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HOCHSCHULE DARMSTADT
UNIVERSITY OF APPLIED SCIENCES



Module handbook for the course in

Business Administration - full-time

Master of Business Administration (MBA)

of the Darmstadt Business School

at Hochschule Darmstadt – University of Applied Sciences

Last amended on 02.06.2020

Changes valid from 01.12.2019

The underlying BBPO [*Special Conditions for Examination Rules*] are dated 12.07.2019 (official notices in 2019).

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1	Module name Professional Experience
1.1	Module ID 401
1.2	Type Mandatory
1.3	Lecture Not applicable, as the module is intended as a credit towards extracurricular competencies
1.4	Semester -
1.5	Responsible for module Dr. Ralf Schellhase, Dr. Matthias Knoll
1.6	Further lecturers -
1.7	Level Master
1.8	Language -
2	<p>Content of course</p> <p>The course is aimed at students who already have a minimum amount of professional management and leadership experience. This module calculates the competencies obtained before the start of studies, and recognised during the evaluation process as per BBZM, and the work performed in this field. Competencies and work experience originate from the following areas:</p> <ol style="list-style-type: none"> 1. Management responsibilities in a line function 2. Project or partial project management, or a comparable management function (such as audit management) 3. Budget responsibility 4. Reporting obligations at division, Board of Directors' or company management level 5. Responsibilities in advisory and steering committees of the company (e.g. strategy commissions, requirements management groups, governance committees, steering committee) 6. Exercising official representational duties, powers of negotiation and powers of attorney. 7. Experience with auditing tasks.
3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p>With the help of this module, the students will show that that are able to take on management and leadership responsibility in a company independently, in a responsible position, and apply their commercial decision-making, responsibility and social competencies within the scope of specific technical and organizational issues within the company, and in contact with external partners.</p> <ul style="list-style-type: none"> • <u>Knowledge:</u> Students are able, not only to describe their direct working area in detail, but are also familiar with the whole structure of their business environment. They recognize interfaces and cross-sectional tasks, and are able to describe them.

	<ul style="list-style-type: none"> • <u>Skills</u>: Students are able to organize the time required for their professional activities, as part of their self-management, and prioritize current issues based on this. The same applies to the responsibilities assigned to subordinate employees (management techniques). They know their skills, but also their limits, and orientate themselves to them in their daily responsibilities. • <u>Competencies</u>: Students are able to analyze complex, inter-disciplinary issues in their working area. They are able to recognize and evaluate developments, and develop strategic approaches in line with them. On this basis they manage and coordinate their teams, project groups or departments. They can hold practical talks with representatives of other working areas and disciplines, develop ethical-moral principles (governance), goals, strategies and solutions, and present them in a way that is appealing and convincing in speech and writing, depending on the target group. <p>As part of their professional development, they are able to act in a considered manner, even in difficult situations, and make decisions from a strategic perspective and in consideration of compliance principles.</p>
4	Course pedagogy Practical experience
5	Workload and credit points 30 CP
6	Examination / Grading For this credit module, no extra examination is offered during the course. The work experienced recognised in the admission test, based on the BBZM, by the test committee, is credited to this module during the enrolment process. The module is ungraded.
7	Required knowledge <ol style="list-style-type: none"> 1. Management responsibilities in a line function 2. Project or partial project management, or a comparable management function (such as audit management) 3. Budget responsibility 4. Reporting obligations at division, Board of Directors' or company management level 5. Responsibilities in advisory and steering committees of the company (e.g. strategy commissions, requirements management meetings, governance committees, steering committee) 6. Exercising official representational duties, powers of negotiation and powers of attorney. 7. Experience with auditing tasks.
8	Recommended knowledge -
9	Duration, time structure and frequency The module is designed as a credit module. For this reason, it is not taken into account when designing the educational offer. The credits are awarded as per BBZM after the successful admission to the course, as part of the enrolment.

10	Module Application The module solely is a credit module in the Master's in Business Administration (MBA) course.
11	Readings -

1	Module name Strategic Management and Leadership
1.1	Module ID 411
1.2	Type Obligatory
1.3	Lecture Strategic Management and Leadership
1.4	Semester 1
1.5	Responsible for module Dr. Ralf Schellhase
1.6	Further lecturers Dipl.-Kfm. Christian Camin
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This course is about key concepts and theories in the field of Operational and Strategic Management and Leadership (with a strong focus on Change Management and Intercultural Management) and how they can be applied to real business situations. All topics are illustrated with case studies about real companies in various different industries. Lectures will be organized around business cases. Students are expected to make presentations and to participate actively in the discussions.</p> <p>Topics include:</p> <ul style="list-style-type: none"> • Organisations and their environment • Structure and organisations • Defining Strategic Management • Scanning External Environment • Scanning Internal Environment • Strategy Formulation – Vision and Mission • Strategy Formulation – Objectives, Strategies and Policies • Strategy Implementation • Evaluation and Control • Leadership and Change Management: Personal Development, Team Development, Organisational Development, • Intercultural Aspects of Leadership and Management

3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u></p> <p>Students know</p> <ul style="list-style-type: none"> -how organizations and management basically function, which challenges can occur and how they can be handled - and develop an overall understanding of the basic concepts of strategic management and leadership and understand the importance and sources of sustainable competitive advantages for strategic management - the basic concepts of leadership - and develop an overall understanding of the basic concepts and issues of change management. <p><u>Application</u></p> <p>Students should be enabled to:</p> <ul style="list-style-type: none"> To understand a working model on how change can be managed successfully within organizations. To develop an understanding of the investigative and diagnostic skills needed to become more effective in assessing what is going on in organizations. To form and strengthen the ability to manage issues arising from internally planned and externally imposed organizational changes. To improve the awareness of how people can facilitate or resist change and extend the ability to manage human resources in the context of change. Develop a greater understanding for intercultural aspects of leadership and management. Look at themselves closely for their own orientation of leadership and facilitate processes for enhancing their capabilities through experiential education. <p><u>Analysis, synthesis and evaluation</u></p> <p>Having followed this course, students should be able to analyse, select and evaluate the appropriate strategic framework for firms entering strategic change projects and should be better equipped to understand what kind of hurdles will occur and how a firm can overcome them.</p>
4	<p>Course pedagogy</p> <p>A blend of In -class lectures, group work on case studies, case analysis and discussion forms the course pedagogy</p> <p>Media used: multi-media tools, cases, seminar paper, textbook, moodle</p>
5	<p>Workload and Credit Points</p> <p>Total hours needed of 180 hours for 6 Credit Points (CP)</p> <p>Contact hours: 64 hours</p> <p>Self-study: 116 hours</p>

6	Examination /grading Group Case Study, Individual Case Study, Written Exam Re-examination possible in every semester
7	Required knowledge -
8	Recommended knowledge None
9	Duration, time structure and frequency Every second semester, whole semester
10	Module Application None
11	Readings Hayes, John, The Theory and Practice of Change Management, Fifth Edition, Palgrave Macmillan 2018 Northouse, Peter G., Leadership – Theory and Practice, Eights Edition, Sage, 2019 Rothaermel, Frank T., Strategic Management Concept & Cases, McGraw-Hill Irwin 2013 Lumpkin Eisner, Dess; McNamara, Kim, Strategic Management Text & Cases, Ninth Edition, McGraw-Hill 2018

1	Module name Communication, Negotiation, Mediation
1.1	Module ID 412
1.2	Type Obligatory
1.3	Lecture Communication, Negotiation, Mediation
1.4	Semester 1
1.5	Responsible for module Dr. Ralf Schellhase
1.6	Further lecturers Dr. Pritima Chainani-Barta
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>The module aims at dealing with barriers and gaps in communication with a view to developing a toolkit for promoting effective interpersonal communication. Discussions on work-related topics and case studies relevant to interpersonal communication and negotiation are incorporated to create an awareness of personal communication styles and organizational behaviour when working or interacting in an international environment. Training activities and practical exercises serve to develop those skills and core competencies which are required to meet the challenges of international communication and conflict resolution.</p> <p>The module focuses on the following key points:</p> <ul style="list-style-type: none"> • Interpersonal Communication • Active Listening • Intercultural Communication • Conflict Resolution • Negotiation
3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u> Students know Communication Theories and Models of Paul Watzlawick, Schulz von Thun and Marshall Rosenberg, Harvard Negotiation and Conflict Resolution Concept.</p> <p><u>Application</u> Interpersonal Communication Skills, Conflict Resolution and Negotiating Skills</p> <p><u>Analysis, synthesis and evaluation</u></p>

	Participants will be able to use and interpret verbal and nonverbal messages effectively, listen and respond thoughtfully to others, appropriately adapt language and messages in stressful conversations.
4 Course pedagogy	Interactive lecture, group discussions, presentations, class activity and experiential exercises, team work Media used: multi-media tools, cases, seminar paper, textbook
5 Workload and Credit Points	Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 64 hours Self-study: 116 hours
6 Examination /grading	Class Participation, Presentation, Group Discussion, Oral and written Exam Re-examination possible in every semester
7 Required knowledge	none
8 Recommended knowledge	none
9 Duration, time structure and frequency	Every second semester, whole semester
10 Module Application	None
11 Readings	Ralf G. Nichols; Leonard A. Stevens: Harvard Business Review on Effective Communication Harvard Business School Publishing: Harvard Business Review on Negotiation and Conflict Resolution Roger Fisher, William Ury: Getting to Yes. Negotiating an agreement without giving in.

1	Module name Project Management
1.1	Module ID 413
1.2	Type Obligatory
1.3	Lecture Project Management
1.4	Semester 1
1.5	Responsible for module Dr. Ralf Schellhase
1.6	Further lecturers Thomas Walenta, PMI Frankfurt Chapter
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>Knowledge, tools, methods and context of project management as it is described in PMI's standard PMBoK Guide (Project Management Body of Knowledge).</p> <p>Introduction to project management organizations, standards, processes and profession</p> <p>Framework for project management (project life cycles, programs, portfolios, matrix organization, stakeholders etc)</p> <p>nine Knowledge areas</p> <p>Scope Management</p> <p>Time Management (network diagrams, duration estimates, schedule development)</p> <p>Cost Management (resource planning, cost estimates, cost budgeting, earned value)</p> <p>Quality Management (Quality assurance and control)</p> <p>Human Resource Management (Team development)</p> <p>Communication Management (EVM, reporting)</p> <p>Risk Management (risk identification, analysis, response planning and monitoring)</p> <p>Contracts, Procurement Management</p> <p>Project Integration (all knowledge areas) and Professional Responsibility (Ethic standards)</p> <p>Systemic aspects of the management of projects and agile methods and elements of project management – incl. combined forms of project management</p>

3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p>Knowledge about the PMI PMBoK Guide framework and 9 knowledge areas scope, time, cost, quality, risk, human resources, communication, procurement and integration. Knowledge about the project management ethical standard established by PMI. Capability to sit at a PMI style exam, understand how questions are setup and how to handle the exam situation. Competency to explain and utilize project management context and major processes.</p>
4	<p>Course pedagogy</p> <p>A blend of in class lecture/seminar, group work/project work and discussions Media used: Textbook, PowerPoint presentations, internet, moodle</p>
5	<p>Workload and Credit Points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 64 hours Self-study: 116 hours</p>
6	<p>Examination /grading</p> <p>Multiple Choice Exam, 50 questions, in style of PMP/CAPM certification exam by PMI (www.pmi.org), group work on project Re-examination possible in every semester</p>
7	<p>Required knowledge</p> <p>-</p>
8	<p>Recommended knowledge</p> <p>-</p>
9	<p>Duration, time structure and frequency</p> <p>every second semester, whole semester</p>
10	<p>Module Application</p> <p>None</p>
11	<p>Readings</p> <p>PMI (PMBOK): A Guide to the Project Management Body of Knowledge Harold Kerzner: Project Management, Wiley Eric Verzuh: The Fast Forward MBA in Project Management, Wiley The Project Manager Competency Development Framework, PMI Rita Mulhany: PMP Prep Exam Book, RMC Publications</p>

1	Module name Global Marketing Management
1.1	Module ID 414
1.2	Type Obligatory
1.3	Lecture Global Marketing Management
1.4	Semester 1
1.5	Responsible for module Dr. Ralf Schellhase
1.6	Further lecturers Dr. Shyda Valizade-Funder
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This course covers concepts, activities, and techniques related to the planning and coordination of marketing functions, marketing policies, and the analysis of marketing administration. The course has a clear decision-oriented approach. It is structured according to the main management decision fields connected with the global marketing process.</p> <p>Covered Topics are</p> <ul style="list-style-type: none"> • Developing Marketing strategies and programmes • Marketing approaches in business and consumer markets • Global marketing in the firm • Initiation of internationalization • Internationalization theories • Development of the firm's international competitiveness • Global marketing research • The political, economic and sociocultural environment • The international market selection process • Some approaches to the choice of entry mode • The global marketing-mix • Organization and control of the global marketing programme

3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p><u>Knowledge and comprehension</u> Students should</p> <ul style="list-style-type: none"> • develop a cross-cultural understanding of the basic concepts and issues in marketing, including the creation of value through the integrated production and distribution of goods and services and the global, political, economic, legal, and regulatory context for business • build up a working marketing vocabulary such that they are better able to understand and discuss international marketing concepts in a business setting • develop an appreciation for the inherently strategic nature of contemporary marketing and for the role marketing plays in global business strategy • develop their ability to justify and support decisions through information acquisition and management • enhance their understanding of what marketing managers actually do on a day-to-day basis by taking on the role of marketing manager for an existing product/service • understand the ethical and social responsibilities of marketing management in international organizations and different cultures <p><u>Application</u> Students are able to develop Global Market Strategies and to design, implement and coordinate a global marketing programme.</p> <p><u>Analysis, synthesis and evaluation</u> Having followed this course, students should be able to analyse, select and evaluate the appropriate conceptual framework for firms approaching global markets and should be better equipped to understand how a firm can achieve global competitiveness through the design and implementation of market-responsive programmes.</p>
4	<p>Course pedagogy A blend of in class lecture/seminar, group work on case studies and discussions Media used: Textbook, PowerPoint presentations, video and audio materials, internet, case studies, moodle</p>
5	<p>Workload and Credit Points Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 64 hours Self-study: 116 hours</p>
6	<p>Examination /grading A choice of Final Exam (90 min), Assignments, Discussions, Case Studies Re-examination possible in every semester</p>
7	<p>Required knowledge -</p>

8	Recommended knowledge -
9	Duration, time structure and frequency every second semester, whole semester
10	Module Application None
11	Readings Hollensen, S.: Global Marketing – A decision-oriented approach, Financial Times/Prentice Hall Kotabe, M, Hellsen, K.: Global Marketing Management Czinkota, M./Ronkainen, I.: International Marketing

1	Module name Strategic IT-Management
1.1	Module IP 415
1.2	Type Obligatory
1.3	Lecture Strategic IT-Management
1.4	Semester 1
1.5	Responsible for module Dr. Omid Tafreschi
1.6	Further lecturers Dr. Benjamin Engelstätter, Dr. Matthias Knoll, Dr. Michael Rebstock, Dr. Matthias Vieth
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	Content of course <ul style="list-style-type: none"> • Introduction to information systems and information management (IM) • Interrelations of IM and business process management • Development of an IT strategy for enterprises • Concepts, methods and tools for planning, implementation and control of the IT operations of enterprises • Analysis of technical developments and their implications for the business, disruptive innovations • Electronic markets and virtual goods • Digital transformation • Privacy and IT security
3	Aim of the module (expected learning outcomes and competencies to be acquired) <u>Knowledge and comprehension</u> Having followed this course, students are able to explain the theory of information systems and information management. They are equipped to understand how a firm can achieve global competitiveness through the design and implementation of IM strategies coherent with business models and business process layouts. <u>Application</u> Having followed this course, students are able to collaborate in cross-cultural and interdisciplinary projects. They are able to write scientific papers addressing different aspects of strategic IT-Management and present their results. <u>Analysis, synthesis and evaluation</u>

	<p>Having followed this course, students are able to analyze, select and evaluate appropriate IM measures and plans for companies acting in global markets. They are able to plan interdisciplinary projects. They can evaluate and decide on IT investment and IT operations.</p>
4	<p>Course pedagogy Lecture, Seminar, Projekt</p> <p>Media used: Whiteboard, Projector, E-Learning Platform, Web-Conferences</p>
5	<p>Workload and Credit Points Total hours needed of 180 hours for 6 Credit Points (CP) Contact hours: 64 hours Self-study: 102 hours</p>
6	<p>Examination /grading Grades will be based on a total score computed from three components. Each component will be graded individually and will be turned into a percentage score. The final grade will be calculated using the following weights:</p> <ol style="list-style-type: none"> 1. Lecture Notes 20% 2. Project 50% (Project Performance 10%, Summary 20%, Presentation 20%) 3. Written Examination 30% <p>50% of the total score are required to pass the class.</p> <p>Re-examination possible in every semester</p>
7	<p>Required knowledge none</p>
8	<p>Recommended knowledge Project Management</p>
9	<p>Duration, time structure and frequency Every second semester, whole semester</p>
10	<p>Module Application None</p>
11	<p>Readings</p> <ul style="list-style-type: none"> • Business & Information Systems Engineering - The International Journal of WIRTSCHAFTSINFORMATIK • Harvard Business Review - Journal • MIS Quarterly Executive – Journal • MIT Sloan Management Review – Journal

- Applegate / Austin / MacFarlan: Corporate Information Strategy and Management: Text and Cases.
- Shapiro / Varian: Information Rules.
- Weill / Ross: IT Governance.

1	Module name Business Research Methods
1.1	Module ID 421
1.2	Type Obligatory
1.3	Lecture Business Research Methods
1.4	Semester 2
1.5	Responsible for module Dr. Benjamin Engelstätter
1.6	Further lecturers Dr. Martin Ohlwein, any lecturer of Business Research Methods
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This module teaches important approaches, methods, and procedures for people responsible for market research, marketing, and research. The analysis is elaborated, on the one hand, in a multi-cultural, systematic process of obtaining information, and then with the help of objective mathematical processes.</p> <p>The core points of the lecture are:</p> <ul style="list-style-type: none"> - The meaning of Business Research - Introduction to Research Design - Ethics in Business Research - Methods of data acquisition - Data assessment and scaling - Design and assessment of questionnaires - Statistic methods: univariate, context analyses and multivariate procedures - Reporting and presentation of the analysis results <p>The module has two parts, the first part deals with the general procedure of business research, while the second part looks at the statistical, quantitative methods.</p>

3	<p>Goals</p> <p>Knowledge: Graduates know the meaning, approaches, and methods of business research, and how they could be applied in a multi-cultural and constantly-changing world economy.</p> <p>Skills: The graduates are able to generate information about people (customers, employees) by specific and targeted questionnaires, and quantitatively prove or reject this data as hypotheses with the help of statistical analyses. In addition, graduates are also able to assess and apply complexity reducing processes.</p> <p>Competencies: The graduates can select, assess and apply the methods and processes of business research, independently and autonomously.</p>
4	<p>Forms of teaching and learning</p> <p>First part: Attendance (lecture), as well as self-study and a presentation. Media used: Board, beamer, where applicable, PC with mathematical software</p> <p>Second part: Attendance (lecture), as well as laboratory work. Media used: Board, beamer, where applicable: PC with mathematical software</p>
5	<p>Workload and credit points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 64 hours Self-study: 116 hours</p>
6	<p>Form of assessment, duration of assessment and assessment requirement</p> <p>First part: Term paper: 50%</p> <p>Second part: Written exam: 50%</p> <p>Re-examination possible in every semester</p>
7	<p>Necessary knowledge</p> <p>General mathematical knowledge at bachelor level</p>
8	<p>Recommended knowledge</p> <p>Mathematical methods of analysis for logs. Regression and the multi-variant processes (cluster, discrimination, and factor analyses)</p>
9	<p>Duration, time structure and frequency</p> <p>The module is offered every summer and winter semester.</p>

10	Applicability of the module -
11	Literature Zikmund, W.B., Babin, B.J.: Business Research Methods Script

1	Module name Elective
1.1	Module ID 422
1.2	Type Elective
1.3	Lecture One out of the electives catalogue
1.4	Semester 2
1.5	Responsible for module Dr. Ralf Schellhase
1.6	Further lecturers See the module description for the respective module
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	Content of module See the module description for the respective module The catalogue of electives comprises the following modules: see annex 2
3	Aim of the module (expected learning outcomes and competencies to be acquired) The inter-disciplinary competencies should allow students to competently and critically deal with their own work responsibilities, act in their own vocational field and specialist area in the context of the whole of society, in a future-orientated and responsible manner within a democratic and social state under the rule of law, and also give them the capability for inter-disciplinary cooperation and inter-cultural communication. The inter-disciplinary competencies include competencies in the vocational field (core components) as well as competencies with no direct link to the job (general studies). Methodological competencies, structuring and orientational knowledge from various disciplines to cope with the future professional and social requirements in the field of business administration are conveyed and learned. Acquisition of in-depth knowledge in the selected fields. <u>Knowledge and comprehension</u> See the module description for the respective module <u>Application</u> See the module description for the respective module <u>Analysis, synthesis, and evaluation</u> See the module description for the respective module

4	Course pedagogy See the module description for the respective module
5	Workload and Credit Points Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 64 hours Self-study: 116 hours
6	Examination /grading See the module description for the respective module Re-examination possible every semester
7	Required knowledge -
8	Recommended knowledge -
9	Duration, time structure and frequency Every second semester, whole semester
10	Module Application None
11	Readings See the module description for the respective module

1	Module name Business law and ethics I + II
1.1	Module ID 423
1.2	Type Obligatory
1.3	Lecture Business law and ethics
1.4	Semester 2
1.5	Responsible for module Dr. Ralf Schellhase
1.6	Further lecturers Dr. Gernot Schmitt-Gaedke, Dr. Ralf Schellhase
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This course integrates concepts, activities, and techniques related to Business Law, Corporate Social Responsibility and Business Ethics.</p> <ul style="list-style-type: none"> • Principles of business law • Commercial law • Labor law • European law • Global Business Ethics: Concepts and Perspectives from various socio-cultural traditions • Ethics and Multinational Corporations • The Stakeholder Theory of Corporations and its Ethical Underpinnings • Development of Global Codes of Ethics • The strategic context of CSR • The implementation of CSR into strategy
3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p>Having followed this course, students should</p> <ul style="list-style-type: none"> • know basic management relevant areas of company law, commercial law, labor law • be able to apply this knowledge to questions related to practice • develop an understanding of basic concepts and perspectives of ethics from different socio-cultural traditions and their imperatives for global business • appreciate the fact that ambiguity and conflicts are part of global business • be sensitive to different ethical perspectives and develop specific as well as universal guidelines for business operations

	<ul style="list-style-type: none"> • be familiar with the concept of Corporate Social Responsibility and know how to apply it to develop a consistent business strategy • know how to integrate various laws and provisions and ethical standards with normal economic endeavours for long term growth and sustainability.
4	<p>Course pedagogy Lecture/seminar Media used: Textbook, PowerPoint presentations, video and audio materials, internet, case studies</p>
5	<p>Workload and Credit Points Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 64 hours Self-study: 116 hours</p>
6	<p>Examination /grading Final Exam, Assignments, Discussions, Case Studies Re-examination possible in every semester</p>
7	<p>Required knowledge none</p>
8	<p>Recommended knowledge none</p>
9	<p>Duration, time structure and frequency Every second semester, 1/2 Semester(s)</p>
10	<p>Module Application None</p>
11	<p>Readings</p> <ul style="list-style-type: none"> • Wendler, M., Tremml, B., Buecker, B.J.: Key Aspects of German Business Law: A Practical Manual, • Crane, A., Matten, D.: Business Ethics: Managing Corporate Citizenship and Sustainability in the Age of Globalization, 4th. ed., 2016 • Werther, W.B., Chandler, D.: Strategic Corporate Social Responsibility: Stakeholders in a Global Environment • Plus a compilation of selected papers, articles from Magazines/Newspapers and cases

1	Module name Managerial Accounting
1.1	Module ID 424
1.2	Type Obligatory
1.3	Lecture Managerial Accounting
1.4	Semester 2
1.5	Responsible for module Dr. Karlo Fresl
1.6	Further lecturers Any lecturer in accounting
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	<p>Content of course</p> <p>This course covers concepts, activities, and techniques related to the areas of planning, periodic financial statements and information systems, controls and strategic decision making and to use accounting information to best manage an organization. The course has a clear decision-oriented approach. It is structured according to the main management decision fields connected with the cost management process.</p> <p>The more specific course topics are:</p> <ul style="list-style-type: none"> • Basic concepts and principles of financial accounting systems • Managerial Accounting and Cost Concepts • Cost Behavior: Analysis and Use • Cost-Volume-Profit Relationships • Systems Design: Job-Order Costing • Variable Costing: A Tool for Management • Activity-Based Costing: A Tool to Aid Decision Making • Profit Planning • Flexible Budgets and Performance Analysis • Standard Costs and Operating Performance Measures • Segment Reporting, Decentralization, and the Balanced Scorecard • Relevant Costs for Decision Making • Capital Budgeting Decisions • The Changing Role of Managerial Accounting in a Dynamic Business Environment • Investment Centers and Transfer Pricing • Cash flow analysis • Financial Statement analysis

<p>3</p>	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p>The module aims at making students familiar with the objectives, principles as well as the most important concepts of managerial accounting and their implication on decision making on the management level of a firm</p> <p><u>Knowledge and comprehension</u></p> <p>By the end of the module students should</p> <ul style="list-style-type: none"> • Have established a sound background on costing mechanisms and its application principles in business, • Understand activities, and techniques related to the areas of planning, periodic financial statements and information systems, controls and strategic decision making and to use accounting information to best manage an organization. <p><u>Application</u></p> <p>Students should be able to demonstrate orally and in writing application of the different concepts in the solution of management level decision issues and case studies.</p> <p><u>Analysis, synthesis and evaluation</u></p> <p>Students should also be able to discuss and evaluate the advantages and challenges faced when using the different concepts of managerial accounting and recommend appropriate concepts with respect to the relevance of these to best manage an organization in typical decision-making situations,</p>
<p>4</p>	<p>Course pedagogy</p> <p>A blend of In-class lectures, group work on case studies, case analysis and discussion forms the course pedagogy</p> <p>Media used: light-pro, overhead projectors, videos</p>
<p>5</p>	<p>Workload and Credit Points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours</p> <p>Contact hours: 64 hours</p> <p>Self-study: 116 hours</p>
<p>6</p>	<p>Examination /grading</p> <p>A choice of Assignments, Participation in class, Case Studies and/or Final Exam (min. 90 Min)</p> <p>Re-examination possible in every semester</p>
<p>7</p>	<p>Required knowledge</p> <p>-</p>
<p>8</p>	<p>Recommended knowledge</p> <p>Finance management</p>
<p>9</p>	<p>Duration, time structure and frequency</p> <p>Every second semester, whole semester</p>

10	<p>Module Application None</p>
11	<p>Readings Weygandt/ Kimmel/ Kieso: Managerial Accounting. Wiley Bhimani/Horngren/Datar/Rajan Management and Cost Accounting, Financial Times/Prentice Hall</p>

1	Module name Financial Management
1.1	Module ID 425
1.2	Type Mandatory
1.3	Lecture Financial Management
1.4	Semester 2
1.5	Responsible for module Dr. Michaela Kiermeier
1.6	Further lecturers Dr. Michaela Kiermeier
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	Content of course <ul style="list-style-type: none"> • Capital Markets: Stocks, Fixed Income, Credits, Currencies, Real Estate, Investment Funds and its respective derivatives (options, futures, swaps, credit derivatives) • Central Bank policy and regulatory requirements • Capital Market Theory: Capital Asset Pricing Model, Arbitrage Pricing Theory, econometric methods for its estimation • Maximizing Shareholder Value and fair valuation of a firm • Relationships between key economic and financial market indicators • Financial Derivatives and their use for risk management • International Financial Management • Current topics
3	Aim of the module (expected learning outcomes and competencies to be acquired) <u>Knowledge and comprehension</u> Knowledge of important Capital Market Theories and current challenges thereon. Ability to solve practical Case Studies. Ability to manage risks with the context of managing an international corporation. <u>Application</u> Application of theoretical foundations to solve current, practical challenges in the fields of Finance and Controlling Ability to contribute to respective current scientific discussion Ability to apply modern financial products in leadership and multinational financial management Knowledge of mathematical foundations necessary in the fields of Financial Leadership Ability to comply to new regulatory requirements Ability to analyze relevant data Application of selected econometric methods in Finance, knowledge of respective Software

	<p><u>Analysis, synthesis and evaluation</u> Identify challenges, develop solutions Apply modern financial theories and instruments for the purpose of financial leadership Present solutions according to standards in finance Communication with regards to specialized, demanding topics</p>
4	<p>Course pedagogy Moodle, e-lectures, V, Ü, Sem, use of statistical software</p> <p>Media used: Moodle, e-lectures, Beamer, White-Board</p>
5	<p>Workload and Credit Points Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 64 hours Self-study: 116 hours</p>
6	<p>Examination /grading 3 quizzes duration of 45 min (70%), oral performance and presentations (30%) Re-examination possible in every semester</p>
7	<p>Required knowledge -</p>
8	<p>Recommended knowledge Economics</p>
9	<p>Duration, time structure and frequency Every second semester, whole semester</p>
10	<p>Module Application None</p>
11	<p>Readings</p> <ul style="list-style-type: none"> • Bank for International Settlement, Reviews. • Bank of America Merrill Lynch Research • Economist • Financial News • ThomsonReuters Online Videos • Gruber, M., Elton, E., Modern Portfolio Theorie and Investment Analysis, Wiley John + Sons • Hull, White: Financial Derivatives • Mankiew: Macro-Economics

- Shapiro: Multinational Financial Management, Wiley or Shapiro/Moles: International Financial Management, Wiley

1	Module name Operations and Supply Chain Management
1.1	Module ID 431
1.2	Type Obligatory
1.3	Lecture Operations and Supply Chain Management
1.4	Semester 3
1.5	Responsible for module Dr. Monika Futschik
1.6	Further lecturers Any lecturer in logistics
1.7	Level Master/Master of Business Administration
1.8	Language English
2	<p>Content of course</p> <p>This course covers concepts, activities, and techniques related to the planning and coordination of operations and supply chains.</p> <p>The course has a management oriented approach. It is structured according to the main management decision fields connected with supply chain management.</p> <p>Covered Topics are</p> <ul style="list-style-type: none"> • Introduction on Operations and Supply Chain Management: <ul style="list-style-type: none"> Goals and objectives Key Supply chain processes and concepts (push, pull, postponement, speculation etc.) Supply chain drivers (inventory, transportation, sourcing, price, facilities, information etc.) • Competitive and Supply Chain Strategies • Supply Chain Operations models eg. SCOR • Network design and decisions • Supply Chain Simulation Game (Beer Game) • Supply Chain Operations Reference Model (SCOR) • Forecasting and Planning • Sourcing, Purchasing and Procurement Operations • Manufacturing operations, facilities and capacities • Logistics and Distribution • Inventory Management

3	<p>Aim of the module (expected learning outcomes and competencies to be acquired)</p> <p>Knowledge This course provides students with deep knowledge of Operations Management (OM) and Supply Chain Management (SCM). Starting from a basic understanding of Logistics Management the module Operations and Supply Chain Management intensifies their understanding of the key activities of Logistics Management.</p> <p>Skills Students know the importance of strategic and operative decisions an operations manager has to make and recognize basic as well as advanced models in operations management and how they interact. They are experienced in utilizing such models and computing key performance indicators for logistics and determine decision variables for important objectives in logistics. They will become acquainted with practical approaches to SCM and will be introduced to the most important business processes.</p> <p>Competencies The module Operations and Supply Chain Management intensifies their understanding of the key activities and their interrelations with the entire value chain.</p>
4	<p>Course pedagogy</p> <p>Lecture/seminar: A blend of In-class lectures, group work on case studies, case analysis and discussion forms the course pedagogy Media used: light-pro, overhead projectors, videos, case studies</p>
5	<p>Workload and Credit Points</p> <p>Total hours needed for 6 Credit Points (CP): 180 hours Contact hours: 64 hours Self-study: 116 hours</p>
6	<p>Examination /grading</p> <p>A choice of Assignments, Participation in class, Case Studies and/or Final Exam (min. 90 Min) Re-examination possible in every semester</p>
7	<p>Required knowledge</p> <p>-</p>
8	<p>Recommended knowledge</p> <p>-</p>
9	<p>Duration, time structure and frequency</p> <p>Every second semester, whole semester</p>
10	<p>Module Application</p> <p>None</p>

11 Readings

- "Supply Chain Management. Strategy, Planning and Operation: Strategy, Planning, and Operation", Sunil Chopra, Peter Meindl
- „Introduction to Operations and Supply Chain Management“, Cecil C. Bozarth, Pearson
- „Operations Management“, Jay Heizer and Barry M. Render, Pearson
- „Introduction to Operations and Supply Chain Management“, Cecil C. Bozarth, Pearson
- „Factory Physics“, Wallace J. Hopp und Mark L. Spearman, Waceland Press
- "Operations Management. An Integrated Goods and Services Approach", James R. Evans and David A. Collier, Thomson South-Western.
- "Production / Operations Management" James R. Evans, West Publishing
- Strategic Supply Chain Management: The Five Disciplines for Top Performance", Shoshanah Cohen
- "Supply Chain Management. Strategy, Planning and Operation: Strategy, Planning, and Operation", Sunil Chopra
- "Introduction to Business Information Systems", Rolf T. Wigand

1	Module name Master Thesis and Colloquium
1.1	Module ID 4800
1.2	Type Obligatory
1.3	Lecture Master Thesis and Colloquium
1.4	Semester 3
1.5	Responsible for module Dr. Ralf Schellhase
1.6	Further lecturers Different supervising tutors/advisers
1.7	Level Master/Master of Business Administration
1.8	Teaching language English
2	Content of course Students work on a specialized topic, which they have to analyze and develop their own method of resolution
3	Aim of the module (expected learning outcomes and competencies to be acquired) <u>Knowledge and comprehension</u> Students <ul style="list-style-type: none"> know and are able to apply the basic methods of academic research and writing <u>Application</u> Students <ul style="list-style-type: none"> are able to identify relevant literature for their subject and to evaluate it accordingly are able to analyze and develop a given problem with appropriate methods <u>Analysis, synthesis and evaluation</u> Students <ul style="list-style-type: none"> are able to apply knowledge and methods acquired during their studies to a theoretical or practical problem from everyday work life are able to work out and evaluate alternative solutions

4	Course pedagogy Thesis Self-reliant writing of thesis, consulted by supervising tutor/advisor Literature work
5	Workload and Credit Points Total hours needed for 24 Credit Points (CP): 720 hours
6	Examination /grading Thesis, Colloquium Re-examination possible in every semester
7	Required knowledge see § 12 Abs. 7 Nr.2 BBPO
8	Recommended knowledge none
9	Duration, time structure and frequency 24 weeks of thesis writing, 1 hour of colloquium, anytime
10	Module Application None
11	Readings Books on research methods, multivariate analysis methods and books for the development of final papers/thesis Detailed literature recommendations will be given during lectures Specialist literature, depends on topic of the thesis