



MODULHANDBUCH

MASTER

INTERNATIONAL MANAGEMENT

MBA

Version: April 2021

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Abbreviations

CR	Credits according to ECTS – System
PLH	Exam: Essay
PLK	Exam: Written Examination
PLL	Exam: Laboratory Work (Computer Lab)
PLM	Exam: Oral Examination
PLP	Exam: Project Work
PLR	Exam: Presentation
PLT	Exam: Thesis
UPL	Non-graded Exam (passed/fail only)

Alignment Matrix – Competencies according to KMK requirements

Module	Knowledge and Understanding			Application and Generation of Knowledge		Communication and Collaboration	Academic Integrity and Professionalism
	Knowledge Expansion	Knowledge Intensification	Knowledge Comprehension	Use and Transfer	Academic Innovation		
ACC5060	X	(X)	X	X			(X)
MKT5200	X	X	X			(X)	(X)
GMT5100	X	X	X			(X)	
ECO5040	X	X	X				
SIC5110		X	X	X		X	X
GMT5600		X	X			X	
GMT5620	(X)	X	X	X	X	X	X
GMT5430		X	X	X	X	(X)	
CON5040	X	X	X	X			
GMT5200	X	X	X	X		X	
ECO5060	(X)	X	X	X	(X)	X	X
BIS6030	X	X	X	X	X	(X)	
GMT6090	(X)	X	X	X		X	
ESR6010		X	X	X	(X)	(X)	X
GMT6210		X	X	X	(X)	(X)	
GMT6110			X	X		(X)	
THE6060	X		X	X	X	X	X

X = primary contributions to respective qualifications
 (X) = secondary contributions to respective qualifications

Modules

ACC5060 – FOUNDATIONS IN ACCOUNTING AND FINANCE	
ID	ACC5060
Study semester	1
Credits	5 Credits
Hours per week	4
Frequency	Each winter semester
Courses	Foundations in Financial Accounting – ACC5061 Corporate Finance and Financial Analysis – GMT5214
Kind of Examination / Duration of Examination	PLK + PLH – 90 min
Granting of credits	Pass of the written examination and academic assessment of term paper
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	ACC5061: Lecture with exercises and case studies GMT5214: Lecture with exercises and case studies
Responsible person:	Prof. Dr. Nothhelfer, Robert
Lecturer:	ACC5061 – Prof. Dr. Nothhelfer, Robert GMT5214 – Prof. Dr. Nothhelfer, Robert
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • recognizing the content and nature of Financial Statement Information • understanding the way in which Financial Statement Information is produced and used conventionally • preparing balance sheets, income and cash flow statements and statements of retained earnings • critically 3eynesian and evaluating the use of Financial Statement Information • understanding the need for financial analysis and the tools that enable the comparison of a company's performance over a period of time • computing, 3eynesian and interpreting measures of a firm's liquidity, solvency, and profitability and • judging analytical results in the context their limitations • understanding the need for financial planning and the basic methods used for that purpose • recognizing the basic concepts of corporate finance • applying different sources of equity and liability financing

<p>Content</p>	<p>ACC5061:</p> <ul style="list-style-type: none"> • Introduction to Financial Accounting • Core Elements of Financial Statements • Concept and Framework of the IASB • Recording Transactions • Preparing Balance Sheet and Income Statement <ul style="list-style-type: none"> o Reporting and Analyzing Inventories o Accounting for Sales and Receivables o Depreciation of Long-Lived Assets o Reporting and Analyzing Liabilities and Provisions • Preparing Cash Flow Statement and the Statement of Retained Earnings • Performance Measurement • Accounting Policy • Performance Analysis (as part of financial analysis) <p>GMT5214:</p> <ul style="list-style-type: none"> • Analysis of financial statements using KPIs: <ul style="list-style-type: none"> o Asset structure o Finance structure o Coverage ratios/ liquidity ratios o Cash flow based figures • Need and concepts of financial planning • Equity financing • Short term credit financing • Long term credit financing
<p>Workload</p>	<p>150 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 90 hours (for preparation of course and exam)</p>
<p>Literature</p>	<p>Always latest edition</p> <p>ACC5061:</p> <ul style="list-style-type: none"> • Horngren, C. T./Sundem, G. L./Elliot, J. A./Philbrick, D. R.: Introduction to Financial Accounting, Pearson London • Weygandt, J. J./Kimmel, P. D./Kieso, D. E.: Financial Accounting, IFRS Edition, Wiley, Hoboken NJ <p>GMT5214:</p> <ul style="list-style-type: none"> • Horngren, C. T./Sundem, G. L./Elliot, J. A./Philbrick, D. R.: Introduction to Financial Accounting, Pearson, London • Weygandt, J. J./Kimmel, P. D./Kieso, D. E.: Financial Accounting, IFRS Edition, Wiley, Hoboken. • Hillier/Ross/Westerfield/Jaffe/Jordan: Corporate Finance, McGraw Hill, London • Brealey/Myers/Marcus: Fundamentals of Corporate Finance, McGraw Hill / Irwin, New York • Pyles: Applied Corporate Finance, Springer, New York/Heidelberg/London
<p>Last edited</p>	<p>June 2019</p>

MKT5200 – FOUNDATIONS IN MARKETING	
ID	MKT5200
Study semester	1
Credits	5 Credits
Hours per week	4
Frequency	Each winter semester
Courses	Foundations in Marketing – MKT5201
Kind of Examination / Duration of Examination	PLR/PLK – 90 min
Granting of credits	Pass of the examination
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Seminar with cases and presentations
Responsible person:	Prof. Dr. Walter, Nadine
Lecturer:	MKT5201 – Prof. Dr. Walter, Nadine
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • reproducing core theories, explaining the market behavior by consumers, business organizations and competition • recognizing, translating and applying the foundations of strategic marketing management as well as • naming, rephrasing and employing the instrumental elements of the marketing mix and at least • 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
Content	<ul style="list-style-type: none"> • Understanding marketing and the marketing process • Consumer needs as the source of marketing management • Theoretical foundations of marketing management • Creating the marketing mix • Product Management: The role of features and benefits -product development and product mix • Price Management: Optimizing profits – product pricing and pricing policies during the product cycle • Sales Management: Go where the shopper is – retail channels, customer management and developing new business opportunities • Product Promotion: Where and how to reach the customer – The levels and approaches of advertising

Workload	150 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 90 hours (for preparation of course and exam)
Literature	<p>Always latest edition</p> <ul style="list-style-type: none"> • Jobber, D./Fahy, J.: Foundations of Marketing, McGraw-Hill Higher Education, ISBN-13: 978-0077167950 • Kotler, P./Keller, K.L.: Marketing Management, Pearson, Global Edition. ISBN-13: 978-1292092621 • Jobber, D./Ellis-Chadwick, F.: Principles and Practice of Marketing, McGraw-Hill Higher Education, ISBN-13: 978-0077174149
Last edited	June 2019

GMT5100 – FOUNDATIONS IN BUSINESS FUNCTIONS	
ID	GMT5100
Study semester	1
Credits	9 Credits
Hours per week	6
Frequency	Each winter semester
Courses	Human Resources Management – HRM5081 (3 Credits) Information Management – BIS5015 (3 Credits) Global Sourcing and Supply Chain Management – GMT5101 (3 Credits)
Kind of Examination / Duration of Examination	HRM5081: PLR/PLK – 60 min BIS5015: PLK/PLH/PLR – 60 min GMT5101: (PLR+PLH)/PLM
Granting of credits	Credits are granted for the individual component courses based on the respective exams
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	HRM5081: Lecture with exercises, presentations, term paper BIS5015: Seminar with exercises, case studies, presentations GMT5101: Lecture with exercises, presentations
Responsible person:	Prof. Dr. Strotmann, Harald
Lecturer:	HRM5081 – Prof. Dr. Schwaab, Markus-Oliver BIS5015 – Guest lecturer GMT5101 – Prof. Dr. Möller, Klaus, Prof. Dr. Reefke, Hendrik
Attendance for other programs	None
Objectives	<p>By the end of course HRM5081, the participants shall be capable of:</p> <ul style="list-style-type: none"> • being familiar with the relevant challenges and the pillars of modern and social responsible human resources management • being aware of the central tasks of human resources management that are important for the operational and strategic orientation of a company • knowing the important management approaches in the central functions of human resources management • being able to evaluate concrete practical solutions of human resources management <p>By the end of course BIS5015, the participants shall be capable of:</p> <ul style="list-style-type: none"> • being aware of the current key information technology and management issues

	<ul style="list-style-type: none"> • understanding challenges in designing, implementing, and managing company-wide information systems infrastructure in global environments • knowing specific business models and strategies used in IS, and how to transform existing business models and establish new business models • having an understanding of business strategy and IT/IS strategy • having an understanding of management issues (e.g. project management and change management) in implementing information systems in global environments • having an understanding of how to use IT/IS to establish new business models and to transform existing business models of companies • having used critical thinking, problem-solving and questioning in working on unstructured and complex problems integrating knowledge of business, strategy, psychology, sociology and information technologies • having learned to gather and filter information to gain knowledge • having expressed ideas, findings, conclusions and questions clearly, logically, and persuasively in oral and written communication, and • having demonstrated and enhanced soft skills such as communication, co-operation, ownership, teamwork, and Leadership <p>By the end of course GMT5101, the participants shall be capable of:</p> <ul style="list-style-type: none"> • understanding the concepts of global sourcing and supply chain management (SCM) • and relationships between the operational functions in the value chain • distinguishing between company internal and external operations and draw the linkages between them • systematically analyzing core supply chain (SC) processes in order to optimize speed, certainty, flexibility, sustainability, and cost effectiveness • understanding process oriented planning and controlling of SC functions • explaining key performance areas of SCM and procurement with regard to cost and quality parameters including their connections to the overall targets of a company • outlining common information systems in SCs and explain their importance for SCM • defining common architectures and strategic archetypes of SCM
<p>Content</p>	<p>HRM5081:</p> <ul style="list-style-type: none"> • Context of HR Management • Organizational structures in HR management • HR controlling and planning • Recruitment, employee selection and onboarding • Deployment and performance management • Compensation and benefits • HR development

	<ul style="list-style-type: none"> • Organizational development • HR policies and strategic human resources management • New trends in HR <p>BIS5015:</p> <ul style="list-style-type: none"> • Current key information technology and management issues • Challenges in designing, implementing, and managing company-wide information systems infrastructure in global environments, • Specific business models and strategies used in IS, • Business strategy and IT/IS strategy, • Usage of IT/IS to establish new business models and to transform existing business models of companies <p>GMT5101:</p> <ul style="list-style-type: none"> • Supply Chain Management and business process management • Transport and transshipment • Warehouse management • Logistics structures and network planning • Principles of procurement • Supplier evaluation and selection • Supply chain management strategies • Supply chain controlling • Information and communication technologies • Sustainability in logistics and supply chains
<p>Workload</p>	<p>270 hours, thereof Contact time 90 hours (6 hours per week x 15) self-study 180 hours (for preparation of course and exam)</p>
<p>Literature</p>	<p>Always latest edition</p> <p>HRM5081:</p> <ul style="list-style-type: none"> • Cascio, W. F.: Strategies for responsible restructuring. Academy of Management Executive, 19 (4), pp 39-50 • Cascio, W. F./Aguinis, H. Applied Psychology in Human Resource Management, Pearson • Dessler, G.: Human Resource Management, Global Edition, Pearson • Lussier, R. N./Hendon, J. R.: Human Resource Management, Sage • Rees, G./Smith, P. E.: Strategic Human Resource Management, Sage • Torrington, D./Hall, L./Taylor, S./Atkinson, C.: Human Resource Management, Pearson • Ulrich, D./Younger, J./Brockbank, W./Ulrich, M.: HR from the outside in, McGraw-Hill • Wilton, N.: An Introduction to Human Resource Management, Sage <p>BIS5015:</p> <ul style="list-style-type: none"> • Students are expected to read a wide range of Journal articles and academic literature. The course is based on the issues raised in academic and industry research. Students will be provided with Literature Reviews and Bibliographies on each seminar topic

	<p>GMT5101:</p> <ul style="list-style-type: none"> • Chopra, S./Meindl, P.: Supply chain management: Strategy, planning & operation, Prentice Hall • Fisher, M. L.: What is the right supply chain for your product? Harvard Business Review, 75(2), 105-116 • Gleissner, H./Möller, K.: Case Studies in Logistics: The practical application of logistics methods and instruments, Springer Gabler (e-book) • Gleissner, H./Femerling, J.C.: Logistics: Basics – Exercises – Case Studies, Springer International Publishing (e-book) • Ivanov, D./Tsipoulanis, A./Schönberger, J.: Global Supply Chain and Operations Management: A Decision Oriented Introduction to the Creation of Value, Springer International Publishing (e-book) • Lee, H. L.: Aligning supply chain strategies with product uncertainties. California Management Review, 44(3), 105-119 • Mentzer, J. T./DeWitt, W./Keebler, J. S./Min, S./Nix, N. W./Smith, C. D./et al: Defining supply chain management. Journal of Business Logistics, 22(2), 1-25
Others	<p>Selected offerings of this module might be organized as Fast Tracks (with an increased workload during the lecture period and examination before Christmas).</p>
Last edited	April 2021

ECO5040 – FOUNDATIONS IN ECONOMICS	
ID	ECO5040
Study semester	1
Credits	5 Credits
Hours per week	4
Frequency	Each winter semester
Courses	Microeconomics – ECO5041 Macroeconomics – ECO5042
Kind of Examination / Duration of Examination	PLK – 120 min
Granting of credits	Pass of the written examination
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	ECO5041: Lecture with exercises, presentations ECO5042: Lecture with exercises, case studies, presentations
Responsible person:	Prof. Dr. Strotmann, Harald
Lecturer:	ECO5041 – Prof. Dr. Beck, Hanno ECO5042 – Prof. Dr. Strotmann, Harald
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • having a good basic understanding of how models work and how they are used • knowing how markets work and can apply their knowledge to current economic questions • knowing how consumers decide • knowing how companies act; what determines the supply of a market and how goods are priced • having some basic insights into game-theoretic problems • having some ideas how to make best out of life (that's at least what economics is all about) • understanding the importance and consequences of macroeconomic conditions for the economy as well as for business decisions • interpreting and applying the basics of macroeconomic models and theories to real world economies. • applying medium and long-run neoclassical and short-run Keynesian macroeconomic theory to current economic topics • explaining major determinants of growth, employment, and price stability. • understanding the causes and consequences of low

	<p>growth rates, unemployment and inflation on business and the economy</p> <ul style="list-style-type: none"> • interpreting different short- and long-run monetary and fiscal policies to overcome macroeconomic problems and having a clear idea how these policies can affect the economy and business
Content	<p>ECO5041:</p> <ul style="list-style-type: none"> • Consumer Keynesian • Individual and market demand • Production; costs of production • Profit maximation • Competitive and non-competitive markets • Game theory • External effects and public goods <p>ECO5042:</p> <ul style="list-style-type: none"> • Macroeconomic goals: price stability, employment, economic growth • Economic growth and welfare • Long-run neoclassical approaches • Labor, capital, monetary and product market • Supply-side economics and long-run monetary policy • Business cycles • Short-run Keynesian approaches • Demand-side fiscal and monetary policies to dampen business cycle
Workload	<p>150 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 90 hours (for preparation of course and exam)</p>
Literature	<p>Always latest edition</p> <ul style="list-style-type: none"> • Barro, R.: Macroeconomics: A Modern Approach, Fort Worth, TX • Blanchard, O.: Macroeconomics, Upper Saddle River, NJ • Dornbusch, R./Fisher, S./Startz, R.: Macroeconomics, Boston, MA • Harford, T.: The undercover economist, London • Mankiw, G.: Principles of Economics, Fort Worth, TX • Mankiw, G./Taylor, M.: Economics: Special Edition with Global Economic Watch, Andover • Pindyck, R./Rubinfeld, D.: Microeconomics, Upper Saddle River, NJ • Samuelson, P./Nordhaus, W.: Economics, Boston, MA • Stiglitz, J./Walsh, C.: Economics, New York, NY
Last edited	June 2019

SIC5110 – MANAGEMENT SKILLS	
ID	SIC5110
Study semester	1, 2
Credits	7 Credits
Hours per week	7
Frequency	Each winter semester: SIC5102 Each summer semester: GMT5501; GMT5701; GMT5702; GMT5703; IBU5011
Courses	<u>Mandatory courses:</u> Presentation Skills – SIC5102 (1 Credit) Project Management – GMT5501 (2 Credits) <u>Management Skills Electives (choose two courses – 4 Credits):</u> Decision Making – GMT5701 (2 Credits) Change Management – GMT5702 (2 Credits) Leadership – GMT5703 (2 Credits) Cross Cultural Management – IBU5011 (2 Credits)
Kind of Examination / Duration of Examination	SIC5102: UPL GMT5501: PLR GMT5701: PLK/PLH/PLR – 60 min GMT5702: PLK/PLH/PLR – 60 min GMT5703: PLK/PLH/PLR – 60 min IBU5011: PLK/PLH/PLR – 60 min
Granting of credits	Credits are granted for the individual component courses based on the respective exams
Significance for final grade	Weighted by number of credits (excluding courses with UPL)
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	SIC5102: Interactive approach, seminar, presentation GMT5501: Lecture with exercises, case studies, presentation GMT5701: Lecture with workshop, presentation GMT5702: Lecture with presentations, discussion, case studies GMT5703: Seminar with case studies, presentations, Leadership profile paper IBU5011: Seminar with case studies, presentations
Responsible person:	Prof. Dr. Strotmann, Harald
Lecturer:	SIC5102 – Guest lecturer GMT5501 – Prof. Dr. Sander, Frauke GMT5701 – Guest lecturer GMT5702 – Guest lecturer GMT5703 – Guest lecturer IBU5011 – Guest lecturer
Attendance for other programs	None

<p>Objectives</p>	<p>By the end of course SIC5102, the participants shall be capable of:</p> <ul style="list-style-type: none"> • applying professional presentation techniques to have more impact on your public and make convincing presentations • knowing how to craft and deliver messages that influence • mastering the techniques to get prepared for a key moment (conference, meeting, key customer presentation, a presentation to partners or investors...) • having self-confidence and overcome possible stress linked to public speaking <p>By the end of course GMT5501, the participants shall be capable of:</p> <ul style="list-style-type: none"> • creating a project charter, a scope statement and a Work Breakdown Structure (WBS) as part of the project scope management • developing a network diagram and critical path, and create a project schedule • establishing ways of monitoring schedule and cost performance using earned value techniques. • assessing major schedule, cost, and performance risk elements and understand the approach for managing risks • understanding how to develop and manage a high-performance project team • determining key elements of a communications plan to keep stakeholders informed about progress, problems, and controls • establishing a closeout strategy that will maximize the value of the project experience to the organization by capturing best practices and lessons learned <p>By the end of course GMT5701, the participants shall be capable of:</p> <ul style="list-style-type: none"> • analyzing management situations using the same tools and concepts that are used by professional organizations • developing a conceptual structure of a management decision/planning problem from the real business world • choosing and developing an appropriate model for a given situation • building models in Excel spreadsheets to support management in decision making • finding and using appropriate data for each case • comparing between projects and make better resource allocation decisions • thinking critically and analytically about different business problems and management decisions in different areas such as strategy, marketing, sales, investments, finance, supply chain or any other aspect of life • designing visual outputs (as printout or Powerpoint slide) to better communicate the generated results and insights to executives with limited time and plenty of decisions to make • convincing management by using strong quantitative arguments derived from the models.
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	<p>By the end of course GMT5702, the participants shall be capable of:</p> <ul style="list-style-type: none"> • having an overview and understanding of theories, concepts and frameworks underlying the practice of management of change and transformations • working with the skills, tools and best practices needed to effectively analyze different change situations • applying case studies and reviews of actual change situations; students will learn and practice how to plan and implement different change interventions including: improvement of teamwork, conflict management, post-merger integration, structuring of transformation initiatives, creating momentum for digitalization and innovation <p>By the end of course GMT5703, the participants shall be capable of:</p> <ul style="list-style-type: none"> • demonstrating knowledge about different leadership concepts—both personality- and situation-related • understanding and articulating the difference between leadership and management, and apply these differences in appropriate situations and settings. • establishing links between leadership theories, social science, and students’ personal goals and life objectives • identifying, articulating, and beginning to develop leadership-related personal strengths and talents, and make links with primary theories of leadership • understanding the key mechanisms of social influence and develop the basic skills of mobilizing and engaging others • creating a thorough Personal Leadership Profile— an assessment of personal capabilities and a plan to further develop leadership skills. • developing action plans to further increase leadership capabilities and strengths • developing professional ability by drawing from the experiences and insights of others, acknowledging and building on others’ ideas, and demonstrating respect toward others <p>By the end of course IBU5011, the participants shall be capable of:</p> <ul style="list-style-type: none"> • considering the nature of intercultural communication • thinking across cultural differences • experimenting with different ways of acting in cross-cultural situations • reflecting on the cultural foundations of economic systems and of organizational practices
<p>Content</p>	<p>SIC5102: Making Memorable Presentations</p> <ul style="list-style-type: none"> • Installation of the fundamentals of speaking in public • Structural language and key elements of good presentations • Workshops to master and optimize presentation openers to create a climate of success

- Workshop to augment influence and impact by using your voice more effectively
- Study of body language and stress management
- Workshop to build solid conclusions
- Filmed sequences with coaching on individual performance

Storytelling

- The Elevator Pitch: how to present yourself and your business in 30 seconds with maximum impact
- Rhetoric workshop: augment your influence thanks to the use of proven techniques of rhetoric
- The art of storytelling: mankind is hard-wired to learn through stories and the art of storytelling is the best way to sell, convince, persuade
- Filmed presentations: each participant makes presentations that are filmed allowing coaching on individual performance

GMT5501:

- Lecture overview & organization
- Introduction to Project Management
- Project Management Framework
- Integration Management
- Scope Management
- Time Management
- Cost Management
- Quality Management
- Human Resources Management
- Communications & Stakeholder Management
- Risk Management
- Procurement Management
- Stakeholder Management

GMT5701:

- Decision making
- Management science
- Modeling
- Microsoft Excel
- Data analysis

GMT5702:

- Theoretical models and theories of change – key frameworks
- Sponsorship and communication of change
- Introduction to corporate culture
- Corporate culture and aspects of merging companies with different cultures
- Transformation initiatives: planning frameworks and critical success factors
- T-Mapping
- Digitalization (digital innovation and new business models) and change aspects
- Design and facilitation of workshops
- Aspects of high-performance teams
- Review of actual large complex project and change aspects

	<ul style="list-style-type: none"> • Individual reaction to change and aspects of personalities • Coaching and mentoring for change; motivation aspects • MOC consulting – role of internal and external consultants • Design and implementation of new organizations • Startups – dynamics and leadership aspects <p>GMT5703:</p> <ul style="list-style-type: none"> • Personal, Interpersonal, and Organizational Leadership • Leadership Vs. Management • 360-degree Feedback • Bringing out others’ strengths • Engaging as a leader • The impact of the leader on the organization • The leader as a coach • Building Trust • Day-to-day leadership <p>IBU5011:</p> <ul style="list-style-type: none"> • Importance of cross-cultural management, and of the major theoretical and empirical studies which examine the impact of different national cultures on work and employment • Range of international management practices and how organizational and national culture impacts upon them • Knowledge of comparative management and employment models and their implications for management and employment in different national contexts and the international context • Challenges and opportunities of doing business in different countries.
<p>Workload</p>	<p>210 hours, thereof Contact time 105 hours (7 hours per week x 15) self-study 105 hours (for preparation of course and exam)</p>
<p>Literature</p>	<p>Always latest edition SIC5102:</p> <ul style="list-style-type: none"> • Witt, C.: Real Leaders Don’t Do PowerPoint, ISBN-10: 0307407705 • Heath, C./Heath D.: Made To Stick: Why Some Ideas Survive And Others Die, Random House, ISBN-10: 1400064287 • Walter, E.: The Power of Visual Storytelling: How to Use Visuals, Videos, and Social Media to Market Your Brand, McGraw-Hill Education, ISBN-10: 007182393X • Direster, D.: Knockout Presentations: How to Deliver Your Message With Power, Punch and Pizzazz, Chandler House Press, ISBN-10: 1886284253 • Duarte, N.: Resonate, John Wiley & Sons, ISBN-10: 0470632011

- Dolan, G./Naidu, Y.: Hooked: How Leaders Connect, Engage and Inspire with Storytelling, Wrightbooks, ISBN-10: 1118637623
- Hall, E. T./ Hall, M. R.: Understanding Cultural Differences (Germans, French and Americans), Intercultural Press, ISBN-10: 1877864072

GMT5501:

- PMBoK: A guide to the Project Management Body of Knowledge (PMBOK Guide), Project Management Institute
- PMI: Agile Practice Guide, Project Management Institute
- Mulcahy et. Al.: Rita Mulcahy's PMP Exam Prep, RMC Publications
- Bowen: Project Management Manual, Havard Business School
- Kerzner: Project Management, Wiley & Sons
- Schelle / Ottmann / Peiffer: ProjektManager, GPM (German)

GMT5701:

- Powell, S. and Baker, K.: Management Science: The Art of Modeling with Spreadsheets, John Wiley & Sons, ISBN: 978-1118582695
- Balakrishnan, N., Render, B. and Stair, R.: Managerial Decision Modeling with Spreadsheets, Pearson, ISBN: 978-0136115830
- Winston, W.: Microsoft Excel Data Analysis and Business Modeling, Microsoft Press, ISBN: 978-1509304219
- Winston, W. and Albright, C.: Practical Management Science, South Western Cengage Learning, ISBN: 978-1305250901
- Benninga, S.: Financial Modeling, MIT Press, ISBN: 978-0262027281

GMT5702:

- Cohen, D. S.: The Heart of Change Field Guide
- Barner, R. W.: Team Troubleshooter
- Grievies, J.: Organizational Change – Themes and Issues
- Voehl, F./ Harrington, H. J.: Change Management

GMT5703:

- ENGAGEMENT MAGIC: Five Keys for Engaging People, Leaders, and Organizations

IBU5011:

- Adler, N.: International Dimensions of Organizational Behavior, Southwestern
- Branine, M.: Managing Across Cultures : Concepts, Policies and Practices London, Sage
- Dumetz, J.: Cross-cultural Management textbook, Student Edition

	<ul style="list-style-type: none"> • Hall, E. T./Hall, M. R.: Hidden Differences, Studies in International Communication: How to communicate with the Germans, Hamburg • Hampden-Turner, C. M./Trompenaars, F.: Building Cross-cultural competence, Chichester (Wiley) • Trompenaars, F./Turner C. H.: Riding the Waves of Culture, McGraw-Hill
Others	<p style="color: red;">Selected offerings of this module might be organized as Fast Tracks (with an increased workload during the lecture period and examination before Christmas).</p>
Last edited	June 2019

GMT5600 – COMPANY EXPERIENCE – TOPICS AND CHALLENGES IN CURRENT BUSINESS	
ID	GMT5600
Study semester	1, 2, 3
Credits	3 Credits
Hours per week	3
Frequency	GMT5601 Each winter semester GMT5602 Each summer semester GMT5604 Each winter semester
Courses	Company experience I – GMT5601 (1 Credit) Company experience II – GMT5602 (1 Credit) Company experience III – GMT5604 (1 Credit)
Kind of Examination / Duration of Examination	GMT5601: UPL GMT5602: UPL GMT5604: UPL
Granting of credits	Credits are granted for participation in excursions, attendance of guest talks in classroom
Significance for final grade	UPL
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Excursions to companies, Discussion with company guests at presentations on campus
Responsible person:	Prof. Dr. Schwaab, Markus-Oliver
Lecturer:	GMT5601: Prof. Dr. Schwaab, Markus-Oliver GMT5602: Prof. Dr. Schwaab, Markus-Oliver GMT5604: Prof. Dr. Schwaab, Markus-Oliver
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • having a good understanding of different fields of business (manufacturing and non-manufacturing) in Germany • having gained practical insights both into the business of large multinational companies and of global small and medium sized companies (“hidden champions”) • having gained insights into characteristics of family-owned business in Germany • being able to critically reflect how to apply learnings from classroom into practice, and to also critically reflect learnings from classroom with respect to the experiences of practitioners

	<ul style="list-style-type: none"> • having acquired a deep and profound understanding of special aspects of business. Thereby, topics of GMT5602 may change from year to year
Content	<ul style="list-style-type: none"> • Excursions to companies from different size, industries, backgrounds • Guests in classroom from companies from different size, industries, backgrounds
Workload	90 hours, thereof Contact time 75 hours, self-study 15 hours (for preparation of course)
Literature	No general literature, for specific excursions or excursion weeks literature may depend on the topic of the excursions or the guests in classroom
Last edited	June 2019

GMT5620 – RESEARCH METHODS	
ID	GMT5620
Study semester	1,2
Credits	7 Credits
Hours per week	6
Frequency	Each winter semester: AQM5041 Each summer semester: SIC5101, SIC5121, AQM5201
Courses	Scientific Writing and Literature Research – SIC5101 (1Credit) Qualitative Research – SIC5121 (1Credit) Foundations in Statistics – AQM5041 (2 Credits) Business Analytics – AQM5201 (3 Credits)
Kind of Examination / Duration of Examination	SIC5101: UPL SIC5121: UPL AQM5041: PLK – 60 min AQM5201: PLH+PLR – 60min
Granting of credits	Credits are granted for the individual component courses based on the respective exams
Significance for final grade	Weighted by number of credits (excluding courses with UPL)
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	SIC5101 and SIC5121: Lecture with exercises, presentations, case studies AQM5041: Lecture with computer exercises, software-based implementation with SPSS AQM5201: Lecture with computer exercises, presentations, term paper
Responsible person:	Prof. Dr. Strotmann, Harald
Lecturer:	SIC5101 – Prof. Dr. Beck, Hanno SIC5121 – Prof. Dr. Sander, Frauke AQM5041 - Prof. Dr. Wüst, Kirsten AQM5201 – Prof. Dr. Cleff, Thomas
Attendance for other programs	None
Objectives	By the end of course SIC5101, the participants shall be capable of: <ul style="list-style-type: none"> • being able to write a paper that meets requirements for a scientific paper, a thesis or a term paper • being able to search and find important scientific sources for their research • knowing how to break down a complex topic into a well-arranged structure By the end of course SIC5121, the participants shall be capable of:

	<ul style="list-style-type: none"> • defining a research problem or question in a structured way based on an issue tree • finding and analyzing existing data based on secondary research • creating new data based on adequate primary research methods • editing and interpreting new data and summarizing findings into an appropriate storyline as well as illustrating findings with adequate graphs <p>By the end of course AQM5041, the participants shall be capable of:</p> <ul style="list-style-type: none"> • understanding the meaning of simple statistical concepts in the economic environment • being able to calculate and interpret descriptive univariate key figures of a data set • having the skills to correctly apply and interpret bivariate techniques of correlation and regression • being able to interpret graphical results correctly • being able to recognize and avoid statistical erroneous sources and attempts of manipulation • being able to descriptively evaluate smaller data sets per hand and eventually per SPSS • having a first idea about hypothesis testing <p>By the end of course AQM5201, the participants shall be capable of:</p> <ul style="list-style-type: none"> • applying simple statistical methods and advanced multivariate analysis • operating with statistical software packages • analyzing, contrasting and interpretation of statistical data • demonstrating of data analysis in the context of strategic decisions
<p>Content</p>	<p>SIC5101:</p> <ul style="list-style-type: none"> • Literature research: strategies, sources • Software: Citavi • Mindmapping • Metaplan analysis • Rules for writing and citation • Plagiarism <p>SIC5121:</p> <ul style="list-style-type: none"> • Defining the research question • Conducting secondary / desk research • Conducting primary research • Structuring results <p>AQM5041:</p> <ul style="list-style-type: none"> • Some preliminaries • Univariate descriptive statistics (1): frequency table, bar and pie chart, histogram • Univariate descriptive statistics (2): summarize the center, the dispersion and the skewness of a distribution • Data handling

	<ul style="list-style-type: none"> • Bivariate relationships among variables <ul style="list-style-type: none"> ○ Bivariate relationships among two nominal scaled variables and differences between groups (chi-square, Cramer's V, Phi, Contingency coefficient) ○ Bivariate relationships among two interval scaled variables (Pearson) ○ Bivariate relationships among two ordinal scaled variables (Spearman) ○ Linear regression • Idea of hypothesis testing <p>AQM5201:</p> <ul style="list-style-type: none"> • Data analysis and data interpretation based on knowledge mediated methods • Research Design & Measurement and Scaling • Univariate Statistics and Tests with SPSS • Analysis of Variance (ANOVA) • Regression • Cluster Analysis • Exploratory Factor Analysis • Sampling; Sample Size Determination • Ethical issues in quantitative studies: objectivity, neutrality, the issue of data mining
<p>Workload</p>	<p>210 hours, thereof Contact time 90 hours (6 hours per week x 15) self-study 120 hours (for preparation of course and exam)</p>
<p>Literature</p>	<p>Always latest edition</p> <p>SIC5101:</p> <ul style="list-style-type: none"> • American Psychological Association: Publication Manual of the American Psychological Association, Washington, DC • Pforzheim Business School (URL): The Business School Guidelines for Preparation of Business and Legal Academic Papers, Pforzheim <p>SIC5121:</p> <ul style="list-style-type: none"> • Lune, H./Berg, B.L.: Qualitative Research Methods for the Social Sciences, Pearson • Minto, B.: The Pyramid Principle: Logic in Writing and Thinking, Financial Times Series • Zelany, G.: The say it with Charts Complete Toolkit, McGraw-Hill <p>AQM5041:</p> <ul style="list-style-type: none"> • Cleff, T.: Exploratory Data Analysis in Business and Economics: An Introduction Using SPSS, Stata, and Excel, Springer • Interactive Online Material <ul style="list-style-type: none"> ○ http://davidmlane.com/hyperstat/ ○ http://www.sjsu.edu/faculty/gerstman/StatPrimer/ <p>AQM5201:</p>

	<ul style="list-style-type: none"> • Sarstedt, M./Mooi, E.: A concise guide to market research: The process, data, and methods using IBM SPSS Statistics, Springer Berlin <ul style="list-style-type: none"> ○ Available online through our library! ○ See corresponding webpage: http://www.guide-market-research.com/ • Janssens, W./Wijnen, K./Pelsmacker de, P./Kenvove van, P.: Marketing Research with SPSS, Essex: Pearson Education, ISBN: 978-0273703839 • Brakus, J. J./Schmitt, B. H./Zarantonello, L.: Brand Experience: What Is It? How Is It Measured? Does It Affect Loyalty? Journal of Marketing, 73(3), 52-68 • Cleff, T./Walter, N./Xie, J.: The Effect of Online Brand Experience on Brand Loyalty: A Web of Emotions, IUP Journal of Brand Management, 15 (1), 7-24 • Cleff, T.: Exploratory Data Analysis in Business and Economics: An Introduction Using SPSS, Stata, and Excel, Heidelberg et al • Malhotra, N. K.: Marketing research: An applied orientation. Upper Saddle River, NJ: Pearson Education. (ISBN-10: 0136085431 or ISBN-13: 9780136085430).
Last edited	June 2019

GMT 5430 – STRATEGIC MANAGEMENT UND INTERNATIONAL BUSINESS DEVELOPMENT	
ID	GMT5430
Study semester	2
Credits	5 Credits
Hours per week	4
Frequency	Each summer semester
Courses	Strategic Management und International Business Development - GMT5431
Kind of Examination / Duration of Examination	PLR+PLK – 90min
Granting of credits	Pass of the written exam, academic assessment of presentations - both parts of the class assessment have to be passed individually
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Lectures with exercises, case studies, presentations
Responsible person:	Prof. Dr. Sander, Frauke
Lecturer:	Prof. Dr. Sander, Frauke
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • analyzing the external environment of an enterprise, i.e. identify the main structural features of an industry based on an appropriate selection of analysis tools • appraising the resources and capabilities of the firm in terms of their ability to confer sustainable competitive advantage • demonstrating understanding of the concept of competitive advantage and its sources • describing corporate strategy in terms of corporate parenting, business scope and different growth strategies • describing different generic competitive strategies on a business level and apply blue-ocean strategies to identify uncontested market space • understanding how to “go international” including motives, market selection, market entry strategy and decisions on whether to standardize or differentiate on global markets • explaining the drivers for successful strategy execution and understand the role of culture and organizational design

<p>Content</p>	<ul style="list-style-type: none"> • What is Strategy and Strategic Management? • Strategic Analysis: External Perspective • Strategic Analysis: Internal Perspective • Strategic Guideposts: Vision, Mission and company culture • Strategy formulation: Corporate level • Market analysis presentations • Strategy formulation: Business level • Strategy formulation: M&A • Strategy formulation: Going international • Choosing the right strategy • Strategy implementation
<p>Workload</p>	<p>150 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 90 hours (for preparation of course and exam)</p>
<p>Literature</p>	<p>Always latest edition</p> <ul style="list-style-type: none"> • Johnson, G./Whittington, R./Regner, P./Scholes, K./Angwin, D.: Exploring Corporate Strategy, Pearson • Wunder, T.: Essentials of Strategic Management, Schäffer-Poeschel, Stuttgart • Barney/Hesterly: Strategic Management and Competitive Advantage • Kotler/Berger/Bickhoff: The Quintessence of Strategic Management, Berlin/Heidelberg. • Porter: What is Strategy?, in: Harvard Business Review, p. 61-78 • Morschett, D./Schramm-Klein, H./Zentes, J.: Strategic International Management, Wiesbaden
<p>Last edited</p>	<p>June 2019</p>

CON5040 – ACCOUNTING AND FINANCE IN AN INTERNATIONAL CONTEXT	
ID	CON5040
Study semester	2
Credits	5 Credits
Hours per week	4
Frequency	Each summer semester
Courses	Business Controlling in an International Context – CON5041
Kind of Examination / Duration of Examination	PLR/PLK – 90min
Granting of credits	Pass of the examination
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Lecture with exercises, case studies
Responsible person:	Prof. Dr. Britzelmaier, Bernd
Lecturer:	CON5041 – Prof. Dr. Britzelmaier, Bernd
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • understanding the concepts of accounting and controlling in a global business context • applying basic managerial accounting concepts • explaining, operating and evaluating the usefulness of different controlling tools • applying major controlling instruments
Content	<ul style="list-style-type: none"> • The controller's role in the organization • Basic principles of cost accounting • Direct costing • Transfer prices • Capital Budgeting • Enterprise Planning • Value-based management
Workload	<p>150 hours, thereof</p> <p>Contact time 60 hours (4 hours per week x 15)</p> <p>self-study 90 hours (for preparation of course and exam)</p>
Literature	<p>Always latest edition</p> <ul style="list-style-type: none"> • Horngren, C./Foster, G./Datar, S.: Cost Accounting, Upper Saddle river, NJ/USA • Britzelmaier, B.: Controlling, Pearson, Halbergmoos, (German)

	<ul style="list-style-type: none"> • Charifzadeh, M./Taschner, A.: Management Accounting and Control, Weinheim • Ehrbar, A.: EVA, New York et al • Rappaport, A.: Creating Shareholder Value, New York et al • Rappaport, A.: A Guide for Managers and Investors, Creating Shareholder Value Free Press • Stewart, G. B.: The Quest for Value, Collins Business, New York • Kaplan, R.S./Norton, D.P.: The Balanced Scorecard, Harvard Business School Press, Boston • Kaplan, R.S./Norton, D.P.: The Strategy-focused Organization: How Balanced Scorecard Companies thrive in the new business environment, Harvard Business School Press, Boston
Last edited	June 2019

GMT5200 – INNOVATION AND BUSINESS DYNAMICS I	
ID	GMT5200
Study semester	2
Credits	5 Credits
Hours per week	4
Frequency	Each summer semester
Courses	Innovation Management I – GMT5201
Kind of Examination / Duration of Examination	PLH/PLR
Granting of credits	Academic assessment of assignments and presentations
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Lecture with case studies, simulations
Responsible person:	Prof. Dr. Janovsky, Jürgen
Lecturer:	GMT5201 – Prof. Dr. Janovsky, Jürgen
Attendance for other programs	None
Objectives	By the end of the module, the participants shall be capable of: <ul style="list-style-type: none"> • understanding the current relevance of Innovation Management • achieving familiarity with important success factors • acquiring knowledge for the successful improvement of innovation performance • disposing of the know-how for activating the vehicles in the relevant process
Content	<ul style="list-style-type: none"> • Introductory Overview on Innovation Management: • Relevance and current challenges (esp. in terms of globalization and digitalization) • Alternatives for Strategic Technology Management • Success factors and recent desiderata • Characteristics of organizational structures favoring innovation • Optimizing the different stages of the innovation process • Improving the commercial output of innovation projects
Workload	150 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 90 hours (for preparation of course and exam)

<p>Literature</p>	<p>Always latest edition</p> <ul style="list-style-type: none"> • Anthony, S. et al.: Build an Innovation Engine in 90 days, HBR, (https://hbr.org/2014/12/build-an-innovation-engine-in-90-days) • Brem, A./Viardot, E.: Revolution of Innovation Management, Palgrave Mac Millan • Chechurin, L./Collan, M. (ed.): Advances in Systematic Creativity : Creating and Managing Innovations , Palgrave Mac Millan • Gassmann, O. et al.: The Business Model Navigator, Munich • Goffin, K./Mitchell, R.: Innovation Management: Effective Strategy and Implementation, N.Y. • Tesch, J.F. (ed.): Business Model Innovation in the Era of the Internet of Things : Studies on the Aspects of Evaluation, Decision Making and Tooling, Springer • De Jong, M. et al.: The eight essentials of innovation, McKinsey Quarterly, (http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/the-eight-essentials-of-innovation) • OECD: Science, Technology and Industry Outlook, Paris
<p>Last edited</p>	<p>June 2019</p>

ECO5060 – SUSTAINABLE GLOBALIZATION I	
ID	ECO5060
Study semester	2
Credits	5 Credits
Hours per week	4
Frequency	Each summer semester
Courses	International Economics – ECO5061 Sustainable Development – ESR5062
Kind of Examination / Duration of Examination	PLH/PLR/PLK/PLM – 60min
Granting of credits	Pass of the oral examination and academic assessment of term paper/presentations
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Lectures with interactive discussion, brief current case studies, term paper, presentation and discussion
Responsible person:	Prof. Dr. Strotmann, Harald
Lecturer:	ECO5061 – Prof. Dr. Strotmann, Harald ESR5062 – Prof. Dr. Volkert, Jürgen
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • understanding main issues and mechanisms of global integration of markets for goods and services and for factors of production • being able to analyze the effects of global economic integration with respect to economic efficiency, overall wealth and standards of living • understanding the distributional consequences of global economic integration producing winners and losers • being capable of analyzing and discussing critical issues of economic globalization (low wages, human rights and labor conditions, sweatshops etc.) with respect to underlying economic mechanisms • having improved their capacity to write an academic paper on a current topic in international economics based upon a profound literature survey and taking into account the standards of academic writing • having improved their capacity to present and to discuss the results of their term paper in a clearly comprehensible, logical and convincing manner. • having improved their capacity to work effectively in teams

	<ul style="list-style-type: none"> • recognizing ethical problems better, which can arise from business activities in a global environment and account for them accordingly • analyzing the nature and dimensions of sustainable human development and how they affect transnational corporations • identifying normative ethical backgrounds of sustainable development as well as potential conflicts for business and society • acquiring a clear perception of the causes, consequences and challenges of global sustainable development that companies are confronted with • understanding the decisive role of governments, NGOs and other stakeholders, as main drivers of the global corporate environment. • discussing the relation between economic growth and sustainable development and assessing the relevance of efficiency and sufficiency options – for the economy as well as for companies • analyzing, explaining and discussing environmental policy instruments
<p>Content</p>	<p>ECO5061:</p> <ul style="list-style-type: none"> • Determinants and Effects of Free Trade • Winners and Losers in Economic Globalization • International Trade Policy and the WTO • International Factor Movements – FDI and Migration • Global Imbalances – Balance of Payment • Flexible and Fixed Exchange Rates • Financial Crises and the Role of the IMF • Globalization, Low Wages and Labor Rights <p>ESR5062:</p> <ul style="list-style-type: none"> • Sustainable Development – Concepts, Governance and Corporations • Economic Sustainability and Growth • Multidimensional Development: Social Sustainability • Multidimensional Development: Environmental Sustainability • Revisiting Good Governance, Institutions and Corporations
<p>Workload</p>	<p>150 hours, thereof Contact time 60 hours (4 hours per week x 15) self-study 90 hours (for preparation of course and exam)</p>
<p>Literature</p>	<p>Always latest edition</p> <ul style="list-style-type: none"> • Appleyard, D./Field, A./Cobb, S.: International Economics, McGraw-Hill, New-York • Blanchard, O./Johnson, D.W.: Macroeconomics, London • Feenstra, R./Taylor, A.M.: International Economics, Worth Publishers London • Kreinin, M. E.: International Economics: A Policy Approach, Pearson Krugman, P. R.

	<ul style="list-style-type: none">• Obstfeld, M./Melitz, M.: International Economics. Theory & Policy, Pearson• Todaro, M. P./Smith, S. C.: Economic Development, Addison-Wesley, Boston.• Perkins, D. H./Radelet, S./Lindauer, D. L.: Economics of Development, W.W. Norton, New York, London
Last edited	June 2019

BIS6030 – DIGITAL TRANSFORMATION	
ID	BIS6030
Study semester	3
Credits	5 Credits
Hours per week	3
Frequency	Each Winter Semester
Courses	Digital Transformation – BIS6031
Kind of Examination / Duration of Examination	PLH/PLR/PLK - 90 min
Granting of credits	Essay / presentation / written examination
Significance for final grade	Weighted by number of credits
Class Size	Class Participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Lecture with case studies, presentations and group work
Responsible person:	Prof. Dr. Weiß, Peter
Lecturer:	Prof. Dr. Weiß, Peter
Attendance for other programs	None
Objectives	<p>By the end of the course, the participants shall be capable of:</p> <ul style="list-style-type: none"> • explaining and defining change drivers in the environment of companies that influence digital transformation • defining digital transformation and giving concrete examples • defining, repeating and illustrating what digital strategies are based on concrete examples and use cases • explaining and discussing the key messages and research domains of service systems engineering and how it contributes to synthesize and evaluate solution designs • recalling and describing a systematic way how companies can transform their value creation processes • summarizing and arguing the role of enterprise architecture to overcome challenges of digital transformation • defining and discussing new capabilities that companies need to execute digital strategies • recalling, naming and defining pivotal concepts and their impact on digital transformation • classifying digital business models based on introduced frameworks and dimensions • analyzing and discussing digital business models based on real life examples and referring to case studies of the course

	<ul style="list-style-type: none"> • discussing and criticizing existing business models and recommend how they value propositions need to be transformed to sustain in the digital age • combining and integrating approaches and concepts to design digital strategies, digital business models • pointing out and arguing how S-D logic and service systems can be the basis to derive new capabilities to master digital transformation • independently proposing and validating solution designs to solve typical problems in relation to digital transformation • analyzing and formulating concrete requirements for solutions designs following an explorative and use-case based design approach • describing and discussing pros and cons of service science research to master digital transformation and recall and explain main purpose and objectives of action design research as process model; including selection and comparison of alternative approaches
Content	<ul style="list-style-type: none"> • Digitization and digital transformation • Digital strategies and strategic agility • Development of a compelling digital strategy (ingredients, elements) • Foundations and theories to back up and inspire digital strategies • Digital business models • Enterprise architecture and enterprise coherence • Foundations of execution • Service systems engineering (architecture, interaction, mobilization) • S-D logic • Service-led strategies • Digitally enabled services • Digital service innovations • Platform-based strategies • Enterprise capabilities • New perspectives and new capabilities • Case studies on digital transformation
Workload	<p>150 hours, thereof Contact time 45 hours (3 hours per week x 15) self-study 105 hours (for preparation of course and exam)</p>
Literature	<p>Always latest edition</p> <ul style="list-style-type: none"> • Galliers, R.D./Leidner, D.E. (Eds): Strategic Information Management: Challenges and Strategies in Managing Information Systems, Fourth Edition, Routledge, New York • Norman, R.: Reframing Business: When the Map Changes the Landscape, John & Wiley, New York • Parker, G.P./Alstyne, Van, M.W/Choudary, S.P.: Platform Revolution. Norton & Company, New York London • Johnson, M. W.: Reinvent Student Business Models, Harvard Business Review Press, Boston

	<ul style="list-style-type: none"> • Chesbrough: Open Service Innovation: Rethinking Student Business to Grow and Compete in a New Era, Jossey-Bass • Kagermann, H./Oesterle, H./Jordan, J.: IT-Driven Business Models: Global Case Studies in Transformation, John Wiley & Sons • Ross, J.W./Weill, P./Robertson, D.C.: Enterprise architecture as strategy. Creating a foundation for business execution, Harvard Business School Press, Boston, Massachusetts • Lusch, R.F./Vargo, S.L.: Service-Dominant Logic: Premises, Perspectives, Possibilities, Cambridge University Press • Luftman, J.N. (Ed.): Competing in the Information Age: Align in the Sand, Oxford University Press, Oxford • Ross, J.W./Sebastian, I.M./Beath, C.M.: "How to Develop a Great Digital Strategy", In: MIT Sloan Management Review, Vol. 58, No. 2, pp. 6-10 • Arthur, W.B.: The Nature of Technology: What it is and how it evolves, Free Press, New York, • Böhmman, T./Leimeister, J.M./Möslein, K.: Service Systems Engineering. Business & Information Systems Engineering 6, 73-79 • Moore, G.: Systems of engagement and the future of enterprise IT: A sea change in enterprise IT. AIIM • Akaka, M.A./Vargo, S.L.: Technology as an operant resource in service (eco) systems. Information Systems and e-Business Management 12, 367-384 • Rigby, D. K.: "Digital-Physical Mashups". In: Harvard Business Review • Akaka, M.A./Vargo, S.L.: "Technology as an operant resource in service (eco)systems", Information Systems and e-Business Management, 12 (3), pp 367–384 • Warg, M./Weiß, P./Zolnowski, A./Engel, R.: "Service Dominant Architecture based on S-D logic for Mastering Digital Transformation: The Case of an Insurance Company", RESER Conference Proceedings, Naples, Italy • Weiß, P./Zolnowski, A./Warg, M.: Schuster. T.: Service Dominant Architecture: Conceptualizing the Foundation for Execution of Digital Strategies based on S-D logic. In: Proceedings HICSS, Hawaii • Kane, G.C./Palmer, D./Phillips, A.N./Kiron, D./Buckley, N.: Coming of Age Digitally. MIT Sloan Management Review and Deloitte Insights • Ross, J.W./Sebastian, I./Beath, C./Mocker, M./Moloney, K./Fonstad, N.: Designing and Executing Digital Strategies. Thirty Seventh Int. Conf. on IS, Dublin • Kane, G.C. /Palmer, D./Phillips, A.N./Kiron, D./Buckley, N.: "Strategy, not Technology Drives Digital Transformation", MIT Sloan Management Review. Deloitte University Press. pp.3-24
Last edited	June 2019

GMT6090 – INNOVATION AND BUSINESS DYNAMICS II	
ID	GMT6090
Study semester	3
Credits	5 Credits
Hours per week	3
Frequency	Each winter semester
Courses	Innovation Management II – GMT6091
Kind of Examination / Duration of Examination	PLH/PLR
Granting of credits	Academic assessment of presentations and assignments
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Lecture with exercises, discussions, case studies and presentations
Responsible person:	Prof. Dr. Strotmann, Harald
Lecturer:	Guest lecturer
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • understanding the interdisciplinary approach of product development as a blend of marketing, design and manufacturing incl. the basics of “Design Thinking” • accelerating the product development time • improving the design of their products to international standards and reducing the risks for the market launch
Content	<ul style="list-style-type: none"> • Design Thinking (Basics) • Importance of Product Development <ul style="list-style-type: none"> ○ Scope of Development Efforts ○ Role of Structured Methods ○ Benefits of Integration • Development Processes and Organizations • Product Planning <ul style="list-style-type: none"> ○ Product development opportunities ○ Market competition ○ Technology ○ Portfolio planning • Identifying Customer Needs <ul style="list-style-type: none"> ○ Introduction to Concept Development Phase and to Customer Needs ○ Benefits of Structured Methods ○ Review of Customer Needs Method

	<ul style="list-style-type: none"> ○ Discussion of Principles and Caveats ● Product Specifications <ul style="list-style-type: none"> ○ Translation of need expressed in language of customers to a measurable attribute ● Concept Generation, Selection & Testing ● Product Architecture ● Industrial Design ● Design for Manufacturing <ul style="list-style-type: none"> ○ Introduction to or Summary of DFM ○ DFM Principles and Caveats ● Prototyping ● Robust Design ● Patents and Intellectual Property ● Managing Projects ● Case Study: Product Design and Development example
Workload	<p>150 hours, thereof Contact time 45 hours (3 hours per week x 15) self-study 105 hours (for preparation of course and exam)</p>
Literature	<p>Always latest edition</p> <ul style="list-style-type: none"> ● Ulrich, K.T./Eppinger, S. D.: Product Design and Development, New York ● Roberts, E. B.: Innovation Driving Product, Process and Market Change, MIT Sloan, Cambridge ● Juergens, U.: New Product Development and Production Networks, Berlin ● Gessinger, G.H.: Materials and Innovative Product Development: From Concept to Market, Oxford ● Cross, N.: Design Thinking, Oxford
Last edited	June 2019

ESR6010 – SUSTAINABLE GLOBALIZATION II	
ID	ESR6010
Study semester	3
Credits	5 Credits
Hours per week	3
Frequency	Each winter semester
Courses	Corporate Responsibility and Sustainability Management – ESR6011
Kind of Examination / Duration of Examination	PLH/PLR/PLK – 60min
Granting of credits	Pass of the written or oral examination and academic assessment of term paper/presentations
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	Lecture with interactive approach, seminar-style presentations
Responsible person:	Prof. Dr. Volkert, Jürgen
Lecturer:	Prof. Dr. Volkert, Jürgen
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • understanding the challenges resulting from ethical/ sustainable development conflicts for business and management • analyzing ethical concepts or issues and their impacts on the responsibility of companies and societies • identifying and analyzing ethical conflicts • solving ethical conflicts based on corporate ethics and sustainability management tools and techniques for CSR decisions and their implementation • critically analyzing corporate sustainability strategies and reporting • acquiring a clear perception of the social impacts, potentials and limitations of companies as a global force in society and sustainability governance

<p>Content</p>	<ul style="list-style-type: none"> • Sustainable Development: concept, major challenges, government policy and the role of companies • Foundations of Corporate (Social) Responsibility C(S)R • Values and business ethics: corporate challenges and opportunities • Corporate tools and techniques: implementing ethics and sustainability management • Challenges and limitations of C(S)R <p>Responsible and sustainable business strategies: How companies and industries are responding to the sustainability challenge: students' presentation of selected case studies</p> <p>Discussion: Corporate Responsibility and Ethics Management: Potentials and Limitations</p>
<p>Workload</p>	<p>150hours, thereof Contact time 45 hours (3 hours per week x 15) self-study 105 hours (for preparation of course and exam)</p>
<p>Literature</p>	<p>Always latest edition</p> <ul style="list-style-type: none"> • Crane, A./Matten, D.: Business Ethics: Managing Corporate Citizenship and Sustainability in the Age, Oxford • Heal, G.: Corporate Social Responsibility. An Economic and Financial Frame-work. Geneva Papers on Risk and Insurance: Issues and Practice 30, 387-409 • Sandel, M.: Justice, What's the right thing to do? London (Penguin)
<p>Last edited</p>	<p>June 2019</p>

GMT6210 – ELECTIVES	
ID	GMT6210
Study semester	3
Credits	15 Credits
Hours per week	10 hours
Frequency	Each winter semester
Courses	<p><u>Electives (choose courses with 15 Credits):</u></p> <p><u>Company Project / Project Work</u> – GMT6021 (6 Credits)</p> <p><u>Marketing</u></p> <p>Entrepreneurial Marketing – MKT6021 (3 Credits)</p> <p>Brand Management – MCO6012 (3 Credits)</p> <p>Digital Marketing – MKT6051 (3 Credits)</p> <p>Communication Management – Public Relations - CCM5031 (3 Credits)</p> <p><u>Consulting</u></p> <p>Consulting I: Introduction – GMT6212 (3 Credits)</p> <p>Consulting II: Practical case work – GMT6213 (3 Credits)</p> <p>Business Model Innovation and Management GMT5711 (3 Credits)</p> <p><u>Accounting and Finance</u></p> <p>Mergers, Acquisitions and Corporate Restructurings GMT6214 - (3 Credits)</p> <p>Applied Corporate Valuation GMT 6215 – (3 Credits)</p> <p>International Financial Accounting Standards – ACC5011 (6 Credits)</p> <p>European Financial Markets ECO5023 – (3 Credits)</p> <p>Capital Raising and Investing – GMT6211 (3 Credits)</p>
Kind of Examination / Duration of Examination	<p>GMT6021: PLH/PLK</p> <p>MKT6021:PLR/PLK – 60min</p> <p>MCO6012: PLR/PLK – 60 min</p> <p>MKT6051: PLR/PLH/PLK - 60min</p> <p>CCM5031: PLR/PLH/PLK – 60min</p> <p>GMT6212: PLR/PLM</p> <p>GMT6213: PLR/PLM</p> <p>GMT5711: PLR/PLH/PLM</p> <p>GMT6214: PLH/PLR/PLK – 60min</p> <p>GMT 6215: PLH/PLR/PLK – 60min</p> <p>ACC5011: PLH/PLR/PLM/PLK – 90min</p> <p>ECO5023: PLH/PLR/PLK – 60min</p> <p>GMT6211: PLH/PLR</p>
Granting of credits	Credits are granted for the individual component courses based on the respective exams
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	1 Semester
Language	English
Pedagogical Approach	GMT6021: Company project, report

	<p>MKT6021: Lecture, case studies MCO6012: Lecture, theory and practical examples, presentations MKT6051: Lecture with discussion parts, case studies CCM5031: Lecture, case studies, group discussions GMT6212: Lecture with exercises, case studies, presentations GMT6213: Lecture, case studies, presentations, GMT5711: Lecture, team assignments, project work, presentations GMT6214: Interactive lectures with discussion, case studies GMT 6215: Interactive lectures with discussion, preparation of a valuation report ACC5011: In a primarily lecture-style approach, the most important IFRS-rules will be covered in depth (i.e. including journal entries) to provide a thorough understanding of IFRS. The lectures are amended by project work on a set of case studies and/or contributions in literature which will be assigned to groups of 4-5 students, ensuring a continuous involvement of each participant into the topics dealt with in the lecture. These assignments also relax the workload for the immediate preparation of the final exam. The group assignments are to be handed in and will be graded. ECO5023: Lecture, assignments, presentation GMT6211: Lecture, workshop, presentation</p>
<p>Responsible person:</p>	<p>Prof. Dr. Strotmann, Harald</p>
<p>Lecturer:</p>	<p>GMT6021: Prof. Dr. Schwaab, Markus-Oliver/Prof. Dr. Strotmann, Harald/Prof. Dr. Sander, Frauke/Prof. Dr. Janovsky, Jürgen MKT6021: Guest lecturer MCO6012: Prof. Dr. Forster, Anja MKT6051: Prof. Dr. Merz, Yasmin CCM5031: Prof. Dr. Huck-Sandhu, Simone GMT6212: Prof. Dr. Janovsky, Jürgen GMT6213: Prof. Dr. Janovsky, Jürgen GMT5711: Guest lecturer GMT6214: Prof. Dr. Eichner, Korbinian GMT 6215: Prof. Dr. Eichner, Korbinian ACC5011: Prof. Dr. Kropp, Matthias ECO5023: Prof. Wentzel, Dirk GMT6211: Guest lecturer</p>
<p>Attendance for other programs</p>	<p>Courses may partly be opened for students from other master's programs or for International Master Exchange Program Students</p>
<p>Objectives</p>	<p>By the end of course GMT6021, the participants shall be capable of:</p> <ul style="list-style-type: none"> • getting further insights into company strategies and concrete business problems • analyzing and solving practical challenges in their field of study • applying adequate research methods on specific business situations • transferring theoretical knowledge to practice • working successfully in a culturally diverse team environment • contrasting their future career plans with real-life business

By the end of course MKT6021, the participants shall be capable of:

- understanding and applying competitive angles for identifying promising start-up businesses and making other start-up businesses more promising. The ability to tell the winners from the losers and move good products to great products may be the most important thing an entrepreneur can learn. The course introduces an innovative concept, Sharpening the Angle, to teach this critical skill
- developing the skills to identify new product ideas. Entrepreneurs do not have money for large-scale quantitative research. On the other hand, powerful qualitative methods are very affordable and doable if the entrepreneur learns how to use them. The course introduces and helps students learn to apply qualitative research techniques tuned-up for entrepreneurs
- formulating low-cost marketing tactics to introduce new products. Start-up businesses have small or no marketing budgets. Deep-pocket Fortune 500 marketing tactics just don't apply to the entrepreneurial marketer. The course focuses on marketing-on-a-shoestring tactics
- applying the principles of entrepreneurial marketing to improve business performance. Using case studies, we will learn how to apply the principles of entrepreneurial marketing to start-up business situations

By the end of course MCO6012, the participants shall be capable of:

- defining the role of (the different kinds of) brands and to delineate the advantages to create strong brands
- knowing - and being able to apply - alternative branding strategies and methods
- developing strategies to design a brand architecture and brand hierarchies as well as approaches to measure brand equity
- evaluating how to adjust branding strategies over time and across geographic boundaries

By the end of the course MKT6051, the participants shall be capable of:

- understanding the important framework conditions and possibilities in Digital Marketing
- having a basic understanding of Digital Marketing
- mastering the relevant vocabulary of Digital Marketing
- designing an Digital Marketing Strategy on the basis of the instruments discussed

By the end of course CCM5031, the participants shall be capable of:

- defining public relations and identify instances of public relations in multiple contexts
- having an advanced understanding of theories and principles of communication management

	<ul style="list-style-type: none"> • synthesizing broader management knowledge with the principles of communication management • having the ability to reflect on the roles and responsibilities of communication managers • applying intercultural and global perspectives to communication management • applying concepts, strategies and instruments of communication management to solve practical challenges • analyzing, planning, and implementing a communication campaign <p>By the end of course GMT6212, the participants shall be capable of:</p> <ul style="list-style-type: none"> • applying basic concepts of the international consultancy business and its current development trends • following techniques and requirements for the management of consulting operations • learning ways of organizing a consulting firm • handling challenges of a career in international consulting • exploring possibilities for the development of new consulting contracts <p>By the end of course GMT6213, the participants shall be capable of:</p> <ul style="list-style-type: none"> • participating in consulting recruitment events successfully • drafting methodological frameworks for international consulting assignments • familiarity with tools for process documentation <p>By the end of course GMT5711, the participants shall be capable of:</p> <ul style="list-style-type: none"> • having the understanding of the different theories associated with the concept of business models and different representations • being familiar with the components of business models with special focus on Business Model Canvas. • developing capabilities to analyze different companies and business models including their innovative elements and performance characteristics • gaining experience in design of business models and the 'lean startup' approaches <p>By the end of course GMT6214, the participants shall be capable of:</p> <ul style="list-style-type: none"> • understanding the fundamentals of M&A • identifying M&A issues worth attention • analyzing an M&A transaction rigorously • developing a concept, designing a deal, and presenting a proposal for an M&A transaction • forming an opinion about a proposed deal <p>By the end of course GMT6215, the participants shall be capable of:</p>
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- determining the value of a firm or a firm's securities together with understanding relevant value drivers representing essential capabilities of key decision makers in firms.
- knowing how to master valuations in a business setting.
- developing the intuition, tools and skill set to value companies and their outstanding securities and applying these concepts in real-world situations.
- analyzing past financial performance and the projections of future performance.
- examining the estimation of cash flows and discount rates in the treatment of discounted cash flow valuation models
- analyzing the application of various enterprise and equity value multiples (such as EV/EBITDA, EV/EBIT, P/B, P/E) and a number of additional valuation issues within the context of mergers and acquisitions, leveraged buyouts, and other special situations.

By the end of course ACC5011, the participants shall be capable of:

- having an understanding of the IASB's due process for developing new standards and interpretations
- having a general overview about IFRS (apart from Standards being concerned with accounting for consolidated financial statements, joint ventures and at equity accounting)
- having an in-depth understanding in applying and interpreting existing IFRS to real world accounting problems
- knowing how to assess and interpret future changes of Standards
- knowing interrelations of IFRS to Finance and Investments
- expressing ideas, findings and conclusions clearly, logically, and persuasively in written communication, and demonstrating interpersonal skills in co-operation and teamwork

By the end of course ECO5023, the participants shall be capable of:

- having knowledge of European financial markets, financial market theories, behavioral finance, institutions of financial supervision, financial crises, regulatory options
- applying this knowledge to case studies in European financial markets
- understanding the functioning of financial markets, fiscal policy and instruments; performance of currencies

By the end of course GMT6211, the participants shall be capable of:

- being familiar with how the capital raising process works in the real world

	<ul style="list-style-type: none"> • understanding which type of capital providers are suitable for a specific project • knowing how and where to find potential capital providers • being able to prepare a convincing investment case. • being aware of the typical differences between investors and be able to adapt their investment case to each investor's needs and goals • being able to analyze investment projects using the same tools and concepts that professional investors use • having the capability to compare investment projects and make better investment decisions
	<p>GMT6021: Company Project</p> <p>By the end of the course, the participants shall be capable of:</p> <ul style="list-style-type: none"> • analyzing and solving practical challenges in their field of study, • applying adequate research methods on specific business situations, • transferring theoretical knowledge to practice, • working successfully in a culturally diverse team environment and • contrasting their future career plans with real-life business. <p>MKT6021:</p> <ul style="list-style-type: none"> • Understand and apply competitive angles for identifying promising start-up businesses and making other start-up businesses more promising. • Develop the skills to identify new product ideas. • Formulate low-cost marketing tactics to introduce new products. • Apply the principles of entrepreneurial marketing to improve business performance. <p>MCO6012:</p> <ul style="list-style-type: none"> • The notion “brand” and branding approaches • Branding systems and branding strategies • Brand development and brand positioning • Brand management and brand controlling <p>MKT6051:</p> <ul style="list-style-type: none"> • Introduction Digital Marketing • Areas of application of Digital Marketing • The Company Website • Display Advertising • Affiliate Marketing • Search Engine Marketing • Social Media Marketing <p>CCM5031:</p> <ul style="list-style-type: none"> • Introduce students to the theories, principles, and practices of public relations (PR) as management of communication between an organization and its publics • Provides theoretical and practical knowledge for effective communication management in corporate settings

<p>Content</p>	<ul style="list-style-type: none"> • Helps students to develop an understanding of how communication strategies can shape various publics' perceptions and opinions of an organization, person, product or issue • How to analyze public relations problems, formulate and implement viable strategies for problem resolutions and how to plan and implement a PR campaign <p>GMT6212: Introduction</p> <ul style="list-style-type: none"> • Consulting market and trends • Managing consulting assignments • Consulting tools and techniques • Organization of a consulting firm • Project pits • Recruiting and personnel development in Consulting <p>GMT6213:</p> <ul style="list-style-type: none"> • Recruitment in Consulting • Consulting in Business Development • Advisory Services to Business Restructuring • Process Documentation Tools <p>GMT5711:</p> <ul style="list-style-type: none"> • Theoretical context of business models • Business model representations • Web 2.0 aspects • Components of Business Model Canvas • Analysis and design of business models • Lean start up concepts • Innovation of business models <p>GMT6214:</p> <ul style="list-style-type: none"> • Strategic rationales in M&A • Involved parties and stakeholder expectations • Transaction process • Due diligence • Valuation in M&A • Synergies • Financing of a transaction: Equity vs. debt • Form of payment: Cash vs. Stock • Financial accounting in M&A • Integration of acquired assets • Special topic: Private equity and leveraged buyouts • Special topic: Fundamentals of corporate restructuring <p>GMT 6215:</p> <ul style="list-style-type: none"> • Overview on relevant valuation approaches • Discounted cash flow approaches <ul style="list-style-type: none"> ▪ Cost of capital ▪ Relevant cash flows ▪ Free cash flow to the firm ▪ Free cash flow to equity ▪ Adjusted present value • Relative valuation approaches <ul style="list-style-type: none"> ▪ Trading multiples and their determinants
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	<ul style="list-style-type: none"> ▪ Transaction multiples and takeover premiums • Asset based valuation approaches • Special topics: <ul style="list-style-type: none"> ▪ Valuing synergies in M&A ▪ Leveraged buyouts and their value drivers ▪ Valuing financial services firms <p>ACC5011:</p> <ul style="list-style-type: none"> • Preliminaries/Organization/General Course Information • Introduction • Financial Statements and Notes and Interim Reporting • Operating Segments • Events after the Reporting Period • Changes in Accounting Policies, Estimates and Errors • Revenue Recognition • Measurement Concepts – An Overview • Property, Plant Equipment • Investment Property • Intangible Assets • Impairment of Assets • Non-current Assets held for Sale and Discontinuing Operations • Inventories • Effects of Foreign Exchange Rates • Provisions, Contingent Liabilities and Contingent Assets • Income Taxes • Equity Instruments • Financial Instruments Accounting I – Fundamentals <p>ECO5023:</p> <ul style="list-style-type: none"> • Monetary policy in Europe • Performance of the EURO • BREXIT and the possible outcome • Financial regulation, government bonds • Stock exchanges and financial markets in Europe • New developments in finance like Bitcoin or Artificial Intelligence • Quantitative Easing • Case study and field trip to Frankfurt Stock Exchange and/or to the European Central Bank. <p>GMT6211:</p> <ul style="list-style-type: none"> • Capital raising • Investments • Financial modeling • Capital markets • Project finance • Corporate finance
Workload	450 hours, thereof Contact time 150 hours (10 hours per week x 15) self-study 300 hours (for preparation of course and exam)
Literature	Always latest edition

	<p>GMT6021</p> <ul style="list-style-type: none"> Literature depends on the concrete topics of the company projects <p>MKT6021</p> <ul style="list-style-type: none"> Case Studies depend on the concrete focus <p>MCO6012</p> <ul style="list-style-type: none"> Keller, K. L.: Strategic Brand Management. Building, Measuring, and Managing Brand Equity., Pearson Education Limited: Edinburgh Esch, F.: Strategien und Technik der Markenführung., Vahlen Verlag: München Keller, K. L./Aperia, T./Georgson, M.: Strategic Brand Management: A European Perspective., Financial Times Prentice Hall Kapferer, J.N.: The new strategic brand management., London: Kogan Page Burmann, Ch./Halaszovich, T./Hemann F.: Identitätsbasierte Markenführung: Grundlagen - Strategie -Umsetzung - Controlling., Springer Fachmedien Verlag: Wiesbaden Meffert, H./Burmann, C./Koers, M.: Markenmanagement: Identitätsorientierte Markenführung und praktische Umsetzung., Wiesbaden: Gabler Wheeler, A.: Designing Brand Identity: An essential guide for the whole branding team., Wiley & Sons Verlag: New Jersey <p>MKT6051</p> <ul style="list-style-type: none"> Chaffey, D./Ellis-Chadwick, F.: Digital Marketing: Strategy, Implementation and Practice, Pearson Chaffey, D.: E-Marketing Excellence: Planning And Optimizing Your Digital Marketing, T&F/Routledge Kreutzer, R. T.: Praxisorientiertes Online-Marketing, Gabler Theobald, E.: Brand-Evolution, Gabler Fischer, M.: Website-Boosting. Mitp. <p>CCM5031:</p> <p>Information about the literature will be given within the lectures.</p> <ul style="list-style-type: none"> Tench, R./Yeomans, L.: Exploring Public Relations Harlow/Seitel, F.P.: The Practice of Public Relations Wilcox, D.L./Cameron, G.T./Heber, B.H.: Public relations: Strategies and tactics. Upper Saddle River. Boston Cornelissen, J.: Corporate Communication. London
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	<p>GMT6212:</p> <ul style="list-style-type: none"> • Block, P.: Flawless Consulting, San Francisco, CA • DeMarco, T.: The Deadline, New York, NY • Kubr, M.: Management Consulting, Geneva <p>GMT6213:</p> <ul style="list-style-type: none"> • Kubr, M.: Management Consulting, Geneva <p>GMT5711:</p> <ul style="list-style-type: none"> • Wirtz, B. W.: Business Model Management, Gabler • Osterwalder/ Pigneur, Y.: Business Model Generation, Wiley <p>GMT6214:</p> <ul style="list-style-type: none"> • Bruner, R./Perella, J.: Applied Mergers and Acquisitions, John Wiley & Sons • DePamphilis, D.: Mergers, Acquisitions, and Other Restructuring Activities: An Integrated Approach to Process, Tools, Cases, and Solutions, Academic Press • Gaughan, P.: Mergers, Acquisitions, and Corporate Restructurings, John Wiley & Sons • Rosenbaum, J./Pearl, J.: Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions, John Wiley & Sons <p>GMT6215:</p> <ul style="list-style-type: none"> • Damodaran, A.: Investment Valuation: Tools and Techniques for Determining the Value of any Asset, John Wiley & Sons • Koller, T./Goedhart, M./Wessels, D., Valuation, Measuring and Managing the Value of Companies, John Wiley & Sons • Rosenbaum, J./Pearl, J.: Investment Banking: Valuation, Leveraged Buyouts, and Mergers & Acquisitions, John Wiley & Sons • Zmijewski, R./Holthausen, M.: Corporate Valuation: Theory, Evidence and Practice, CBP <p>ACC5011:</p> <ul style="list-style-type: none"> • IFRS, English – German (Standards in the versions approved by the European Union), Wiley Text • For Information regarding current developments see http://www.iasb.org/, for further literature see the IASB resources page • Mirza, A. A.: Understanding IFRS Fundamentals: International Financial Reporting Standards, New York (Wiley) <p>ECO5023:</p>
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	<ul style="list-style-type: none"> • Beck, H./Wentzel, D.: Do we need a bankruptcy code for Europe, in: Michler, Albrecht (ed.), published results of the Research on Monetary Economics ROME, Barclays Capital • De Haan, J./Oosterloo, S./Schoenmaker, D. (ed.): European Financial Markets and Institutions, Cambridge University Press • El-Agraa, A. (ed.): The European Union: Economics and Policies, Cambridge University Press • Freixas, X./Hartmann, P.: Mayer, Colin (ed.): European Financial Markets and Institutions, Oxford University Press • Reinhart, C. M./Rogoff, K.: This time is different. Eight centuries of financial folly • Shefrin, H.: Beyond greed and fear: Understanding behavioral finance and the psychology of investing, Oxford University Press • Thaler, R. H.: Quasi-Rational Economics, New York • Thaler, R. H.: The Winners's Curse: Paradoxies and Anomalies of Economic Life, First Princeton Paperback Printing <p>GMT6211:</p> <ul style="list-style-type: none"> • Bodie, Z./Kane, A./Marcus, A.: Investments, McGraw-Hill/Irwin, ISBN: 978-0077861674 • Sherman, D.: Raising Capital, AMACOM, ISBN: 978-0814417034 • Proctor S.: Building Financial Models with Microsoft Excel, Wiley, ISBN: 978-0470481745 • Benninga, S.: Financial Modeling, MIT Press, ISBN: 978-0262027281
Other	<p style="color: red;">Selected module offerings are part of the International Master Exchange Program and are organized as Fast Tracks: They are offered with an increased workload during the lecture period and are examined before Christmas.</p>
Last edited	April 2021

GMT6110 – BUSINESS PLANNING AND MANAGEMENT SIMULATION	
ID	GMT6110
Study semester	4
Credits	8 Credits
Hours per week	5
Frequency	Each summer semester
Courses	Business Planning – GMT6111 (3 credits) Management Simulation – GMT6141 (5 credits)
Kind of Examination / Duration of Examination	PLH/PLR/PLM
Granting of credits	Credits will be granted a) by the evaluation of the business plan that is to be developed by the students for their virtual corporation in the management simulation, and b) by the complete participation in the simulation part of the course.
Significance for final grade	Weighted by number of credits
Class Size	Class participation is limited to 30 students
Module term	Once a year
Language	English
Pedagogical Approach	The module offers a mix of learning modules and their application using a variety of didactic approaches: presentations and group work for developing a business plan (GMT6111) and decision taking in the management simulation (GMT6141).
Responsible person:	Prof. Liesegang, Eckart
Lecturer:	GMT6111 – Prof. Liesegang, Eckart GMT6141 – Prof. Liesegang, Eckart
Attendance for other programs	None
Objectives	<p>By the end of the module, the participants shall be capable of:</p> <ul style="list-style-type: none"> • understanding the importance and the use of business plans for corporations in start-up or development phases • developing a business plan for their virtual corporation in the management simulation • contributing to business planning in corporations they will work for in the future • quickly becoming acquainted with business-oriented questions regarding the management of a company • having the professional skills to understand these questions, analyze them and apply your own problem solving approach • looking at an international, market-oriented business in its entirety • estimating the influence of managerial decisions of the company's results

	<ul style="list-style-type: none"> • knowing strategies to increase the company's value and being aware of how to apply those strategies to the company functions • acquiring the skills to goal-orientedly lead a company (especially strategic and operational planning processes) as well as reacting professionally to complex decision making situations which will have to be solved under time pressure and based on an unknown outcome for the future • training to handle conflicts within a team professionally
<p>Content</p>	<p>GMT6111:</p> <ul style="list-style-type: none"> • Develop a business plan for the virtual corporation that the students manage during the management simulation phase. The plan will be based on two quarters' results (first simulation phase) and experience, and will be developed for three more business quarters (second simulation phase). It will be applied there, too <p>GMT6141:</p> <ul style="list-style-type: none"> • Leading a virtual, internationally oriented company as part of a management team over a period of five business quarters • Analyzing the company's situation based on the available reports and forecasts and solving managerial problems • Conducting extensive business oriented (strategic and operational) planning processes taking into account all essential functions of a company • Solving complex business-oriented problems within a team under time pressure and without data security • Executing group work and presentations <p>=> „learning business by doing business“</p>
<p>Workload</p>	<p>240 hours, thereof Contact time 75 hours (5 hours per week x 15) self-study 165 hours (for preparation of course and exam)</p>
<p>Literature</p>	<p>Always latest edition</p> <ul style="list-style-type: none"> • Abrams, R./Barrow, P.: The successful business plan: secrets & strategies Planning Shop; ISBN-13: 978-1933895468 • Kaplan, R. S./Norton, D. P: The strategy-focused organization: how balanced. Scorecard companies thrive in the new business environment. Harvard Business Review Press, ISBN-13: 978-1578512508 • Kaplan, R. S./Norton, D. P.: The execution premium: linking strategy to operations for competitive advantage. Harvard Business Review Press, London. ISBN-13: 978-1422121160 • Kaplan, R. S./Norton, D. P.: Strategy maps: converting intangible assets into tangible outcomes. Harvard Business Review Press, Boston. ISBN-13: 978-1591391340 • Pinson, L.: Anatomy of a business plan : the step-by-step guide to building your business and securing your company's future; Tustin, CA : Out of Your Mind...and Into the Marketplace, ISBN-13: 978-0-944205-55-6

	<ul style="list-style-type: none">Porter, M. E.: Competitive Strategy: techniques for analyzing industries and competitors. Free Press, New York. ISBN-13: 978-0743260886
Last edited	June 2019

THE6080 – MASTER THESIS	
ID	THE6060
Study semester	4
Credits	21 Credits
Hours per week	none
Frequency	Summer semester
Courses	Thesis – THE6061
Kind of Examination / Duration of Examination	PLT
Granting of credits	Academic assessment of the thesis
Significance for final grade	Weighted by number of credits
Class Size	none
Module term	4 months
Language	English or German
Pedagogical Approach	Thesis writing
Responsible person:	Prof. Dr. Strotmann, Harald
Lecturer:	all professors of the Business School can act as first supervisor
Attendance for other programs	None
Objectives	<p>By the end of the thesis, the participants shall be capable of:</p> <ul style="list-style-type: none"> • independently solving a complex scientific research question based upon competent use and application of suitable research methods • reviewing scientific literature or other resources • writing a comprehensive research paper
Content	<ul style="list-style-type: none"> • Scientific qualification • Management and problem solving techniques in a real life environment • Managerial decision making • Cooperation with a company, a business related institution or in a research area of a full time faculty member
Workload	630 hours of self-study
Literature	Depends on the concrete chosen subject
Last edited	June 2019