

Module 1: Fundamentals of Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	1st	14 sessions	
Course(s):			Contact hours:	Independent study hours:	Planned group-size (max.):
Course 1a: Introduction to General Management			28	62	15
Course 1b: Economics for Business			28	62	15
Module Learning Outcomes:					
<p>In the first module participants are provided with a survey of the organizational structure of companies and the processes taking place in this structure. They get acquainted with the economic framework in which firms act and the strategies which can be followed to succeed in a competitive environment. They understand the characteristics of the different functions within a firm as well as between firms. The participants learn the fundamental terminology for measuring economic success and the main accounting instruments for measurement. Participants are enabled to discuss typical fields and problems which have to be considered for setting company goals and for decision making. Based on a fundamental knowledge of economics participants are enabled to understand the functioning of markets. Moreover they will be able to discuss the impact of internationalization and economic policy.</p>					
Intended Learning Outcomes:					
Course 1a: Introduction to General Management					
Students are capable					
<ul style="list-style-type: none"> - to get a general idea of the structure of companies (legal forms, organization, corporate governance), - to understand the different functional areas of companies and their interrelations via primary and support processes to add value, - to overview the management process, by which companies and institutions are steered in a goal-oriented way strategically as well as operationally and - as companies in market economies are mainly driven by financial goals – to understand and to use fundamental terms and instruments of finance and accounting, which are a basis for the following courses and lectures given by guest speakers from practice 					

Course 1b: Economics for Business

The aim of this course is to give a general overview and a basic understanding of Economics. Participants will be able to analyze price and quantity movements in a market, to argue why a market may not function properly and under what circumstances government intervention into a market may be justified. Furthermore, participants will be able to discuss competently about macroeconomic phenomena as unemployment and inflation and about the possibilities and limits of policy makers to deal with these problems. These issues are – respectively – presented within a national, European and international context.

Description / Content:

Course 1a: Introduction to General Management

The students get a survey of instruments for measuring the income and the ability to meet their financial obligations: Bookkeeping, balance sheet, income statement, cash flow statement. To improve the ability of understanding the financial business language and to communicate in this language fundamental terms, like revenues, expenses, cost and sales, and important financial ratios have to be learnt.

A first insight into the activities of managers will be given, especially into the formulation of goals and goal hierarchies, the steps of decision-making in different situations and the organization of structure and processes of companies. The students learn what stakeholders the activities of companies support, which goals these stakeholders attain and what contributions companies can expect from them. As the relations between stakeholders is not free from conflicts, rules and regulations are set which coordinate the different points of interests; this corporate governance is demonstrated based on the example of the German Corporate Governance Codex.

References:

Hettinger/Dolan-Heiting: Finance Without Fear: A Guide to Creating and Managing a Profitable Business, published by The Institute for Finance and Entrepreneurship, Windham Center 2011

S. Quinn: Management Basics, www.bookboon.com, 2010

I. Pownall: Effective Management Decision Making, www.bookboon.com, 2012

A. Porter: Operations Management, www.bookboon.com, 2011

Course 1b: Economics for Business

- Basic functioning of the economy (scarcity and the competing use of resources, opportunity costs)
- Tools of economic analysis
- Determinants of individual demand by households
- The concept of elasticities
- Determinants of individual supply by enterprises
- Functioning of markets (demand, supply, equilibrium)

- Market Failure (public goods, external effects and asymmetric information)
- Production and Growth (GDP, the role of productivity)
- Inflation (measuring, causes, costs)
- Labour markets and unemployment (measuring, causes, costs)
- Economic Fluctuations (aggregate demand, aggregate supply)
- Fiscal Policy
- Monetary Policy
- Monetary Policy of the Eurosystem
- Economic and Financial Crisis

References:

Mankiw, G.N./Taylor, M.P.: Economics. 2nd edition, Thomson, London 2011.

Language:

Courses are taught in English.

Teaching methods:

Lecture, discussion and experience based sessions, group work, case studies, self-study.

Module applicability:

MBA „General Management“ - english

Pre-requisites/Requirements:

Admission to the MBA programme “General Management” - english

Examination Types:

Written examination (180 minutes).

Requirement for award of ECTS-points:

Successful participation in the exam

Course availability:

Annually

Assessment:

The exam of this module counts for 9,09 per cent of the final examination

Modul convenor and main lecturers:

Prof. Dr. Christoph J. Börner; Klaus-Peter Franz; Prof. Dr. Ulrike Neyer

Further information:

Material for the courses will be provided online before the courses start

Module Version:

Aug. 5th 2014

Module 2: Controlling and Accounting				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	1st	14 sessions	
Course(s):			Contact hours:	Independent study hours:	Planned group-size (max.):
Course 2a: Financial and Management Accounting			28	62	15
Course 2b: Operative and Strategic Controlling			28	62	15
Module Learning Outcomes:					
<p>Provided with a general understanding of business participants learn in Module 2 how business processes and management decisions are represented in the accounting system. Thus, students learn to understand and interpret accounting systems as a model of the firm. They are provided with a deep understanding of operative and strategic controlling as a managerial concept. Moreover, students work out how controlling can be organized as a process and implemented as an institution.</p>					
Intended Learning Outcomes:					
Course 2a: Financial and Management Accounting					
<p>This course enables students to point out the main features of financial and of management accounting and thus the differences and commonness of the two accounting fields.</p> <p>They are able to read and analyze a financial report including balance sheet, income statement and cash flow statement and to understand the regulatory background of financial reporting with a focus on International Financial Reporting Standards.</p> <p>Students get a better understanding of the financial side of managing a company and improve their ability to communicate with people from finance, accounting and controlling. They master the use of important tools, like cost accounting and capital budgeting for long-term and short-term decision making and control.</p>					
Course 2b: Operative and Strategic Controlling					
<p>Students are able after this course to master the approaches and instruments for leading institutions goal oriented over all levels of the hierarchy strategically as well as operationally.</p> <p>They know how to structure budgets for shorter periods, to estimate and analyze variances, to handle the instruments of value based planning and control and to deal with approaches for the implementation of long term plans like value driver trees and balanced scorecards.</p> <p>Furthermore the students have after this course an understanding of the tasks and</p>					

responsibilities of the members of the controllership function.

Description / Content:

Course 2a: Financial and Management Accounting

The course starts with an illustration of the differences between financial and management accounting. This is followed by teaching the structure and content of the elements of annual statements regulated by International Financial Reporting Standards. The class will be demonstrated the conflict between relevance and reliability of external data. The different fields of management accounting are then classified and characterised. The general objective is to clarify how companies are run goal-oriented in the long run as well as short-term, which instruments and tools of managerial accounting are used in these processes and how internal accounting systems support decision-making and control. As the long-term goal of companies is the increase of their value, value measurement approaches and instruments and the tools for capital investment decisions which support the long-term creation of value are demonstrated. In the short-term perspective two main questions have to be answered: How can performance of management be measured for a past period? What cost accounting systems support management best in short-term decision making with given capacities and processes and in budgeting control?

References:

- Bhimani, A./Datar, S.M./Foster, G./Horngren, C.T.: Management and Cost Accounting, 4th edition, Prentice Hall 2008
- Warren, C.S./Reeve, J.M./Duchac, J.: Financial and Managerial Accounting, South-Western College Publishing 2006

Course 2b: Operative and Strategic Controlling

Controlling is more than monitoring. It means to lead companies and also non-profit organizations goal oriented. This causes a process of setting top goals, deploying these top goals into subgoals over all levels of the hierarchy, all functional areas and all members of the organization, monitoring the attainment of the goals over the period for which the goals are valid and taking actions if the planned goal figures are different from the actual figures. The elements of this process – planning, monitoring, implementation and reacting to goal deviations – will be presented and discussed interactively in this course in detail. Important controlling instruments like budgets, rolling forecasts, reports, value driver trees or balanced scorecards are also contents of the course.

Controlling in this functional sense is the task of all managers of an institution. They are supported by controllers, who help managers particularly by taking over formal planning work, coordinating activities and developing and delivering excellent reports.

References:

- Bragg, S.M.: Controller's Guide to Planning and Controlling, John Wiley & Sons 2004
- Roehl-Anderson, J.M./Bragg, S.M.: The Controller's Function, John Wiley & Sons 1996

Language:
Courses are taught in English.
Teaching methods:
Lecture, discussion and experience based sessions, group work, case studies, self-study.
Module applicability:
MBA „General Management“ - english
Pre-requisites/Requirements:
Admission to the MBA programme “General Management” - english
Examination Types:
Written examination (180 minutes).
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 9,09 per cent of the final examination
Modul convenor and main lecturers:
Prof. Dr. Klaus-Peter Franz; Dr. Thomas Senger; Dr. Kristin Grundmann (Former head of controlling of one of the biggest German companies)
Further information:
Material for the courses will be provided online before the courses start.
Module Version:
Aug. 5 th 2014

Module 3: Marketing, Cost and Project Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	2nd	14 sessions	
Course(s):			Contact hours:	Independent study hours:	Planned group-size (max.):
Course 3a: Project and Cost Management			28	62	15
Course 3b: Marketing and Service Management			28	62	15
Module Learning Outcomes:					
<p>In practice cost management is just to a low extent operated as a current process. Instead it is mostly executed as a project, especially when the focus is on cost cutting. So students learn in this module general issues in managing, organizing and monitoring projects and in particular the specialties of planning and implementing cost management projects.</p> <p>Whereas cost management is dealing with the consumption of resources marketing is focused on selling products and services as the result of the value added process. The corresponding course aims at students' understanding of markets, individual and company buying behavior as well as on marketing objectives and structural elements.</p>					
Intended Learning Outcomes:					
Course 3a: Project and Cost Management					
<p>In the first part of the course, project management, participants are able</p> <ul style="list-style-type: none"> - to get an overview on the necessity and the implementation pre-requisites for a project-related management and controlling of projects in different contexts, - to deal with typical issues in managing and organizing projects in a company or institution and in project controlling, - to discover, calculate and apply project-related solutions as well as implement and evaluate selected project management techniques, - to cope with implementation problems, particularly when it comes to long-term projects, negotiation and conflict situations. <p>After the attendance of the second part of the course, cost management, the students are capable</p> <ul style="list-style-type: none"> - to separate influenceable costs from other cost categories, - to convey a system of cost drivers, adjusted to cost management - to convey different approaches of cost management and working capital management 					

and their connection with the superordinate target of value increase.

The course raises students' awareness of the problem to motivate employees for cost reducing measures, which possibly cut working places.

Course 3b: Marketing and Service Management

This course aims to develop a deep understanding of the dynamics of market and customers, consumers as well as industrial buyers, to develop knowledge about customer orientation and analysis, positioning and competitive advantages, marketing and service strategies and instruments, and skills to enable participants to apply that knowledge to different market situations and developments.

After the attendance of this course, students are capable

- to analyze market and marketing situations,
- to understand behavior and decisions of companies and individuals in market transactions and business relationships
- to discuss marketing objectives, positioning and the core role of competitive advantages
- and to handle the main structural elements of product and services marketing, strategies and instruments

Description / Content:

Course 3a: Project and Cost Management

The Project Management part of the course deals with systematic, conceptual analysis of the environmental circumstances, workflow, decision issues and interdependencies of project management. In selected practical contributions, the integration of project management in strategic and tactical management will be analyzed and discussed. The application and implementation requirements of project management methods will be discussed. Special subjects are the typical project-related conflicts between quality, time, and cost. Basic options and solutions are demonstrated. Thus the interface is given with the second part of the course.

Cost management is target oriented influence on costs and can mean an increase or a decrease of costs, both increasing the value of the company. Consequently different degrees of interference on costs are discussed, before a system of cost drivers is developed, which is the precondition for any form of cost management. Cost management is described as a process with different phases; problematical is in particular the stimulation phase, especially if labor cost must be reduced due to pressure on sales prices by customers or income which does not cover cost of capital. Instruments which show the necessity of cost management in cases like these are described and discussed: Target Costing and cost benchmarking. The center of the cost management part are the approaches, measures and instruments, by which cost management is supported: Experience curve, synergy management, cost orientated product development and the corresponding tools process management, resource management und working capital management. Closing this part the social consequences of cost management and the related change processes are discussed.

References:

Kajüter, P.: Cost Management: Creating Value, in: Management Quarterly, April 2002, p. 12-17
Yoshikawa et al.: Contemporary Cost Management, Chapman & Hall 1993

Course 3b: Marketing and Service Management

Core topics are:

- Understanding marketing as market-driven management of a company
- Analysing global, international, national, and local markets and customers
- Analysing business relationships in an international context
- Competitive advantages as a core concept of marketing management
- Customer orientation, customer satisfaction, customer retention, and customer equity
- Understanding the information processes underlying marketing decisions
- Basic elements of consumer behaviour
- Selected processes and methods of information gathering and data analysis
- The interdependence of marketing objectives, strategies, and instruments
- Marketing strategies in an international context (selected)
- The marketing-mix (extended approach)
- Marketing instruments and their effects in an international setting
- Organizing marketing along the supply chain and along customer-oriented processes
- Special aspects of services marketing
- Understanding the intercultural and ethical background of marketing decisions

References:

Homburg, Chr. / Kuester, S. / Krohmer, H.: Marketing Management, A Contemporary Perspective. Maidenhead/Berkshire 2009

Hutt, M.D. / Speh, T.W.: Business Marketing Management: B2B, 10th int. edition, 2009

Kasper, H. / van Helsdingen, P. / Gabbott, M.: Services Marketing Management. A Strategic Perspective, 2nd edition, Chichester 2006

Language:

Courses are taught in English.

Teaching methods:

Lecture, discussion and experience based sessions, group work, case studies, self-study.

Module applicability:

MBA „General Management“ - english

Pre-requisites/Requirements:

Admission to the MBA programme “General Management” - english

Examination Types:

Examination in the form of a written exam (120 minutes) or an assignment (essay).

Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 9,09 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Klaus-Peter Franz; Prof. Dr. Bernd Günter
Further information:
Material for the courses will be provided online before the courses start.
Module Version:
31.07.2014

Module 4: Finance				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	2nd	14 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max):
Course 4a: Investments and Portfolio Management			28	62	15
Course 4b: Financial Management and Risk			28	62	15
Module Learning Outcomes:					
<p>Module 4 "Finance" addresses the financial processes of the firm. Participants are enabled to evaluate capital investments in fixed assets and to assess financial investments. They are competent to discuss different models of investment calculation as well as their underlying premises, limits and fields of usage. Moreover, participants will be provided with a deep and holistic understanding of the propositions and effects of financial management. Thus, they will be able to translate general problems in decision making into financial problems. Students understand the importance of liquidity so that they are able to master and discuss instruments of a successful and risk oriented financial management on the operative and strategic level.</p>					
Intended Learning Outcomes:					
Course 4a: Investments and Portfolio Management					
<p>For managers in all functions and departments the knowledge of investment calculation is extremely important because they need corresponding abilities and competencies in many fields. Participants of this course are enabled to make decisions on the increase of capacity, acquisitions of companies, new product development, buying or leasing of assets, test of impairment of goodwill. Students will have the competence to structure investment decisions by using appropriate models. They are enabled to use such models and to assess their underlying premises, limits and fields of usage.</p>					
Course 4b: Financial Management and Risk					
<p>The objective of the course is to advance the participants' thinking about Financial Management and Entrepreneurial Finance. Therefore we explore the theory and techniques of corporate finance and new venture financing especially from an entrepreneurial perspective. Participants will be able to structure and discuss financial decisions. They will gain a holistic understanding of the propositions and effects of financial management. Moreover they will be able to translate general problems in decision making into financial problems.</p>					

Description / Contents:**Course 4a: Investments and Portfolio Management**

- Investment calculation models
 - o Net present value
 - o Final value
 - o Annuity
 - o Internal rate of return
- Replacement investments and the estimation of the optimal useful economic life
- Decision making under uncertainty
- Payback period of projects, sensitivity analysis, and risk analysis
- Capital budgeting models and the organization of capital budgeting processes
- Portfolio Management

Basic Literature

Hilton, R.W.: Managerial Accounting, 7th edition, McGraw Hill Irwin 2008

Reilly, F.K./Brown, K.C: Investment Analysis and Portfolio Management, 6th edition, South-Western College Publishing 2005

Course 4b: Financial Management and Risk

- Fundamentals of corporate finance
 - o Internal vs. external finance
 - o Equity vs. debt finance.
- Financing decisions following the life-cycle model
 - o Entrepreneurial finance
 - o Capital Structure
 - o IPO & recapitalisation
- External debt finance
- Capital markets and stock exchanges
- Fundamentals of financial risk management

Basic Literature

Atrill, P.: Financial Management for Decision Maker, 6th edition, Financial Times Press 2011.

Brealey R.A./Myers, S.C./Allen, F.: Principles of Corporate Finance, McGraw-Hill, 9th international edition 2007

Language:

Courses are taught in English.

Teaching methods:

Interactive Lectures, Exercises, Case Analysis and Presentation

Module applicability:
MBA „General Management“ - english
Pre-requisites/Requirements:
Admission to the MBA-programme “General Management” – english
Examination Types:
Examination in the form of a written exam (180 minutes).
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 9,09 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Christoph J. Börner / Prof. Dr. Klaus-Peter Franz
Further information:
Material for the courses will be provided online
Module Version:
Aug. 1 st 2014

Module 5: Relationships and Value Creation				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	3rd	14 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 5a: Business-to-Business Marketing and Relationship Management			28	62	15
Course 5b: Human Resource Management			28	62	15
Module Learning Outcomes:					
<p>In module 5 participants work out which relations a firm has to frame and to maintain. Therefore, firstly the interfaces of the enterprise to customers and to suppliers as well as the various relations to cooperation partners are shown. Their design is carried out under strategic points of view. In this regard it is necessary for decision making to know and to understand the primary objective of all strategic actions which is to increase the value of the firm. Participants are enabled to identify and to discuss the value influencing factors as well as the instruments for putting value management into action. Essential value driving factors are the costs and the working capital. In this context students learn how to recognize cost gaps and they work out which instruments can help to close those gaps. Secondly participants are provided with a deep understanding of the operative and strategic processes a HR department has to carry out. They will learn about the role of managers in selecting, recruiting, appraising and developing employees in companies.</p>					
Intended Learning Outcomes:					
Course 5a: Business-to-Business Marketing and Relationship Management					
<p>Upon completion of this course, students should be able to:</p> <ul style="list-style-type: none"> - systematically identify and assess main characteristics and strategic priorities of the business-to-business sector - assess and develop effective strategies for customer relationship management - describe the phases of customer relationships and appropriate management strategies - critically assess strategic priorities in market-oriented and market-driving organizations - explain and assess the concept of customer value and value-based marketing strategies - critically assess the concept of value-in-context/value co-creation - explain and apply models of customer satisfaction and measurement tools - critically assess customer loyalty strategies and their limitations in different business settings 					

- discuss and apply metrics for establishing customer profitability and evaluate associated managerial decisions
- develop and apply analytical thinking, critical thinking, team working, problem solving and decision making skills using the case-study method.

Recommended Literature

This course is based on a selection of contemporary research and managerial articles, e.g.

Dixon, M./Freeman, K./Toman, N. (2010): STOP Trying to Delight Your Customers, in: Harvard Business Review, Vol. 88, No. 7/8, pp. 116-122.

Rust, R.T./Moorman, C./Bhalla, G. (2010): Rethinking marketing, in: Harvard Business Review, Vol. 89, No. 1, pp. 94-101

Course 5b: Human Resource Management

After the attendance of this course, students are capable

- to explain strategies and to assess instruments of human resource planning;
- to differentiate channels of recruiting employees;
- to assess and apply instruments for the selection of people;
- to explain performance management and to discuss different aspects of appraising employees;
- to critically assess and apply different methods of appraisal;
- to explain the model and the phases of human resource development;
- to evaluate the success of human resource development;
- to understand the specifics of international staffing and working as an expatriate;
- to explain and to assess different approaches to staffing within subsidiaries;
- to work with case studies and to transfer knowledge to the practice.

Recommended Literature

Bratton, John and Gold, Jeffrey: Human Resource Management: Theory and Practice, 4th Edition, Palgrave Macmillan 2007

Description / Contents:

Course 5a: Business-to-Business Marketing and Relationship Management

1. Business-to-Business marketing strategies
2. Customer Relationship Management strategies and tools
3. Customer value management
4. Management of customer satisfaction and loyalty
5. Customer profitability/customer management analytics

Course 5b: Human Resource Management

1. Human resource planning
2. Recruitment and selection
3. Performance management and appraisal
4. Human resource development
5. Staffing in international operations
6. Human Resources Management and Firm Performance

Language:

Courses are taught in English.

Teaching methods:

Lecture, group work, self-study.

Module applicability:

MBA „General Management“ - english

Pre-requisites/Requirements:

Admission to the MBA programme “General Management” - english

Examination Types:

Course 5a: Homework or written examination.

Course 5b: Homework or written examination.

Requirement for award of ECTS-points:

Successful participation in the exam.

Course availability:

Annually

Assessment:

The exam of this module counts for 9,09 per cent of the final examination

Modul convenor and main lecturer:

Prof. Dr. S. Helm, Prof. Dr. B. Günter, Prof. Dr. Stefan Süß.

Further information:

Material for the courses will be provided online.

Module Version:

25.07.2014

Module 6: The Firm and its Environment				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	5	150	3rd	14 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 6a: Business Ethics & Sustainability Management			28	62	15
Course 6b: Industrial and International Economics			28	32	15
Module Learning Outcomes:					
<p>In module 6 participants broaden their perspective by working out the external framework for corporate actions. In a first step, students are enabled to identify the interaction between firms and the stakeholders who are affected by the firm on a societal, political, or ecological level. Students learn why and how firms should ethically act with respect to their nearer and wider corporate environment in different situations. In a second step, students work out the economic framework for corporate strategies. Using concepts of modern Industrial Economics students are enabled to discuss the determinants of the size and the structure of firms. They learn about the driving forces for competition and performance in industries and they will be provided with an understanding of regulation and competition policy. Moreover, many firms act in an increasingly integrated world economy. Therefore, students learn that international trade is at record levels relative to the size of the world economy, thanks to falling costs of transportation and communication. At the end of the course, they are able to explain why nations trade with each other and how distortions to free trade affect their welfare.</p>					
Intended Learning Outcomes:					
Course 6a: Business Ethics & Sustainability Management					
<p>After the attendance of this course, students are capable to</p> <ul style="list-style-type: none"> - explain the connection between business ethics and the law; - explain the most important drivers and concepts of sustainability; - describe important tools in business ethics and sustainability management; - analyse rights and duties of shareholders and specific ethical problems; - differentiate various forms of ethical shareholding and socially responsible investment; - outline ethical issues and problems faced in business-employee relations; - discuss implications of sustainability for workplaces and for specific working conditions; - outline ethical issues faced in business-consumer relations; 					

- analyse the arguments for more responsible marketing practices and challenges in sustainable consumption;
- describe ethical issues and problems that arise in an organization's dealings with its suppliers and competitors;
- discuss the relationships between business and civil society.

Basic literature:

Crane, A./Matten, D.: Business Ethics - Managing Corporate Citizenship and Sustainability in the Age of Globalization, 3rd ed., New York 2010

Course 6b: Industrial and International Economics

At the end of this unit students should be able to:

- Understand the determinants of the size and structure of firms
- Understand pricing behaviour by firms with market power and its welfare implications
- Evaluate various business practices, including tacit collusion, entry deterrence, product differentiation, price discrimination and vertical restraints
- Understand how the Ricardian model, the most basic model of international trade, works and how it illustrates the principle of comparative advantage
- Demonstrate gains from trade and refute common fallacies about international trade
- Evaluate the costs and benefits of tariffs, their welfare effects, and winners and losers of tariff policies

Basic Literature:

Begg, D./Ward, D.: Economics for Business, McGraw-Hill 2004

Carlton, D./Perloff, J.: Modern Industrial Organization, Addison-Wesley International 2004

Krugmann, P./Obstfeld, M./Melitz, M.: International Economics, Pearson 2012

Motta, M.: Competition Policy, Cambridge University Press 2004

Description / Contents:

Course 6a: Business Ethics & Sustainability Management

1. Introducing & Framing Business Ethics and Sustainability
2. Managing Business Ethics and Sustainability: Tools and Instruments
3. Shareholders and Business Ethics
4. Employees and Business Ethics
5. Consumers and Business Ethics
6. Suppliers, Competitors, Civil Society, and Business Ethics

Course 6b: Industrial and International Economics

1. Strategic interaction between firms and the determinants of industrial structure
2. The role of policy in the context of competition and regulation
3. Assessing market power
4. Competition policy and Anti-Trust-Law
5. The Pattern of International Trade
6. Labor Productivity and Comparative Advantage
7. Effects of International Trade
8. Instruments of Trade Policy
9. Political Economy of Trade Policy

Language:

Courses are taught in English.

Teaching methods:

Lecture, group work, self-study.

Module applicability:

MBA „General Management“ - english

Pre-requisites/Requirements:

Admission to the MBA programme “General Management” - english

Examination types:

Course 6a: Homework or written examination.
Course 6b: Homework or written examination.

Requirement for award of ECTS-points:

Successful participation in each of both examinations.

Course availability:

Annually

Assessment:

The exam of this module counts for 9,09 per cent of the final examination

Modul convenor and main lecturer:

Course 6a: Prof. Dr. Rüdiger Hahn and Prof. Dr. Gerd Rainer Wagner
Course 6b: Prof. Dr. Jens Südekum

Further information:

Material for the courses will be provided online before the courses start

Module Version:

20.07.2014

Module 7: Strategies for Competitive Advantages				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	4	120	4th	14 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 7a: Strategic and International Management			28	32	15
Course 7b: Innovation and Entrepreneurship			28	32	15
Module Learning Outcomes:					
<p>After successfully accomplishing Module 7 „Strategies for Competitive Advantages“ students have acquired fundamental competencies in Strategic and International Management as well as in Innovation Management and Entrepreneurship. Students are equipped with basic and advanced analytic tools and are able to apply these tools for complex problem solving in the subject areas and beyond (“strategic thinking and acting”). Moreover, students have gained a broad understanding how the subject areas that are part of the module are interlinked with other domains in management (such as finance and human resource management).</p>					
Intended Learning Outcomes:					
Course 7a: Strategic and International Management					
<p>After the attendance of this course, students are capable</p> <ul style="list-style-type: none"> - to explain what a corporate and business level strategy is and how firm strategy is related with sustainable competitive advantage - to apply strategic management tools and concepts in order to solve complex problems - to explain the internal and external firm context and to understand the importance of the link between different levels for strategic decision making - to reflect on the positives and negatives of globalization - to assess how, when, where and why firms should internationalize - to apply theoretical knowledge to solve practical problems 					
Course 7b: Innovation and Entrepreneurship					
<p>After the attendance of this course, students are capable</p> <ul style="list-style-type: none"> - to explain what innovation management is and which different components innovation management encompasses - to explain why innovation is important for firms’ sustainable competitive advantage 					

- to identify, value, and select market opportunities and to reflect on what is necessary to introduce ideas into the market
- to understand and apply the elements of a business plan
- to link innovation, management and entrepreneurship

Description / Contents:

Course 7a: Strategic and International Management

1. Company Vision, Mission and Goals
2. Corporate and business level strategy
3. Firm resources and capabilities
4. External Environment of the firm
5. Globalization and firm internationalization
6. Formal and informal institutions
7. Foreign market entry mode and location choice and timing of internationalization

Course 7b: Innovation and Entrepreneurship

1. Innovation management
2. Opportunity identification, assessment, and market introduction
3. Business planning
4. Project management

Basic literature:

Parboteeah, K. Praveen & Cullen, John B., “Strategic International Management”, 5e (International Edition, 2011).

Carpenter, Mason A. & Sanders, Wm. Gerard, “Strategic Management – A Dynamic Perspective: Concepts and Cases”, 2e (International Edition, 2009).

Language:

Courses are taught in English.

Teaching methods:

Lecture, group work, self-study.

Module applicability:

MBA „General Management“ - english

Pre-requisites / Requirements:

Admission to the MBA programme “General Management” - english

Examination Types:

Examination in the form of a written assignment.

Requirement for award of ECTS-points:

Successful participation in the exam

Course availability:
Annually
Assessment:
The exam of this module counts for 9,09 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Christian Schwens
Further information:
Material for the courses will be provided online before the courses start
Module Version:
11.07.2014

Module 8: Integration Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	4	120	4th	14 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 8a: International Group Accounting			28	32	15
Course 8b: Organizational Behavior and Leadership			28	32	15
Module Learning Outcomes:					
<p>Module 8 takes an integrative look at functions and processes within the firm. Thus, students learn how all corporate activities and all entrepreneurial decisions are reflected in financial reporting. For attaining this goal a globally acting affiliated group is object of consideration. Students are provided with an understanding of consolidating affiliates following the rules of different financial reporting standards. From a second point of view participants are enabled to understand the importance of organizational behavior and leadership for corporate success. They are provided with a deep understanding of leadership, motivation or processes in groups. They will also understand companies in an organizational context.</p>					
Intended Learning Outcomes:					
Course 8a: International Group Accounting					
<p>After the attendance of this course, students are capable</p> <ul style="list-style-type: none"> - to explain the structure and basic content of IFRS group financial statements, based on the underlying consolidation principles and consolidation procedures. - to understand the most recent enforcement relevant hot topics that covers the critical accounting questions of the applicable reporting period; - to explain how different measurement concepts affect the reported net profit and the equity presentation under IFRS; - to explain the relevant parameters to influence fair value measurement and how fair value measurement can be used to influence the overall presentation of a reporting entity; - to identify, how accounting principles and rules can be used to influence business decisions. 					

Course 8b: Organizational Behavior and Leadership

After the attendance of this course, students are capable

- to analyze organizational behavior on different levels (individual level, group level, organizational level);
- to assess the relevance of organizational and national culture for business;
- to explain motivation of people and to promote motivation;
- to differentiate components and dimensions of leadership;
- to explain and to evaluate the different approaches of leadership and to assess their practical implications;
- to discuss different leaderships styles and their consequences;
- to apply instruments of leadership;
- to apply as well as to critically assess trends in leading people like transformational leadership or coaching;
- to work with case studies and to transfer knowledge to the practice.

Recommended Literature

Schermerhorn, John, Hunt, James, Osborn, Richard and Uhl-Bien, Mary: Organizational Behavior, 11th Edition, John Wiley 2011

Northouse, Peter G.: Leadership, 5th Edition, Sage Publications 2010

Description / Contents:

Course 8a: International Group Accounting

- Applying the control concept
- Applying consolidation procedures
- Applying measurement concepts and measurement options
- You are the regulator: How to identify critical accounting topics in IFRS group financial statements

Course 8b: Organizational Behavior and Leadership

- Organizational Behavior
 - o Relevance of Organizational Behavior
 - o Introduction to Organizational Behavior
 - o National Culture
 - o Motivation: Challenges, theory, evaluation
- Leadership
 - o Components and Dimensions of Leadership
 - o Different views of Leadership
 - o Leadership Style
 - o Transformational Leadership
 - o Coaching

Language:

Courses are taught in English.

Teaching methods:
Lecture, group work, self-study.
Module applicability:
MBA „General Management“ - english
Pre-requisites / Requirements:
Admission to the MBA programme “General Management” - english
Examination Types:
Examination in the form of a written exam (120 minutes).
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 9,09 per cent of the final examination
Module convenor and main lecturer:
WP/StB Dr. Thomas Senger, Prof. Dr. Stefan Süß.
Further information:
Material for the courses will be provided online.
Module Version:
25.07.2014

Module EC1: Acquisition Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	4 sessions	
Course(s):			Contact hours:	Independent study hours:	Planned group-size (max.):
Course: Acquisition Management			16	14	15
Intended Learning Outcomes:					
<p>Students are after this elective capable</p> <ul style="list-style-type: none"> - to assign the strategic motives for acquisition activities to the different forms of acquisitions (Vertical, horizontal, lateral), - to explain the details of a share deal and an asset deal, - to understand the essentials of the different phases of the acquisition process (Strategic testing, due diligence, valuation, integration) with a focus on the valuation of the acquisition object. - to assign the adequate valuation approach to the corresponding acquisition occasion. - to discuss the success factors of acquisitions and reasons for acquisition flops. - 					
Description / Content:					
<p>The course starts with a discussion of the motives for acquisitions in their different forms: Horizontal, vertical, lateral. This is followed by an explanation of the differences between a share deal and an asset deal and of the ways of acquiring the acquisition object. The center point of the course is the acquisition process and its single phases: The finding of the object, test of strategic fit, due diligence, valuation (Practiced in a role play, dealing with the acquisition of a foreign pharmaceutical company), closing the deal and integration. The course is closed by a discussion of the success factors of acquisitions, especially in the integration phase.</p>					
References:					
M. McGrath: Practical M&A Execution and Integration, John Wiley & Sons 2011					
Language:					
Course is taught in English.					
Teaching methods:					
Lecture, discussion and experience based sessions, group work, case studies, role play, self-study.					

Module applicability:
MBA „General Management“ - english
Pre-requisites/Requirements:
Admission to the MBA programme “General Management” - english
Examination Types:
Written examination (homework paper).
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 4,5 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Klaus-Peter Franz
Further information:
Material for the courses will be provided online before the course starts.
Module Version:
Aug. 5 th 2014

Module EC 2: Coaching for Leadership				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	4 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Coaching for Leadership			16	14	15
Intended Learning Outcomes:					
<p>After the attendance of this course, students are capable of</p> <ul style="list-style-type: none"> - Identifying, understanding and practising different leadership style - Assessing and applying different methods of leadership - Exercising leadership in specific management situations: employees, teams, and committees - Decision making and leading in complex situations 					
Description / Contents:					
<p>Topics in this course are:</p> <ul style="list-style-type: none"> - Reasons for leadership - Theories on leadership (personality-oriented, behavioral etc.) - Leadership styles - The connection between leadership and motivation - Dynamics of group behavior - Influencing group behavior - Management situations and types of decision-making (based on the fundamentals of how our brain works) - Decision making as a key characteristic of successful leadership 					
Language:					
The course is taught in English.					
Teaching methods:					
Interactive lectures, exercises, case analysis and role playing					
Pre-requisites / Requirements:					
MBA „General Management“ - english					

Examination Types:
Examination in the form of a written project on leadership experiences und learnings.
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 4,5 per cent of the final examination
Main lecturer:
Dr. Vera-Kristin Grundmann
Further information:
Material for the course will be provided online.
Special features:
The lecturer was the Head of Controlling of two of the biggest German companies (DAX 30).
Module Version:
11.08.2014

Module EC3: Credit-Risk Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	4 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Credit-Risk Management			16	14	15
Intended Learning Outcomes:					
<p>This course aims to develop a deep understanding of credit risk. Students will be enabled to assess the main factors influencing credit risk from a stand-alone and a portfolio perspective. Moreover they will be enabled to discuss credit-risk instruments. As the content is developed from the point of view of a bank the course will deliver a critical understanding for the role of credit risk for financial decisions of any firm.</p>					
Description / Contents:					
<p>Core topics in this course are:</p> <ul style="list-style-type: none"> - Measuring Stand-Alone Credit Risk <ul style="list-style-type: none"> o Expected Losses and Unexpected Losses o Rating Assignment Process o Rating Quantification and the Definition of Default (PD) o Estimating Loss Given Default (LGD) o Estimating Exposure at Default (EAD) - Collaterals and Covenants - Measuring Credit-Portfolio Risk <ul style="list-style-type: none"> o Modeling Credit-Portfolio Risk: The General Framework o Modeling Credit-Portfolio Risk: Alternative Approaches - Managing Credit-Portfolio Risk <ul style="list-style-type: none"> o Risk Strategies and Credit Limits o Risk-Adjusted Performance Measurement o Loan Syndication o Asset Securitization o Credit Derivatives <p>Basic Literature:</p> <p>Gup, B.E., and J.W. Kolari: Commercial Banking. The Management of Risk, 3rd ed., Wiley & Sons 2005.</p>					

Saita, F.: Value at Risk and Bank Capital Management, Academic Press 2007.
Language:
Course is taught in English.
Teaching methods:
Lecture, case work, self-study.
Module applicability:
MBA „General Management“ - english
Pre-requisites/Requirements:
Admission to the MBA-programme “General Management” – english
Examination Types:
Homework paper (case based)
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 4.5 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Christoph J. Börner
Further information:
Material for the course will be provided online.
Module Version:
14.07.2014

Module EC4: Financial Analysis				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	4 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Financial Analysis			16	14	15
Intended Learning Outcomes:					
<p>This course aims to provide the participants with a deep understanding of indicators of a firm's financial health. Students will be enabled to apply and assess the common ratios which can be derived from financial statements (annual reports). Moreover they will be enabled to link this quantitative information to more qualitative analysis, eg. SWOT-Analysis etc. Students will gather the crucial investment ratios. So they will be competent to assess and use technical and fundamental analysis to make investments in listed companies.</p>					
Description / Contents:					
<p>Contents:</p> <ul style="list-style-type: none"> - Financial statement analysis <ul style="list-style-type: none"> o Profitability o Efficiency o Liquidity o Financial leverage - Investment ratios <ul style="list-style-type: none"> o Technical analysis o Fundamental analysis o Risk-adjusted performance measures o Bond pricing <p>Basic Literature</p> <p>Atrill, P.: Financial Management for Decision Makers, 6th edition, Financial Times Press, 2011</p>					
Language:					
Course is taught in English.					

Teaching methods:
Lecture, case work, self-study.
Module applicability:
MBA „General Management“ - english
Pre-requisites/Requirements:
Admission to the MBA-programme “General Management” – english
Examination Types:
Homework paper (case based)
Requirement for award of ECTS-points:
Successful participation in the exam.
Courseavailability:
The module will be offered annually
Assessment:
The exam of this module counts for 4,5 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Christoph J. Börner
Further information:
Material for the courses will be provided online. Guest Speakers: <ul style="list-style-type: none"> • André Finke, Equity Analyst, HSBC Trinkaus&Burkhardt, Düsseldorf • Dr. Detlef Geldmacher, Investment Manager, DEG Deutsche Entwicklungs- und Investitionsgesellschaft, Köln
Module Version:
14.07.2014

Module EC5: Financial Markets				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	4 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Financial Markets			16	14	15
Intended Learning Outcomes:					
<p>After the attendance of this course, students are capable to</p> <ul style="list-style-type: none"> - describe national and international financial markets and institutions, their functioning as well as the basics of their regulation - differentiate between alternative forms of financing - analyse the link between the balance of payments and the demand as well as the supply of currencies which determine the exchange rate - explain the determinants of the exchange rate in the short and in the long run - understand the origins and outcomes of currency crises under fixed exchange rates - outline the current financial and European debt crisis and their effects on the Euro and the European Monetary Union. 					
Description / Contents:					
<p>This course blends theory, the analysis of data, examples and practical case situations to allow students to understand not only what to do when confronted with a (international) financial decision but why that decision is the right one.</p> <p>The course starts by looking at national and international financial markets and institutions, including the basics of regulation. Both bonds and stocks (debt and equity financing) can be issued by a firm or a government and sold to investors. These externally issued securities are often tradable in secondary markets. In contrast, loans are obtained from specialized financial intermediaries, typically commercial banks, and the lender monitors the financial behavior of the firm or the government to make sure he will get repaid. For all three types of external sources of funds one can tap either domestic or international markets.</p> <p>In the second part, it will be shown how the balance of payments and the demand as well as the supply of currencies that are traded in the foreign exchange markets interact and determine the exchange rate. Moreover, the origins and outcomes of currency crises under fixed exchange rate systems are analysed. Finally, the course focuses on current crises like the financial crisis of 2008/09 as well as the European debt crisis and its effects on the Euro and the European Monetary Union.</p>					

Basic literature:
Madura, J.: Financial Institutions and Markets, South-Western, Cengage Learning, 9 th edition, 2013.
Language:
Course is taught in English.
Teaching methods:
Interactive lectures, case studies, group work and self-study
Module applicability:
MBA „General Management“ - english
Pre-requisites/Requirements:
Admission to the MBA programme “General Management” - english
Examination Types:
Written examination or homework paper
Requirement for award of ECTS-points:
Successful participation in the exam.
Courseavailability:
Annually
Assessment:
The exam of this module counts for 4,5 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Dieter Smeets
Further information:
Material for the courses will be provided online before the courses start
Module Version:
1 August 2014

Module EC6: Insolvency and Restructuring				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	4 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Insolvency and Restructering			16	14	15
Intended Learning Outcomes:					
<p>Participants of this elective module are provided with a deep understanding of Insolvency Risk and Restructuring as dimension of managerial and entrepreneurial risk taking. Based on the idea that management has always a dimension of risk-taking students will be competent to assess the risk of insolvency anticipatorily – even in normal economic situations. They will be able to define and interpret weak signals in a strategic crisis. Moreover, they will be able to evaluate means and measures to be taken in an earnings and liquidity crisis. Participants are enabled to apply crucial measures for restructuring an insolvent company. They will understand crucial differences between national insolvency regimes to be able to make respective decisions. Therefore students will be able to integrate international and legal aspects into these decisions. The participants benefit from two to three guest-lectures which will be held by highly experienced managers/consultants. Some cases will be answered to put the participants into action.</p>					
Description / Contents:					
<ul style="list-style-type: none"> - Risk and Insolvency - Phases of Business Crises - Strategic Distress - Bankruptcy <ul style="list-style-type: none"> o Reorganization vs. Liquidation o International Comparison of Insolvency Regimes o Stakeholder Management in Insolvency o Financial Measures to Overcome Illiquidity and Overindebtness - Case Studies, e.g. “Starbucks” and “Eurotunnel” 					
Language:					
Course is taught in English.					

Teaching methods:
Lecture, case work, self-study.
Module applicability:
MBA „General Management“ - english
Pre-requisites/Requirements:
Admission to the MBA-programme “General Management” – english
Examination Types:
Homework paper (case based)
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 4,5 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Christoph J. Börner
Further information:
Material for the courses will be provided online.
Literature
<ul style="list-style-type: none"> • Basic Literature will be announced in advance
Guest Speakers:
<ul style="list-style-type: none"> • e.g.: Dr. Marc Reiners (Grasberger und Partner, Köln)
Module Version:
14.07.2014

Module EC7 : Market Research and Analysis				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	4 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned group-size (max.):
EC7 : Market Research and Analysis			16	14	15
Intended Learning Outcomes:					
<p>After the attendance of this course, students are capable of</p> <ul style="list-style-type: none"> - explaining the objectives and role of market research in business practice - exemplifying and describing different tasks of market research related to general marketing objectives and their individual business context. - describing the general structure of the marketing research process - exemplifying and describing basic options within each stage of the marketing research process - delineating and assessing different methods of data collection - discussing the pros and cons of different methods of data collection for market research tasks within their individual business context - developing an appropriate research design for market research tasks within their individual business context 					
Description / Content:					
<ul style="list-style-type: none"> - Definition, Objectives and Role of Market Research in Business Practice - The Scope of Market Research <ul style="list-style-type: none"> o Market Analysis o Customer Analysis o Marketing Decision Making - Overview of the Marketing Research Process - Market Research Controlling: Estimating the Value of Information - Organization and Providers of Market Research - Legal Framework and Ethics of Market Research - Stages of the Marketing Research Process <ul style="list-style-type: none"> o Stage 1: Defining the Research Purpose and Objectives o Stage 2: Establishing the Research Design o Stage 3: Data Collection o Stage 4: Data Analysis 					

- Stage 5: Interpretation and Presentation of Research Results
- Stage 6: Feedback and Decision Making
- Applications and Tools of Market Research
 - Product Development: Idea Generation and Evaluation
 - Market Segmentation
 - Product and Concept Testing
 - Estimating Willingness-to-Pay
 - Analysis of Market Potential
 - Product Positioning
 - Measurement of Customer Satisfaction

References:

Aaker, D.A., Kumar, V. and Day, G.S., (2012), Marketing Research, 11th edition, Chichester: Wiley & Sons.

☒Aaker, D.A., Kumar, V. and Day, G.S., (2009), Essentials of Marketing Research, 2nd edition, Chichester: Wiley & Sons.

☒Malhotra, Naresh K (2009): Marketing research - An applied orientation, 6h ed., Upper Saddle River, NJ, Prentice-Hall International.

☒Crask, Melvin; Fox, Richard J.; Stout, Roy G. (1997): Marketing research: principles and applications, 2nd edition, Englewood Cliffs, N.J., Prentice Hall.

☒

Language:

Courses are taught in English.

Teaching methods:

Lecture, discussion and experience based sessions, group work, case studies, self-study.

Module applicability:

MBA „General Management“ - english

Pre-requisites/Requirements:

Admission to the MBA-programme “General Management” – english

Examination Types:

Examination in the form of a written exam, homework (essay) or oral exam.

Requirement for award of ECTS-points:

Successful participation in the exam.

Course availability:

Anually

Assessment:

The exam of this module counts for 4,5 per cent of the final examination

Modul convenor and main lecturer:

Dr. Ludger Rolfes

Further information:
Material for the course will be provided online before the course starts.
Module Version:
10.08.2014

Module EC8: Project Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	4 sessions	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Project Management			16	14	15
Intended Learning Outcomes:					
<p>After attending this course, students have learnt from examples of industries, companies, and project situations, and are capable</p> <ul style="list-style-type: none"> - to understand the special characteristics of “projects” and how companies analyze and structure projects, their competencies and processes - to understand complex internal and external tasks as a subject of systematic Project Management - to apply methods and tools of professional project management, project organization, and project controlling effectively and efficiently - to evaluate and control human resource aspects, organizational implications and controlling/accounting aspects in project management - to understand and handle the implementation, conflicts, team and negotiation aspects in project management - to discuss project management contents with experienced managers contributing to the course 					
Description / Contents:					
<p>The elective course enlarges and deepens content and know-how from compulsory course 3a which serves as a systematic introduction to the concept. In the elective course application aspects to different areas and project situations are presented and discussed. Based upon strategic decisions and considering legal and environmental restrictions, the application of project management tools and methods, organizational, individual and team decision behavior is subject of the course. Planning project structure, organization, cost, and timing in projects will be related to different industries, such as pharmaceutical industry, software development and services industry, marketing and branding agencies etc.</p>					
Literature / References: as given in the compulsory course 3a					

Language:
Course language is English.
Teaching methods:
Lecture, group work, exercises, case studies, self-study.
Module applicability:
MBA „General Management“ - english
Pre-requisites / Requirements:
Admission to the MBA-programme “General Management” – english
Examination Types:
Examination in the form of a written exam (120 minutes) or assignment (essay).
Requirement for award of ECTS-points:
Successful participation in the exam.
Course availability:
Annually
Assessment:
The exam of this module counts for 4,5 per cent of the final examination
Modul convenor and main lecturer:
Prof. Dr. Bernd Günter; Prof. Dr. H. Schiele, Enschede/NL
Further information:
Material for the course will be provided online before the course starts.
Module Version:
10.08.2014

Module MT: Master Thesis				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	15	450	4th	11 weeks	
Intended Learning Outcomes:					
<p>The Master Thesis shall exhibit the student's competencies and abilities to</p> <ul style="list-style-type: none"> - research - solve and - critically debate the solution of <p>an advanced problem within the domains of business studies and economics within a given time.</p> <p>Skills to be gained are:</p> <ul style="list-style-type: none"> - Identifying and defining a problem/question of practical relevance, based on the existent literature. - Structuring a procedure analytically in order to solve the problem or answer the question. - Mastering the necessary methods and instruments to tackle the problem. - Collecting and analyzing data according to the problem/question. 					
Description / Contents:					
<p>In the master thesis the student demonstrates his/her ability to perform independent scientific work focusing on an adequately challenging topic. The topic should have some links to the candidate's working experience and to the modules of the Master Study. The master thesis is a written elaboration in form of a scientific paper. It describes the scientific findings as well as the paths leading to these findings. It contains justifications for decisions regarding chosen methods for the thesis and discarded alternatives. The student's own substantial contribution to the achieved results must be evident. The Master Thesis should be written in English. Text-based pages of the Master Thesis should comprise around 40 pages.</p>					
Teaching methods:					
Independent scientific work					
Module applicability:					
MBA „General Management“ - english					
Pre-requisites / Requirements:					

Admission to the Master Thesis requires applicants to have received at least 24 ECTS-points.

Detailed regulations concerning the Master Thesis are contained in the examination regulation.

Examination Types:

Scientific paper

Requirement for award of ECTS-points:

Master thesis has to be assessed as “passed” at least

Availability:

At any time during the 4th study stage

Assessment:

The exam of this module counts for 18.2 per cent of the final examination

Module convenor and main lecturer:

All module convenors and main lecturers of the study programme are qualified to supervise a Master Thesis.

Further information:

Basic Reading:

<http://gate.ac.uk/sale/dd/related-work/Academic+Writing+and+Publishing+--+A+Practical+Handbook.pdf>

Module Version:

20.08.2014