

MBA ENGLISH

MBA programme "General Management" (English)				
Modules and courses	Lecturer	Attendance hours / workload	Examination mode	Credit points
First Part				
Module 1 "Fundamentals of Management"				6
1a) Introduction to General Management	Börner	28/90	Written examination 180 min.	
1b) Economics for Business	Neyer	28/90		
Module 2 "Fundamentals of Controlling and Accounting"				6
2a) Financial and Management Accounting	Franz/Senger	28/90	Written examination 180 min.	
2b) Operative and Strategic Controlling	Franz	28/90		
Second Part				
Module 3 "Value Chain"				6
3a) Supply Chain Management	Gold	28/90	Written examination 180 min.	
3b) Marketing and Digital Transformation	Kenning	28/90		
Module 4 "Finance"				6
4a) Investments	Lutz / Schierstedt	28/90	Written examination 180 min.	
4b) Financial Management	Börner	28/90		
Third Part				
Module 5 "Management of Resources"				6
5a) Change and Project Management	Weiß	28/90	Assignment (homework)	
5b) Human Resources	Ruhle	28/90		
Module 6 "Managing for the Future"				5
6a) Sustainability Management and CSR	Hahn	28/90	Assignment (homework)	
6b) Opportunity Recognition	Engelen / Rieger	28/60		
First Elective Module		16/30	See module description	1
Fourth Part				
Module 7 "Strategies for Competitive Advantages"				4
7a) Strategic and International Management	Wehner	28/60	Assignment (homework)	
7b) Corporate Entrepreneurship	Engelen / Rieger	28/60		
Module 8 "Integration Management"				4
8a) International Group Accounting	Senger	28/60	Written examination 180 min.	
8b) Organizational Behaviour and Leadership	Ruhle	28/60		
Second Elective Module		16/30	See module description	1
Master Thesis	—	-/450		15
Total		480/1800		60

Module 1: Fundamentals of Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	1st	56 hours plus exam	
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, - 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 among stakeholders is not free from conflicts, rules and regulations are set which coordinate the different points of interests a short overview on corporate governance is provided.

References:

Atrill, Peter/McLaney: Management Accounting for Decision Makers, 9th edition, Prentice Hall 2018.

Hammond, John S./Kennedy, Ralph L./Raiffa, Howard: Smart Choices, Harvard Business Review Press, 2015.

Course 1b: Economics for Business

- Basic functioning of the economy (scarcity and the competing use of resources, opportunity costs)
- Determinants of market demand and supply
- The concept of elasticities
- 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 and Monetary Policy

- Monetary Policy of the Eurosystem
- Discussion of Current Economic Policy Issues

References:

Mankiw, G.N./Taylor, M.P.: Economics. 5th edition, Cengage 2020.

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; Prof. Dr. Ulrike Neyer

Further information:

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

Module Version:

2020-11 V1

Module 2: Controlling and Accounting				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	1st	56 hrs. plus exam	
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 of cost accounting for 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 responsibilities of the members of the controllership function.</p>					

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 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./ Horngren, C.T./Datar, S.M./Rajan, M.V./: Management and Cost Accounting, 7th edition, Pearson 2019
- 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
- Weber, J./Schäffer, U.: Introduction to Controlling, Schäffer Poeschel 2008

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; Prof. Dr. Thomas Senger
Further information:
Material for the courses will be provided online before the courses start.
Module Version:
2020-11 V1

Module 3: Value Chain				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	2nd	56 hrs plus exam	
Course(s):			Contact hours:	Independent study hours:	Planned group-size (max.):
Course 3a: Supply Chain Management			28	62	15
Course 3b: Marketing and Digital Transformation			28	62	15
Module Learning Outcomes:					
<p>The objective of Supply Chain Management is to match supply and demand by planning, coordinating and managing the value creation process with the overall aim of satisfying customer requirements.</p> <p>Whereas supply chain management is dealing with the supply and 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 the role of marketing in the age of digital transformation.</p>					
Intended Learning Outcomes:					
<p>Course 3a: Supply Chain Management</p> <ul style="list-style-type: none"> - Devising supply chains through the lens of process management and mapping material, capital and information flows; - Analyzing and understanding competitive and supply chain strategies regarding their impact on overall supply chain performance; - Reflecting on drivers and metrics for the success of supply chain management (such as facilities, inventory, transportation, sourcing) and applying them for decision-making; - Explaining factors affecting distribution networks and related design options; - Understanding and comparing network planning and the design of global supply chain networks from a process and method point of view; - Grasping the role of aggregate planning in a supply chain and applying related tools of decision-making; - Elaborating on obstacles to supply chain coordination and managerial levers to improve coordination in a supply chain. <p>Course 3b: Marketing and Digital Transformation</p> <p>This course aims to develop a deep understanding of the dynamics of market and customers in the age of digital transformation. After the attendance of this course, students are capable to understand the importance and strategic challenges of a successful digital transformation</p>					

to develop and evaluate digital transformation strategies to develop and evaluate concepts for a client-centric implementation of digital transformation strategies.

Description / Content:

Course 3a: Supply Chain Management

Supply Chain Management (i.e. the management of supply and value chains) is a key aspect in the provision of goods and services to (end) customers. This course deals with Supply Chain Management from a process management angle, which considers all flows of material, capital and information along a supply chain from the raw material extraction stage to the final customer. The objective of Supply Chain Management is to match supply and demand, and to optimize the resource input of all actors involved in supply chain activities. In order to implement such an overarching approach, it is required to consistently map all processes from customer, production to supply orders. The content of this course comprises objectives and strategies of supply chains within their competitive environment; design options and decision-making tools for supply network planning; as well as coordination and management along supply chains, focussing on the interdependence between performance dimensions.

References:

Chopra, S., & Meindl, P. (2019). Supply Chain Management: Strategy, Planning, and Operation. (7th Edition). Pearson.

Course 3b: Marketing and Digital Transformation

- Digital and Analytics: context and relevance
- Introduction to the Digital@Scale framework
 - WHY: How to create the sense of urgency in the company
 - WHAT: Building new ecosystems - digital strategies in the industry context
 - WHAT: Advancing the business architecture - where DnA creates value
 - WHAT: Strengthening the foundation - technology and organization
 - HOW: Developing a plan - fundamentals of a client-centric transformation
 - HOW: Actuating the digital enterprise - the digital operating system
 - HOW: Scaling forcefully - success factors of an implementation
- Why the marketing paradigm is essential for a successful digital transformation
- Customer Experience as starting point for marketing strategies & mix
- Key marketing instruments for a client-centric digital transformation
 - Product
 - Pricing
 - Integrated Marketing Communications
 - Distribution
 - Services Marketing

References:

Meffert, J.; Swaminathan, A.: Digital @ Scale: The Playbook You Need to Transform Your Company, John Wiley & Sons, June 2017 | t.b.a.

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 (180 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. Stefan Gold, Prof. Dr. Peter Kenning, Dr. Jürgen Meffert, Dr. Jans Spelsiek
Further information:
Material for the courses will be provided online before the courses start.
Module Version:
2020-11 V1

Module 4: Finance				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	2nd	56 hrs plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max):
Course 4a: Investments			28	62	15
Course 4b: Financial Management			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					
<p>Participants in the course are introduced to important topics that are currently of concern to investors. In this course students are given an overview of capital markets, financial instruments, and investment processes. They will have the competence to structure investment decisions by using appropriate investment calculation models. They are enabled to use such models and to assess their underlying premises, limits and fields of usage. Students will gain a deep understanding of how investment theory provides a basis for rational portfolio management decisions. Moreover, they will be able to understand the principals of options trading and to apply commonly used strategies.</p>					
Course 4b: Financial Management					
<p>The objective of the course is to advance the participants' thinking about Financial Management. Therefore we explore the theory and techniques of corporate finance and capital markets. Students will be able to structure and discuss financial decisions with respect to meeting the financial needs of a company. 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. In this respect financial risks and the instruments to mitigate risk are also covered.</p>					

Description / Contents:

Course 4a: Investments Management

- Investment environment, asset classes and financial instruments
- Investment calculation models
 - o Net present value
 - o Final value
 - o Annuity
 - o Internal rate of return
- Portfolio Management
 - o Optimal risky portfolios
 - o Capital Asset Pricing Model
 - o Arbitrage Pricing Theory
- Options trading

Basic Literature

Bodie, Z./Kane, A./ Marcus, A.: Investments, 12th Edition, McGraw-Hill Education, 2019.

Reilly, F.K./Brown, K.C: Investment Analysis and Portfolio Management, 10th edition, Cengage Learning 2011.

Course 4b: Financial Management and Risk

- Fundamentals of corporate finance
 - o Internal vs. external finance
 - o Equity vs. debt finance.
- Dimensions and instruments of financing decisions
 - o External debt finance
 - o IPO & recapitalisation
 - o Capital Structure
- Capital markets and stock exchanges
- Fundamentals of financial risk management

Basic Literature

Atrill, P.: Financial Management fro Decision Maker, 9th edition, Pearson 2019.

Brealey R.A./Myers, S.C./Allen, F.: Principles of Corporate Finance, McGraw-Hill, 11th international edition 2013

Language:

Couses 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. Eva Lutz, (Dr.) Bennet Schierstedt
Further information:
Material for the courses will be provided online
Module Version:
2020-11 V1

Module 5: Management of Resources				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	6	180	3rd	56 hrs plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 5a: Change and Project Management			28	62	15
Course 5b: Human Resource Management			28	62	15
Module Learning Outcomes:					
<p>First, students work on the possibilities and barriers of managing organizational change. They identify triggers and forms of change and recognize that project management plays a central role. The participants will gain a deep understanding of the concepts and instruments of project management. 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:					
<p>Course 5a: Change and Project Management After the attendance of this course, students will be able to</p> <ul style="list-style-type: none"> - identify triggers for change in organizations. - discuss the concept of organizations as systems operating in multi-dimensional environments and the implications for understanding the causes of organizational change. - analyze change situations in terms of the different types of change experienced. - explain limitations to the everyday approach to managing change arising from cultural, political and leadership influences. - understand and discuss the role of leadership for organizational change. - consider project management as a key approach to change management. - understand and evaluate the phases of initiating, planning, executing and closing projects. - consider important milestones, essential success factors as well as possible obstacles in the scope of project management. 					
<p>Recommended Literature</p> <p>Kozak-Holland, Mark; Procter, Chris: Managing Transformation Projects: Tracing Lessons from the Industrial to the Digital Revolution, Palgrave Macmillan 2020 Senior, Barbara; Swailes, Stephen: Organizational Change, 5th Edition, Pearson 2016</p>					
<p>Course 5b: Human Resource Management</p>					

Course 5b: Human Resource Management

After the attendance of this course, students are able

- to explain strategies and to assess instruments of human resource planning;
- to understand different types of job analysis and its use for organizations;
- to differentiate channels of recruiting employees;
- to assess and apply instruments for the selection of employees;
- to explain performance management and to discuss different aspects of appraising employees;
- to critically assess and apply different methods of feedback;
- to explain the model and the phases of human resource development;
- to evaluate the success of the different areas of human resource management;
- to work with case studies and scientific manuscripts to transfer knowledge to the practice;
- to reflect the content of the course in order to create a self-awareness regarding their current job as well as possible ways for future self-development.

Recommended Literature

Gary Dessler (2019): Human Resources Management, Global Edition. 16th Edition, Pearson Studium. ISBN: 978-1-2923-0912-5

Description / Contents:

Course 5a: Change and Project Management

1. Organizations and their changing environments
2. The nature of organizational change
3. Organizational culture and change
4. Leadership styles and leading change
5. Strategies for managing change projects

Course 5b: Human Resource Management

1. Job analysis
2. Recruitment and selection
3. Performance management and appraisal
4. Feedback
5. Human resource development

Current research on human resource management

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: written exam (180 min) or assignement
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. Eva-Ellen Weiß, PD. Dr. Sascha Ruhle
Further information:
Material for the courses will be provided online.
Module Version:
2020-11 V1

Module 6: Managing for the Future				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	5	150	3rd	56 hrs plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 6a: Sustainability Management and CSR			28	46	15
Course 6b: Opportunity Recognition			28	46	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 act responsibly with respect to their nearer and wider corporate environment in different situations. In a second step, students are familiarized with tools to identify opportunities for future business. Students learn about the necessity to continuously deal with the identification and evaluation of new future businesses. Based on practical examples and the literature, students learn that identifying novel businesses is not a matter of chance, but can be the outcome of a structured and systematic process.</p>					
Intended Learning Outcomes:					
Course 6a: Sustainability Management and CSR					
<p>After the attendance of this course, students are able to</p> <ul style="list-style-type: none"> - explain and differentiate various understandings and elements of sustainability management and CSR - explain the most important drivers and inhibitors of sustainability management and CSR; - discuss the role of businesses in society; - describe the influence of businesses on various stakeholders and vice versa; - describe different tools of sustainability management and CSR; - critically discuss the applicability, opportunities, and limitations of different tools of sustainability management and CSR; 					
Basic literature:					
<p>Crane, A., Matten, D., Glozer, S., & Spence, L. (2019). Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization (5. Ed.). Oxford University Press.</p>					

Course 6b: Opportunity Recognition

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

- Understand firms' necessity to strategically renew on a regular basis
- Explain the typical life cycle stages of industries and products
- Distinguish between continuous and one-off opportunity recognition formats
- Explain different company-related tools of opportunity recognition, such as the technology application matrix and the core business approach
- Outline tools that seek to identify opportunity in the firm's market environment (e.g., consumption chain analysis)
- Apply tools that leverage the broader environment to spot new opportunities (e.g., reverse innovation approach)
- Evaluate ideas in terms of their future business potential

Basic Literature:

Engelen, A./von Gagern, C.: Opportunity Recognition: 15 Ansätze für mehr Unternehmenswachstum, SpringerGabler.

Kuratko, D./Morris, M./Covin, J.: Corporate Innovation and Entrepreneurship – Entrepreneurial Development Within Organizations. International Edition.

Description / Contents:

Course 6a: Sustainability Management and CSR

1. Introducing into Sustainability (Management) and CSR
2. Elements and concepts of Sustainability Management and CSR
3. Companies and stakeholders: Mutual influences and impact on Sustainable Development
4. Tools and Instruments of Sustainability Management and CSR

Course 6b: Opportunity Recognition

1. **Introduction to Opportunity Recognition**
2. **Company-related Tools for Opportunity Recognition**
 - 2.1 Technology-application matrix
 - 2.2 Business-model-innovation approach
 - 2.3 Core-business approach
 - 2.4 Big-data approach
 - 2.5 Product-trend approach
3. **Market-related Tools for Opportunity Recognition**
 - 3.1 Consumption chain
 - 3.2 Empathetic design
 - 3.3 Granularity approach

<ul style="list-style-type: none"> 3.4 Innovation mapping 3.5 Market imperfections <p>4. Environmental Tools for Opportunity Recognition</p> <ul style="list-style-type: none"> 4.1 Reverse-innovation approach 4.2 Interpreter approach 4.3 Innovation-crowdsourcing 4.4 Lead-user approach 4.5 Market-space approach
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:
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:
Prof. Dr. Rüdiger Hahn, Prof. Dr. Andreas Engelen, Dr. Verena Rieger
Further information:
Material for the courses will be provided online before the courses start
Module Version:
2020-11 V1

Module 7: Strategies for Competitive Advantages				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	4	120	4th	56 hrs plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course 7a: Strategic and International Management			28	32	15
Course 7b: Corporate 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 Corporate 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 is meant by strategy and to develop a strategic management framework - to define what constitutes the macro-environment and evaluate the relationship between the macro-environment and the competitive environment - to explain the internal and external firm context and to understand the importance of the link between different levels for strategic decision making - to explain the role of capabilities and evaluate this role as a means of achieving sustainable competitive advantage - to discuss different perspectives on globalization - to evaluate different types of international strategy and assess different entry mode strategies - to apply strategic management tools and concepts in order to solve practical and complex problems 					
Course 7b: Corporate Entrepreneurship					
<p>After the attendance of this course, students are capable</p> <ul style="list-style-type: none"> - to explain why permanent strategic renewal is important for established companies 					

- to explain the differences of entrepreneurial actions in new ventures and established companies
- to explain the management levers that enable firms to establish an entrepreneurial mindset throughout the company
- to explain which executive traits are useful for promoting entrepreneurial thinking in large corporations

Description / Contents:

Course 7a: Strategic and International Management

1. What is Strategy?
2. Evaluation of the Macro-environment
3. Industry Analysis
4. The Internal Environment: Value-creating activities
5. The Internal Environment: A Resource-Based View of Strategy
6. Business and Corporate Strategy
7. International Strategy

Basic literature:

Henry, A. E. (2018): "Understanding Strategic Management", Third Edition, Oxford University Press

Course 7b: Corporate Entrepreneurship

1. **Introduction into Corporate Entrepreneurship**
2. **Foundations of Corporate Entrepreneurship**
 - 2.1 Dimensions of Corporate Entrepreneurship
 - 2.2 Performance implications of Corporate Entrepreneurship
3. **Management levers to facilitate Corporate Entrepreneurship**
 - 3.1 Planning
 - 3.2 Organization
 - 3.3 Personnel
 - 3.4 Leadership
 - 3.5 Control
4. **Change management**

Basic literature:

Engelen, A./Bachman, J./Engelen, M.: Corporate Entrepreneurship, SpringerGabler.

Kuratko, D./Morris, M./Covin, J.: Corporate Innovation and Entrepreneurship – Entrepreneurial Development Within Organizations. International Edition.

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. Marius Wehner, Prof. Dr. Andreas Engelen, Dr. Verena Rieger
Further information:
Material for the courses will be provided online before the courses start
Module Version:
2020-11 V1

Module 8: Integration Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	4	120	4	56 hrs plus exam	
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. First, 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. Secondly, participants are enabled to understand the importance of organizational behavior and leadership for corporate success. They are provided with an understanding of humans at work, focusing on leadership, motivational processes, and group work. Further, they will also understand the importance of different levels (individual, group, and organization) within a company for individual behavior.</p>					
Intended Learning Outcomes:					
Course 8a: International Group Accounting					
After the attendance of this course, students are capable					
<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 able					

- 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 the motivation of people and to promote it;
- 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 leadership styles and their consequences;
- to work with case studies and to transfer knowledge to the practice;
- to reflect their own motives to create self-awareness regarding their own behavior in organizations;
- to develop an understanding of their leadership style as well as potentials for improvement.

Recommended Literature

Schermerhorn, John, Hunt, James, Osborn, Richard and Uhl-Bien, Mary: Organizational Behavior, 13th Edition, John Wiley 2016. ISBN: 978-1118517376

Northouse, Peter G.: Introduction to Leadership: Concepts and Practice, 5th Edition, Sage Publications 2020. ISBN: 978-1544351599

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

1. Relevance and basics of organizational behavior
2. (National) Culture
3. Challenges, theory, and evaluation of motivation
4. Conflict and power in organizations
5. Different views on leadership
6. Leadership styles
7. Transactional and transformational leadership
8. Recent developments in leadership research

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 (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
Module convenor and main lecturer:
Prof. Dr. Thomas Senger, PD Dr. Sascha Ruhle
Further information:
Material for the courses will be provided online.
Module Version:
2020-11 V1

Module EC 1: Management Control Systems				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	16 hrs plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Management Control Systems			16	14	15
Intended Learning Outcomes:					
<p>After the attendance of this course, students will be able to</p> <ul style="list-style-type: none"> - identify and evaluate real-world problems in accounting and control, - adopt research in management control on comprehensive real-world problems and to develop appropriate solution alternatives, - discuss these solutions critically also with respect to ethical and sustainability issues, and - address the interplay of management control with other business functions, e.g., finance, organization/HR, management/strategy, R&D, operations, or marketing. <p>Intended learning outcomes will be achieved mainly via written assignments, presentations and active student participation in class discussions with lecturers as well as fellow students.</p>					
Description / Contents:					
<p>Topics in this course are:</p> <ul style="list-style-type: none"> - Object-of-Control-Framework - Management Controls and their functional and dysfunctional effects - Implementing financial and non-financial results controls - Implementing action and people controls - Ethical and sustainability issues in management control <p>Basic literature:</p> <ul style="list-style-type: none"> - Merchant, Kenneth A.; Van der Stede, Wim A. (2017): Management control systems. Performance measurement, evaluation, and incentives. Fourth edition. Harlow, England, et al:Pearson. 					
Language:					
The course is taught in English.					
Teaching methods:					
Interactive lectures, exercises, case analysis					
Pre-requisites / Requirements:					
MBA „General Management“ - english					

Examination Types:
Case study and presentation
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:
Prof. Dr. Barbara Weißenberger
Further information:
Material for the course will be provided online.
Special features:
Module Version:
2020-11 V1

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	16 hrs incl. exam	
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"> - understanding what lies at the heart of working with people and to integrate this knowledge in business. - understanding and differentiating between the overlap and the differences between leadership and coaching. - understanding the basics of communication. - being more attentive when working with people; i.e. consciously perceive and understand one's counterpart. - making use of different questioning techniques. - knowing and being able to engage in selected methods of coaching in daily business. 					
Description / Contents:					
<p>Topics in this course are:</p> <ul style="list-style-type: none"> - personal development through practical exercises concerning perception and communication - basics of communication - basics of leadership - coaching: the theoretical and conceptual background - the coaching process - interventions and questioning techniques 					
Language:					
The course is taught in English.					
Teaching methods:					
Interactive lectures, exercises, and role playing					
Pre-requisites / Requirements:					
MBA „General Management“ - english					

Examination Types:
Individual contribution to the course
Requirement for award of ECTS-points:
Successful contribution to the course.
Course availability:
Annually
Assessment:
The exam of this module counts for 4,5 per cent of the final examination
Main lecturer:
Prof. Dr. E.-E. Weiß
Further information:
Material for the course will be provided online.
Special features:
Module Version:
2020-11 V1

Module EC3: Financial Risk Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	16 hrs. plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Financial Risk Management			16	14	15
Intended Learning Outcomes:					
<p>This course aims to develop a deep understanding of (financial) 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 assess market price risks (e. g. FX-risk, interest rate risk). The most important risk measures are introduced and discussed (Duration, Value at Risk). The students will be enabled to discuss risk instruments. Conclusions will be made with respect to non-financial risks.</p>					
Description / Contents:					
<p>Core topics in this course are:</p> <ul style="list-style-type: none"> - Measuring and Managing Stand-Alone Credit Risk <ul style="list-style-type: none"> o Expected Losses and Unexpected Losses o Rating o Definition of Probability of Default (PD), Loss Given Default (LGD), Exposure at Default (EAD) - Measuring and Managing Market Price Risks - FX-Risk, Interest-Rate Risks - Duration - Value at Risk - Risk Strategies - Hedging - Portfolio Insurance - Non-Financial Risks - <p>Basic Literature:</p> <p>Hull, John: Futures, Options, and Other Derivatives, Actual edition.</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:
Oral examination
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:
2020-11-V1

Module EC4: Financial Analysis				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	16 hrs plus exam	
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:
2020-11-V1

Module EC5: Financial Markets				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	16 hrs. plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Financial Markets			16	14	15
Intended Learning Outcomes:					
<p>After completion of the course the participants are able to</p> <ul style="list-style-type: none"> - to structure financial markets in their segments and to distinguish the economic profiles of financial instruments. The focus is on equity and bond markets, but foreign exchange and futures markets are also covered. - to discuss the different rules for setting stock market prices and to distinguish between auction and market maker exchanges in particular - to apply the basic principles of theoretical valuation of securities; the CAPM and the arbitrage-free valuation are in the foreground - discuss different degrees of information efficiency of financial markets and reflect on chart analysis, fundamental analysis and insider trading against their background - to classify the research area of Behavioral Finance and identify significant biases in the investment process. 					
Description / Contents:					
<ol style="list-style-type: none"> 1. Segments of the financial market 2. Pricing on financial markets 3. Information efficiency and securities analysis 4. Behavioral finance <p>Basic literature:</p> <p>Howells, P./Bain, K.: Financial Markets and Institutions, 5th edition, Pearson 2007</p>					
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:
Oral examination
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. Christoph J. Börner
Further information:
Material for the courses will be provided online before the courses start
Module Version:
2020-11-V1

Module EC6: Insolvency and Restructuring				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	16 hrs. plus exam	
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.</p> <p>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. “Air Berlin”, “Vapiano”, “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
Module Version:
2020-11-V1

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	16 hrs plus exam	
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"> - 1 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 o Stage 5: Interpretation and Presentation of Research Results o 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 (e. g.):

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:

Homework paper (case based)

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:

Prof. Dr. P. Kenning (Co-ordinator)

Further information:

Material for the course will be provided online before the course starts.

Module Version:

2020-11-V1

Module EC8: Project Management				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	16 hrs. plus exam	
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 (Co-ordinator) plus Guest Speakers (Practitioners)
Further information:
Material for the course will be provided online before the course starts.
Module Version:
2020-11-V1

Module EC9: Entrepreneurial Finance				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Elective	1	30	3rd or 4th	16 hrs. plus exam	
Course(s):			Contact hours:	Independent study-hours:	Planned groupsize (max.):
Course: Entrepreneurial Finance			16	14	15
Intended Learning Outcomes:					
<p>After completion of the course the participants are able to</p> <ul style="list-style-type: none"> • describe the founding of a company and the problems of financing a start-up in a structured way; • to evaluate the special forms of Entrepreneurial Finance in their application context; • to evaluate start-up projects as a whole, but above all in their financial implications and • to estimate their financial feasibility. 					
Description / Contents:					
<p>The course "Entrepreneurial Finance" activates the participants' previous financial knowledge from their MBA studies in the special context of founding a company or taking the step to self-employment. For this purpose, the financial particularities of new companies and founders of new businesses are first worked out. Then the special forms of financing in the field of Entrepreneurial Finance (e.g. financing through Business Angels, Venture Capital, Crowdfunding, promotional loans) are discussed and evaluated, whereby legal aspects are also addressed. In addition, the students work out the functions and the design of a business plan, which must convince investors. Such a business plan is discussed especially in its quantitative dimension.</p> <p>Literature (e. g.) Adelman/Marks: Entrepreneurial Finance, 5th edition, Prentice Hall 2011.</p>					
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 oral exam or short assignment (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. E. Lutz <i>or</i> Prof. Dr. C. J. Börner
Further information:
Material for the course will be provided online before the course starts.
Module Version:
2020-11-V1

Module MT: Master Thesis				Study programme	MBA english
Modul type:	ECTS-Points:	Workload:	Study stage:	Module duration:	
Compulsory	15	450	4th	15 weeks	
Intended Learning Outcomes:					
<p>By writing the Master's thesis, the candidate develops the competence to independently work on a business problem within a given period of time according to scientific methods and to present the results appropriately. Based on the contents of the MBA program, the Master's thesis enables students to critically select and apply relevant business concepts and instruments in an in-depth analysis and to integrate them stringently into an integrating concept.</p>					
Description / Contents:					
<p>The topic of the Master's thesis should preferably be taken from the candidate's working environment and must relate to the modules of the MBA program. The Master's thesis is written in English. The text of the master's thesis should be approximately 40 pages.</p>					
Teaching methods:					
Independent scientific work					
Module applicability:					
MBA „General Management“ - english					
Pre-requisites / Requirements:					
<p>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.</p>					
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.

Module Version:

2020-11-V1