |
|--|--|
| ID   | MKT5110  |
| Level  | Advanced Level II  |
| Credits  | 12   |
| Contact Hours per Week                             | 8  |
| Semester   | 2nd and 3rd  |
| Frequency  | Once a year  |
| Language   | English  |
| Related Subject(s)                                 | Determinants of Innovation Performance<br>Product Development and Design   |
| Subject Area                                       | Management   |
| Teaching Method                                    | Seminar (lecture and extensive exercises)  |
| Key Words  | Innovation, Market development   |
| Module Responsible                                 | Prof. Dr. Jürgen Janovsky  |
| Learning Outcome                                   | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• adjusting organizational structures to the challenge of dynamic innovation,</li> <li>• promoting technical awareness management,</li> <li>• spurring organizational creativity,</li> <li>• developing prioritization models for the assessment of innovation ideas,</li> <li>• organizing the acquisition of technology know-how,</li> <li>• initiating, coordinating and monitoring product development processes,</li> <li>• ensuring state-of-the-art in product design,</li> <li>• preparing the market entry and</li> <li>• organizing the development and implementation of process innovations</li> </ul> |
| Course Content                                     | <ul style="list-style-type: none"> <li>• Strategic Technology Management</li> <li>• Characteristics of organizational structures favoring innovation</li> <li>• Design and management of innovation projects</li> <li>• Sourcing of technology knowhow</li> <li>• Management of the market entry for innovations</li> <li>• Customer involvement in the innovation process</li> <li>• Options for reducing the product development time</li> <li>• Allocation of Venture Capital</li> <li>• Process Innovations</li> </ul>   |
| Interrelation to other Study Programs / Modules    | Classes are open to international guest students on MBA level.   |
| Workload   | 360 hours: 120 contact hours and 240 hours preparation time  |
| Course Size  | Class participation is limited up to 25 students.  |

| <b>7.1 Determinants of Innovation Performance (Lecture)</b> |  |
|---|--|
| ID  | MKT5111  |
| Level   | Advanced Level II  |
| Credits   | 6  |
| Contact Hours per Week                                      | 4  |
| Frequency   | Once a year  |
| Semester  | 2nd  |
| Type of Examination   | Assignment or presentation (PLH/PLR)   |
| Language  | English  |
| Related Subject(s)  | Innovation in Business Dynamics  |
| Teaching Method   | Seminar (lecture and extensive exercises)  |
| Learning Outcome  | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understanding the current relevance of Innovation Management,</li> <li>• developing the capability for drafting technology strategies and</li> <li>• achieving the know-how for adjusting the organization to an innovation-benign climate.</li> </ul>   |
| Course Content  | <ul style="list-style-type: none"> <li>• Introductory Overview on Innovation Management: Relevance and current challenges</li> <li>• Alternatives for Strategic Technology Management</li> <li>• Characteristics of organizational structures favoring innovation</li> <li>• Management of the market entry for innovations</li> <li>• Customer involvement in the innovation process</li> <li>• Options for reducing the product development time</li> <li>• Allocation of Venture Capital</li> </ul> |
| Interrelation to other Study Programs / Modules             | Classes are open to international guest students on MBA level.   |
| Workload  | 180 hours: 60 hours practical exercises, such as case studies, business simulations etc., 120 hours self study   |
| Literature  | <ul style="list-style-type: none"> <li>• Afuah, A.: Innovation Management, New York, Oxford.</li> <li>• Goffin, K.; Mitchell, R.: Innovation Management, New York.</li> <li>• OECD: Science, Technology and Industry Outlook, Paris.</li> <li>• Taggart, J. H.; Pearce, R. D.: International Management of Technology, Theory, Evidence and Policy, Management International Review, Special Issue, Vol. 1.</li> </ul>   |
| Course Size   | Class participation is limited up to 25 students.  |

| <b>7.2 Product Development and Design (Lecture)</b> |  |
|---|--|
| ID  | MKT5112  |
| Level   | Advanced Level II  |
| Credits   | 6  |
| Contact Hours per Week                              | 4  |
| Frequency   | Once a year  |
| Semester  | 3rd  |
| Type of Examination                                 | Assignment or presentation (PLH/PLR)   |
| Language  | English  |
| Related Subject(s)                                  | Innovation and Business Dynamics   |
| Subject Area  | Human Resources Management   |
| Teaching Method                                     | Seminar (lecture and extensive exercises)  |
| Learning Outcome                                    | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• increasing their innovativeness,</li> <li>• reducing their flop rate in innovation projects,</li> <li>• accelerating the product time development time,</li> <li>• improving the design of their products to international standards and</li> <li>• reducing the risks for the market launch.</li> </ul>  |
| Course Content                                      | <ul style="list-style-type: none"> <li>• Improving the project planning: developing road-maps for innovation assignments that adjust organizational skills, technologies and capabilities to the requirements of the target markets and the overall technological challenges</li> <li>• Sourcing for innovation: a) streamlining in-house R&amp;D, b) facilitating the acquisition of external technological know-how through in-licensing, joint-ventures, contracting-out etc., c) enhancing idea generation and knowledge management (incl. creativity techniques)</li> <li>• Organizing the development process: a) reorganizing the value-chain for technical development through simultaneous engineering, outsourcing, the integration of suppliers, the dissociation between precompetitive research and innovation projects; b) strengthening the design standards</li> <li>• Preparing the market launch: a) ensuring customer involvement; b) improving the analysis of customer preferences through customer value and conjoint analyses; c) establishing distribution networks</li> <li>• Review of the existing academic state-of-the art knowledge</li> <li>• Comparative study of national innovation patterns</li> <li>• Analysis of the success factors for companies distinguished for a high innovation performance</li> <li>• The Status Quo of technological development and the aspect of eco-innovation</li> <li>• Case Study: Product Development within the Design Sector</li> </ul> |
| Interrelation to other Study Programs / Modules     | Classes are open to international guest students on MBA level. The course will represent an integrated contribution for the faculties of Design, Engineering and Business of Pforzheim University.   |
| Workload  | 180 hours: 60 hours practical exercises, such as case studies, business simulations etc., 120 hours self study   |

|             |  |
|-------------|--|
| Literature  | <ul style="list-style-type: none"> <li>• Albers, S. : Cross-functional Innovation Management. Perspectives from Different Disciplines, Wiesbaden.</li> <li>• Jürgens, U. New Product Development and Production Networks, Berlin.</li> <li>• Kmetovicz, R. E.: New Product Development: Design and Analysis, New York.</li> <li>• Ulrich, K. T.; Eppinger, S. D.: Product Design and Development, New York.</li> </ul> |
| Course Size | Class participation is limited up to 25 students.  |

| <b>8 Europe in the Global Environment (Module)</b> |  |
|--|--|
| ID   | ECO5020  |
| Level  | Expert level   |
| Credits  | 12   |
| Contact Hours per Week                             | 8  |
| Frequency  | Once a year  |
| Semester   | 2nd and 3rd  |
| Language   | English  |
| Related Subject(s)                                 | Doing Business in Germany & Europe<br>European Economics & Political Relations<br>European Financial Markets<br>European Law & Case Studies  |
| Subject Area                                       | Economics, European Integration  |
| Teaching Method                                    | Seminar (lecture and extensive exercises)<br>Excursions to Institutions of the European Union (European Parliament, European Central Bank, Ministries, representative offices)   |
| Key Words  | European Integration, European Market, European Law, Euro  |
| Required modules/courses                           | Foundations in Economics and Business Law (Module)   |
| Module Responsible                                 | Prof. Dr. Dirk Wentzel   |
| Learning Outcome                                   | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>analyzing key elements of supranational business as currently applied within the European Union,</li> <li>analyzing and evaluating major aspects of the European economic system such as monetary and trade policy,</li> <li>understanding fundamental European laws and</li> <li>applying comprehensive macroeconomic theories on European level within specific case studies.</li> </ul> |
| Course Content                                     | <ul style="list-style-type: none"> <li>Doing Business in Germany and Europe</li> <li>European economic and political relations</li> <li>European financial markets</li> <li>European law</li> </ul>  |
| Interrelation to other Study Programs / Modules    | Classes are open to international guest students on MBA level.<br>Foundations in Economics and Business Law (prerequisite).  |
| Workload   | 360 hours: 120 contact hours 240 hours preparation time  |
| Course Size  | Class participation is limited to 25 students.<br>Field trips and excursions may include more international students from partner universities.  |

| <b>8.1 Doing Business in Germany and Europe (Lecture)</b> |   |
|---|---|
| ID  | ECO5021   |
| Level   | Advanced Level II   |
| Credits   | 3   |
| Contact Hours per Week                                    | 2   |
| Frequency   | Once a year   |
| Semester  | 2nd und 3rd   |
| Type of Examination                                       | Assignment or presentation (PLH/PLR)  |
| Language  | English   |
| Related Subject(s)  | Europe in the Global Environment  |
| Subject Area  | Economics, European Integration   |
| Teaching Method   | Seminar (lecture and extensive exercises)   |
| Key Words   | European market, European companies, Institutions   |
| Required modules/courses                                  | Foundations in Economics and Business Law (Module)  |
| Learning Outcome  | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>analyzing key elements of the fundamental framework for doing business in Germany and Europe, such as legal constraints, rules in order to deal with administrations as well as major cultural aspects of European markets and</li> <li>applying their knowledge for self-starting business in a selected country within the European Union.</li> </ul>  |
| Course Content  | <ul style="list-style-type: none"> <li>Europe and the world market</li> <li>Founding new business in Europe</li> <li>European support programs</li> <li>Government agencies as a starting source for business in Germany and Europe</li> <li>Identifying and evaluating business data at the Chamber of Commerce and international organizations</li> <li>Case study</li> </ul>   |
| Interrelation to other Study Programs / Modules           | Classes are open to international guest students on MBA level.  |
| Workload  | 90 hours  |
| Literature  | <ul style="list-style-type: none"> <li>El-Agraa, A. M.: The European Union: Economics and Policies, Cambridge University Press.</li> <li>Aslund, A.; Dabrowski, M.: Europe after Enlargement, Cambridge University Press.</li> <li>Moussis, N.: Access to European Union: Law, Economics, Policies, European Study Service, Rixensart.</li> <li>Neal, L.: The Economics of Europe and the European Union, Cambridge University Press.</li> <li>Wentzel, D.: Materials and reader, website at <a href="http://europa.hs-pforzheim.de">http://europa.hs-pforzheim.de</a></li> <li>Wentzel, D.: Europäische Integration – Ordnungspolitische Chancen und Defizite, Stuttgart.</li> </ul> |
| Course Size   | Class participation is limited up to 25 students.   |

| <b>8.2 European Economics and Political Relations (Lecture)</b> |  |
|---|--|
| ID  | ECO5022  |
| Level   | Advanced Level II  |
| Credits   | 3  |
| Contact Hours per Week  | 2  |
| Frequency   | Once a year  |
| Semester  | 2nd  |
| Type of Examination   | Assignment or presentation (PLH/PLR)   |
| Language  | English  |
| Related Subject(s)  | Europe in a Global Environment   |
| Subject Area  | Economics / European Integration   |
| Teaching Method   | Seminar (lecture and extensive exercises)<br>Field trip to European institutions   |
| Key Words   | European Integration, European Institutions  |
| Required modules/courses  | Foundations in Economics and Business Law (Module)   |
| Learning Outcome  | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>reproducing and explaining the institutional elements of the European Union,</li> <li>recognizing historical and current milestones of the political integration process within in European Union,</li> <li>labeling the theoretical economic foundations of an economic system (trade, integration and monetary policy) and</li> <li>applying economic theories on current European economical and political issues.</li> </ul>   |
| Course Content  | <ul style="list-style-type: none"> <li>European Economic History (Marshall Plan)</li> <li>European Institutions</li> <li>Common Market (“four basic liberties”)</li> <li>Common Trade Policy</li> <li>Economic integration theory</li> <li>Economic and Monetary Union</li> <li>EU-Enlargement</li> <li>Field trip to the European Parliament in Strasbourg and/or the German Chamber of Commerce in Brussels</li> </ul>   |
| Interrelation to other Study Programs / Modules                 | Classes are open to international guest students on MBA level.   |
| Workload  | 90 hours   |
| Literature  | <ul style="list-style-type: none"> <li>Aslund, A.; Dabrowski, M. (ed.): Europe after Enlargement, Cambridge University Press.</li> <li>Baldwin, R.; Wyplosz, C.: The Economics of European Integration, Berkshire.</li> <li>El-Agraa, A. M. (ed.): The European Union: Economics and Policies, Cambridge University Press.</li> <li>European Central Bank: The Monetary Policy of the ECB, Frankfurt.</li> <li>Damsgaard Hansen, E.: European Economic History: From Mercantilism to Maastricht and Beyond, Copenhagen Business Scholl Press.</li> <li>Moussis, N.: Access to European Union: Law, Economics, Policies,</li> </ul> |

|             |   |
|-------------|---|
|             | <p>European Study Service, Rixensart.</p> <ul style="list-style-type: none"> <li>• Neal, L.: The Economics of Europe and the European Union, Cambridge University Press.</li> <li>• Wentzel, D.: Materials and reader, website at: <a href="http://europa.hs-pforzheim.de">http://europa.hs-pforzheim.de</a></li> <li>• Wentzel, D.: Europäische Integration – Ordnungspolitische Chancen und Defizite, Stuttgart.</li> </ul> |
| Course Size | Class participation is limited up to 25 students.   |

| <b>8.3 European Financial Markets (Lecture)</b> |   |
|---|---|
| ID  | ECO5023   |
| Level   | Expert level  |
| Credits   | 3   |
| Contact Hours per Week                          | 2   |
| Frequency                                       | Once a year   |
| Semester  | 3rd   |
| Type of Examination                             | Assignment or presentation (PLH/PLR)  |
| Language  | English   |
| Related Subject(s)                              | Europe in the Global Environment  |
| Subject Area                                    | Economics   |
| Teaching Method                                 | Seminar (lecture and extensive exercises)   |
| Key Words                                       | European Financial Markets, Behavioral Finance  |
| Required modules/courses                        | Foundations in Economics and Business Law (Module)  |
| Learning Outcome                                | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• naming and explaining the principles of financial markets, especially fiscal policy and its instruments,</li> <li>• discussing interrelations between stock markets and</li> <li>• evaluating currency performance against the background of interrelated markets.</li> </ul>   |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Behavioral Finance</li> <li>• Portfolio selection</li> <li>• Financial Service Action Plan</li> <li>• Stock exchanges and financial markets in Europe</li> <li>• Instruments and strategy of monetary policy</li> <li>• The performance of the EURO</li> <li>• Case study and field trip to Frankfurt Stock Exchange and/or to the European Central Bank</li> </ul>  |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level.  |
| Workload  | 90 hours  |
| Literature                                      | <ul style="list-style-type: none"> <li>• Beck, H.: Die Logik des Irrtums, Frankfurt/El-Agraa, A. (ed.): The European Union: Economics and Policies, Cambridge University Press.</li> <li>• Shefrin, H: Beyond greed and fear: Understanding behavioral finance and the psychology of investing, Oxford University Press.</li> <li>• Thaler, R. H.: Quasi-Rational Economics, New York.</li> <li>• Thaler, R. H.: The Winners's Curse: Paradoxies and Anomalies of Economic Life, First Princeton Paperback Printing.</li> <li>• Wentzel, D.: Europäische Integration – Ordnungspolitische Chancen und Defizite, Stuttgart.</li> </ul> |
| Course Size                                     | Class participation is limited up to 25 students.   |

| <b>8.4 European Law and Case Studies (Lecture)</b> |   |
|--|---|
| ID   | LAW5024   |
| Level  | Expert level  |
| Credits  | 3   |
| Contact Hours per Week                             | 2   |
| Frequency  | Once a year   |
| Semester   | 3rd   |
| Type of Examination                                | Assignment or presentation (PLH/PLR)  |
| Language   | English   |
| Related Subject(s)                                 | Europe in the Global Environment  |
| Subject Area                                       | Law   |
| Teaching Method                                    | Seminar (lecture and extensive exercises)   |
| Key Words  | European Law, Commercial Transactions, Case Studies in European Law   |
| Required modules/courses                           | Foundations in Economics and Business Law (Module)  |
| Learning Outcome                                   | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understanding foundations of European Law,</li> <li>• operating specific case studies in the context of existing law cases referring to areas of international business contracts as well as general aspects of product liability and product safety law and</li> <li>• grasping and internalizing the role of fundamental European rights in the context of international business.</li> </ul> |
| Course Content                                     | <ul style="list-style-type: none"> <li>• Basic principles of European Law: The European Human Rights Convention; Charta of Basic Rights</li> <li>• The linkage between supranational law and local business: International business contracts</li> <li>• European Antitrust Law</li> <li>• European Consumer Law</li> <li>• Product liability and safety</li> <li>• Case Studies and field trip to the European Court of Justice</li> </ul>   |
| Interrelation to other Study Programs / Modules    | Classes are open to international guest students on MBA level.  |
| Workload   | 90 hours  |
| Literature   | <ul style="list-style-type: none"> <li>• Moussis, N.: Access to European Union: Law, Economics, Policies, European Study Service, Rixensart.</li> </ul>   |
| Course Size  | Class participation is limited up to 25 students.   |

| <b>9 Sustainable Globalization (Module)</b>     |  |
|---|--|
| ID  | ESR5020  |
| Level   | Advanced Level II  |
| Credits   | 12   |
| Contact Hours per Week                          | 8  |
| Frequency                                       | Once a year  |
| Semester  | 2nd and 3rd  |
| Language  | English  |
| Related Subject(s)                              | Global Economic Integration<br>Social Responsibilities for Sustainable Development<br>Environmental Economics<br>Corporate Social Responsibility   |
| Subject Area                                    | Economics, Globalization   |
| Teaching Method                                 | Seminar (lecture and extensive exercises)  |
| Key Words                                       | Sustainable Development, Sustainable Management, Ethics, Business and Society  |
| Module Responsible                              | Prof. Dr. Jürgen Volkert   |
| Learning Outcome                                | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understanding the basic aspects of globalization and their consequences, benefits and threats for daily business,</li> <li>• reproducing and operating foundations of social responsibilities for sustainable development, environmental economics as well as corporate social responsibility and</li> <li>• applying business ethics to business cases.</li> </ul>  |
| Course Content                                  | <ul style="list-style-type: none"> <li>• International trade: benefits and further impacts</li> <li>• Migration of labor and capital</li> <li>• Sustainability impacts of FDI</li> <li>• Exchange rates and international financial crises</li> <li>• Low wages, labor rights, sweatshops etc.</li> <li>• Ethics of sustainable development</li> <li>• Global Governance and companies as global political actors</li> <li>• Social responsibilities and impacts of companies (human rights, poverty, child labor, integrity and corruption)</li> <li>• Corporate stakeholder communication</li> <li>• Foundations in environmental economics</li> <li>• Impacts of environmental challenges on business</li> <li>• Strategic environmental management</li> <li>• Main motives of CSR as a business case</li> <li>• CSR as a part of a core business strategy</li> </ul> |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Business Functions.  |
| Workload  | 360 hours: 120 Contact hours and 240 hours preparation time  |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>9.1 Global Economic Integration (Lecture)</b> |   |
|--|---|
| ID   | ESR5021   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week                           | 2   |
| Frequency  | Once a year   |
| Semester   | 2nd   |
| Type of Examination                              | Written or oral exam / assignment / presentation (PLK/PLM/PLH/PLR)  |
| Duration of Examination                          | 60 minutes  |
| Language   | English   |
| Related Subject(s)                               | Sustainable Globalization   |
| Subject Area                                     | Economics   |
| Teaching Method                                  | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                 | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• understanding main issues and mechanisms of economic globalization like liberalized global trade and capital markets as well as foreign exchange markets,</li> <li>• analyzing and identifying benefits of global economic integration, regarding economic efficiency, overall wealth and standards of living,</li> <li>• understanding the distributional consequences producing winners and losers in global economic integration and</li> <li>• analyzing and discussing critical issues of economic globalization (low wages, human rights and labor conditions, sweatshops etc.) – with respect to underlying economic mechanisms.</li> </ul> |
| Course Content                                   | <ul style="list-style-type: none"> <li>• Determinants and Effects of Free Trade</li> <li>• Winners and Losers in Economic Globalization</li> <li>• International Trade Policy and the WTO</li> <li>• International Factor Movements – FDI and Migration</li> <li>• Global Imbalances – Balance of Payments</li> <li>• Flexible and Fixed Exchange Rates</li> <li>• Financial Crises and the Role of the IMF</li> <li>• Globalization, Low Wages and Labor Rights</li> </ul>   |
| Interrelation to other Study Programs / Modules  | Classes are open to international guest students on MBA level / Foundations in Economics and Business Law   |
| Workload   | 90 hours  |
| Literature                                       | <ul style="list-style-type: none"> <li>• Appleyard, D.R./Field A.J./Cobb, S.L.: International Economics, McGraw-Hill.</li> <li>• Feenstra, R.C./Taylor, A.M.: International Economics, Worth Publishers.</li> <li>• Krugman, P. R.; Obstfeld, M.: International Economics. Theory and Policy, Pearson.</li> </ul>   |
| Course Size:                                     | Class participation is limited up to 25 students.   |

| <b>9.2 Social Responsibilities for Sustainable Development (Lecture)</b> |   |
|--|---|
| ID   | ESR5022   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week   | 2   |
| Frequency  | Once a year   |
| Semester   | 2nd   |
| Type of Examination  | Written or oral exam / assignment / presentation / project (PLK/PLM/PLH/PLR/PLP)  |
| Duration of Examination  | 60  |
| Language   | English   |
| Related Subject(s)   | Sustainable Globalization   |
| Subject Area   | Economics, Globalization and Ethics   |
| Teaching Method  | Seminar (lecture and extensive exercises)   |
| Required modules/courses   | Foundations in Economics and Business Law (Module)  |
| Learning Outcome   | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>analyzing the nature of sustainable development and “Human Development’s” dimensions and impacts on the responsibility of companies and societies,</li> <li>acquiring a clear perception of the social impacts, potentials and limits of companies as a global force in society and</li> <li>understanding the decisive role of governments, NGOs and other stakeholders, as main drivers of the global corporate environment.</li> </ul>  |
| Course Content   | <ul style="list-style-type: none"> <li>Modern perceptions of economic development</li> <li>Ethics of globalization and development</li> <li>Global poverty and corporate BoP-strategies</li> <li>FDI impacts on economic and human development</li> <li>Markets and states in development</li> <li>“Good Governance”: Responsibility of the state</li> <li>Corporate influence on politics and development</li> <li>NGOs and Civil Society as corporate stakeholders</li> <li>CSR standards: Global Compact, GRI Guidelines etc.</li> <li>Challenges of human rights, and corruption</li> </ul> |
| Interrelation to other Study Programs / Modules                          | Classes are open to international guest students on MBA level.  |
| Workload   | 90 hours  |
| Literature   | <ul style="list-style-type: none"> <li>Perkins, D. H.; Radelet, S., Lindauer, D. L.: Economics of Development, W.W. Norton, New York, London.</li> <li>Todaro, M. P.; Smith, S. C.: Economic Development, Addison-Wesley, Boston.</li> </ul>  |
| Course Size  | Class participation is limited up to 25 students.   |

| <b>9.3 Environmental Economics (Lecture)</b>    |   |
|---|---|
| ID  | ESR5023   |
| Level   | Advanced Level II   |
| Credits   | 3   |
| Contact Hours per Week                          | 2   |
| Frequency                                       | Once a year   |
| Semester  | 3rd   |
| Type of Examination                             | Written or oral exam / assignment / presentation /project (PLK/PLM/PLH/PLR/PLP)   |
| Duration of Examination                         | 60  |
| Language  | English   |
| Related Subject(s)                              | Sustainable Globalization   |
| Subject Area                                    | Economics, Globalization  |
| Teaching Method                                 | Seminar (lecture and extensive exercises)   |
| Key Words                                       | Environmental Protection, Economics   |
| Learning Outcome                                | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• understanding the challenges resulting from environmental problems for business and management,</li> <li>• differentiating environmental responsibilities of state/government (legal and institutional conditions, sustainable policies) and business,</li> <li>• analyzing, explaining and discussing corporate sustainability strategies and</li> <li>• analyzing and presenting a specific company's sustainability and reporting performance.</li> </ul> |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Externalities and optimal pollution</li> <li>• Evaluating environmental policy instruments</li> <li>• Efficiency and sufficiency strategies for sustainable development</li> <li>• Environmental protection, economic growth and development</li> <li>• Environmental awareness and management: a potential business case</li> <li>• Environmental Accounting and Controlling</li> <li>• Eco Marketing</li> <li>• stakeholder communication</li> </ul>   |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Economics and Business Law (Module) Foundations in Business Functions.  |
| Workload  | 90 hours  |
| Literature                                      | <ul style="list-style-type: none"> <li>• Kahn, J. R.: The Economic Approach to Environmental and Natural Resources, Fort Worth.</li> <li>• Kolk, A.: Economics of Environmental Management, Harlow.</li> <li>• Schaltegger, S.; Burritt, R.; Petersen, H.: An Introduction to Corporate Environmental Management. Striving for Sustainability, Sheffield.</li> <li>• Siebert, H.: Economics of the Environment. Theory and Policy, Berlin.</li> </ul>   |
| Course Size                                     | Class participation is limited up to 25 students.   |

| <b>9.4 Corporate Social Responsibility (Lecture)</b> |   |
|--|---|
| ID   | ESR5024   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week                               | 2   |
| Frequency  | Once a year   |
| Semester   | 3rd   |
| Type of Examination                                  | Written or oral exam / assignment / presentation / project<br>(PLK/PLM/PLH/PLR/PLP)   |
| Duration of Examination                              | 60  |
| Language   | English   |
| Related Subject(s)                                   | Sustainable Globalization   |
| Subject Area   | Economics, Globalization and Ethics   |
| Teaching Method                                      | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                     | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>comprehending the necessity of integrating CSR into corporate strategy,</li> <li>recognizing, discussing and analyzing long-run opportunities, challenges and weaknesses of corporate CSR-strategies and</li> <li>understanding how to analyze and improve a company's ability to compete, gain trust and ensure long-run value creation.</li> </ul>                  |
| Course Content                                       | <ul style="list-style-type: none"> <li>CSR and risk management, reputation in the product market (value of brands), reputation in the labor market (employees' motivation and productivity)</li> <li>Socially Responsible Investment (SRI)</li> <li>CSR along the value chain</li> <li>CSR-Reporting, and stakeholders</li> <li>Challenges, Problems and Limitations of CSR</li> <li>Fostering sustainable development by CSR: potentials, limitations and risks</li> </ul> |
| Interrelation to other Study Programs / Modules      | Classes are open to international guest students on MBA level.<br>Foundations in Economics and Business Law (Module).<br>Foundations in Business Functions.   |
| Workload   | 90 hours  |
| Literature   | <ul style="list-style-type: none"> <li>Steiner, G. A.; Steiner, J. F.: Business Government and Society. A Managerial Perspective, McGraw-Hill, Boston.</li> <li>Thorne McAlister, D.; Ferrell, O. C.; Ferrell, L.: Business and Society. A Strategic Approach to Social Responsibility, Houghton Mifflin Company, New York.</li> </ul>  |
| Course Size  | Class participation is limited up to 25 students.   |

| <b>10 Electives in Accounting and Finance (Module)</b> |  |
|--|--|
| ID   | ACC6010  |
| Level  | Expert level   |
| Credits  | 9  |
| Contact Hours per Week                                 | 6  |
| Frequency  | Once a year  |
| Semester   | 3rd  |
| Language   | English  |
| Related Subject(s)                                     | International Financial Reporting Standards<br>Advanced Corporate Finance  |
| Subject Area   | Management and Finance   |
| Teaching Method  | Seminar (lecture and extensive exercises)  |
| Key Words  | Advanced Finance   |
| Module Responsible                                     | Prof. Dr. Matthias Kropp, Prof. Dr. Joachim Paul   |
| Learning Outcome                                       | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understanding, explaining and applying current International Financial Reporting Standards (IFRS) as provided by the International Accounting Standards Board (IASB),</li> <li>• recognizing the latest developments on capital markets and</li> <li>• operating and appraising current financial instruments for international business.</li> </ul> |
| Course Content   | <ul style="list-style-type: none"> <li>• International accounting standards and procedures in multinational companies.</li> <li>• International financial tools and their latest development</li> </ul>  |
| Interrelation to other Study Programs / Modules        | Classes are open to very advanced students only.<br>International guest students on master level are highly welcomed.<br>The course requires in any case successful study of the modules Foundations in Accounting and Finance (1st semester) and Advanced Accounting and Finance (2nd semester).  |
| Workload   | 270 hours: 90 Contact hours and 180 hours preparation time   |
| Course Size  | Class participation is limited up to 25 students.  |

| <b>10.1 International Financial Reporting Standards (Lecture)</b> |   |
|---|---|
| ID  | ACC5011   |
| Level   | Advanced Level II   |
| Credits   | 6   |
| Contact Hours per Week  | 4   |
| Frequency   | Once a year   |
| Semester  | 3rd   |
| Type of Examination   | Written or oral exam / assignment / presentation (PLK/PLH/PLM/PLR)  |
| Duration of Examination   | 90  |
| Language  | English   |
| Related Subject(s)  | Electives in Accounting and Finance   |
| Subject Area  | Controlling, Finance and Accounting   |
| Teaching Method   | Case studies  |
| Learning Outcome  | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understanding, explaining and applying current International Financial Reporting Standards (IFRS) as provided by the International Accounting Standards Board (IASB),</li> <li>• recognizing the „Due Process“ of IASB standards and</li> <li>• developing and presenting „Exposure Drafts“, based on IFRS Accounting standards.</li> </ul> |
| Course Content  | <ul style="list-style-type: none"> <li>• IFRS-Standards</li> <li>• IASB-Standards</li> <li>• Case studies</li> </ul>  |
| Interrelation to other Study Programs / Modules                   | Classes are taught together with students from the Pforzheim Master in Controlling, Finance and Accounting.<br>Classes are open to international guest students on MBA level.<br>Foundations of Accounting and Finance (Module), Foundations of Business Functions (Module), Advanced Accounting and Finance (Module).  |
| Workload  | 180 hours: 60 contact hours, 120 hours case studies   |
| Literature  | <ul style="list-style-type: none"> <li>• IAS Bound Volume, newest edition, available through PC-desktop station</li> <li>• Epstein, B. J., Mirza, A. A.: Interpretation and Application of International Accounting Standards, Wiley, New York.</li> </ul>  |
| Course Size   | Class participation is limited up to 25 students.   |

| <b>10.2 Advanced Corporate Finance (Lecture)</b> |   |
|--|---|
| ID   | FIN6013   |
| Level  | Advanced Level II   |
| Credits  | 3   |
| Contact Hours per Week                           | 2   |
| Frequency  | Once a year   |
| Semester   | 3rd   |
| Type of Examination                              | Written or oral exam / assignment / presentation (PLK/PLH/PLM/PLR)  |
| Duration of Examination                          | 60  |
| Language   | English   |
| Related Subject(s)                               | Electives in Accounting and Finance   |
| Subject Area                                     | Management and Finance  |
| Teaching Method                                  | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                 | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• recognizing the latest developments on capital markets and</li> <li>• operating and appraising current financial instruments for international business.</li> </ul>   |
| Course Content                                   | <ul style="list-style-type: none"> <li>• Financial innovations</li> <li>• Securitization</li> <li>• Capital and financial markets</li> <li>• Stocks and shares</li> <li>• Portfolio decisions</li> </ul>  |
| Interrelation to other Study Programs / Modules  | Classes are open to international guest students on MBA level. Foundations of Accounting and Finance (Module), Advanced Accounting and Finance (Module).  |
| Workload   | 90 hours  |
| Literature                                       | <ul style="list-style-type: none"> <li>• Gallagher, T. J.; Andrew, J. D.: Financial Management; Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Block, S. B.; Hirt, G. A.: Foundations in Financial Management; McGraw-Hill, Boston.</li> <li>• Special literature, dealing with current cases of international finance.</li> </ul> |
| Course Size                                      | Class participation is limited up to 25 students.   |

| <b>11 Electives in Marketing (Module)</b>       |  |
|---|--|
| ID  | MCO6010  |
| Level   | Advanced Level II  |
| Credits   | 9  |
| Contact Hours per Week                          | 6  |
| Frequency                                       | Once a year  |
| Semester  | 3rd  |
| Language  | English  |
| Related Subject(s)                              | Marketing in the Digital Age<br>Brand Management<br>Communication Management   |
| Subject Area                                    | Marketing  |
| Teaching Method                                 | Seminar (lecture and extensive exercises)  |
| Key Words                                       | Advanced Marketing Skills  |
| Module Responsible                              | Prof. Dr. Nadine Walter  |
| Learning Outcome                                | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understanding fundamentals of brand and communication management, as well as current trends,</li> <li>• recognizing the use of new communication technologies for communication purposes,</li> <li>• identifying and considering factors of success for the introduction of communication technologies and</li> <li>• pointing out possibilities and restrictions of specific technologies.</li> </ul> |
| Course Content                                  | Digitalization, communication techniques   |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Marketing.   |
| Workload  | 270 hours: 90 Contact hours and 180 hours preparation time   |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>11.1 Marketing in the Digital Age (Lecture)</b> |  |
|--|--|
| ID   | MKT6011  |
| Level  | Advanced Level II  |
| Credits  | 3  |
| Contact Hours per Week                             | 2  |
| Frequency  | Once a year  |
| Semester   | 3rd  |
| Type of Examination                                | Assignment or presentation (PLH/ PLR)  |
| Language   | English  |
| Related Subject(s)                                 | Electives in Marketing   |
| Subject Area                                       | Marketing  |
| Teaching Method                                    | Seminar (lecture and extensive exercises)  |
| Learning Outcome                                   | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• understanding new communication technologies and classifying them into classic media technology,</li> <li>• understanding evaluation models and selection procedures for the marketing-close application of communication techniques,</li> <li>• understanding the connection between communication strategy and choice of technology,</li> <li>• identifying factors of success for the introduction of communication technologies,</li> <li>• pointing out possibilities and restrictions of specific technologies and</li> <li>• applying the concepts to concrete applications, especially in marketing communication.</li> </ul> |
| Course Content                                     | <ul style="list-style-type: none"> <li>• Introduction to media and communication technology</li> <li>• Approaches of classification of media and communication technology</li> <li>• Basics of multimedia-based systems</li> <li>• Introduction to new communication technologies</li> <li>• Strategic analysis of the use of new media</li> <li>• Development of diverse multimedia-based systems in different fields of technology (e.g. DVD, internet)</li> <li>• Introduction to online-communication</li> </ul>   |
| Interrelation to other Study Programs / Modules    | Classes are open to international guest students on MBA level. Foundations in Marketing.   |
| Workload   | 90 hours   |
| Literature   | <ul style="list-style-type: none"> <li>• Gibson, T. D.: Multimedia Communication, Directions &amp; Innovations, Pearson.</li> <li>• Chaffey, D.: Internet Marketing – Strategy, Implementation and Practice, Prentice-Hall, Upper Saddle River, New Jersey.</li> </ul>   |
| Course Size  | Class participation is limited up to 25 students.  |

| <b>11.2 Brand Management (Lecture)</b> |   |
|--|---|
| ID                                     | MCO6012   |
| Level                                  | Advanced Level II   |
| Credits                                | 3   |
| Contact Hours per Week                 | 2   |
| Frequency                              | Once a year   |
| Semester                               | 3rd   |
| Type of Examination                    | Assignment or presentation (PLH/ PLR)   |
| Language                               | English   |
| Related Subject(s)                     | Electives in Marketing  |
| Subject Area                           | Marketing   |
| Teaching Method                        | Seminar (lecture and extensive exercises)   |
| Required modules/courses               | Foundations in Marketing  |
| Learning Outcome                       | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• increasing understanding of important issues in planning and evaluating brand strategies,</li> <li>• comprehending appropriate theories, models, and other tools to make better branding decisions, and</li> <li>• applying principles of marketing, such as psychological principles at the customer level that will improve managerial decision-making with respect to brands and</li> <li>• analyzing brands from a psychological perspective.</li> </ul> |
| Course Content                         | <ul style="list-style-type: none"> <li>• Introduction to Brand Management</li> <li>• Building Customer-Based Brand Equity</li> <li>• Brand Positioning</li> <li>• Types of brand elements</li> <li>• Design of marketing campaigns to build brand equity</li> <li>• Communication for brands</li> <li>• Measurement of brand equity</li> <li>• Designing and implementing branding strategies</li> </ul>  |
| Workload                               | 90 hours  |
| Literature                             | <ul style="list-style-type: none"> <li>• Keller, K. L.: Strategic Brand Management, Pearson; Edinburgh Gate.</li> <li>• Riezebos, R.: Brand Management, Financial Times/ Prentice-Hall, Upper Saddle River, New Jersey.</li> <li>• Kapferer, J. N.: The New Strategic Brand Management, Kogan Page.</li> </ul>  |
| Course Size                            | Class participation is limited up to 25 students.   |

| <b>11.3 Communication Management (Lecture)</b>  |  |
|---|--|
| ID  | MKT6013  |
| Level   | Advanced Level II  |
| Credits   | 3  |
| Contact Hours per Week                          | 2  |
| Frequency                                       | Once a year  |
| Semester  | 3rd  |
| Type of Examination                             | Assignment or presentation (PLH/ PLR)  |
| Language  | English  |
| Related Subject(s)                              | Electives in Marketing   |
| Subject Area                                    | Marketing  |
| Teaching Method                                 | Case Studies   |
| Learning Outcome                                | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• realizing which communication instruments are being used by companies in order to represent themselves in the public,</li> <li>• reproducing and explaining the way a company promotes its offers to the customer and how a product advantage can be emphasized in order to stimulate sales and</li> <li>• acquiring profound knowledge and a comprehensive understanding in this field.</li> </ul>   |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Overview and basics:<br/>Tasks and terms of communication policy, importance of communication policy/advertising, international aspects of communication policy, carriers and institutions of marketing communication, important behavioristic basics</li> <li>• Strategic communication planning as basis of instrumental decisions:<br/>Analysis of the initial situation, definition of communication targets, determination of communication strategy</li> <li>• Classic advertisement:<br/>Advertisement planning, realization of decisions concerning marketing policy, marketing control, marketing agencies as central carriers of classic advertisement</li> <li>• Non-classic advertisement:<br/>Direct advertisement, sales promotion, personal selling, public relation, newer instruments (sponsoring, product placement, event marketing), business-TV</li> </ul> |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Marketing.   |
| Workload  | 90 hours   |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>12 Company Project (Module)</b> |  |
|------------------------------------|--|
| ID                                 | GMT6020  |
| Level                              | Expert level   |
| Credits                            | 6  |
| Contact Hours per Week             | 4  |
| Frequency                          | Once a year  |
| Semester                           | 3rd  |
| Type of Examination                | Project (PLP)  |
| Language                           | English, German (in order to communicate with company partners)  |
| Teaching Method                    | Case study in the company  |
| Key Words                          | Practical work experience, learning on the job, consulting   |
| Module Responsible                 | Prof. Dr. Dirk Wentzel   |
| Learning Outcome                   | <p>By the end of the course, the participants shall be capable of</p> <ul style="list-style-type: none"> <li>• comprehending the character and complexity of business life,</li> <li>• analyzing and solving practical challenges in their field of study,</li> <li>• applying research methods on specific business case studies,</li> <li>• transferring theoretical knowledge to practice,</li> <li>• understanding and demonstrating process management,</li> <li>• working successfully in a cultural diverse team environment and</li> <li>• contrasting their future career plans with real-life business.</li> </ul> |
| Course Content                     | <ul style="list-style-type: none"> <li>• Foundations of project management</li> <li>• The framework for project management</li> <li>• Goal Setting</li> <li>• Project Process</li> <li>• Case Study conjoined with company and academic advisor</li> <li>• Project Presentation</li> <li>• Project Review</li> </ul>   |
| Workload                           | 180 hours  |
| Course Size                        | Between 5 and 10 students (depending on the size of the company and the relevant task)   |

| <b>12.1 Company Project (Lecture)</b>           |   |
|---|---|
| ID  | GMT6021   |
| Level   | Expert level  |
| Credits   | 6   |
| Contact Hours per Week                          | 4   |
| Frequency                                       | Once a year   |
| Semester  | 3rd   |
| Type of Examination                             | Project (PLP)   |
| Language  | English   |
| Related Subject(s)                              | Company Project   |
| Teaching Method                                 | Case studies conjoined with partner companies and/or international organizations  |
| Key Words                                       | Practical work experience, learning on the job, consulting  |
| Learning Outcome                                | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• comprehending the character and complexity of business life,</li> <li>• analyzing and solving practical challenges in their field of study,</li> <li>• applying research methods on specific business case studies,</li> <li>• transferring theoretical knowledge to practice,</li> <li>• understanding and demonstrating process management,</li> <li>• working successfully in a cultural diverse team environment and</li> <li>• contrasting their future career plans with real-life business.</li> </ul> |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Foundations of project management</li> <li>• The framework for project management</li> <li>• Goal Setting</li> <li>• Project Process</li> <li>• Case Study conjoined with company and academic advisor</li> <li>• Project Presentation</li> <li>• Project Review</li> </ul>  |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students from our partner universities.   |
| Workload  | 180 hours   |
| Literature                                      | Literature and research related to the company project.   |
| Course Size                                     | Between 5 and 10 students (dependent on the size of the company and the relevant task).   |

| <b>13 Strategic Management (Module)</b>         |  |
|---|--|
| ID  | GMT6030  |
| Level   | Advanced Level II  |
| Credits   | 6  |
| Contact Hours per Week                          | 4  |
| Frequency                                       | Once a year  |
| Semester  | 3rd  |
| Type of Examination                             | Written or oral exam / assignment / presentation (PLK/PLM/PLH/PLR)   |
| Duration of Examination                         | 60   |
| Language  | English  |
| Related Subject(s)                              | Strategic Management   |
| Subject Area                                    | Advanced Management  |
| Teaching Method                                 | Lectures, review presentations and case studies  |
| Key Words                                       | Strategic thinking, issues and analysis  |
| Module Responsible                              | Prof. Dr. Howard Sutton  |
| Learning Outcome                                | By the end of the course, the participants shall be capable of: <ul style="list-style-type: none"> <li>• understand the process of strategic management,</li> <li>• consider the company with respect to its environment,</li> <li>• identifying and differentiating between strategic and operative issues and</li> <li>• using a number of the instruments most commonly used in strategic analysis.</li> </ul>  |
| Course Content                                  | <ul style="list-style-type: none"> <li>• The role of Strategic Management</li> <li>• Basic concepts in strategic thinking</li> <li>• The strategic options and methods of implementation</li> <li>• The company audit</li> <li>• Definition and use of the value chain</li> <li>• Benchmarking as a strategic tool</li> <li>• The industry analysis</li> <li>• The competitor analysis</li> <li>• Forecasting and analyzing the future</li> <li>• Evaluating the strategic position</li> </ul> |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Business Functions.  |
| Workload  | 180 hours: 60 Contact hours and 120 hours preparation time   |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>13.1 Strategic Management (Lecture)</b>      |  |
|---|--|
| ID  | GMT6031  |
| Level   | Advanced Level II  |
| Credits   | 6  |
| Contact Hours per Week                          | 4  |
| Frequency                                       | Once a year  |
| Semester  | 3rd  |
| Type of Examination                             | Written or oral exam / assignment / presentation (PLK/PLM/PLH/PLR)   |
| Duration of Examination                         | 60 minutes   |
| Language  | English  |
| Related Subject(s)                              | Strategic Management   |
| Subject Area                                    | Business Administration  |
| Teaching Method                                 | Lectures, review presentations and case studies  |
| Learning Outcome                                | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understand the process of strategic management,</li> <li>• consider the company with respect to its environment,</li> <li>• identifying and differentiating between strategic and operative issues and</li> <li>• using a number of the instruments most commonly used in strategic analysis.</li> </ul>   |
| Course Content                                  | <ul style="list-style-type: none"> <li>• The role of Strategic Management</li> <li>• Basic concepts in strategic thinking</li> <li>• The strategic options and methods of implementation</li> <li>• The company audit</li> <li>• Definition and use of the value chain</li> <li>• Benchmarking as a strategic tool</li> <li>• The industry analysis</li> <li>• The competitor analysis</li> <li>• Forecasting and analyzing the future</li> <li>• Evaluating the strategic position</li> </ul> |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Business Functions.  |
| Workload  | 180 hours: 60 Contact hours and 120 hours preparation time   |
| Literature                                      | <ul style="list-style-type: none"> <li>• Johnson, G.; Scholes, K.: Exploring Corporate Strategy, Prentice-Hall.</li> <li>• Course notes and reading list (digital).</li> </ul>   |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>14 Issues in Advanced Management (Module)</b> |  |
|--|--|
| ID   | GMT6040  |
| Level  | Expert level   |
| Credits  | 9  |
| Contact Hours per Week                           | 6  |
| Frequency  | Once a year  |
| Semester   | 4th  |
| Language   | English  |
| Related Subject(s)                               | Change Management<br>Project Management<br>Leadership  |
| Subject Area                                     | Advanced Management  |
| Teaching Method                                  | Seminar (lecture and extensive exercises)  |
| Key Words  | State of the art management  |
| Module Responsible                               | Prof. Dr. Matthias Kropp, Prof. Dr. Dirk Wentzel   |
| Learning Outcome                                 | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• understanding, explaining and operating fundamental management techniques such as Change and Project Management, furthermore,</li> <li>• developing leadership qualities for a future manager role in order to successfully drive business and</li> <li>• motivating others in order to promote change to keep companies up to date and open to innovation.</li> </ul> |
| Course Content                                   | <ul style="list-style-type: none"> <li>• Change Management in complex systems, motivation</li> <li>• Project Management</li> <li>• Leadership</li> </ul>   |
| Interrelation to other Study Programs / Modules  | Classes are open to international guest students on MBA level.   |
| Workload   | 270 hours: 90 Contact hours and 180 hours preparation time   |
| Course Size                                      | Class participation is limited up to 25 students.  |

| <b>14.1 Change Management (Lecture)</b>         |   |
|---|---|
| ID  | HRM6041   |
| Level   | 4 (Expert level)  |
| Credits   | 3   |
| Contact Hours per Week                          | 2   |
| Frequency                                       | Once a year   |
| Semester  | 4th   |
| Type of Examination                             | Assignment or Presentation (PLH/PLR)  |
| Language  | English   |
| Related Subject(s)                              | Issues in Advanced Management   |
| Subject Area                                    | Advanced Management   |
| Teaching Method                                 | Seminar (lecture and extensive exercises)   |
| Learning Outcome                                | By the end of the course, the participants shall be capable of: <ul style="list-style-type: none"> <li>• recognizing the relevance and impact of change management to a business system,</li> <li>• understand the change process,</li> <li>• obtaining and allocation resources to the change process and</li> <li>• demonstrating leadership within a change management process.</li> </ul>                                     |
| Course Content                                  | <ul style="list-style-type: none"> <li>• The Change Management process</li> <li>• Building vision</li> <li>• Designing the organization</li> <li>• Allocation of resources</li> <li>• Understanding and influencing the organizational culture</li> <li>• Leadership</li> <li>• Power and influence</li> <li>• Resistance to change</li> <li>• Group dynamics &amp; teamwork</li> <li>• Controlling the change process</li> </ul> |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Business Functions(Module)  |
| Workload  | 90 hours  |
| Literature                                      | <ul style="list-style-type: none"> <li>• Course Notes and reading list (digital)</li> <li>• Collection of relevant Articles (digital)</li> <li>• Carnall, C. A.: Managing Change, Pearson, Edinburgh Gate.</li> </ul>   |
| Course Size                                     | Class participation is limited up to 25 students.   |

| <b>14.2 Project Management (Lecture)</b>        |  |
|---|--|
| ID  | SIC6042  |
| Level   | Expert level   |
| Credits   | 3  |
| Contact Hours per Week                          | 2  |
| Frequency                                       | Once a year  |
| Semester  | 4th  |
| Type of Examination                             | Assignment or Presentation (PLH/PLR)   |
| Language  | English  |
| Related Subject(s)                              | Issues in Advanced Management  |
| Subject Area                                    | Advanced Management  |
| Teaching Method                                 | Seminar (lecture and extensive exercises)  |
| Required modules/courses                        | Foundations in Business Functions  |
| Learning Outcome                                | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• knowing and conceiving fundamental elements of project management and</li> <li>• applying process and content management considering the project context, framework and knowledge areas to finally lead a group, project or company to success.</li> </ul>   |
| Course Content                                  | <ul style="list-style-type: none"> <li>• Fundamental terms of Project Management</li> <li>• The Project Management context</li> <li>• Project Life Cycle</li> <li>• Organizational Influences</li> <li>• Key General Management Skills</li> <li>• Interpersonal Relationship (GRPI)</li> <li>• Project Management Knowledge Areas</li> <li>• Project Planning, Development, Execution, Control and Change</li> <li>• Project Scope Management</li> <li>• Project Time Management</li> <li>• Project Human Resources Managing</li> <li>• Project Risk Management</li> <li>• The Project Management Process</li> </ul> |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level.   |
| Workload  | 90 hours   |
| Literature                                      | <ul style="list-style-type: none"> <li>• Project Management Institute (ed): A guide to the Project Management Body of Knowledge, Newtown Square.</li> <li>• Verzuh, E.: The Fast Forward MBA in Project Management, John Wiley &amp; Sons, Hoboken, New Jersey.</li> <li>• MacConell, S.: Software Project Survival Guide, Microsoft Press, Redmond.</li> </ul>  |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>14.3 Leadership (Lecture)</b>                |  |
|---|--|
| ID  | GMT6043  |
| Level   | Expert level   |
| Credits   | 3  |
| Contact Hours per Week                          | 2  |
| Frequency                                       | Once a year  |
| Semester  | 4th  |
| Type of Examination                             | Written or oral exam (PLK/ PLM)  |
| Duration of Examination                         | 60   |
| Language  | English  |
| Related Subject(s)                              | Issues in Advanced Management  |
| Subject Area                                    | Management / General Management  |
| Teaching Method                                 | Seminar (lecture and extensive exercises)  |
| Learning Outcome                                | By the end of the course, the participants shall be capable of <ul style="list-style-type: none"> <li>• naming the fundamentals of classical leadership concepts,</li> <li>• using and examining the tools and processes of leadership, and combining these with a business setting,</li> <li>• analyzing and evaluating business environments for</li> <li>• identifying areas of growth and skills development.</li> </ul>   |
| Course Content                                  | <ul style="list-style-type: none"> <li>• General overview on current leadership concepts: Theory versus practical experience</li> <li>• Challenges for leaders of today</li> <li>• Goal setting in the new economy</li> <li>• Risk taking</li> <li>• Techniques for accomplishing dramatic change</li> <li>• Predicting problems and probable outcomes</li> <li>• From old-school to new reality: Leaderships styles between tradition and innovation</li> <li>• Case study</li> </ul> |
| Interrelation to other Study Programs / Modules | Classes are open to international guest students on MBA level. Foundations in Business Functions   |
| Workload  | 90 hours   |
| Literature                                      | <ul style="list-style-type: none"> <li>• Bennis, W.: On Becoming a Leader, Warren Addison-Wesley.</li> <li>• Vries, K. de: The Leadership Mystique – a user’s manual for the Human Enterprise, Pearson.</li> <li>• Buckingham, M.; Clifton, D. O.: Now, Discover your Strengths, The Free Press.</li> <li>• Pfoertsch, W. A.: Resource Packet, Business Leadership Publisher, Pforzheim.</li> </ul>  |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>15 Thesis (Module)</b> |  |
|---------------------------|--|
| ID                        | THE6990  |
| Level                     | Expert level   |
| Credits                   | 21   |
| Contact Hours per Week    | 2  |
| Frequency                 | Every semester   |
| Semester                  | 4th  |
| Type of Examination       | Thesis and presentation (PLT/PLR)  |
| Language                  | English  |
| Related Subject(s)        | Thesis Colloquium<br>Thesis  |
| Teaching Method           | Project (Master thesis), Presentation in a master's colloquium   |
| Key Words                 | Project work, presentation of research results   |
| Module Responsible        | Prof. Dr. Dirk Wentzel   |
| Learning Outcome          | Students learn to use quantitative and qualitative research methods and skills acquired in the first semesters in order to complete a master's thesis. In addition to that, they learn to present new results and insights to an academic and professional audience. |
| Workload                  | 540 hours  |

| <b>15.1 Thesis Colloquium</b>                   |  |
|---|--|
| ID  | COL6995  |
| Level   | Expert level   |
| Credits   | 3  |
| Contact Hours per Week                          | 2  |
| Frequency                                       | Every semester   |
| Type of Examination                             | Presentation (PLR)   |
| Duration of Examination                         | 45 minutes presentation at master colloquium, 45 minutes discussion on the project of the master thesis  |
| Language  | English  |
| Related Subject(s)                              | Thesis   |
| Subject Area                                    | Exam   |
| Teaching Method                                 | Seminar (lecture and extensive discussion: „brown bag lunch“)  |
| Key Words                                       | Scientific colloquium, presentation of master thesis, empirical instruments, scientific methodology  |
| Learning Outcome                                | In addition to methodological expertise, this course prepares for the presentation of research results in companies and / or organizations.  |
| Course Content                                  | <p>Students should write their thesis in a company or an international organization. The Master's thesis is the conclusion, in which empirical evidence and theoretical issues are connected with application.</p> <p>Students should present and discuss their projects in front of their fellow students and faculty interested in research.</p>   |
| Interrelation to other Study Programs / Modules | Basically, this course is open to presentations of Master theses of other degree courses as well as to Ph. D. students   |
| Workload  | 90 hours   |
| Literature                                      | <p>Basic Literature:</p> <ul style="list-style-type: none"> <li>• Albert, Hans: Theorie und Realität, Tübingen.</li> <li>• Albert, Hans: Critical Rationalism. The Problem of Method in Social Science and Law, in Ration Juris, Vol.1, No. 1, S. 1-19.</li> <li>• Blaug, Mark: The Methodology of Economics, Cambridge.</li> <li>• Caldwell, Bruce: Beyond Positivism: Economic Methodology in the 20th Century, London.</li> <li>• Popper, Karl: Logik der Forschung, Tübingen.</li> </ul> <p>Advanced Literature:</p> <ul style="list-style-type: none"> <li>• Malhotra, N.K. and Birks, D.F.: Marketing Research, Pearson.</li> <li>• Greene, W.H.: Econometric Analysis, New Jersey.</li> <li>• Thaler, Richard: Quasi Rational Economics, New York.</li> <li>• Wentzel, Bettina: Der Methodenstreit, Frankfurt.</li> </ul> |
| Course Size                                     | Class participation is limited up to 25 students.  |

| <b>15.2 Thesis</b>     |  |
|------------------------|--|
| ID                     | THE6996  |
| Level                  | 4 (Expert level)   |
| Credits                | 18   |
| Type of Examination    | Thesis (PLT)   |
| Language               | English (In specific cases the language can be German if the cooperating company requires it.)   |
| Related Subject(s)     | Thesis   |
| Key Words              | Methodological competence, research expertise, real business applications  |
| Learning Outcome       | <p>The MBA Thesis is conducted in cooperation with a company, a business related institution or in a research area within the IAF Pforzheim (Institute of applied sciences) of a full time faculty member at Pforzheim University or a similar institution of a partner University.</p> <p>Objective of the thesis is that MBA students, after having finished their study modules, provide evidence of their scientific qualification as well as of their management and problem solving techniques in a real-life environment of managerial decision-making.</p> |
| Course Content         | Content depends on the company or research topic.  |
| Workload               | 600 hours  |
| Additional Information | Assessment: Thesis-paper (assessed by Supervisor and Co-Supervisor)  |