

Educating responsible
leaders **for tomorrow.**

MODULE CATALOG

for the academic year 2021/2022

last update: June 2021

**Mannheim Master in
Management (M.Sc.)**
University of Mannheim



Preface

In Mannheim, we have been educating the elite of Germany's business world for over 100 years. As a member of the Mannheim Master in Management program, you are part of a special network of ambitious, responsible, and talented individuals, that will accompany you throughout your studies and, subsequently, your career. As a leading Business School in Europe, we offer a customized, international program that combines cutting-edge research and hands-on teaching providing you with an excellent foundation for challenging tasks in leading positions. No matter if you pursue a career in Consulting, Business Analytics, Digital Business, CSR Management, Marketing, or as an Entrepreneur the MMM is the stepping stone to reach your personal goals.

Benefit from our strong partners in the business world and academia, learn from our renowned faculty, become a part of the MMM-network and experience the Mannheim spirit!

I am looking forward to welcoming you to Mannheim.

Prof Dr Florian Stahl Academic Director of the MMM



Table of contents

Structure and Concept of the Program	5
List of abbreviations	7
Module overview	9
1 Core Competences	19
2 Business Economics	25
3 Business Administration	29
3.1 Area Accounting and Taxation	31
3.2 Area Banking, Finance and Insurance	62
3.3 Area Information Systems	93
3.4 Area Management	121
3.5 Area Marketing and Sales	170
3.6 Area Operations Management	194
4 Study Option Business Research	231
5 Elective	233
5.1 English and American Studies	235
5.2 German Studies	240
5.3 History	244
5.4 Mathematics	246
5.5 Philosophy	248
5.6 Political Science	250
5.7 Computer Science	251
5.8 Psychology	252
5.9 Romance Studies	253
5.10 Sociology	258
5.11 Economics	260
5.12 Business Education	261

5.13 Business Law	264
6 Master's thesis	273
6.1 Area Accounting and Taxation	274
6.2 Area Banking, Finance and Insurance	275
6.3 Area Information Systems	275
6.4 Area Management	276
6.5 Area Marketing and Sales	276
6.6 Area Operations Management	277
6.7 Elective	277

Structure and Concept of the Program

The "Mannheim Master in Management" (MMM) is a full-time study program designed for four semesters. It has a unique curriculum, which allows an individual and flexible design of one's study plan.

The six areas of the Business School of the University of Mannheim

- Accounting and Taxation
- Finance, Banking and Insurance
- Information Systems
- Management
- Marketing & Sales
- Operations Management

offer together over 120 courses in Business Administration.

In three mandatory core courses in Core Competences and two core courses in Business Economics, students acquire a profound scientific basis for the master's degree in Business Administration.

Beyond that, students can choose from a wide range of elective courses in Business Administration. They can decide for themselves whether they want to specialize in one particular field of research or if they want to combine courses from different areas. The decision can be adjusted every semester anew, so that students can thus create their own individual academic profile.

The study concept is completed by an optional integration of an Elective (e.g. psychology, history, business law or computer science). This enables students to develop an even more individual profile beyond the boundaries of their own discipline.

According to the examination regulations, the MMM program thus comprises the following Subject Areas:

- Core Competences (16 ECTS credits, two mandatory (CC 501 and CC 504) and one mandatory elective course (CC 502 or CC 503))
- Business Economics (12 ECTS credits, two mandatory courses (BE 510 and BE 511))
- Business Administration (44-68 ECTS credits, to be freely selected from over 120 elective courses offered by the six areas of the Business School)
- Elective (0-24 ECTS credits, one out of 13 electives can be chosen)
- Master's Thesis (24 ECTS credits)

Besides the high flexibility in the choice of courses, the "Mannheim Master in Management" is also characterized by its international focus. Alongside the option of applying for a double degree pro-

gram, MMM students have the opportunity to spend a semester abroad during their master's studies. Outstanding students pursuing an academic career, can apply for the [program option Business Research](#). Taking courses from the doctoral programs of the Center for Doctoral Studies in Business (CDSB) enables them to shorten the time to doctorate.

The Mannheim Master in Management covers the following superordinated program-specific Competency Goals (CGs):

- Profound subject-specific knowledge Students understand and apply the theoretical and 5 conceptual foundations in pivotal business domains (CG 1).
- Enhanced proficiency in research methods Students show a profound understanding of research methods (CG 2).
- Managerial problem-solving skills Students are able to identify, understand and analyze managerial decision problems, develop solution options and apply contemporary techniques to improve decision-making (CG 3).
- Social responsibility Students are able to critically reflect on approaches to ethical decisionmaking in managerial actions (CG 4).
- Scientific research capabilities Students independently demonstrate high standards of scientific research in the analysis and solving of pivotal business problems (CG 5).

List of abbreviations

DE: Course is taught in German.

EN: Course is taught in English.

ECTS: ECTS (European Credit Transfer and Accumulation System) are credit points that specify the number of working hours dedicated to one course over one semester. 1 ECTS equals 30 hours (1,800 minutes) of studying.

Form of assessment: The stated form of assessment applies to the regular examination dates (first examination attempt).

FSS: Spring semester

HWS: Fall semester

Necessary prerequisites: You must fulfil the necessary prerequisites to be admitted to the exam (this will be automatically checked when you register for the exam!). Please note that courses, that are a necessary prerequisite for another course, have to be passed successfully upon the exam registration if not stated otherwise (i.e. parallel attendance possible).

Program-specific Competency Goals (CG): Competency Goals specify the competences students will have obtained upon their graduation. You find the Competency Goals of the MMM program at the beginning of the module catalog. The Competency Goals are regularly assessed in the Assurance of Learning process.

Recommended prerequisites: Prerequisites you should fulfil to help you pass a course successfully. They are simply a recommendation and are not being checked.

Study programs that include some MMM-modules (for details see "range of application" of each module):

- M.Sc. MMM: Master of Science: Mannheim Master in Management
- M.Sc. Bus. Edu.: Master of Science: Business Education
- M.Sc. Econ.: Master of Science: Economics
- M.Sc. Bus. Inf.: Master of Science: Business Informatics
- M.Sc. Bus. Math.: Master of Science: Mathematics in Business and Economics
- MAKUWI: Master of Arts: Culture and Economy
- MMDS: Master of Science: Mannheim Master in Data Science
- LL.M.: Master of Laws

SWS (weekly working hours): Number of hours you need to dedicate to the course per week ("Semesterwochenstunden"). They are subdivided in „contact hours“ (time you participate in lectures) and „independent study time“ (time you need to prepare for lectures and assessments). 1 SWS equals 45 minutes.

Module overview

1 Core Competences

500 modules

Code	Module description	ECTS	Spring	Fall
CC 501	Decision Analysis: Business Analytics II	6	EN	EN
CC 502	Applied Econometrics	6		EN
CC 503	Empirical Methods: Business Analytics I	6	EN	EN
CC 504	Corporate Social Responsibility	4	EN	EN

2 Business Economics

500 modules

Code	Module description	ECTS	Spring	Fall
BE 510	Business Economics I	6		EN
BE 511	Business Economics II	6	EN	

3 Business Administration

3.1 Area Accounting and Taxation

500 modules

Code	Module description	ECTS	Spring	Fall
ACC 510	Financial Accounting	8	DE	
ACC 520	IFRS Reporting and Capital Markets	8		EN
ACC 530	Group Accounting	8		EN
ACC 540	Financial Statement Analysis & Equity Valuation	8	EN	
ACC 560	Managerial Accounting	8	EN	
ACC/TAX 550	International Course in Accounting and Taxation		EN	EN
TAX 520	Taxation of Companies	6		DE

TAX 521	Case Studies in Company Taxation	4	DE	
TAX 530	Taxation of Businesses and Individuals	6		EN

600 modules

Code	Module description	ECTS	Spring	Fall
ACC 620	Accounting for Financial Instruments and Financial Institutions	6	EN	
ACC 626	Transaction Accounting	4	DE	
ACC 628	Selected Issues in IFRS Accounting	4		DE
ACC 632	Group Accounting in Practice	4	DE	DE
ACC 662	Private Equity: Due Diligence and Value Creation	6		EN
ACC 670	Audit Theory	6		EN
ACC 676	Case Studies on Consulting in Financial Services Firms	4	EN	
ACC 680	Disclosure Theory	6	EN	
TAX 611	Case Studies in International Company Taxation	4		DE
TAX 620	Applied Empirical Research: Methods and Practical Implementation	8		EN
TAX 630	International Business Taxation	6	EN	
TAX 631	International Taxation of Multinational Enterprises	4	DE	
TAX 660	Tax Planning: The Role of Taxes for Business Decisions	6		EN
TAX 661	Case Studies in International Tax Planning	4	EN	

700 modules

Code	Module description	ECTS	Spring	Fall
ACC 750	Accounting Seminar	6	DE/EN	DE/EN
TAX 730	Seminar in Business Taxation	6	DE/EN	DE/EN

3.2 Area Banking, Finance and Insurance

500 modules

Code	Module description	ECTS	Spring	Fall
FIN 500	Investments	6		EN
FIN 540	Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation)	5		EN
FIN 541	Corporate Finance I - Case Study (Capital Structure, Cost of Capital and Valuation)	5		EN
FIN 550	International Course i½ Banking, Finance and Insurance		EN	EN
FIN 580	Derivatives I i½ Basic Strategies and Pricing	6		EN
FIN 590	Financial Institutions I	4		EN

600 modules

Code	Module description	ECTS	Spring	Fall
FIN 601	Bond Markets	6	EN	
FIN 602	Trading and Exchanges	6		EN
FIN 603	Empirical Finance	10	EN	
FIN 604	Stata in Finance	2	EN	EN
FIN 605	Applied Portfolio Management	4		EN
FIN 606	FinTech	4		EN
FIN 620	Behavioral Finance	6	EN	
FIN 630	Corporate Governance	6		EN
FIN 640	Corporate Finance II (Mergers, Acquisitions and Divestitures)	10	EN	
FIN 660	Quantitative Risk Management	4	EN	EN
FIN 682	International Asset Management	6	EN	
FIN 684	Financial Institutions II	4	EN	

FIN 685	Banking Regulation	6	EN	
FIN 686	Sustainable Finance and Impact Investing	6	EN	

700 modules

Code	Module description	ECTS	Spring	Fall
FIN 703	Seminar in Financial Markets	6	DE/EN	DE/EN
FIN 731	Seminar Corporate Governance	6	EN	EN
FIN 740	Corporate Finance Seminar	6	EN	
FIN 760	Seminar in Risk Management and Insurance	6		DE
FIN 780	Seminar in Asset Management & International Finance	6	EN	EN
FIN 790	Seminar in Financial Markets and Financial Institutions	6	EN	EN

3.3 Area Information Systems

500 modules

Code	Module description	ECTS	Spring	Fall
IS 512	IT Management in the Digital Age	6	EN	
IS 513	Applied IT Management in the Digital Age	6	EN	
IS 515	Process Management & Analytics	6		EN
IS 540	Management of Enterprise Systems	6		EN
IS 541	Theories and Methods in Information Systems	6	EN	
IS 550	International Course i½ Information Systems		EN	EN
IS 553	System Software	6		EN
IS 554	Computational Thinking	8		EN
IS 556	Public Blockchains	3	EN	

600 modules

Code	Module description	ECTS	Spring	Fall
IS 607	Digital Innovation	6	EN	
IS 613	Applied Project in Design Thinking and Lean Software Development	6		EN
IS 614	Corporate Knowledge Management	6		EN
IS 615	Design Thinking and Lean Development in Enterprise Software Development	6		EN
IS 622	Network Science	6	EN	
IS 629	Agile Software Product Management and Design	6	EN	

700 modules

Code	Module description	ECTS	Spring	Fall
IS 712	Seminar	6	EN	EN
IS 723	Seminar Data-Science II	6	EN	
IS 742	Seminar Trends in Enterprise Systems	6	EN	EN
IS 752	Seminar on Process and Management Analytics	6	EN	EN

3.4 Area Management

500 modules

Code	Module description	ECTS	Spring	Fall
MAN 550	International Course i> Management		EN	EN

600 modules

Code	Module description	ECTS	Spring	Fall
MAN 630	Introduction to Entrepreneurship	6		EN
MAN 631	Creativity and Entrepreneurship in Practice	6		EN
MAN 632	Advanced Entrepreneurship	6	EN	
MAN 633	Entrepreneurial Spirit	6	EN	EN

MAN 634	Entrepreneurial Behaviour & Behavioural Crowds & Crowdfunding for Cultural, Creative and Sustainable Ideas	6		EN
MAN 635	Social Entrepreneurship: Targeting Social Capital through Ecopreneurship	6		EN
MAN 639	TRANSFORM - Innovation & Entrepreneurship for Sustainability	6	EN	
MAN 644	Human Resource Training and Development	6	EN	
MAN 645	Leadership and Motivation	6		EN
MAN 646	HR Analytics	6		EN
MAN 647	Strategic and International Human Resource Management	6	EN	
MAN 648	Incentives and Performance	6	EN	
MAN 649	Human Resource Recruitment and Selection	6		EN
MAN 654	Corporate Restructuring	6	EN	
MAN 655	Corporate Strategy: Managing Business Groups	4	EN	
MAN 656	Mergers & Acquisitions	6		EN
MAN 660	CSR Video Documentaries	6	EN	
MAN 675	Selected Challenges in Nonprofit Management	6		EN
MAN 676	Selected challenges in Public Management	6	DE	
MAN 679	A Scientific Introduction into Public and Nonprofit Management	6		DE
MAN 680	Challenges of Public and Nonprofit Management & Case Study Seminar	6	EN	
MAN 681	Climate Change and Decarbonization	6		EN
MAN 682	Materiality, Risk Assessment, and Reporting	6		EN
MAN 683	Sustainability Communication	6		EN
MAN 684	Sustainable Business Models & Circular Economy	6		EN

MAN 685	Purpose & Strategic Corporate Social Responsibility	6	EN	
MAN 686	Responsible Corporate Governance	6	EN	
MAN 687	Sustainability Frameworks & Regulation	6	EN	
MAN 688	Business & Human Rights	6	EN	
MAN 690	Innovation Management	4	EN	
MAN 691	Selected Topics in Organizational Behavior	4	EN	
MAN 692	Organization Theory	4		DE
MAN 693	Strategic Intellectual Property Management	4		EN

700 modules

Code	Module description	ECTS	Spring	Fall
MAN 710	Research Seminar Public & Nonprofit Management	6	DE/EN	DE/EN
MAN 721	Research Seminar Organization and Innovation	6	EN	EN
MAN 741	Research Seminar on Human Resource Management and Leadership	6	EN	EN
MAN 750	Seminar Corporate Strategy & Governance	6	EN	EN
MAN 761	CSR Research Seminar	6	EN	EN
MAN 770	Research Seminar	6	DE/EN	DE/EN

3.5 Area Marketing and Sales

500 modules

Code	Module description	ECTS	Spring	Fall
MKT 510	Price and Product Management	6		EN
MKT 511	Marketing Analytics	6	EN	
MKT 520	Market Research	6	EN	
MKT 531	Marketing Theory: Consumer Behavior and Decision Making	4	EN	

MKT 545	Customers, Markets and Firm Strategy	6	EN	
MKT 550	International Course i½ Marketing & Sales		EN	EN
MKT 561	Service Business Model Innovations	4		EN
MKT 570	Marketing of Innovations	6	EN	
MKT 580	Digital Marketing Strategy	6		EN

600 modules

Code	Module description	ECTS	Spring	Fall
MKT 612	Business-to-Business-Marketing	2		EN
MKT 613	Negotiation Management	2		DE
MKT 614	Marketing Communication	4	EN	
MKT 615	Sales Management	4	EN	
MKT 622	Country Manager	2	EN	
MKT 623	Strategic Marketing Management Simulation	2		EN
MKT 661	Consumer Behavior	2	EN	
MKT 663	Branding and Brand Management	4	EN	
MKT 664	Brand Strategy Seminar	2	EN	EN

700 modules

Code	Module description	ECTS	Spring	Fall
MKT 710	Research Seminar	6	DE/EN	DE/EN
MKT 720	Marketing Seminar	6	DE/EN	DE/EN
MKT 730	Marketing Seminar Prof. Kuester	6	DE/EN	DE/EN
MKT 740	Research Seminar	6	DE/EN	DE/EN

3.6 Area Operations Management

500 modules

Code	Module description	ECTS	Spring	Fall
OPM 501	Logistics Management	6		EN
OPM 502	Inventory Management	6		EN
OPM 503	Transportation I: Land Transport and Shipping	4	EN	
OPM 504	Transportation II: Air Transport	4		EN
OPM 510	Sustainable Operations	4	EN	
OPM 544	Advanced Supply Chain Planning	4		EN
OPM 550	International Course in Operations Management		EN	EN
OPM 561	Production Management: Lean Approaches and Variability	6		EN
OPM 565	Integrated New Product Development	4	DE	
OPM 581	Service Operations Management	6	EN	
OPM 582	Case Studies in Service Operations Management	6		EN
OPM 591	Strategic Procurement	6		EN

600 modules

Code	Module description	ECTS	Spring	Fall
OPM 601	Supply Chain Management	6	EN	
OPM 661	Business Analytics: Robust Planning in Stochastic Systems	6		EN
OPM 662	Business Analytics: Modeling and Optimization	6	EN	
OPM 682	Revenue Management	6	EN	
OPM 691	Supply Risk Management	4		EN
OPM 692	Strategic Sourcing	6	EN	
OPM 693	Sourcing Excellence	6	EN	

700 modules

Code	Module description	ECTS	Spring	Fall
OPM 701	Research Seminar Supply Chain Management	6	DE/EN	DE/EN
OPM 751	Research Seminar Operations Management	6		DE/EN
OPM 761	Research Seminar Production Management	6	EN	EN
OPM 781	Research Seminar Service Operations	6	DE/EN	DE/EN
OPM 791	Research Seminar Procurement	6		EN
OPM 792	Applied Seminar Procurement	6	DE/EN	

1 CORE COMPETENCES

Core Competences:

Modules CC 501 and CC 504 are mandatory courses. In addition, either Module CC 502 or Module CC 503 have to be taken. Completion of both modules is not allowed.

Module: CC 501 Decision Analysis: Business Analytics II

EN

Contents

In this course, we discuss methods and concepts that support and improve rational decision making in various areas of application. We will cover decisions under certainty and risk, decisions with single and multiple objectives, and decisions given incomplete information about probabilities or preferences. The course also covers descriptive decision theories such as Prospect Theory. An introduction into probability calculus including Bayes Theorem will be given. We will also discuss various visualization techniques such as influence diagrams and decision trees.

Learning outcomes

After completing the course students will know about rational decision processes, and how to structure and visualize decision problems. They will be able to use decision analysis techniques at an easy level to deal with multiple objectives, risk, intertemporal outcomes and incomplete information. Moreover, they will know about typical behavioral findings that conflict with the prescriptive methods.

Prerequisites

Necessary: $\tilde{1}\frac{1}{2}$

Recommended: The lecture generally assumes basic knowledge in mathematics calculus, optimization and statistics (mean, variance, standard deviation).

	Contact hours	Independent study time
Lecture	2 SWS	6 SWS
Exercise class	2 SWS	7 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	$\tilde{1}\frac{1}{2}$	

Examiner Performing lecturer	Prof. Dr. Danja R. Sonntag Prof. Dr. Danja R. Sonntag
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Math.
Preliminary course work	$\tilde{1}\frac{1}{2}$
Program-specific Competency Goals	CG 3

Graded

yes

Contents

In this module we will first review some essential statistical concepts, including probability, random variables, distributions, correlation, sampling, estimation, confidence intervals and hypothesis testing. The second part will provide a treatment of the principles and uses of simple and multivariate linear regression analysis. We will consider how results from such analyses can be interpreted and applied in the context of managerial decision-making. Furthermore, the limitations and potential pitfalls of econometric techniques will be discussed.

Learning outcomes

By the end of the module students will have

- a sound understanding of key statistical concepts and techniques,
- familiarity with the principles and core techniques of econometric analysis and how regression results can be interpreted,
- skills in the practical application of relevant quantitative methods.

Prerequisites

Necessary: Not taken module CC 503

Recommended: Knowledge of introductory statistics at bachelor level

	Contact hours	Independent study time
Lecture	2 SWS	6 SWS
Exercise class	2 SWS	7 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	i <u>2½</u>	

Examiner Performing lecturer	Dr. Dominik Schober Dr. Dominik Schober
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	i <u>2½</u>
Program-specific Competency Goals	CG 2, CG 5
Graded	yes

Contents

Theoretical foundations of empirical research. Statistical foundations of empirical research (key summary statistics, important theoretical probability distributions, hypothesis testing methodology, and key test statistics). Introduction to qualitative empirical research. Introduction to experimental empirical research. Introduction to survey-based empirical research. Introduction to empirical research based on secondary data.

Learning outcomes

Participants understand the epistemological possibilities and limitations of empirical research in the domain of business administration. Participants are capable of describing a dataset using appropriate summary statistics and test simple hypotheses about the structure of the data. Participants know the general approach to conducting qualitative studies, experimental studies, survey-based studies, and studies based on secondary data. Participants understand fundamental methods for analyzing causal relationships (particularly ANOVA and analysis of regression). They can correctly interpret results from these methods.

Prerequisites

Necessary: Not taken CC 502

Recommended: i. ½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	i. ½	

Examiner Performing lecturer	Prof. Dr. Arnd Vomberg Prof. Dr. Arnd Vomberg
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., MAKUWI
Preliminary course work	i. ½
Program-specific Competency Goals	CG 2
Graded	yes

Contents

The lecture deals with the topic of Corporate Social Responsibility (CSR). The focus is on the background of CSR and the relationship between profit generation and responsibility. For this purpose, theoretical foundations of CSR as well as practical CSR competencies are discussed. One of the central questions is how CSR can be managed under competitive pressure and recent developments such as digitization, disruption of business models, and globalization. Managerial challenges in the field of CSR management are illustrated by case studies.

Learning outcomes

The lecture sensitizes participants to the relevance of ethical questions in daily business. The imparted knowledge enables students to handle the prominent term Corporate Social Responsibility appropriately. In particular, students are able to define the scope and the limits of CSR with reasonable care. These competencies allow students to structure and handle ethical challenges in management.

Prerequisites

Necessary:

Recommended:

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	↳	

Examiner

Performing lecturer

Prof. Dr. Laura Marie Edinger-Schons

Prof. Dr. Laura Marie Edinger-Schons

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., MAKUWI
Preliminary course work	↳
Program-specific Competency Goals	CG 4, CG 5
Graded	yes

2 BUSINESS ECONOMICS

Business Economics:

Both modules BE 510 and BE 511 are mandatory modules.

EN

Module: BE 510 Business Economics I

Contents

This module will start with a brief review of standard models of choice, including choice under risk, and then move on to an extended introduction to non-cooperative game theory. Strategic decision making and relevant solution concepts for games of complete and incomplete information will be covered in detail. The course will close with a discussion of basic notions in the economics of information. An important aim is to convey an understanding and a working analytical knowledge of how economists model decision making.

Learning outcomes

On completion of the module students will have improved their ability to apply economic reasoning in the context of economic decision making. They will have acquired an advanced understanding of model-based analytical methods and arguments in microeconomics, and they will have gained familiarity with relevant economic and game-theoretical concepts under both full and incomplete information.

Prerequisites

Necessary: 1½

Recommended: Knowledge of introductory microeconomics at bachelor level

	Contact hours	Independent study time
Lecture	2 SWS	10 SWS
Exercise class	2 SWS	8 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Henrik Orzen

Prof. Dr. Henrik Orzen

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 2, CG 3, CG 5

Graded

yes

Contents

Building on BE 510 Business Economics I, this module will provide an introduction to economic models of strategic decision-making and behavior of firms in the context of oligopolistic competition. Topics will include output and pricing strategies, the economics of collusion, market structure, market entry decisions and product differentiation. Some of these topics require a degree of analytical rigor and we will make use of some game-theoretical and mathematical methods.

Learning outcomes

By the end of the module students will have

- the ability to apply economic reasoning in the context of oligopolistic competition,
- an understanding of model-based analytical methods and arguments,
- and familiarity with basic game-theoretic models of industrial organization.

Prerequisites

Necessary: i½

Recommended: Knowledge of introductory microeconomics at bachelor level, BE 510

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	i½	

Examiner

Performing lecturer

Prof. Dr. Thomas Trüger

Lily Ling Yang, Ph.D.

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	i½
Program-specific Competency Goals	CG 5
Graded	yes

3 BUSINESS ADMINISTRATION

Business Administrations:

Below you find the offer of the different Areas within the Business School of the University of Mannheim. You can choose which modules you complete, taking into account the Examination Regulations and possible requirements for the respective module. Generally, level 500 modules convey the fundamentals while level 600 modules often already build upon this basic knowledge (please see the module descriptions for details). Level 700 modules indicate seminars and are hence significant for the Master's thesis.

3.1 AREA ACCOUNTING AND TAXATION

Contents

The lecture introduces the system of German GAAP, which is principally relevant for all domestic companies with the legal obligation to keep records. The lecture further provides an overview of the main accounting concepts within the system of German GAAP.

Hereafter, the course first describes asset and liability recognition criteria, such as the definition of (immaterial) assets, liabilities and onerous contracts. Second, the course introduces revenue recognition principles. Third, the lecture discusses measurement principles, such as acquisition and construction costs, valuation of liabilities and depreciation.

Learning outcomes

Students obtain detailed knowledge of the general accounting principles, asset and liability recognition, revenue recognition as well as measurement principles under German GAAP. They are able to describe the norms, analyze them from an accounting theoretical perspective and critically assess them. Moreover, participants are enabled to summarize and solve complex accounting issues with reference to codified norms, court rulings of the Federal Fiscal Court as well as accounting literature. The knowledge is deepened by means of case studies. Students learn to prepare and present solutions as part of a team. They are able to identify problems, analyze and present them in a structured, comprehensible manner. The group work fosters leadership and social skills.

Prerequisites

Necessary: Not taken ACC 512

Recommended: Bachelor-level knowledge of financial accounting

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Case Study Presentation	2 SWS	4 SWS
Exercise class	2 SWS	4 SWS
ECTS		8
Language	German	
Form of assessment	Case study presentation (25%) and written exam (90 min., 75%)	
Restricted Admission	yes	
Further information	i <u>2½</u>	

Examiner

Performing lecturer

Prof. Dr. Jens Wüstemann

Prof. Dr. Jens Wüstemann

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i <u>2½</u>
Program-specific Competency Goals	CG 1, CG 3, CG 5

Graded

yes

Contents

The lecture introduces the most relevant IFRS standards and discusses the informational impact on capital markets. After an introduction that will touch on the institutional background of the international harmonization process in financial reporting, we will focus on key accounting issues such as revenue recognition and financial instruments. We will illustrate the effects using current accounting practices of multinational entities, go into major research findings and apply the knowledge to case studies from accounting practice. We will conclude the lecture by an assessment of the importance of accounting for corporate governance and controlling (inside perspective) and for capital-market-oriented financial statement analysis (outside perspective).

Learning outcomes

Students will know about economic consequences of financial reporting and about the role accounting information plays on capital markets, understand the special role of IFRS on international capital markets, be familiar with the main IFRS accounting rules and their impact on financial statements, and demonstrate orally and in writing their comprehension in the solution of case studies.

Prerequisites

Necessary: Not taken ACC 515

Recommended: Bachelor-level knowledge of financial accounting

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Case Study Presentation	2 SWS	4 SWS
Exercise class	2 SWS	4 SWS
ECTS		8
Language	English	
Form of assessment	Case study presentation (25%) and written exam (90 min., 75%)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Jannis Bischof

Prof. Dr. Jannis Bischof Prof. Dr. Jens Wüstemann
(Lecture) Dr. Ulrich Stürk (Case Studies)

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Contents

The lecture covers the preparation and interpretation of consolidated financial statements based on IFRS. All consolidation and elimination entries necessary to combine the separate statements of financial position and to eliminate the intercompany transactions are introduced. In addition, theoretical models explaining the fundamental approaches to group accounting are presented and discussed. The case study running alongside the lecture addresses specific topics, which are of particular importance in group accounting practice. Based on a real acquisition case, students are shown how legal and regulatory requirements can be met in the context of group accounting in order to strategically steer a group. The case study is thus complementing the lecture with first-hand evidence of how specific, practice-relevant issues of group accounting manifest..

Learning outcomes

Students know the regulations for group accounting. Based on this knowledge, students are able to prepare consolidated financial statements. They learn how consolidation methods impact the consolidated financial statements and are able to interpret group reports. Furthermore, students learn how the regulatory framework of group accounting can be applied to successfully steer international groups based on the acquisition case study.

Prerequisites

Necessary: Not taken ACC 511

Recommended: Bachelor-level knowledge of financial accounting

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	2 SWS	4 SWS
Case Study Presentation	2 SWS	4 SWS
ECTS		8
Language	English	
Form of assessment	Written exam (90 minutes) or oral exam	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Dirk Simons

Prof. Dr. Dirk Simons (Lecture) Jürg Landau (Case Studies)

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: ACC 540 Financial Statement Analysis & Equity Valuation

EN

Contents

This course teaches financial statement analysis in the context of equity valuation. The first part covers common tools of financial statements analyses (accounting analysis, ratio analysis, analysis of narratives) and the derivation of inputs into valuation models. Applying this knowledge, techniques for a consistent identification of free cash flows and abnormal earnings from integrated pro-forma financial statements (financial modelling and business planning) as well as the estimation of required rates of returns from capital market-based data are discussed. In the second part, methods for equity and asset valuation, in particular the cash-flow based DCF-models and the earnings-based abnormal earnings (AE) and earnings growth (AEG) models are covered. Finally, in the third part the course focuses on applications of fundamental analysis and valuation methods for equity investments and in Mergers & Acquisitions (M&A, purchase price allocation and the valuation of intangible assets).

Learning outcomes

The students should get an in-depth understanding of the approaches and methods available for analyzing financial statements, preparing pro-forma financial statements in financial modelling and their application for valuing equity, firms and assets. They should on the one hand understand both the theoretical constructs, assumptions, and limitations behind those concepts, but should, on the other hand, also be capable to implement them (computer-based) in practice. The student's learning will be supplemented by the presentation of case-studies from valuation practice.

Prerequisites

Necessary: Not taken ACC 532

Recommended: Bachelor-level knowledge of financial accounting and finance

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Case Study Presentation	2 SWS	4 SWS
Exercise class	2 SWS	4 SWS
ECTS		8
Language	English	
Form of assessment	Case study presentation (25%) and written exam (90 min., 75%)	
Restricted Admission	no	
Further information	i <u>½</u>	

Examiner

Performing lecturer

Prof. Dr. Holger Daske

Prof. Dr. Holger Daske (Lecture) Dr. Steffen Wagner (Case Study)

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i <u>½</u>

Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

An organization's long-term competitive success is critically dependent on the availability and the efficient use of information about its products, services, processes, organizational units, suppliers, customers, as well as its social and environmental performance. Managerial accounting includes the concepts, models, and systems that provide managers with the information necessary to achieve both the financial and the non-financial (ESG) goals.

The course will familiarize participants with the terminology and basic concepts of managerial accounting. The topics range from the analysis of cost information for decision-making to performance measurement, financial planning, and budgeting. The design and use of internal reporting systems varies substantially across different firms and industries and is closely interlinked with a firm's governance and control systems.

To shed light on these different governance practices, the course integrates a number of real-world cases, considering organizational characteristics and behavioural aspects. Applications cover the manufacturing, the services, and the financial industry.

Learning outcomes

Students will become familiar with advanced issues in managerial accounting and understand the use of financial and non-financial (ESG) information in managerial decision-making. Students will also develop a thorough understanding of performance measurement systems and managerial incentives.

Prerequisites

Necessary: i.e.

Recommended: Bachelor-level knowledge of cost accounting

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Case Study Presentation	2 SWS	4 SWS
Exercise class	2 SWS	4 SWS
ECTS		8
Language	English	
Form of assessment	Case study presentation (25%) and written exam (90 minutes, 75%)	
Restricted Admission	no	
Further information	i.e.	

Examiner Performing lecturer	Prof. Dr. Jannis Bischof Prof. Dr. Jannis Bischof (Lecture), Dr. Claudia Max and Can Toygar (Case Studies)
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	i.e.
Program-specific Competency Goals	CG 1, CG 3, CG 5

Graded

yes

Module: ACC/TAX 550 International Course $\frac{1}{2}$ Accounting and Taxation

EN

Contents

Depends on course taken abroad

Learning outcomes

Depends on course taken abroad

Prerequisites

Necessary: The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.

Recommended: $\frac{1}{2}$

Language	English
Form of assessment	Depends on course taken abroad
Restricted Admission	no
Further information	More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines.

Performing lecturer

Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the $\frac{1}{2}$ Guidelines for learning agreements and course recognition $\frac{1}{2}$ in ILIAS > MMM > Auslandssemester/Studie Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das $\frac{1}{2}$ Merkblatt zu Learning Agreements und Anerkennungen $\frac{1}{2}$ ILIAS > MMM > Auslandssemester/Studie Abroad Semester.

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., other Master programs (depending on respective study regulations)
Preliminary course work	$\frac{1}{2}$
Graded	yes

Contents

- Basics of the periodic and non-periodic taxation of German companies depending on the legal form.
- Calculation of the tax burden of different legal forms including combinations of standard legal forms (e.g. GmbH & Co. KG, so-called Betriebsaufspaltung).
- Elaboration of the determinants of the tax burden of companies.

Learning outcomes

- Students become acquainted with the taxation of German companies of various legal forms.
- Students are able to calculate the tax burden of profits and shareholder compensation payments depending on the legal form.
- Moreover, students are able to comment on the tax-optimal choice of legal form.

Prerequisites

Necessary:

Recommended: Basic knowledge of company taxation

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Case Study Presentation	2 SWS	5 SWS
ECTS		6
Language	German	
Form of assessment	70 % written exam (90 min.), 30 % group case studies (three to four students)	
Restricted Admission	no	
Further information	i	

Examiner

Performing lecturer

Prof. Dr. Christoph Spengel

Prof. Dr. Christoph Spengel

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Contents

- Tax planning for partnerships
- Tax planning for corporations
- Real estate transfer tax
- Changes of corporate form
- Reorganizations, business acquisitions

Learning outcomes

- The students study in detail specific rules which are particularly important for the tax planning of partnerships and corporations.
- The students learn to optimize business structuring for tax purposes.
- Particular attention is paid to business reorganizations and the development of efficient tax solutions.

Prerequisites

Necessary: $\text{I}_\text{L}\frac{1}{2}$

Recommended: Basic knowledge of company taxation

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	German	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	https://www.bwl.uni-mannheim.de/en/doerrenberg/	

Examiner

Performing lecturer

Prof. Dr. Philipp Dörrrenberg

Prof. Dr. Matthias Rogall

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	$\text{I}_\text{L}\frac{1}{2}$
Program-specific Competency Goals	CG 1
Graded	yes

Contents

- Basic principles of taxation, personal income tax, corporate income tax, local profit taxes and non-profit taxes (e.g. trade tax, property tax)
- comparative taxation of transparent entities (sole proprietors and partnerships) and corporations and their shareholders
- Gift and inheritance taxes, capital transfer tax, value added tax

Learning outcomes

- Students know the basic principles of different types of taxes and understand the structure of these taxes (the lecture focuses on the tax systems in the EU member states and the US).
- Students understand the relevance as well as the consequences of the transparency principle and the corporation principle and assess the tax burden on profits as well as on shareholder compensations dependent on the legal form of the business.
- Most notably, students understand how taxes influence business decisions and evaluate tax planning opportunities created by business tax law.

Prerequisites

Necessary: 1½

Recommended: Basic knowledge of financial accounting

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min., 70%), individual assignment and group presentation (30%)	
Restricted Admission	no	
Further information	1½	

Examiner Performing lecturer	Prof. Dr. Christoph Spengel Prof. Dr. Christoph Spengel
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Module: ACC 620 Accounting for Financial Instruments and Financial Institutions

EN

Contents

The course addresses in-depth the accounting for financial instruments and by financial institutions under IFRS as well as related conceptual issues currently discussed by standard setters and bank regulators. It covers the definition of financial instruments, their classification, initial and subsequent measurement, impairment, derecognition, as well as their accounting in the context of hedging transactions. We also discuss relevant notes disclosures in example banks' financial statements and links to capital regulation.

Learning outcomes

The course aims at developing the skills to understand, apply, analyze and critically evaluate accounting standards in the complex field of accounting for financial instruments and financial institutions. Students will get an in-depth understanding of the current IFRS accounting rules, in particular the comprehensive IFRS 9, and understand the underlying conceptual discussions surrounding their development. Overall, students will gain a deep and profound understanding of these advanced topics of financial accounting.

Prerequisites

Necessary: ACC 5XX

Recommended: ACC 520

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Holger Daske

Prof. Dr. Holger Daske

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

Topics of transaction accounting are discussed and illustrated by using case studies. The course is specifically aimed at students with a basic knowledge of financial and transactional accounting, who want to deepen their knowledge of selected, practice-oriented issues. Six main topics will be covered in-depth: definition of transaction accounting, economic motivation for transactions, private law basics for M&A, transaction accounting under IFRS, carve out transactions, link between financial and tax accounting in an M&A context.

Learning outcomes

Students receive an overview of accounting aspects of M&A. They will also gain a systematic understanding of all relevant questions and issues in preparing and managing transactions.

Prerequisites

Necessary: ACC 520 or ACC 530 or (ACC 5XX and ACC 5XX)

Recommended: i½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	German	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	i <u>½</u>	

Examiner

Performing lecturer

WP StB Prof. Dr. Peter Wollmert

WP StB Prof. Dr. Peter Wollmert

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	i <u>½</u>
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

Current topics of international accounting are discussed and illustrated using case studies. The course is specifically aimed at students with a basic knowledge of financial accounting, who want to deepen their knowledge of selected, practice-oriented issues of international accounting.

Learning outcomes

Students receive an overview of IFRS accounting. They will gain a systematic understanding of IFRS accounting as well as in-depth knowledge of selected IFRS standards.

Prerequisites

Necessary: ACC 520 or (ACC 5XX and ACC 5XX), not taken ACC 573

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	German	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

WP StB Prof. Dr. Peter Wollmert

WP StB Prof. Dr. Peter Wollmert

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

The course complements the fundamentals of group accounting by elements which are relevant in accounting practice. First, accounting after change of legal form is presented and discussed. Accounting in case of mergers is focused on. Then, specific questions relating to the consolidation according to German GAAP, German Tax Regulations and IFRS such as deferred taxes or goodwill impairment test are emphasized. The course is enriched by discussions on the latest changes in accounting regulations with respect to consolidated financial statements.

Learning outcomes

Students learn to see consolidation from a company law perspective and are able to evaluate consolidation from a normative point of view. Furthermore, students are able to compare and evaluate accounting regulations, especially with respect to subsequent measurement of goodwill.

Prerequisites

Necessary: ACC 530 or (ACC 5XX and ACC 5XX), not taken ACC 513

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	German	
Form of assessment	Written exam (45 min.) or oral exam	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Peter Oser

Prof. Dr. Peter Oser

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1
Graded	yes

Module: ACC 662 Private Equity: Due Diligence and Value Creation

EN

Contents

The course aims at exploring Private Equity (PE) as an alternative asset class on the rise and will equip the participants with a sound understanding of its characteristics and mechanics. After outlining Private Equity's role from an asset management perspective, the course will focus on PE fundamentals (strategy, economics, stakeholders) as well as on detailing the Leverage Buy-out value chain including the sourcing strategy, due diligence, portfolio value creation and exit. There will be a specific emphasis on teaching the LBO mechanics, core due diligence techniques and value creation strategies. The course will be complemented by several practical exercises, in class discussions, as well as guest lectures from professionals in the Private Equity Industry.

Learning outcomes

Participants will be able to distinguish Private Equity from other asset classes. In particular, participants understand how to assess and create value from potential investments. Overall, this course will provide participants with practical insights into Private Equity and will equip them with advanced knowledge for a potential career in the industry.

Prerequisites

Necessary: ACC 5XX

Recommended: Basic knowledge of Corporate Finance

	Contact hours	Independent study time
Lecture	2 SWS	6 SWS
Case Study Presentation	2 SWS	7 SWS
ECTS		6
Language	English	
Form of assessment	Case study presentation (50%) and written exam (45 min., 50%)	
Restricted Admission	no	
Further information	1½	

Performing lecturer	Dr. Wilhelm Schmundt
Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

The course analyzes the market structure of the audit market as well as the auditor-client relationship. The separation of ownership and control and widespread shareholdings generate the demand for independent auditing. Audit theory investigates the role played by the auditor as a strategic player. The analysis is based on theoretical models utilizing game theory.

Learning outcomes

Students are familiar with the purpose and the scope of an independent audit. They see auditing as a potential resolution but also a potential source of agency conflicts. Furthermore, students know how the auditor strategically interacts in game theoretic settings. They are aware of the influence of regulatory changes on auditing and the audit firm's responses to these changes.

Prerequisites

Necessary: ACC 5XX, not taken ACC 671

Recommended: Preparation of the literature that will be provided for self-study

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.) or oral exam	
Restricted Admission	no	
Further information	ü½	

Examiner

Performing lecturer

Prof. Dr. Dirk Simons

Prof. Dr. Dirk Simons, Dr. Sebastian Kronenberger

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	ü½
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Module: ACC 676 Case Studies on Consulting in Financial Services Firms

EN

Contents

In this course, offered jointly with KPMG, current topics from the frontier between financial accounting, consulting, risk management, regulatory law and capital markets with a focus on the financial services sector will be covered. The participants will form groups of three to four students and discuss problem areas of high practical relevance using both practice-oriented and academic approaches. Results will be summarized in a consulting report and presented in a final results presentation.

Learning outcomes

Participants are able to discuss and solve complex problems of high practical relevance at the interface of capital markets, financial accounting and auditing. Students know the area of tension between academic case solutions and those related to practice and are able to develop solutions according to both aspects. The consulting report corresponds to standards required by the business practice and is academically founded.

Prerequisites

Necessary: ACC 5XX, not taken ACC 627

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written consulting report (50%) and in-class presentation (50%)	
Restricted Admission	yes	
Further information	Website of the Chair	

Examiner Performing lecturer	WP Gero Wiechens, Dipl.-Kfm. WP Dipl.-Kfm. Gero Wiechens
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

The aim of this course is to provide students with an insight into analytical disclosure theory, one important stream of literature in accounting research. The overview provides insights into what shapes firms' reporting decisions.

Learning outcomes

Students are able to assess and discuss the setting, basic assumptions, and mechanisms of disclosure models. Furthermore, they are able to formulate and defend constructive criticism of disclosure models.

Prerequisites

Necessary: ACC 5XX, not taken ACC 675

Recommended: Basic knowledge in game theory, preparation of provided literature

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written Report (50%), Presentation (50%)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Dr. Sebastian Kronenberger

Dr. Sebastian Kronenberger

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Module: TAX 611 Case Studies in International Company Taxation



Contents

- Basic principles of international tax law
- Taxation of foreign investors with domestic activities (in-bound investments)
- Taxation of domestic investors with foreign activities (out-bound investments)
- Special issues concerning multinational companies
- Recent trends in international tax law (current fiscal policy and current tax planning issues)

Learning outcomes

Students

- understand the importance of international tax planning in a multinational corporation (use of tax opportunities, minimization of individual tax risk, improvement of the overall tax situation),
- practice the use of domestic and foreign tax rules on the basis of case studies and are able to evaluate interdependencies of tax effects and their relation to non-tax drivers,
- and learn proactive handling of cross-border tax law.

Prerequisites

Necessary: 1½

Recommended: Knowledge of contents of Module TAX 520 or Module TAX 530

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	German	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

StB Prof. Dr. Stefan Brunsbach

Prof. Dr. Stefan Brunsbach

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Module: TAX 620 Applied Empirical Research: Methods and Practical Implementation

EN

Contents

Students gain practical experience in performing empirical work and are provided an overview of the most important methods and approaches for applied empirical research.

One part of the course focuses on hands-on empirical applications and students learn how to conduct their own empirical analysis. For this purpose, students are introduced to the usage of a statistical software package (R) and to the access and analysis of large data sets (in particular firm databases sets such as Amadeus or Compustat). Examples will always be from research in the field of taxation. This part of the course is very practically oriented.

The other part of the course teaches the most important empirical methods and approaches to estimate causal effects. These include, but are not restricted to, randomized experiments, linear regression, fixed effects estimators, difference(s)-in-difference(s), instrumental variables and regression discontinuity design. The focus is on understanding the advantages and disadvantages of the available econometric methods and less on a highly technical presentation. Illustrative examples will always be from the field of taxation. This part of the course complements the empirical-application part of the course: the methods taught in this part are practically implemented in the other (applied-empirics) part of the course.

Overall, the course equips students with skills on data handling, software, coding, and methodological aspects in the context of empirical work. These skills are very valuable for data-focused (big data) work both in industry and academia. The course is generally also suited for students without significant background or interest in taxation: examples will be from taxation, but the taught methods and empirical applications generalize beyond tax topics.

To receive a grade, students are required to conduct an independent empirical project using statistical software and real-world data (either an own research idea or a replication of an existing research paper). In addition, students write a short term-paper which presents the results from their empirical analysis and they are asked to present the results from their empirical project in class.

Learning outcomes

Hands-on practice of empirical analysis using statistical software and data. Overview of most important methods and approaches for applied empirical research.

Prerequisites

Necessary: i½

Recommended: Introductory classes in statistics and/or econometrics at Bachelor level are advantageous .

	Contact hours	Independent study time
Lecture	4 SWS	19 SWS
ECTS		8
Language	English	
Form of assessment	Term paper based on own research project and presentation in class	
Restricted Admission	no	
Further information	https://www.bwl.uni-mannheim.de/en/doerrenberg/	

Examiner

Performing lecturer

Prof. Dr. Philipp Dißrrenberg

Prof. Dr. Philipp Dißrrenberg Prof. Dr. Johannes Voget

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.

Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 4, CG 5
Graded	yes

Contents

- Basics of international business taxation
- Taxation of inbound investments
- Taxation of outbound investments
- Transfer pricing
- Cross-border reorganisations

Learning outcomes

Students know the basics of international taxation (national tax law, double taxation conventions, primary and secondary EU law) and the causes of double taxation. Students understand the tax consequences of establishing domestic and foreign permanent establishments as well as domestic and foreign corporations. Students understand the impact of transfer pricing on the companies' tax burden. Most notably, students are able to evaluate how multinational companies make use of internationally diverging tax burdens.

Prerequisites

Necessary: i.e. ½

Recommended: Knowledge of contents of Module TAX 520 or Module TAX 530

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min., 70%), individual assignment and group presentation (30%)	
Restricted Admission	no	
Further information	i.e. ½	

Examiner

Performing lecturer

Prof. Dr. Christoph Spengel

Prof. Dr. Christoph Spengel

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i.e. ½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Module: TAX 631 International Taxation of Multinational Enterprises

DE

Contents

- Taxation of integrated multinational enterprises (MNEs) with international operations, in particular with respect to income taxes (e.g. limitation on the deduction of expenses, preferential income taxation), transfer pricing, permanent establishments, withholding taxes, CFC rules, value added tax.
- Implications of current trends of MNEs for their taxation (e.g. creation of a management holding, and centralization of functions, services and IP).

Learning outcomes

After completing this course, students will have the knowledge of the fundaments of international taxation of multinational enterprises (MNEs). They will be able to apply theoretical knowledge and to transfer it into practical tax knowledge based on real world problems. Participants will be able to assess the impact of relevant tax rules on MNEs' decisions and the interactions of these rules. The contents will be imparted to the students in a problem-oriented way and by solving real world problems in small groups.

Prerequisites

Necessary: ½

Recommended: Knowledge from Module TAX 520, TAX 530 or TAX 630

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	German	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	½	

Examiner Performing lecturer	Prof. Dr. Christoph Spengel Dr. Sven-Eric Börsch
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Module: TAX 660 Tax Planning: The Role of Taxes for Business Decisions

EN

Contents

Most finance and strategy courses do not consider the role of taxes in making business decisions. The goal of the course is to understand how taxes affect business decisions. In particular, the course teaches the tools for identifying, understanding, and evaluating tax planning opportunities. It is designed to be valuable even as (tax) laws and governments change, and the taught framework is portable in that it can be applied to the set of tax laws in any country.

Taxes are everywhere and have a direct impact on cash-flow. Having a basic understanding of how taxation affects business decisions is therefore very important and contributes to a solid financial literacy.

The role of taxes is applied to different decision contexts, such as investment, organizational form, mergers and acquisitions and multinational aspects. The impact of taxes on these decisions will always be considered in the context of the following themes: *All Parties* (the tax implications for all of the involved parties have to be considered), *All Taxes* (explicit and implicit taxes have to be considered), and *All Costs* (all costs, tax and non-tax costs, have to be considered).

All aspects of the course will discuss empirical applications.

Large parts of the course will be based on the following textbook that is used in the leading business schools around the world: Scholes, Wolfson, Erickson, Hanlon, Maydew and Shevlin: Taxes and Business Strategy: A Planning Approach.

The class features a guest lecture by a partner of a big-4 accounting firm.

Learning outcomes

Understand how taxes affect business decisions.

Prerequisites

Necessary:

Recommended: Introductory courses in business taxation are advantageous.

	Contact hours	Independent study time
Lecture	4 SWS	13 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	https://www.bwl.uni-mannheim.de/en/doerrenberg/	

Examiner

Performing lecturer

Prof. Dr. Philipp Dörrenberg

Prof. Dr. Philipp Dörrenberg

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	<i>None</i>
Program-specific Competency Goals	CG 1, CG 3

Graded

yes

Module: TAX 661 Case Studies in International Tax Planning

EN

Contents

- International Tax Planning and Tax Structuring using Financing Companies in the case of Outbound Investment
- International Tax Planning and Tax Structuring using Financing Companies in the case of Inbound Investment
- International Tax Planning and Tax Structuring concerning the German „Zinsschranken“ (Thin-Cap-Rule) and other foreign Anti-Avoidance-Rules
- International Tax Planning and Tax Structuring especially considering the Reorganization Tax Act
- International Tax Planning and Tax Structuring especially considering Qualification Conflicts

Learning outcomes

The students learn how to apply their skills in basic taxation on practical cases. The students get a deeper insight into the basics of the most important areas in international tax planning and tax structuring. The students learn how to implement their theoretical knowledge into practical scenarios. Thereby special attention is paid to the application of the wording of law especially using inaccuracies in law. The students learn to develop international tax planning and tax structuring ideas across different types of taxes.

Prerequisites

Necessary:

Recommended: Knowledge of contents of Module TAX 630

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	½	

Examiner

Performing lecturer

Prof. Dr. Christoph Spengel

Prof. Dr. Michael Schaden

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Contents

The seminar offers an introduction to research in accounting. The research questions that we will address come from all fields of accounting research and we will rely on different research methods (both theoretical and empirical methods) in examining these questions. The analysis also involves a comprehensive review of scientific accounting literature. In preparing the seminar, participants write a seminar thesis. Participants will present and discuss the key results of their thesis during the seminar.

Learning outcomes

Participants get acquainted with scientific research in accounting. They develop basic research skills that are necessary to address typical research questions in financial accounting, managerial accounting, or related fields. They will also be able to structure a research paper and become experienced in academic writing. In addition, participants will learn how to present scientific work to other researchers and how to discuss scientific research.

Prerequisites

Necessary: ACC 5XX

Recommended: Profound knowledge in accounting and a general interest in scientific accounting research

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Written seminar thesis (60%) and in-class presentation (40%)	
Restricted Admission	yes	
Further information	Website of the Chair and the Area	

Examiner Performing lecturer	Prof. Dr. Holger Daske, Prof. Dr. Dirk Simons Prof. Dr. Jannis Bischof, Prof. Dr. Holger Daske, Prof. Dr. Dirk Simons, Prof. Dr. Jens Wüstemann
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	Übung
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Module: TAX 730 Seminar in Business Taxation



Contents

The seminar focuses in depth on selected cross-module topics in taxation.

Learning outcomes

Students write an essay, which is presented to students and discussed in the seminar. The essay shows that students are capable of pursuing independently academic work in the field of business taxation. The essay prepares for a master thesis in business taxation.

Prerequisites

Necessary: Two modules from the area Accounting & Taxation (5XX and/or 6XX)

Recommended: Knowledge of the (international) taxation of companies

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	70 % Essay (15 pages), 30 % presentation	
Restricted Admission	yes	
Further information	https://www.bwl.uni-mannheim.de/doerrenberg/	

Examiner

Performing lecturer

Prof. Dr. Philipp Dieterrenberg

Prof. Dr. Christoph Spengel, Prof. Dr. Philipp Dieterrenberg

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 2, CG 4
Graded	yes

3.2 AREA BANKING, FINANCE AND INSURANCE

Contents

This course introduces into the theoretical foundations of modern portfolio management and their applications. It covers expected utility theory, measures of risk and return, the theory of portfolio selection, asset pricing models and their empirical test, the efficient markets hypothesis, and issues in stock portfolio management.

Learning outcomes

The course provides students with an understanding of the theoretical and conceptual foundations of modern quantitative portfolio management. Students learn to understand investment strategies, and to interpret and evaluate them against the background of capital market theory and the efficient markets paradigm.

Prerequisites

Necessary: $\tilde{1} \frac{1}{2}$

Recommended: Basic knowledge in mathematics (optimization, elementary matrix algebra) and statistics (expected value, variances, covariances, correlation, t-tests). Successful attendance of Finanzwirtschaft I & II in the Mannheim Bachelor's program or similar courses.

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	1 SWS	6 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (closed book, 60 min.)	
Restricted Admission	no	
Further information	$\tilde{1} \frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Erik Theissen

Prof. Dr. Erik Theissen

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	$\tilde{1} \frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: FIN 540 Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation)

EN

Contents

Corporate Finance studies how corporations finance their operations. The emphasis of this part of the curriculum is on shareholder value and company valuation. We will also study the cost of capital, introduce theories of capital structure, and initial public offerings. The objective of this course is to introduce the fundamental theoretical concepts of company valuation.

Learning outcomes

After completing this course, students will know and understand state-of-the-art tools such as DCF, Residual Income, EVA, and Multiples. In particular, participants will know how to determine the cost of capital for corporations and projects using real world data. Further, participants will learn how to identify value drivers by applying financial ratio analysis. Students will also be familiar with event studies in order to analyse how capital markets react to important corporate events like merger announcements or earnings announcements.

Prerequisites

Necessary: i₁/2

Recommended: Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). The course assumes that students already manage the material in Brealey, Myers, Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010), chapters 1-19.

	Contact hours	Independent study time
Lecture	2 SWS	12 SWS
ECTS		5
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	i ₁ /2	

Examiner Performing lecturer	Prof. Ernst Maug, Ph.D. Prof. Ernst Maug, Ph.D.
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	i ₁ /2
Program-specific Competency Goals	CG 1
Graded	yes

Module: FIN 541 Corporate Finance I - Case Study (Capital Structure, Cost of Capital and Valuation)

EN

Contents

Corporate Finance studies how corporations finance their operations. The emphasis of this part of the curriculum is on shareholder value and company valuation. The focus of the course will be on solving several case studies in groups of up to three students. Each of these cases has to be handed in and will contribute to the final grade. The hands-on format of this course ensures that students are able to transfer the theoretical concepts encountered in the lecture (FIN 540) to real world problems.

Learning outcomes

After completing this course, students will be able to value companies using state-of-the-art tools such as DCF, Residual Income, EVA, and Multiples. In particular, participants will be able to determine the cost of capital for corporations and projects using real world data. Participants will be able to identify value drivers by applying financial ratio analysis and analyse the impact of those value drivers on the firm value. Students will also be able to perform event studies in order to analyse how capital markets react to important corporate events like merger announcements or earnings announcements.

Students will be able to implement the theoretical concepts discussed in the lecture (FIN 540) using Microsoft Excel.

Prerequisites

Necessary: FIN 540 Corporate Finance I (Parallel attendance possible)

Recommended: Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). The course assumes that students already manage the material in Brealey, Myers, Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010), chapters 1-19.

	Contact hours	Independent study time
Case Study Presentation	1 SWS	9 SWS
Exercise class	1 SWS	4 SWS
ECTS		5
Language	English	
Form of assessment	Case write-ups (75%), class participation in case discussions (25%)	
Restricted Admission	yes	
Further information	1½	

Examiner Performing lecturer	Marc Gabarro, Ph.D. Dr. Marc Gabarro
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	1½

Program-specific Competency Goals	CG 1, CG 2, CG 3
Graded	yes

Module: FIN 550 International Course Banking, Finance and Insurance

Contents

Depends on course taken abroad

Learning outcomes

Depends on course taken abroad

Prerequisites

Necessary: The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.

Recommended: 

Language	English
Form of assessment	Depends on course taken abroad
Restricted Admission	no
Further information	More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines.

Performing lecturer

Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the  Guidelines for learning agreements and course recognition  in ILIAS > MMM > Auslandssemester/Study Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das  Merkblatt zu Learning Agreements und Anerkennungen  ILIAS > MMM > Auslandssemester/Study Abroad Semester.

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., other Master programs (depending on respective study regulations)
Preliminary course work	
Graded	yes

Module: FIN 580 Derivatives I ½ Basic Strategies and Pricing

EN

Contents

This course deals with different derivatives. The functioning of various derivative instruments like forwards, futures, swaps, and options will be explained. Furthermore, derivatives strategies will be analyzed. A particular focus of the course is the valuation of different basic and exotic instruments. The theoretical basis will be presented in lectures, while exercise classes will provide the opportunity to apply the concepts in practice.

Learning outcomes

After the completion of this course, students will have gained a thorough understanding of the spectrum of derivative financial instruments and their functioning. Furthermore, they will have learned how to implement investment strategies using derivatives.

Students acquire a working knowledge of different valuation techniques, which is a necessary condition for trading these instruments and which also allows them to price new innovative products themselves.

Prerequisites

Necessary: ½

Recommended: Students should have successfully completed the Mannheim Bachelor finance modules (or equivalent courses). They should have an understanding of simple derivatives and basic pricing techniques on a Bachelor level before taking this course! A working knowledge of basic mathematics (analysis and optimization) and statistics (expected values, variances, covariances) is required.

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	½	

Examiner

Performing lecturer

Prof. Dr. Stefan Ruenzi

Prof. Dr. Stefan Ruenzi (Course Lecture), Santanu Kundu (Exercise Classes)

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

This course provides an in-depth look at financial institutions and the role they play for financial markets today. The course will address questions such as: Which financial institutions exist? Why do they exist? What risks do they face? How do they manage those risks? How does the behavior of financial institutions impact financial markets and asset prices? How does their behavior impact the economy at large? How should we regulate financial institutions? The course Financial Institutions I will put emphasis on the analysis of banks.

Learning outcomes

After completing this course, students will have a thorough understanding of the economic reasons for the existence of financial institutions. Students will understand the eco-system of financial institutions and their role in the global financial markets.

Students will gain knowledge about what risks managers in financial institutions face and how they manage those risks. Students will also learn about current approaches and proposals for regulating financial institutions.

Prerequisites

Necessary: 1½

Recommended: Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions).

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (closed book, 60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Oliver Spalt

Prof. Dr. Oliver Spalt

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

This course provides an extensive coverage of bond markets. It discusses the characteristics of various types of bonds, their valuation, and the risk associated with bond investments. It further discusses bond portfolio management strategies.

Learning outcomes

After this course students are familiar with the theory and practice of bond market investments. They are acquainted with the valuation of various types of bonds, know tools to measure and manage the risk of bond portfolios and are able to devise and evaluate portfolio management strategies.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: Students should have attended FIN 500 or be ready to acquire knowledge of the contents of that course as needed.

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (closed book, 60 min.)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Erik Theissen

Prof. Dr. Erik Theissen

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: FIN 602 Trading and Exchanges

EN

Contents

Traditional asset pricing theory and investment analysis treat the process of price formation as a black box. The actual structure of financial markets does not play a role, and frictions and transaction costs are disregarded. These issues, and market liquidity in particular, are of enormous practical importance. This is evidenced by the great attention regulators pay to issues of financial market structure (e.g. the MiFID directive of the EU), as well as by the attention market participants pay to trading costs. In recent years, many new markets have been created in an attempt to reduce transaction costs (e.g. the ATS in the US or Chi-X and Turquoise in Europe). The branch of financial economics that deals with these issues is called market microstructure. This course provides an introduction into the theoretical and empirical foundations of market microstructure.

Learning outcomes

This course familiarizes students with the institutional setting of today's securities markets. They will know how an exchange operates and what the distinguishing features and theoretical foundations of auction and dealer markets are. They will be able to understand and apply measures of market quality and liquidity. They will further understand how asset characteristics, risk aversion and asymmetric information affect the process of price formation and market liquidity.

Prerequisites

Necessary:

Recommended: Module FIN 500; Students should have a sound background in finance. They should be familiar with the different types of securities (stocks, bonds, derivatives), with modern investment analysis and the efficient markets hypothesis. They should also have basic knowledge in statistics and econometrics (unconditional and conditional expected values and variances, regression analysis and hypothesis testing).

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (closed book, 60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Erik Theissen

Prof. Dr. Erik Theissen

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3

Graded

yes

Contents

The course provides students with an understanding of important empirical methods and their application in finance. It covers topics in asset pricing, corporate finance, and market microstructure. Students will learn to perform empirical analysis using the software package Stata. The course enables students to plan and carry out empirical research in finance on their own and prepares for an empirical seminar or master thesis in the finance area. Part of the course consists of the practical application of the methods learned in the lecture to various case studies.

Learning outcomes

The students will have a sound understanding of empirical methods and their underlying assumptions. The students will be able to choose appropriate methods for given empirical problems and apply them in an efficient way. The case studies enable the students to develop basic programming skills in Stata.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: Module CC 502 or CC 503 and Module FIN 5XX or equivalent courses. Completing FIN 604 Stata in Finance or acquisition of equivalent knowledge is highly recommended.

	Contact hours	Independent study time
Lecture	2 SWS	10 SWS
Exercise class	1 SWS	16 SWS
ECTS		10
Language	English	
Form of assessment	Written exam (45%; 60 min.), Case Studies (45%), Class Participation (10%)	
Restricted Admission	yes	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Erik Theissen

Prof. Dr. Erik Theissen

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Contents

The topic of this course is the practical application of the statistics program *i*Stata** in Finance research. The course contains three major sections: How to use Stata, an introduction to the usage of the most common databases in Finance at this university, and an application example.

In the first section, we will introduce project and data management with Stata. In addition, we will teach estimation techniques and programming basics. In the second section, we will show where to get access to common datasets in Finance research. In the last section, students will have the chance to apply their knowledge to a practical example.

The course is offered shortly after the start of the seminar theses, that is, at the beginning of January in the fall semester (HWS) and at the beginning of July in the spring semester (FSS).

Learning outcomes

The main aim of the course is to prepare students with practical methods for conducting empirical Finance research. Students learn how to load, manipulate, and evaluate data using Stata. Stata is the most popular statistics program used in the Finance research community. In addition, students learn where they can access popular databases used in Finance at the University of Mannheim. The main focus of the course lies on the practical application of the Stata software.

Prerequisites

Necessary: *i*

Recommended: Due to a limited amount of seats in the computer lab, the number of participants will be limited. We will prefer students who are writing an empirical seminar thesis in the Finance Area in the semester when allocating spots.

	Contact hours	Independent study time
Lecture	1 SWS	5 SWS
ECTS		2
Language	English	
Form of assessment	Take home exam (pass/fail). Note that there is only one exam date per semester. A second attempt is only possible in the respective following semester.	
Restricted Admission	yes	
Further information	Website of the Chair	

Examiner

Performing lecturer

Prof. Dr. Erik Theissen

Dr. Stefan Scharnowski

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	<i>i</i>
Program-specific Competency Goals	CG 2, CG 5
Graded	no

no offering in fall 2021/2022

Contents

This course builds on the "Investments" (FIN 500) course and explains how the basic concepts are applied in practice. While the focus is on equity portfolios, bond portfolio management, Hedge Funds and Asset Allocation will also be covered.

Learning outcomes

The course provides students with an understanding of how equity and bond portfolios are managed in practice. Students will understand the factors that determine the performance of investment strategies. Through numerous application examples, the course teaches how theoretical concepts and scientific findings can be implemented in practical portfolio management.

Prerequisites

Necessary: FIN 500 Investments

Recommended: i½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	i½	
Performing lecturer	tba	
Offering	Fall semester	
Duration of module	1 semester	
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.	
Preliminary course work	i½	
Program-specific Competency Goals	CG 1, CG 3	
Graded	yes	

Contents

This course covers recent technological innovations and the emergence of new players in the financial services industry that both fall under the umbrella term of FinTech. A special focus will be on blockchains and other relevant technologies and their application to decentralized finance, cryptocurrencies, and smart contracts. Other introduced innovations include alternative payment systems, crowd finance, InsurTech, and robo advising, while also presenting associated risks and regulatory approaches.

Learning outcomes

After the completion of this course, students will have gained a thorough understanding of the FinTech industry. They will be able to describe its underlying technologies, analyze the industry's recent developments, recognize associated risks, and explain its impact on the more traditional financial services industry.

Prerequisites

Necessary: Successful completion of a FIN 5XX or FIN 6XX course
Recommended: The course generally assumes basic knowledge of finance (e.g. present value methods, portfolio theory, equilibrium models, derivatives, trading, banking), mathematics (analysis, optimization) and statistics (e.g. mean, variance, correlation, and multivariate regression).

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (closed book, 60 min.)	
Restricted Admission	yes	
Further information	1½	

Examiner

Performing lecturer

Dr. Stefan Scharnowski

Dr. Stefan Scharnowski

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

There is abundant evidence suggesting that the standard economic paradigm of rational investors does not adequately describe behavior in financial markets. Behavioral Finance examines how individuals' attitudes and behavior affect their financial decisions. This course reviews recent research on possible mispricing in financial markets due to the nature of psychological biases. Moreover the course deals with behavioral finance models explaining investor behavior or market anomalies when rational models provide no sufficient explanations. Topics will include among others overconfidence, prospect theory, heuristic driven biases and frame dependence.

Learning outcomes

Behavioral finance applies scientific research on human and social cognitive and emotional biases. After completing this course, students will be able to better understand economic decisions and how they affect market prices and returns. They will know how behavioral findings are integrated with neo-classical theory.

Prerequisites

Necessary: FIN 5XX and/or FIN 6XX

Recommended: Every student participating in this course should have completed the 2-semester finance module of the Mannheim Bachelor program (or equivalent courses) and the module Decisions Analysis. The lecture generally assumes basic knowledge in mathematics (calculus, optimization) and statistics (mean, variance, standard deviation).

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	yes	
Further information	i.e. ½	

Examiner

Performing lecturer

Prof. Dr. Dr. h. c. Martin Weber

Prof. Dr. Dr. h.c. Martin Weber

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	i.e. ½
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 4
Graded	yes

Contents

In this course, conflicts of interest between the firm and its stakeholders will be analyzed and mechanisms to mitigate these conflicts will be discussed. In the first part of the course, theoretical models on information asymmetries and corporate governance problems are discussed. The second part of the course will focus on various internal and external governance mechanisms, including the market for corporate control, ownership structure, executive compensation, and the role of the board of directors. Special emphasis will be on the valuation effect of corporate governance and the question whether some corporate governance mechanisms are superior to others.

Learning outcomes

Students should develop an understanding of important issues in corporate governance and of its relevance in a social, political, and economic context. They will be able to apply theoretical models on principal-agent conflicts to different corporate governance problems.

They will learn the differences in corporate control across the world and be able to explain why these differences exist. Furthermore, students will know how to compare the main classifications of corporate governance systems and, most importantly, assess the effectiveness of different corporate governance mechanisms. In addition to their knowledge on corporate governance theory, they will be able to critically discuss the empirical evidence on the importance and effectiveness of various corporate governance mechanisms.

Prerequisites

Necessary: 1½

Recommended: Knowledge in business economics (Module BE 510, BE 511 or equivalent courses) and econometrics (Module CC 502, CC 503 or equivalent courses) is highly recommended. Introductory course in corporate finance on the level of Brealey, Myers and Allen, *Corporate Finance*, (McGraw-Hill, 10th edition, 2010) is also strongly recommended.

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner Performing lecturer	Prof. Dr. Alexandra Niessen-Ruenzi Prof. Dr. Alexandra Niessen-Ruenzi
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 5

Graded

yes

Module: FIN 640 Corporate Finance II (Mergers, Acquisitions and Divestitures)

EN

Contents

The topic of this course is the restructuring of corporations through mergers, acquisitions and divestitures. The purpose of the lecture is to provide an understanding of restructuring processes and to provide an analytic framework to analyze the motivation of these activities and their individual merits. A special focus will be on the economic analysis of corporate strategy and the contractual structures of various types of transactions. We will also discuss valuation and cost of capital in an international context. The lecture will frequently draw on empirical studies, especially on event studies. Participants will be required to solve several case studies in groups of up to three students.

Learning outcomes

After completing this course, students will be able to develop and evaluate strategic rationales for M&A transactions and their structure. They will be able to build valuation models using real world data and evaluate whether a particular transaction makes sense from an economic perspective. Students will be able to implement valuation models using Microsoft Excel, to understand the legal and institutional context of M&A transactions, to interpret scientific studies and make appropriate inferences from them for the M&A process.

Prerequisites

Necessary: Modules FIN 540 and FIN 541

Recommended: The course builds on the valuation techniques discussed in CF I (DCF, residual income and multiples valuation) and assumes that students already manage the material in Brealey, Myers, Allen, Corporate Finance, (McGraw-Hill, 10th edition, 2010), chapters 1-19, and in Berk and DeMarzo, Corporate Finance, (Pearson, 2nd edition, 2009) chapters 2, 9, 12, 14, 17-19, 23.

	Contact hours	Independent study time
Lecture	2 SWS	12 SWS
Case Study Presentation	1 SWS	14 SWS
ECTS		10
Language	English	
Form of assessment	Final exam (40%), case write-ups (45%), oral participation in case discussions (15%)	
Restricted Admission	yes	
Further information	1½	

Examiner Performing lecturer	Marc Gabarro, Ph.D. Marc Gabarro Bonet, Ph.D.
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	1½

Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 5
Graded	yes

Contents

This course deals with quantitative methods for the management of market and credit risks. It first introduces modern tail risk measures such as Value-at-Risk and Expected Shortfall. It then presents specific methods used to calculate these measures for market risks. Furthermore, it covers selected models for measuring credit risk. Finally, it provides an introduction to techniques for risk-based performance management and for capital allocation.

Learning outcomes

After a successful completion of the course, students will be able to measure market and credit risks. They will be familiar with the definition and the calculation of Value-at-Risk and Expected Shortfall.

In addition, they will understand the strengths and weaknesses of these measures. They will know how to calculate tail risk measures for individual financial positions and for portfolios of financial instruments, e.g., using the delta-normal-method. Furthermore, they will understand the structure of factor and firm value models as well as the application of these models for credit risk measurement.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: The course requires a basic knowledge of probability theory and statistics. Ideally, students should have completed a master course on investment and/or derivatives.

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner Performing lecturer	Dr. Markus Huggenberger Dr. Markus Huggenberger
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 2, CG 5
Graded	yes

Contents

The core of this course deals with asset management for private investors in an international context. We will cover the structure of the delegated investment markets around the world with a focus on the U.S. and Europe. The focus will be on traditional mutual funds and related products. Besides the classical asset management theory, this course will place a great weight on the practical implementation of portfolio strategies and the problems that can arise. We will learn how to measure the performance of investment strategies and of fund managers. Furthermore, behavioral aspects (irrational behavior of mutual fund investors and managers) will be discussed.

Learning outcomes

After the completion of this course, students will have gained a thorough understanding of the mutual fund industry. They will be familiar with the necessary tools to manage a mutual fund themselves, advise mutual fund investors, invest in mutual funds, and to work in the management of a mutual fund company.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: A working knowledge of basic mathematics (analysis and optimization) and statistics (expected values, variances, covariances) as well as a sound understanding of portfolio theory (level of FIN 500, which we urgently suggest students to take before this course) is required.

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Stefan Ruenzi

Dr. Tatjana Puhan

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

This course provides an in-depth look at financial institutions and the role they play for financial markets today. The course will address questions such as: Which financial institutions exist? Why do they exist? What risks do they face? How do they manage those risks? How does the behavior of financial institutions impact financial markets and asset prices? How does their behavior impact the economy at large? How should we regulate financial institutions? The course Financial Institutions II will put emphasis on important non-bank financial institutions (e.g., pension funds, mutual funds, hedge funds etc.).

Learning outcomes

After completing this course, students will have a thorough understanding of the economic reasons for the existence of non-bank financial institutions. Students will understand the eco-system of non-bank financial institutions and their role in the global financial markets. Students will gain knowledge about what risks managers in non-bank financial institutions face and how they manage those risks.

Students will also learn how non-bank financial institutions impact asset prices and financial market outcomes. Finally, students will learn about current approaches and proposals for regulating financial institutions.

Prerequisites

Necessary: 1½

Recommended: Every student participating in this course should have completed the equivalent of the 2-semester finance module, which is part of the Mannheim Bachelor program. The lectures generally assume basic knowledge in accounting (balance sheets, income statements, financial ratios), finance (present value methods, portfolio theory, CAPM), mathematics (calculus, optimization) and statistics (mean, variance, standard deviation, univariate and multivariate regressions). It is strongly recommended that students take the course Financial Institutions I (FIN 590) before taking Financial Institutions II (FIN 684).

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (closed book, 60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner Performing lecturer	Prof. Dr. Oliver Spalt Prof. Dr. Oliver Spalt
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

This course provides an in-depth look into selected topics in financial regulation. The course will be offered in three blocked all-day sessions. The first session will analyze financial regulation from the perspective of a commercial bank manager. The second session will analyze financial regulation from the perspective of a financial regulator, such as the European Central Bank. Core themes throughout the course will be the proper assessment and management of financial risks in accordance with the existing regulatory framework for banks. Students will be tasked with a graded group assignment that provides the opportunity to translate the knowledge acquired in the first two sessions into practice by analyzing regulatory issues for existing banks. Groups will present their results in the final session.

Learning outcomes

After completing this course, students will have a thorough understanding of some of the key features of the current regulatory framework for banks and how they affect banks and regulators. Students acquire tools to assess and manage central regulatory banking risks. Students will have analyzed, prepared a report on, and presented results on regulatory issues facing a real bank.

Prerequisites

Necessary: At least one MMM finance course: FIN 5XX

Recommended: Students taking this course need a basic understanding of what a bank is, how it conducts its business, and what its balance sheet looks like. FIN 590 (Financial Institutions I) is strongly encouraged as a prerequisite.

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Write up and presentation of group assignment (70%), class participation (30%)	
Restricted Admission	yes	
Further information	Class size: max. 25 students	

Examiner

Performing lecturer

Prof. Dr. Oliver Spalt

Dr. Sebastian Herzog, Dr. Philipp Marquardt

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 5
Graded	yes

Module: FIN 686 Sustainable Finance and Impact Investing

EN

Contents

This course provides an in-depth look into selected topics in sustainable finance. The course will be offered in three blocked all-day sessions. The first two sessions will provide an overview of recent academic approaches to thinking about sustainable finance, as well as an introduction to the market for, ecosystem of, and central themes concerning sustainable finance. A core focus of this course will be on sustainable finance issues from the perspective of institutional investors, and, in particular, on impact investing. Students will be tasked with a graded group assignment that provides the opportunity to translate the knowledge acquired in the first two sessions into practice by analyzing sustainable investment projects and by structuring a (hypothetical) fund that can be marketed to institutional investors. Groups will present and discuss their results in the final session.

Learning outcomes

After completing this course, students will have a thorough understanding of some of the key features of sustainable finance from an institutional investor perspective and in particular, impact investing. Students acquire tools to analyze sustainable investment opportunities and to set up sustainable investment funds. Students will have analyzed, prepared a report on, and presented results on a (hypothetical) impact investment fund including some of the aspects of fund documentation.

Prerequisites

Necessary: At least one MMM finance course: FIN 5XX

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Write up and presentation of group assignment (70%), class participation (30%)	
Restricted Admission	yes	
Further information	Class size: max. 25 students	

Examiner

Performing lecturer

Prof. Dr. Oliver Spalt

Martin Ewald

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 5
Graded	yes

Contents

The seminar covers specific issues relating to financial markets in depth. The seminar is organized as a block seminar. Prior to the seminar students have to write a seminar paper on a particular topic. This paper has to be presented during the seminar. Students are also expected to actively participate in the discussion during the seminar.

Learning outcomes

Students learn how to write a research paper. The seminar is thus an important prerequisite for the master thesis. During the seminar the students will also train their presentation and discussion skills.

Prerequisites

Necessary: At least one MMM finance course: FIN 5XX

Recommended: Participation in the seminar requires a sound background in finance, a good command of English and of basic statistical and econometric techniques. Students are expected to be able to read and understand current research papers.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Seminar paper (2/3), Presentation and discussion (1/3)	
Restricted Admission	yes	
Further information	Website of the Chair	

Examiner

Performing lecturer

Prof. Dr. Erik Theissen

Prof. Dr. Erik Theissen

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

In this course specific topics from the fields of "Experimental Finance" or related areas of finance will be dealt with in depth. Students will have to work on the main topic of the seminar in some detail and write a term paper on a specific sub-topic that will be allocated to them. In the seminar, students will present their own paper, discuss other students' papers, and participate actively in the classroom discussions.

Learning outcomes

Students will learn how to independently work on a research paper. Thus, the seminar paper also serves as preparation for a master thesis. Furthermore, students learn how to present research results and how to contribute to scientific discussions.

Prerequisites

Necessary: Modul FIN 5XX

Recommended: Some knowledge of statistics and econometrics is useful and participants should be motivated to develop an experimental research design.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Seminar paper (2/3), presentation (1/3)	
Restricted Admission	yes	
Further information	http://niessen.bwl.uni-mannheim.de/en/lehre3/fin_xxx_seminar/	

Examiner

Performing lecturer

Prof. Dr. Alexandra Niessen-Ruenzi

Prof. Dr. Alexandra Niessen-Ruenzi

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Contents

The purpose of this seminar is to prepare students for an empirical master thesis in the field of Corporate Finance. Students will replicate a published empirical research paper in corporate finance, extend it, e.g., by refining the analysis or extending the data set, and present their results. Students will get acquainted with a range of research topics in empirical corporate finance and study one topic in depth. In the process, they will learn a range of econometric methodologies that are applied in research in empirical corporate finance.

Learning outcomes

At the end of the course, students will be familiar with the statistics software Stata and have learned to use commercial finance databases such as Worldscope, Datastream, CRSP, Amadeus, or Zephyr. In addition, they will have gained access to state-of-the-art methods and current topics in empirical Corporate Finance.

Prerequisites

Necessary: Participants must have successfully completed one core course (FIN 5XX) from the Finance area.

Recommended: If places are scarce, preference will be given to students who also have completed Corporate Finance I (cases, FIN 541) or Corporate Finance II (FIN 640), or both. Basic knowledge of statistics and econometrics is assumed and participants must be motivated to undertake empirical work.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Participation (15%), oral presentation (15%), seminar paper (70%)	
Restricted Admission	yes	
Further information	Website of the Chair	

Examiner

Performing lecturer

Prof. Ernst Maug, Ph.D.

Prof. Ernst Maug, Ph.D.

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	i½
Program-specific Competency Goals	CG 2, CG 5
Graded	yes

Module: FIN 760 Seminar in Risk Management and Insurance



Contents

The seminar covers extended subjects in the areas of risk management and insurance science.

Learning outcomes

Students write a term paper which is then presented and discussed in the seminar. The essay shows that students are capable of pursuing independently academic work in the field of insurance. The essay prepares for a master thesis in insurance.

Prerequisites

Necessary: Module FIN 560 or ModuleFIN 561 or Module FIN 660

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German	
Form of assessment	Essay, active Participation, Presentation	
Restricted Admission	yes	
Further information	Website of the chair	

Examiner

Performing lecturer

Prof. Dr. Peter Albrecht

Prof. Dr. Peter Albrecht

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Module: FIN 780 Seminar in Asset Management & International Finance

EN

Contents

In this course specific topics from the fields of Asset Management, International Finance or other areas of finance (see the specific announcements) will be dealt with in depth. Students will have to work on the main topic of the seminar in some detail and write a term paper on a specific sub topic that will be allocated to them. Besides, the students will present their own paper, discuss another student's paper and participate actively in the classroom sessions.

Learning outcomes

Students will learn how to independently work on a research paper. Thus, the seminar paper also serves as preparation for a Master's thesis. Furthermore, students learn how to present research results and how to contribute to scientific discussions.

Prerequisites

Necessary: At least one FIN 5XX Module

Recommended: Further prerequisites will be announced by the Chair of International Finance before the start of the respective seminar during the topics' presentation.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Paper (50%), Presentation (25%), Discussion of other student's paper (15%), Oral participation (10%)	
Restricted Admission	yes	
Further information	It is necessary to apply for the seminar. Further information will be published on the Department's internet site.	

Examiner

Performing lecturer

Prof. Dr. Stefan Ruenzi

Prof. Dr. Stefan Ruenzi

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	ü
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Module: FIN 790 Seminar in Financial Markets and Financial Institutions

EN

Contents

The seminar covers specific issues relating to financial markets and financial institutions in depth. The seminar is organized as a block seminar. Prior to the seminar students have to write a seminar paper on a particular topic. This paper has to be presented during the seminar. Students are also expected to actively participate in the discussion during the seminar.

Learning outcomes

Students learn how to write a research paper. The seminar is thus an important prerequisite for the master thesis. During the seminar the students will also train their presentation and discussion skills.

Prerequisites

Necessary: At least one MMM finance course: FIN 5XX

Recommended: Participation in the seminar requires a sound background in finance, a good command of English and of basic statistical and econometric techniques. Students are expected to be able to read and understand current research papers and they are expected to be willing to conduct empirical research.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Seminar paper (2/3), Presentation and discussion (1/3)	
Restricted Admission	yes	
Further information	Participation in the seminar is limited. Information on how to apply is published on the homepage of the chair.	

Examiner

Performing lecturer

Prof. Dr. Oliver Spalt

Prof. Dr. Oliver Spalt

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

3.3 AREA INFORMATION SYSTEMS

Contents

Modern organizations are influenced and driven by information technology (IT) and information systems (IS) in various ways. As competition becomes borderless, organizations are forced to continually examine ways to operate more effectively and efficiently. Information technology and information systems are a crucial means of obtaining these goals in the digital Age. IT and IS are also key enablers of new products, services and processes. This course is designed for students who desire an insightful synopsis of IT management concepts and practices.

It is the objective of this course to offer profound insights into information systems and information technology management. Strategic and tactical issues are given more attention than operational aspects.

Learning outcomes

This course is designed for students who desire an insightful synopsis of IT management concepts and practices. After successfully completing the course, students should be able to evaluate and initiate strategic IT initiatives, to organize (govern) the IT function, to understand the role of the Chief Information Officer in order to lead this function, to analyze, design and direct outsourcing as well as offshoring initiatives, and to control the IT function from a top management and risk management perspective. IT management issues will be discussed from a planning, leadership, governance, sourcing and controlling perspective. Topics include:

- Business / IT Alignment and Strategic IT Planning
- Governance frameworks, IT (de-)centralization and the role of the CIO
- The IT sourcing decision, hybrid arrangements, and offshoring
- IT controlling and IT risk management.

Prerequisites

Necessary: 1½

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	yes	
Further information	Limited to 80 participants.	

Examiner

Performing lecturer

Prof. Dr. Armin Heinzl

Prof. Dr. Armin Heinzl

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3

Graded

yes

Contents

IT management today is challenged by fast technological change, new digital opportunities, growing cost pressure, and increasing business and regulatory requirements. IT management needs to ensure that IT functions become much more agile, flexible and efficient than ever before. For a state-of-the-art IT management a solid know-how regarding

- Intelligent demand management,
- Application and data architecture,
- IT infrastructure,
- Organization and workforce management,
- Business/IT governance and lean IT processes, and
- Sourcing and location setup incl. vendor and partner management

are crucial.

In addition, it is expected that IT managers have a good understanding of the core business of their company (business/IT alignment) and sound IT cost management capabilities.

Furthermore, IT managers need to be able to understand opportunities of the digital age, evaluate the value of new technologies, and drive digital transformation jointly with the business.

Learning outcomes

The lecture addresses key challenges that IT management is facing today and explains the capabilities and tools required to manage these challenges successfully. The concrete application of the lectured content will be explained using selected case studies. The lecture focuses on banking as one concrete industry example. The fundamental principles, however, can be applied across industries.

Prerequisites

Necessary: IS 511 or IS 512 (in spring semester: parallel attendance possible)

Recommended: i½

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 80%), case study (20%)	
Restricted Admission	yes	
Further information	Although IS 513 has no max. number of participants, an enrollment via the student portal is necessary for getting access to the course material. You will be directly admitted if you meet the requirements.	

Examiner Performing lecturer	Prof. Dr. Armin Heinzl Dr. Michael Grebe
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	i½
Program-specific Competency Goals	CG 3
Graded	yes

Contents

Business processes are the structural core of every modern enterprise. In this course, we will cover the fundamentals of business process management (BPM) by introducing students to relevant concepts and methods for modelling, analysing, implementing, and controlling processes. We will put particular focus on data-driven BPM methods (process analytics). The overall course goals are that students recognize the influence of data-driven business process management on corporate success and are able to use analytical methods to discover and evaluate optimization potential for business processes. The lectures will be accompanied by exercise sessions, where the concepts and methods will be practically applied through text-based exercises, manual computations, standard process mining tools as well as light-weight programming. In addition, students will have to participate in a case study, where they will apply process mining methods in a practical business case.

Learning outcomes

Upon successful completion of this course, students will be able to:

- Design and improve business processes using suitable methods
- Analyze properties of process models and event logs
- Apply and compare the most important methods of process discovery and conformance checking
- Suggest data-based process optimizations
- Explain how business processes can be supported by information technology

Prerequisites

Necessary: Not taken IS 514

Recommended: Fundamentals of enterprise modelling (e.g., IS 401, IS 405); some knowledge in Python is helpful, but not required

	Contact hours	Independent study time
Lecture	2 SWS	4 SWS
Exercise class	2 SWS	4 SWS
Case Study Presentation	0 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	80% written exam (60 min.), 20% group assignment (mandatory)	
Restricted Admission	yes	
Further information	Limited to 80 participants	

Examiner

Performing lecturer

Prof. Dr. Jana-Rebecca Rehse

Prof. Dr. Jana-Rebecca Rehse, Prof. Dr. Han van der Aa

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 4

Graded

yes

Contents

Enterprise Systems (ES) represent a specific category of information systems. They build on pre-packaged industry best practices embedded in standardized product software and target large-scale integration of data and business processes across all company's functional areas and beyond company borderlines. Enterprise Systems strongly interplay with work practices of individual employees as well as organizational structures shaping and being shaped by individuals' behavior. The ES lifecycle involves various entities both external and internal to the company. As such, they impact multiple levels of a company, ranging from the individual employee to groups to the entire organization and even its associated network. As critical as the ability to manage these ES is to most businesses, as challenging it is as well. This module is designed to provide a comprehensive insight into theoretical foundations, concepts, tools, and current practice of ES.

The lecture is complemented with exercises and a case study. Students get the opportunity to collect hands-on experiences with commercial software products and analyze and propose solutions for a specific ES challenge. Thus, allowing them to build up first-hand experience with this important aspect for managing businesses successfully.

Learning outcomes

The students will

- understand basic concepts and types of Enterprise Systems,
- understand key characteristics of software products (e.g. Enterprise Resource Planning, Business Intelligence or Collaboration) on which ES are built on,
- understand the ES lifecycle including a development, implementation, and postimplementation phase,
- get practical insights into the real-world ES.

Prerequisites

Necessary: IS 554 (only applying to MAKUWI-students)

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Case Study Presentation	1 SWS	6 SWS
ECTS		6
Language	English	
Form of assessment	Case study and written exam (60 min.)	
Restricted Admission	yes	
Further information	Although IS 540 has no max. number of participants, an enrollment via the student portal is necessary for getting access to the course material. You will be directly admitted.	

Examiner	Prof. Dr. Hartmut Häßle
Performing lecturer	Prof. Dr. Hartmut Häßle

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI, MMDS
Preliminary course work	1½

Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 4
Graded	yes

Module: IS 541 Theories and Methods in Information Systems

EN

Contents

This course provides students with an introduction to scientific research methods and theories in the field of information systems. Master students gain a broad overview of the strengths and weaknesses of different methods and theoretical perspectives. This overview prepares them for conducting own, bounded research projects (e.g., master theses) as a first step towards a scientific career. This course primarily targets students of the MMBR but is also open to students of the MMM and the Master in Business Informatics. In this course, students come to understand the importance of theory for organizing and cumulating knowledge as well as the importance of rigorous empirical methods to establish the validity of findings. The course covers publications in premier IS journals to exemplify and discuss procedures of qualitative, quantitative, and design-oriented research. The course is taught in a seminar style, requiring students to prepare readings for discussions in class. Attendance in classroom sessions is mandatory.

Students are required to prepare textbook chapters and selected readings on IS research in advance of the course. A list of required readings is distributed after registration. In addition, students are assigned contemporary articles published in IS journals that must be evaluated based on the topics covered in the course and presented during classroom sessions. Each student finally writes a term paper of four to five pages on an assigned topic.

Learning outcomes

After completing the course, students

- are able to prepare, plan, and execute own research endeavors (e.g., master thesis).
- understand the relevance of methods and theories in meaningful research.
- know quality criteria and corresponding means to improve research designs.
- have gained an overview of most common methods and theories in IS research.

Prerequisites

Necessary: $\text{I}_1 \frac{1}{2}$

Recommended: Basic statistical knowledge recommended

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Presentation (30%), written term paper (70%)	
Restricted Admission	yes	
Further information	$\text{I}_1 \frac{1}{2}$	

Examiner Performing lecturer	Prof. Dr. Hartmut Häßlein Prof. Dr. Hartmut Häßlein
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	$\text{I}_1 \frac{1}{2}$

Program-specific Competency Goals	CG 1, CG 2
Graded	yes

Contents

Depends on course taken abroad

Learning outcomes

Depends on course taken abroad

Prerequisites

Necessary: The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.

Recommended: 

Language	English
Form of assessment	Depends on course taken abroad
Restricted Admission	no
Further information	More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines.

Performing lecturer

Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the  Guidelines for learning agreements and course recognition  in ILIAS > MMM > Auslandssemester/Studie Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das  Merkblatt zu Learning Agreements und Anerkennungen  ILIAS > MMM > Auslandssemester/Studie Abroad Semester.

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., other Master programs (depending on respective study regulations)
Preliminary course work	
Graded	yes

Contents

This module introduces concepts and architectures of system software. Based on the introduction (IS 554) aspects of process execution, communication and resource management in local and distributed settings are discussed.

Learning outcomes

System software enables application programmers to program on higher layers of abstractions. Students will be able to choose and use platforms. Core concepts being present in many of today's system platforms are discussed and practiced in exercises:

- Process models, Scheduling
- Memory management and organization
- Communication models (Remote Procedure Call, Publish/Subscribe)
- Middleware Architectures

Prerequisites

Necessary: i½

Recommended: IS 554, Java programming

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.) or oral exam	
Restricted Admission	no	
Further information	i½	

Examiner Performing lecturer	Prof. Dr. Christian Becker Prof. Dr. Christian Becker
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	i½
Program-specific Competency Goals	CG 1
Graded	yes

Contents

This module teaches the technical basics of information systems. It addresses students who want to gain technical knowledge of information systems for IT-related jobs. The lecture covers the basic principles of a computer's operations and programming, and gives an introduction to standard algorithms and data structures. In the exercise, students will learn fundamental tools for the design and management of information systems on a macro-level. In a group project, students will apply the concepts to a case study.

Learning outcomes

After participating in this course, students should be able to

- explain how computers process data,
- understand the basic components of programs and data structures and apply them to new problems,
- model problems and solve them using standard algorithms,
- assess technology and approaches for designing and managing information systems.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Lecture	4 SWS	11 SWS
Exercise class	2 SWS	6 SWS
ECTS		8
Language	English	
Form of assessment	Written exam (90 min., 80%), case study (20%)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Christian Becker

Prof. Dr. Christian Becker

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

This introductory course gives an overview of blockchain technology and applications. It covers basic cryptographic principles and socio-economic structures. Decentralized principles and applications are discussed. Emphasis will be put on user interfaces and system architectures. Token standards such as ERC 721 or ERC20 are covered and exemplary applications are presented.

Learning outcomes

Upon successful completion of this course, students

- are able to understand the basic functional mechanisms behind public blockchains
- are able to analyze given public blockchains and their structure
- will have acquired knowledge about standards and decentralized applications on blockchains

Prerequisites

Necessary: ½

Recommended: ½

	Contact hours	Independent study time
Lecture	2 SWS	6 SWS
ECTS		3
Language	English	
Form of assessment	Written exam (up to 60 minutes)	
Restricted Admission	yes	
Further information	½	

Examiner

Performing lecturer

Prof. Dr. Markus Strohmaier

Prof. Dr. Markus Strohmaier

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MMDS
Preliminary course work	½
Program-specific Competency Goals	CG 1
Graded	yes

Contents

Digital innovations influence every aspect of our lives in this increasingly technological world. Firms that pursue digital innovations must think carefully about how digital technologies shape the nature, process and outcomes of innovation as well as the long- and short-term social, economic and cultural consequences of their offerings. The attempts to contribute to building a transdisciplinary understanding of digital innovation by bringing together a diverse set of research papers from leading scholars from business, engineering, economics, science and public policy. Their distinct perspectives advance ideas and principles intended to set the agenda for current and future research on digital innovation in ways that inform primarily firm-level strategies and practices. The course provides scope and depth for master students interested in information systems and digital technologies, innovation and entrepreneurship, strategy, and digital platforms and ecosystems. In addition, it is informative to scholars interested in the impact of digital technologies on organizations and the broader society. The course will be taught on a flipped classroom basis. A flipped classroom is an instructional strategy and a type of blended learning focused on student engagement and active learning, giving the instructor a better opportunity to deal with mixed levels, student difficulties, and differentiated learning preferences during in-class time.

This format intentionally shifts instruction to a student-centred model in which time in the classroom is used to explore topics in greater depth and create meaningful learning opportunities while students are initially introduced to new topics outside of the classroom. Content delivery takes place through mandatory pre-readings and collaborative class discussions.

Learning outcomes

Students that accomplish this course will

- understand the foundations of digital innovations,
- be proficient in digital platforms, ecosystems, and entrepreneurship,
- advance their knowledge on business models and value creation in digital innovation,
- comprehend its impact on the future of work, and
- be exposed to transdisciplinary application domains.

Prerequisites

Necessary: IS 512 or IS 614 or IS 615

Recommended: IS 615

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	yes	
Further information	Website of the Chair	
Examiner Performing lecturer	Prof. Dr. Armin Heinzl Prof. Dr. Armin Heinzl	

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	Reading the respective chapter in the assigned literature

Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Module: IS 613 Applied Project in Design Thinking and Lean Software Development

EN

Contents

The goal of this term project is to collaboratively develop a concept, design or software to solve a real world problem in a student development team environment. We offer a project-based lecture with hands-on experience for lean principles and design thinking. Students will learn innovative product and process design for software development which then can be directly applied in exercise sessions. The used technology will depend on students' skills and experience. Prototypes might be developed with technology for mobile devices or paper-based for non-developers.

Learning outcomes

The students

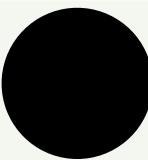
- learn how to apply design principles for developing customer oriented applications,
- understand the difficulties involved in team-based software development,
- improve software engineering skills,
- improve the ability to work in teams,
- and use state-of-the-art software engineering methods and tools.

Prerequisites

Necessary: IS 615 (parallel attendance possible)

Recommended: This course is designed for master students of management or information systems. A basic understanding of how to program information systems is helpful.

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Software development term project	
Restricted Admission	yes	
Further information	Limited to 32 participants. More information: Chair's Website (www.bwl.uni-mannheim.de/heinzl/)	

Examiner Performing lecturer		Prof. Dr. Tobias Schimmer Cristian Siesssenbach
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

Companies have realized that the knowledge of their professionals is a decisive factor in competition. Firms are able to differentiate against their competitors through superior knowledge in the long term. This lecture deals with the question of how the creation acquisition, transfer, storage, retrieval, and use of knowledge can be supported with the information technology and where the limits of such efforts are. It also addresses how to design information technology to support different knowledge processes.

Learning outcomes

Course participants will be able to:

- explain the role and importance of knowledge for organizations
- understand and explain the processes of knowledge management (KM)
- describe and evaluate the possibilities to support the different knowledge processes through information technology
- understand and evaluate different design principles of KM systems
- evaluate and apply organizational and technological mechanisms that ensure the use of KM systems

Prerequisites

Necessary: IS 554 (only applying to MAKUWI-students)

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.), optional case study (20%)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Dr. Ekaterina Jussupow

Dr. Ekaterina Jussupow, Monica Fallon

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 2, CG 3
Graded	yes

Module: IS 615 Design Thinking and Lean Development in Enterprise Software Development

EN

Contents

Enterprise software development revolves around complex and interdependent software products for different companies, lines of business and industries. Hence, there is an inherent trade-off between standard software and domain-specific software solutions. Software companies thus have to keep track of various heterogeneous and possibly conflicting market requirements that are subject to changes and updates in ever shorter release cycles. However, it is essential for every enterprise software company to be able to build the right solutions efficiently. To be able to do so in the long run, large software companies elaborated good practices to ensure efficient development processes and innovative products. Among these, lean thinking and agile software development practices combined with Design Thinking and related practices are increasingly adopted and intertwined in the software industry. The goal of this module is to convey approaches from research and industry experience together with practical application based on concrete enterprise software challenges. The course includes both, lecture and workshop formats.

A combination with IS 613 as related term project is highly recommended.

Learning outcomes

After completing the class, students will be able to

- understand the issues and challenges involved in enterprise software development,
- understand and apply large-scale agile development based on lean principles,
- understand and apply Design Thinking and related innovation practices,
- understand and evaluate business models for software companies and products,
- understand and apply how to bring all of this together in enterprise reality,
- understand and evaluate state-of-the-art software engineering methods,
- understand and explain particular success strategies recommended by practitioners,
- understand how to launch a start-up and scale a software company.

Prerequisites

Necessary: 1½

Recommended: IS 550, attendance of IS 613 in the same semester is recommended.

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 80%), case study (mandatory, 20%)	
Restricted Admission	yes	
Further information	Chair ½s Website (www.bwl.uni-mannheim.de/heinzl)	

Examiner		Prof. Dr. Tobias Schimmer Prof. Dr. Tobias Schimmer
Performing lecturer		

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	1½

Program-specific Competency Goals	CG 1, CG 2, CG 3
Graded	yes

Contents

The lecture gives an introduction to the analysis of networks. It includes theoretical foundations of social networks (definitions, representation as a graph, local structures), elementary graph algorithms (shortest path, clustering coefficient, ...), centrality measures for social networks (PageRank, betweenness centrality, ...), methods for community detection, phenomena in empirical social networks (scale-free networks, small-world phenomenon, homophily, ...), graph models (random graphs, preferential attachment,...), robustness of graphs, as well as dynamics in networks, epidemics and information cascades.

Learning outcomes

Knowledge: Upon successful completion of this module, students will have developed an understanding of basic concepts and algorithms for analyzing networks and have acquired knowledge of empirically occurring phenomena in networks. Furthermore, the students get an overview of current analysis tools of social networks.

Skills: The students learn how to analyze empirical social networks with regard to their structure and mathematical properties such as the determination of central nodes, as well as methods to understand dynamics in social networks. In addition, the students learn how to use the most common program libraries for analyzing social networks.

Competences: The students should be able to effectively use analysis methods for social networks in other areas of application.

Prerequisites

Necessary: i½

Recommended: Basic knowledge of algorithms and data structures as well as programming concepts and methods, practical programming skills (Python), basic knowledge of statisticsi½.

	Contact hours	Independent study time
Lecture	2 SWS	7 SWS
Exercise class	2 SWS	6 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (80 minutes)	
Restricted Admission	yes	
Further information	i½	

Examiner

Performing lecturer

Prof. Dr. Markus Strohmaier

Prof. Dr. Markus Strohmaier, Marlene Lutz

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MMDS
Preliminary course work	Students must pass at least 50% of the written assignments in the exercise class in order to take the final exam
Program-specific Competency Goals	CG 2

Graded

yes

Module: IS 629 Agile Software Product Management and Design

EN

Contents

More and more products, from consumer to business markets, show an ever-increasing amount of software at their very heart. The ability to understand, design, and manage software-intense products has become of great importance to ensure sustainable success across all industries. This module introduces key aspects of the entire software product lifecycle, ranging from product strategy and planning, to the actual product development and finally the postdevelopment phase covering aspects such as the product launch and product support. Furthermore, the interplay between processes, people, and practices will be discussed and contemporary software development paradigms will be framed into this interplay. This course puts specific emphasis on the two roles of the product manager and the product designer (also: Usability / User Experience Professional) within software development. Following an interdisciplinary perspective, this course will introduce key concepts from the field of management, marketing and human computer interaction.

The course contents will be put into a practical perspective by selected industry talks. Furthermore, as part of a case study, the students will be asked to analyze and propose solutions for a given software product development challenge leveraging the knowledge acquired within the lecture and industry talks.

Learning outcomes

Students

- learn basic concepts and characteristics of software products and the associated software product lifecycle.
- understand the underlying mechanisms for a successful interplay between people, processes, and practices within product development.
- understand key concepts and methods required for fulfilling the product management and product design role.
- analyze and propose solutions for a given software product challenge along the entire lifecycle.

Prerequisites

Necessary: 1½

Recommended: IS 540 (Management of Enterprise Systems)

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Case Study Presentation	1 SWS	6 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 60%) and case study (40 %)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Hartmut Häußle

Prof. Dr. Hartmut Häußle

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.

Preliminary course work	i.e. $\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 2, CG 3
Graded	yes

Contents

The seminar is a preparation for writing a master thesis and introduces students to academic work related to current topics of IS. Students independently compile a written seminar paper covering a current research topic and present their research findings in class.

Learning outcomes

By the end of the course students developed

- a basic knowledge on the principles of academic writing,
- the ability to independently and systematically explore a research topic,
- readiness to take on a master thesis project in IS.

Prerequisites

Necessary: $\tilde{\text{U}}\frac{1}{2}$

Recommended: Basic knowledge of IS

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Seminar paper, presentation, and discussion For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.	
Restricted Admission	yes	
Further information	Registration at the end of previous semester: http://wifo1.bwl.uni-mannheim.de	

Examiner

Performing lecturer

Prof. Dr. Armin Heinzl

Timo Himmelsbach

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.
Preliminary course work	$\tilde{\text{U}}\frac{1}{2}$
Program-specific Competency Goals	CG 5
Graded	yes

Contents

The achievement of the learning goals is pursued by practicing on the basis of personally assigned in-depth scientific topics as well as by actively participating in the presentation dates. The organizer will choose subject areas within the field of Data-Science and provide scientific papers to students to work through.

Learning outcomes

Skills: On the basis of suitable literature, in particular original scientific articles, students independently familiarize themselves with a topic in data-science, classify and narrow down the topic appropriately and develop a critical evaluation.

Students work out concepts, procedures and results of a given topic clearly and with appropriate formalisms in a timely manner and to a defined extent in depth in writing; Evidence of independent development by presenting self-selected examples. Descriptive oral presentation of an in-depth data science topic using suitable media and examples in a given format

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: lectures offered by the chair

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written report (60%) with oral presentation (40%)	
Restricted Admission	yes	
Further information	Website of the chair	

Examiner

Performing lecturer

Prof. Dr. Markus Strohmaier

Prof. Dr. Markus Strohmaier, Marlène Lutz

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 5
Graded	yes

Contents

This module is a research seminar where state-of-the-art research topics are discussed. Students systematically explore a research topic from the enterprise systems domain. They present their work in class for discussion and will write a seminar paper, following academic guidelines.

Learning outcomes

After completing this seminar, students will be able to summarize a current research topic from the enterprise systems domain and put it into the context of related work. They will know to evaluate extant work and how to communicate the insights academically in a written report. Students will also learn and train presentation skills, too.

Prerequisites

Necessary: 1½

Recommended: IS 540

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written report and presentation For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.	
Restricted Admission	yes	
Further information	Application via email (Motivation letter, Transcript of Records and CV) to applicat@mail.uni-mannheim.de; Application deadline will be announced via the Chair's homepage.	

Examiner

Performing lecturer

Prof. Dr. Hartmut Häfner

Prof. Dr. Hartmut Häfner

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.
Preliminary course work	1½
Program-specific Competency Goals	CG 5
Graded	yes

Module: IS 752 Seminar on Process and Management Analytics

EN

Contents

This module is a research seminar, which will introduce students to academic work in the fields of Business Process Management and Information Systems and prepare them for writing a master thesis. Students will write a seminar paper on a current research topic in process analytics and present their findings in class.

Learning outcomes

After completing this course, you will be able to:

- Apply basic research methods from the IS discipline
- Independently and systematically explore a research topic
- Structure and write an academic paper
- Be equipped to start your master thesis

Prerequisites

Necessary: ½

Recommended: IS 510

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Seminar paper (80%), presentation and discussion (20%) For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.	
Restricted Admission	yes	
Further information	https://www.bwl.uni-mannheim.de/rehse/	

Examiner

Performing lecturer

Prof. Dr. Jana-Rebecca Rehse

Prof. Dr. Jana-Rebecca Rehse

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.
Preliminary course work	½
Program-specific Competency Goals	CG 5
Graded	yes

3.4 AREA MANAGEMENT

Contents

Depends on course taken abroad

Learning outcomes

Depends on course taken abroad

Prerequisites

Necessary: The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.

Recommended: i½

Language	English
Form of assessment	Depends on course taken abroad
Restricted Admission	no
Further information	More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines.

Performing lecturer

Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the i½Guidelines for learning agreements and course recognitioni½ in ILIAS > MMM > Auslandssemester/Studie Abroad Semester. Dozent/in an der Gastuniversiti½t. Pri½fung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das i½Merkblatt zu Learning Agreements und Anerkennungeni½ ILIAS > MMM > Auslandssemester/Studie Abroad Semester.

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., MAKUWI, other Master programs (depending on respective study regulations)
Preliminary course work	i½
Graded	yes

Contents

University of Mannheim alumni founders, such as Lea-Sophie Cramer (Amorelie), David Handlos and Florian Barth (Stocard), Alexander Rittweger (Payback) and Rupprecht Rittweger (e-shelter), are examples of successful entrepreneurs who have pursued new business opportunities in a way which is innovative, path-breaking and contributing to growth and employment generation.

But who is a typical entrepreneur? How well does the typical startup perform? Is there such a thing as the typical entrepreneur or the typical startup? Why do people start businesses? Is every young business a startup? What characteristics do entrepreneurs have? How do entrepreneurs finance their start-up? What is the role of networks for launching and running new businesses? These are some of the questions that we will discuss in MAN 630 Introduction to Entrepreneurship. We will discuss in lecture settings and have 3 to 4 additional case study sessions in which student teams will present their solutions and advice to startup challenges. Theories presented will be combined with real-life cases. Additionally, guest speakers (i.e., entrepreneurs and/or academics) may come to class to shed light on specific topics of interest or how they have overcome challenges.

Beware of the following upsides and downsides: The course is tons of fun and highly rewarding but challenging and demanding in terms of its self-study elements and the case study team efforts. If your expectation is a class with lectures to randomly attend, this might not be your first choice.

What you can expect from us is a fun and rewarding atmosphere in class paired with optional Founder Talks and Startup Lounges (evening events) throughout the semester to get in touch with lots of role models, business models and a fair chance to develop your networks. Overall, you can expect a perfect introduction to central theories in entrepreneurship and the Startup Ecosystem at and around the University of Mannheim and beyond.

Side note on choosing MAN 630 vs. alternatives:

You should choose MAN 630 if you...

- are interested in combining insights from lectures with readings at home and with insights gained from speakers in Startup Lounges, Founder Talks and in class to maximize your learning
- are interested in startups and entrepreneurship in general and want to gain a top-level view on both entrepreneurship in theory and practice.
- like the practical world but do not want to lose sight of the underlying academic foundations.
- love aiming for the big picture and love discussing topics of interest from a variety of angles.
- do not like courses based on keywords and phrases to learn but on concepts to put into perspective and forming your own sophisticated line of argumentation.

You should, however, not choose MAN 630 if you...

- expect this to be a multiple-choice-style course of memorizing material and then jotting buzzwords down on the exam. Our interactive style of teaching and a wealth of readings will get you frustrated if focus is set on understanding concepts rather than memorizing them.
- expect teaching staff to tell you what to learn and what to forget if this is up to you (see point above).
- want to develop or advance your own startup project in class. Apply for MCEI courses MAN 631 or our MAN 633 Own Venture Track instead.
- want to advance an existing startup project and get the feeling of what it is like to work in a startup with all the responsibilities this brings along, join our MAN 633 Inside the Venture Track instead.

Learning outcomes

By the end of this course, students will have gained fundamental perspectives in theoretical and practical entrepreneurial mechanisms. They will gain experience with case studies.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Lecture	2 SWS	10 SWS
Exercise class	1 SWS	4 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 50%), presentations (40%), peer evaluation (10%)	

Restricted Admission	no
Further information	https://www.mcei.de/teaching
Examiner Performing lecturer	Prof. Dr. Michael Woywode Prof. Dr. Michael Woywode, Nora Zybura, Dr. Bettina Müller
Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	iZy
Program-specific Competency Goals	CG 1, CG 5
Graded	yes

Module: MAN 631 Creativity and Entrepreneurship in Practice

EN

Contents

The course 'Creativity and Entrepreneurship in Practice' introduces concepts of creativity and entrepreneurship and tools to develop business designs and eventually business models. Whereas MAN 633 Entrepreneurial Spirit starts with already advanced projects, MAN 631 starts at the very grassroots of building a business with team building, ideation and design thinking. By the end of the course, all student teams will have turned their idea into a pitch deck that will be presented in a real startup pitch setting with a jury including experts from the private equity, legal, consulting and academic world. Thus, all the projects that will be developed in this class are taken seriously and will be developed into real ventures by the end of class no showcases, simple write-ups whatsoever. You can expect tremendous opportunities for your personal and entrepreneurial development in this class including growing your network into the German startup scene and beyond. Beware of the following upsides and downsides: The course is tons of fun and highly rewarding but challenging and highly demanding in terms of the team settings and the workload required to build a great venture. If you want the real startup experience with its real ups and downs, MAN 631 is your perfect choice. Please beware that once the team building has been conducted, you cannot leave this class without failing it just like in a real startup setting when you let your team down. What you can expect from us is dedicated and continuous feedback to advance your projects, intros to MCEI partners who can help you grow and a fun and rewarding atmosphere to create something new in class. Do not miss out on our Startup Lounges and Founder Talks throughout the semester to maximize your Startup experience.

Side note on choosing MAN 631 vs. alternatives (i.e., when not to choose MAN 631):

- If you already have a team and an advanced business idea, apply for our MAN 633 Own Venture Track.
- If you want to scout a team (i.e., you need a team) to implement your advanced own business idea, apply for our MAN 633 Own Venture Track.
- If you want to advance an existing startup project and get the feeling of what it is like to work in a Startup with all the responsibilities this brings along, join our MAN 633 Inside the Venture Track.
- If you expect a more traditional lecture setting, join MAN 630 Introduction to Entrepreneurship.

Learning outcomes

By the end of the module students will have...

- explored and developed their own entrepreneurial creativity.
- their own startup team.
- an advanced startup idea that tackles a real customer need.
- a pitch deck and business plan on their startup idea for following up on the project.
- presented and defended the concept of their project in front of an expert jury.
- gained financing opportunities to pursue their venture (depending on performance).
- gained lots of feedback on their personal and professional development in real life settings.
- developed skills and abilities that can be applied to improve their effectiveness in the rest of their studies and in their lives including team building skills.

Prerequisites

Necessary:

Recommended: MAN 630 or MAN 632

	Contact hours	Independent study time
Lecture	2 SWS	10 SWS
Exercise class	1 SWS	4 SWS
ECTS		6
Language	English	
Form of assessment	Pitch Presentations (35%), Business Plan (35%), Exam (30 min., 20%), Peer Evaluation (10%)	
Restricted Admission	no	

Further information	www.mcei.de/teaching . Obligatory registration in the kick-off meeting (see course website)
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Examiner Performing lecturer	Prof. Dr. Michael Woywode Nora Zybura, Dr. Bettina Mücke, Thomas Hipp
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i.e. ½
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 5
Graded	yes

Contents

Successful entrepreneurs pursue new business opportunities in a pioneering way. They significantly contribute to innovation, growth and employment generation. Meet top entrepreneurs who share their experience and insights in MAN 632 and explore their entrepreneurial challenges in real-life case studies.

The course takes a four-pronged approach:

- We bring distinguished entrepreneurs to class who share their insights, lessons learned and advice on how to build and grow a business from a Business-to-Consumer (B2C), Business-to-Business (B2B) and Corporate Entrepreneurship (CE) perspective.
- We work on real-life case studies with newly developed and most recent Mannheim Business School Cases. You will prepare your results and suggestions, present in Case Study Sessions and deepen your insights by discussing and reflecting your insights with the founders coming to class.
- We develop tools and concepts based on an underlying strategic perspective to grow the venture. We will address and connect the four focus areas of 1) Team, Culture and Communication, 2) Growth-Oriented Marketing and Strategy, 3) Financing Growth and Exit 4) Corporate Entrepreneurship & Corporate Venturing.
- We will embark on a daylong field trip to PERI GmbH to explore corporate entrepreneurship in practice.

The blend of unique practical insights from top entrepreneurs, discussing concepts on how to advance the business with them, and theoretical insights and tools, will enable you with outstanding skills and a great network. This will support you in advancing your own venture and/or your corporate career in the future.

Next to the practical insights and tools, you will also gain fundamental insights into theoretical perspectives on entrepreneurship to prepare your master's thesis and/ or future research career.

Learning outcomes

By the end of this course students

- will have gained fundamental insights into both practical and theoretical perspectives on entrepreneurship
- have learned best practices and gained deep insights from top entrepreneurs
- will have built a solid entrepreneurial network to advance their own business and careers
- have gained knowledge on how investors look at new ventures
- will be acquainted with case study training and elements of problem-based learning (PBL)
- will have improved their case solving and presentation skills
- have a solid foundation e.g. for a seminar or master thesis at our chair ↗ especially for the "Inside the Venture" theses
- have improved their problem solving capabilities

If you want to develop or advance your own startup project in class: Apply for our course MAN 633 in the Own Venture Track next to this class and/or MAN 631 next semester. If you want to help advance an existing startup project and get the feeling of what it is like to work in a startup with all the responsibilities this brings along, join MAN 633 in the Inside the Venture Track next to this class or next semester.

Prerequisites

Necessary: ↗

Recommended: ↗

	Contact hours	Independent study time
Lecture	2 SWS	10 SWS
Exercise class	1 SWS	4 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 50%), Presentation (40%), Peer Evaluation (10%)	
Restricted Admission	yes	
Further information	www.mcei.de/teaching	

Examiner

Performing lecturer

Prof. Dr. Michael Woywode

Prof. Dr. Michael Woywode, Nora Zybura, Dr. Bettina Müller

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI
Preliminary course work	ü½
Program-specific Competency Goals	CG 1, CG 5
Graded	yes

Contents

You do not think inside the box and love working on challenging projects? Next to studying, you are eager to apply your knowledge in the real world and learn from startup teams on the project? You like new ideas and love their execution? You want to dive deeper into the anatomy of business models and get the unit economics right? Then you should opt for **Entrepreneurial Spirit**. The course is a new format to foster startup growth, entrepreneurial culture and to advance the startup ecosystem at and around the University of Mannheim. With their expertise, the students support the startups in improving their products, services and business models and help them to be more competitive. We will work with real companies in this course and you will actively contribute to their growth. Thus, high dedication, willingness to take over responsibilities and professionalism are a prerequisite. There are two tracks in MAN 633: One for students who have no startup project yet and one for students (individual or founding team) who work on their own advanced startup project.

MAN 633 helps to advance startups in our network by sending students teams as a task force (Inside the Venture Track) but also helps students with an advanced startup idea to reach their next milestones and gain support in a course format (Own Venture Track). For both tracks, the course starts with an initial educational full-day (workshop). The initial workshop is the same for both tracks and provides hands-on tools to assess, structure and solve startup challenges. The workshop part is concluded with an exam (20%). Following this educational element, the students form interdisciplinary teams of 3-5 and solve challenges in real ventures. Experienced MCEI coaches will work closely with the student consulting teams to make sure that they are on track to maximize their learning experience while simultaneously permitting the teams to have as much fun as possible.

Inside the Venture Track (for students with no own startup)
Offers students who have **no own startup** but want to experience the startup world an excellent opportunity to work at eye-level with an experienced real-world startup team. The concept: Solving challenges of young companies with student approaches and on-site by student teams.

Assisted by an experienced MCEI coach, the students carry out joint projects with the startup after a needs analysis. The startups are recruited via our extensive MCEI network. The projects have a mid-term presentation (20%), end presentation (20%) and a final managerial report (40%).

Own Venture Track (for students who already work on their advanced startup project)

Further advance **your own startup** in class. Your performance appraisal will be according to milestones set at the beginning of class and you will receive continuous counseling by MCEI coaches. MAN 633 offers you the opportunity to recruit a student team from class to work on your startup's challenges during the course just like in our client companies in the Inside the Venture Track. Please approach the instructors upon course registration to sort out whether your startup project is eligible for our Own Venture Track. This offer is for advanced startup projects only if you can start greenfield (i.e., at idea stage) in MAN 631. The projects have a mid-term presentation (20%), end presentation (20%) and a final managerial report with continuous status updates (40%). The direct integration of the students into the startups within the framework of the course enables a joint action-oriented learning experience on both sides. In addition, we strengthen the startup community, promote startup companies and potential startups, integrate startups directly into the university's offerings and support the transfer of knowledge and technology between the university and the economy.

Learning outcomes

Students will learn tools to analyze and develop business models and how to tweak them towards growth. They solve real-life challenges in new ventures in a project format and learn first-hand what it is like to work in a startup by gaining real startup experience. By being (temporally) part of a startup team, they will acquire managerial skills and gain familiarity with problem solving in practice. Team work experience, profound presentation and consulting skills are also core learning outcomes of this class.

Prerequisites

Necessary:

Recommended: MAN 630 or MAN 631 or MAN 632

	Contact hours	Independent study time
Lecture	2 SWS	10 SWS
Exercise class	1 SWS	4 SWS
ECTS		6
Language	English	
Form of assessment	20% Written exam (30 min., individual), 20% Mid-term presentation (team), 20% Final presentation (team), 40% Final managerial report (team)	
Restricted Admission	no	

Further information	https://www.mcei.de/teaching
Examiner Performing lecturer	Prof. Dr. Michael Woywode Thomas Hipp, Nora Zybura, Dr. Bettina Mielzeller
Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	ü½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Module: MAN 634 Entrepreneurial Behaviour

Behavioural Crowds & Crowdfunding for Cultural, Creative and Sustainable Ideas

EN

Contents

This practical and virtual course familiarizes students with concepts of entrepreneurial behaviour and opportunity recognition and creation. We address topics how emotions, perceptions, cognitions, an individual's entrepreneurial orientation and personality, and sociological and social-psychological processes shape the entrepreneurial process in crowdfunding, the interactions with the crowd, and finally crowdfunding and community-building success. Students learn key elements of crowdfunding, especially crowd interaction and digital communication, and foster capabilities in digital entrepreneurship and their own entrepreneurial orientation. Students are encouraged to develop an own crowdfunding idea for a cultural (arts, events, sports, etc.), creative (music, film, fashion, games, etc.) or sustainable (climate or life protection, responsible & resource-oriented consumption, etc.) consumer product (B-to-C), as well as to turn this idea via a crowd-campaign plan and a crowdfunding business plan into reality.

The course is flanked via impulses of experts from practice.

Learning outcomes

Students are capable to

- understand core concepts of entrepreneurial behaviour in a digital crowdfunding setting, and have explored, developed, and fostered their own digital entrepreneurship capabilities,
- practiced crowdfunding a cultural, creative or sustainable business idea,
- craft a crowd-campaign, a crowdfunding pitch video, and a business plan,
- present and discuss their concept in front of an expert jury.

Prerequisites

Necessary:

Recommended:

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Presentation (50%) and written assignment (50%)	
Restricted Admission	yes	
Further information	Website of the Chair / Student Portal	

Examiner Performing lecturer	Dr. Jan-Philipp Ahrens AkadR Dr. Jan-Philipp Ahrens
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	
Program-specific Competency Goals	CG 4
Graded	yes

Module: MAN 635 Social Entrepreneurship: Targeting Social Capital through Ecopreneurship

EN

Contents

This seminar briefly summarizes the evolution of social entrepreneurship as a method of organizing change: the application of entrepreneurial theory to the founding of non-profit and profitable organizations which seek to build "social capital". Given political and economic uncertainty and the anticipated exit from nuclear energy sources in an era of scarce resources, the focus will be upon ecopreneurship and frugal innovation. Students will create their own sustainable "green designs" in fields of their choice.

Recommended Reading:

- Arthur Brooks, Social Entrepreneurship: A Modern Approach to Social Value Creation.

- David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas.
- Robert Isaak, Green Logic: Ecopreneurship, Theory and Ethics.
- Most of the required reading for the seminar will be available online.

Learning outcomes

To understand how innovative ideas and practical business models can achieve major social impact, how social entrepreneurs can build sustainable organizations, and why social entrepreneurship has become a contagious global movement.

Prerequisites

Necessary:

Recommended:

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Sustainable business plan (60%), active attendance and participation in discussion of required reading (20%), group oral presentation of green design (20%)	
Restricted Admission	yes	
Further information	½	

Examiner

Performing lecturer

Prof. Robert Allen Isaak, Ph.D.

Prof. Robert Allen Isaak, Ph.D.

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	½
Program-specific Competency Goals	CG 3, CG 4

Graded

yes

Module: MAN 639 TRANSFORM - Innovation & Entrepreneurship for Sustainability

EN

Contents

TRANSFORM is a collaborative 4EU+ course on innovation and (social) entrepreneurship for sustainable development. It will be offered by a team of lecturers across the Universities of **Heidelberg, Warsaw, Sorbonne, Copenhagen, and Mannheim**. The course will introduce the concepts of: open and frugal innovation, strategic thinking for social problem solving, scaling sustainable solutions, and measuring societal impact. TRANSFORM offers students a unique opportunity for intercultural exchange, critical thinking and pro-active learning.

The course consists of four modules (innovation, strategy, scaling, and impact). Throughout the semester students will team up in groups across universities to create service, product or process innovations that address a sustainability challenge (**course project**). After an introduction of the key concepts, students analyze and examine how these concepts can be applied to their course projects. Therefore, the course does not only provide a strong theoretical foundation, but also allows students to gain valuable insights into the concrete application of concepts through a hands-on and practical approach. Lecturers from the participating universities conduct classes in their respective areas of expertise and jointly mentor student teams.

The course builds on the previously established „Accelerating Investment Readiness“ MOOC (#AirMOOC, see https://youtu.be/yPUVuh_uFgg), but extends its contents significantly. It takes place online with students from all universities. The sessions alternate between content and application, allowing students to work on their projects regularly. At the end of the semester students present their results and write an assignment.

The best student outputs will be featured on the public **online platform** the team of lecturers will build for the contents to be used by other university educators globally. The platform will also provide all contents to students.

Learning outcomes

Praxis-oriented:

- Participants will gain a thorough understanding of how to create, manage and grow an impact-oriented organization, how to measure its impact and develop and maintain an impact orientation.
- A high practitioner orientation is ensured in particular through including contents from MOOCs, case studies and other material.
- Participants will learn about currently much discussed phenomena of impact orientation and sustainability. They will get insights from current research projects on the phenomenon.

Theoretical and conceptual:

- Participants will develop thorough knowledge of theoretical and conceptual ideas related to sustainable organizations (e.g. frugal innovation, sustainable business models, scaling and diffusion, impact measurement) and their role in society.
- They will be able to navigate in a „fuzzy“ field of sustainability (rather than focusing on selected clear-cut definitions).
- Strengthen ability to analyse and critically discuss topics around sustainable entrepreneurship

Prerequisites

Necessary:

Recommended: Students are interested in the key topics of the course: (social, frugal) innovation, sustainable business models and strategy, scaling and diffusion, impact measurement and management

	Contact hours	Independent study time
Lecture	2 SWS	2 SWS
Exercise class	2 SWS	10 SWS
ECTS		6
Language	English	
Form of assessment	Written assignment 50%, Presentations 30%, Participation in the course 20%	
Restricted Admission	yes	
Further information	Website of the Chair / Student Portal / own platform (tbd)	

Examiner
Performing lecturer

Prof. Dr. Dominika Wruck
Dominika Wruck, Gorgi Krlev, Mikolaj Pawlak, Ghita Dragsdahl, Deborah Wallet-Wodka

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Module: MAN 644 Human Resource Training and Development

EN

Contents

In this course, we will focus on Training and Development as a key discipline within the field of Human Resource Management. Starting with strategic considerations related to Training and Development, this course will take you through the various aspects of training and development design, as well as the training and development methods. The lecture will cover the following topics:

- Strategic Training and Development
- Training and Development Needs Assessment
- Learning and Knowledge Transfer
- Training and Development Program Design
- Training and Development Evaluation
- Traditional Training Methods
- Technology-based Training Methods
- Employee Development and Career Management

During the exercise sessions, various topics that will have been covered in the lecture will be further elaborated through case studies, group assignments, practical group exercises and plenary discussions.

Learning outcomes

Upon completion of this course, students will be able to:

- perform a training and development needs assessment,
- knowledgeably discuss key concepts of learning and knowledge transfer,
- design a training and development program,
- evaluate the impact of training and development measures,
- identify and apply key characteristics of traditional training methods,
- and identify and apply key characteristics of traditional technology-based training methods.

Prerequisites

Necessary: 1½

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 Min., 75%), assignment (25%)	
Restricted Admission	yes	
Further information	1½	

Examiner

Performing lecturer

Dr. Frank Danes

Dr. Frank Danes

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½

Program-specific Competency Goals	CG 3
Graded	yes

Contents

This course is designed to introduce students to different perspectives on leadership and the role that motivation plays in the leadership process. It provides students with a comprehensive understanding of leadership theories (e.g., trait, skills, style, and situational approaches) and discusses contemporary challenges of leadership in organizations (e.g., culture and leadership, women in leadership positions, ethical leadership). Furthermore, the course gives students the opportunity to experience their own leadership behavior and thereby help to prepare them for leadership roles in organizations.

Learning outcomes

By the end of the module students will be able to:

- understand different approaches to leading and motivating employees,
- analyze different leadership styles and evaluate their advantages and disadvantages,
- assess factors of successful leadership,
- understand potential problems in the interaction between supervisors and subordinates,
- and learn about their own leadership style.

Prerequisites

Necessary: 1½

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 75%), assignment (25%)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Torsten Biemann

Prof. Dr. Torsten Biemann

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 2, CG 3
Graded	yes

Contents

This course looks at the link between human resource (HR) practices and firm performance. Knowledge and other intangible assets have been shown to provide a source of competitive advantage, but their effects on firm performance are often difficult to quantify. What is the economic value of job performance? How can organizations gain from trainings or improved personnel selection? What are the costs of employee absenteeism and turnover? HR professionals are confronted with such questions, but often lack the necessary skills to find satisfying answers in existing firm data.

The course first introduces analytical approaches to HR measurement and discusses its implementation in an organization's HR architecture. Second, it aims at providing knowledge on existing empirical evidence regarding the impact of HR practices on firm outcomes.

By combining both approaches, the course offers ways to improve decision quality in HR management and demonstrate how HR practices can add value at the level of the firm.

Learning outcomes

By the end of the module students will be able to:

- understand how HR practices can influence firm performance,
- develop a framework of HR measures and integrate it into a firm's HR architecture,
- design means to evaluate HR initiatives, and
- empirically analyze firm data to estimate the financial impact of HR practices.

Prerequisites

Necessary: ½

Recommended: Module MAN 645 or MAN 647

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 75%), coursework (25%)	
Restricted Admission	yes	
Further information	½	

Examiner

Performing lecturer

Prof. Dr. Torsten Biemann

Prof. Dr. Torsten Biemann

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	½
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 5
Graded	yes

Module: MAN 647 Strategic and International Human Resource Management

EN

Contents

This course is intended to expand students' knowledge on basic human resource management (HRM) processes and instruments by adding an international and a strategic dimension. In the first part of the module (international dimension), we examine the impact of national context on HRM and discuss basic HRM functions in international organizations. Topics include international recruiting and selection, training and development, compensation, and employee relations.

In the second part of the module (strategic dimension), we focus on the dynamics of HRM systems. Various approaches of how singular HRM practices conceptually and empirically form bundles are considered. We review how HRM practices can be aligned with respect to other HR practices (horizontal fit) as well as organizations' objectives (vertical fit) to form HRM systems that help improve organizations' performance.

Learning outcomes

By the end of the module, students will be able to:

- understand the impact of culture and national context on HRM,
- analyze differences in international HRM systems,
- design basic HRM practices in international organizations,
- align HRM practices with regards to their horizontal and vertical fit,
- comprehend the processes translating HRM systems into organization's performance, and
- consider contextual factors' impact on the alignment of HRM systems.

Prerequisites

Necessary: ✓

Recommended: ✓

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 75%), coursework (25%)	
Restricted Admission	yes	
Further information	✓	

Examiner Performing lecturer	Prof. Dr. Torsten Biemann Prof. Dr. Torsten Biemann
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	✓
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

In this course, we study performance management and analyze the link between incentives and individual's performance in organizations. Based on the performance management process, the course covers performance measurement and monitoring, key performance management tools, and implementation of performance management systems targeted at employees in organizations. Furthermore, the course investigates the role of incentives in organizations, both theoretically and empirically from a psychological and economic perspective.

Learning outcomes

By the end of the module, students:

- will be able to select and implement appropriate performance measures,
- are familiar with formal performance appraisals,
- understand the link between pay and performance,
- are able to analyze the effectiveness of incentives both theoretically and empirically, and
- are able to design performance management systems.

Prerequisites

Necessary: i½

Recommended: MAN 645 or MAN 647

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.): 75%, coursework: 25%	
Restricted Admission	yes	
Further information	i½	

Examiner

Performing lecturer

Prof. Dr. Torsten Biemann

Prof. Dr. Torsten Biemann

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: MAN 649 Human Resource Recruitment and Selection

EN

Contents

In this course, we will be focusing on two important aspects of human resource management: recruitment and staff selection. Starting with the job analysis as a point of departure, this course will take you through the various stages of the recruitment and selection process up to the point where a candidate is selected for a specific job. The lectures are set to take place during the first half of the semester and will cover the following topics:

- Determination of job requirements
- Function and structure of a job description
- Determination and evaluation (weighting) of selection criteria
- Identification of suitable recruitment channels
- Methods for attracting potential applicants $\frac{1}{2}$ as well as their advantages and disadvantages (e.g. Internet, recruitment agencies, headhunters, press advertising, social networks)
- Methods for assessing applicants $\frac{1}{2}$ as well as their advantages and disadvantages (including application forms interviews, work sampling, psychometric instruments)

- Development of a criteria methodology matrix
- Quality management of recruitment and personnel selection
- During the exercise sessions, which are scheduled for the second half of the semester, topics covered during the lectures will be further elaborated through case studies, group assignments, practical group exercises and plenary discussions.

Learning outcomes

Upon completion of this course, students will be able to:

- perform job analyses and develop job descriptions,
- derive selection criteria from job analyses,
- assess recruitment methods according to their benefits and drawbacks,
- assess selection methods according to their benefits and drawbacks,
- develop complex selection plans (criteria-methodology-matrix),
- and identify and apply quality requirements for recruitment and personnel selection.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 75%), assignment (25%)	
Restricted Admission	yes	
Further information	$\frac{1}{2}$	

Examiner Performing lecturer	Dr. Frank Danes Dr. Frank Danes
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Offering	Fall semester
Duration of module	1 semester

Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i.e. ½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

This course exposes students to a broad range of strategic and financial restructuring techniques (e.g., equity carveouts, spin-offs, leveraged buyouts) that can be applied to improve business performance. We will engage in an analysis of the rationale underlying specific corporate restructuring transactions, the process of executing these transactions, and their effects on the welfare of managers, stockholders and other corporate stakeholders. Current business cases and guest speakers representing the different parties involved in corporate restructuring (e.g., investment bankers, consultants, business unit managers, employees) will help illustrate how various corporate restructuring approaches may be applied in business practice to increase firm value.

Learning outcomes

Students will

- acquire and demonstrate expert knowledge in the specific subject area of corporate restructuring.
- be able to apply and critically reflect upon contemporary theories, models and tools utilized in restructuring research and practice
- be able to identify key issues, derive appropriate solutions when analyzing business cases, and have a good understanding of their impact on restructuring success.
- be able to design and deliver professional and effective oral presentations of their business case analyses.

Prerequisites

Necessary: Not taken MAN 656

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	2 SWS	4 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 75%) and presentations in exercise classes (25 %); attendance required	
Restricted Admission	yes	
Further information	No maximum number of students, but registration is required.	

Examiner

Performing lecturer

Prof. Dr. Matthias Brauer

Prof. Dr. Matthias Brauer

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: MAN 655 Corporate Strategy: Managing Business Groups

EN

Contents

In this course, we will critically reflect upon the role of corporate centers of multinational companies (MNCs). A particular emphasis will be placed on the challenges faced by corporate centers and their opportunities for value creation in their quest to turn a conglomerate discount into a conglomerate premium.

Learning outcomes

Students will acquire and demonstrate expert knowledge in the specific subject area of corporate strategy (i.e. about the challenges and value creation opportunities faced by corporate centers of MNCs).

Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in strategy research and practice (i.e. the repertoire of analytical tools applied by corporate centers to fulfill their $\frac{1}{2}$ parenting $\frac{1}{2}$ role). When analyzing fictitious or real-life business cases, students will be able to identify key issues, derive appropriate solutions, and have good understanding of their impact on strategic decision outcomes.

Prerequisites

Necessary:

Recommended: Knowledge in strategic management

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	yes	
Further information	$\frac{1}{2}$	

Examiner Performing lecturer	Prof. Dr. Matthias Brauer Prof. Dr. Matthias Brauer
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

For decades, mergers and acquisitions (M&A) have continued to be the primary vehicle for reshaping firms' business portfolios. Both the rationales and economic outcomes of mergers and acquisitions, however, have remained a source of controversy in both academic research and business practice. The purpose of this course is to unpack which of the received wisdoms mergers and acquisitions really hold up to rigorous scrutiny and which ones do not. To serve this purpose, we will systematically review the key determinants of acquisitions, and discuss the economic outcomes of acquisitions coupled with the key contingencies influencing acquisition outcomes. Moreover, we will discuss and practice some of the key tools for analyzing and implementing acquisitions.

Learning outcomes

Students will acquire and demonstrate expert knowledge in the specific subject area of M&A. Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in M&A research and practice. When analyzing fictitious or real-life M&A transactions, students will be able to identify key issues, derive appropriate solutions, and have good understanding of their impact on M&A transaction outcomes. Students will be able to design and deliver professional and effective oral presentations of their own transaction analyses.

Prerequisites

Necessary: Not taken MAN 654

Recommended: i½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	2 SWS	4 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min., 75 %) and assignment/presentation in exercise class (25 %)	
Restricted Admission	yes	
Further information	Max. number of participants: 80	

Examiner Performing lecturer	Prof. Dr. Matthias Brauer Prof. Dr. Matthias Brauer
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

This module takes an in-depth perspective on specific aspects of Corporate Social Responsibility (CSR). Through the dialogue with relevant organizations and interview partners, groups of students will work on questions related to practice. By employing qualitative research techniques, they will thereby advance the current discussion regarding CSR. The students will present their insights by creating video documentaries, which will be shown and discussed in class and will be the basis for grading. The class will not meet weekly but for a small number of extended sessions.

Learning outcomes

In this module, students will independently work on, elaborate, and present issues regarding the challenges and limits of Corporate Social Responsibility (CSR). The course places special emphasis on the effective communication of insights using appropriate media.

Prerequisites

Necessary: 1½

Recommended: Interest in the field of CSR and documentary filming, CC 504 is recommended.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Creating a video documentary that will be graded	
Restricted Admission	yes	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Laura Marie Edinger-Schons

tba

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Module: MAN 675 Selected Challenges in Nonprofit Management

EN

Contents

Each semester a focus topic in the area of nonprofit management is chosen and discussed. This is done by analyzing scientific papers and by discussing practical examples, cases and project work.

Learning outcomes

By the end of the module, students will be able to explain framework conditions as well as theoretical foundations of nonprofit management with regard to the focus topic, critically discuss management challenges in the light of the focus topic, and critically analyze scientific papers. Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.

Prerequisites

Necessary: i.^½

Recommended: Helmig, B. & Boenigk, S. (2020). *Nonprofit Management*. 2nd edition, München: Vahlen.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Presentation (25%) and written project/seminar work (75%)	
Restricted Admission	no	
Further information	i. ^½	

Examiner

Performing lecturer

Prof. Dr. Bernd Helmig

Maren Rottler

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i. ^½
Program-specific Competency Goals	CG 1, CG 4, CG 5
Graded	yes

Module: MAN 676 Selected challenges in Public Management



Contents

For each semester, we choose and discuss a focus topic in the area of public management. For this purpose, we analyze scientific papers, discuss practical examples, conduct cases studies and do project work.

Learning outcomes

At the end of the course, students should be able to explain contingencies as well as theoretical foundations of public management with regard to the focus topic, critically discuss management challenges in the light of the focus topic, and critically analyze scientific papers. Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.

Prerequisites

Necessary: i,j½

Recommended: Rosenbloom, D. H., Kravchuck, R., & Clerkin R. M. (2015), *Public administration: understanding management, politics, and law in the public sector*, Boston, McGraw-Hill.

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	German	
Form of assessment	Presentation (25%) and written assignment (75%)	
Restricted Admission	yes	
Further information	i,j½	

Examiner

Performing lecturer

Prof. Dr. Bernd Helmig

Martin Sievert, M.Sc.

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i,j½
Program-specific Competency Goals	CG 1, CG 2, CG 4, CG 5
Graded	yes

Module: MAN 679 A Scientific Introduction into Public and Nonprofit Management



Contents

This module is a scientific introduction into the management of public and nonprofit organizations. Firstly, the public and nonprofit sector will be described and analyzed. Then the specifics and challenges of the management of public and nonprofit organizations will be discussed. This includes a discussion of different management functions (such as governance, HR, Marketing). The module will thereby create a theoretical framework for the management of public and nonprofit organizations. Differences to the management of for-profit organizations will be analyzed. The contents will be derived from current scientific literature in the field of public and nonprofit management. The methodology of research in the field of public and management will also be discussed.

Learning outcomes

By the end of the module students will be able to understand the relevance of the public and nonprofit sector, explain the specifics of the management of public and nonprofit organizations, understand and critically assess scientific literature from the field of public and nonprofit management, and discuss propositions and findings in the field of public and nonprofit management. In this course, the key competences of presentation technique, academic work and team competence shall be acquired.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Lecture	2 SWS	7 SWS
Exercise class	1 SWS	7 SWS
ECTS		6
Language	German	
Form of assessment	Written exam (90 min., 90%) and seminar work (10%)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Bernd Helmig

Prof. Dr. Bernd Helmig, Moritz Motyka, Simon Thimmel

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 4, CG 5
Graded	yes

Module: MAN 680 Challenges of Public and Nonprofit Management i½ Case Study Seminar

EN

Contents

World-wide public and nonprofit organizations make an important contribution to society. In order to face the increasing economization and globalization in the public and nonprofit sector, organizations need to professionalize. Combined with the public and nonprofit-specific organizational purpose, these tendencies pose particular challenges to public and nonprofit management. These will be highlighted by analyzing scientific papers and by discussing practical cases and project work.

Learning outcomes

By the end of the module students will be able to explain the particularities of public and nonprofit management, apply general management methods in the public and nonprofit sector, evaluate the development of specific concepts for public and nonprofit organizations, discuss hypotheses and findings in the field of public and nonprofit management, and critically analyze scientific papers. Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.

Prerequisites

Necessary: i½

Recommended: Helmig, B./Boenigk, S. (2012): Nonprofit Management, 1. Aufl., München.

Blanke, B./Nullmeier, F./Reichard, C./Wewer, G. (2011): Handbuch zur Verwaltungsreform, 4. Aufl., Wiesbaden.

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Presentation (40%) and written seminar work (60%)	
Restricted Admission	no	
Further information	i½	

Examiner Performing lecturer	Prof. Dr. Bernd Helmig tba
Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 4, CG 5
Graded	yes

Contents

Climate change means the warming-up of our planet driven by human emissions of greenhouse gases, as well as the shifts in weather patterns that result from this development. In the Paris Agreement, a legally binding international treaty on climate change, 196 Parties have set the goal to limit global warming to well below 2, preferably to 1.5 degrees Celsius compared to pre-industrial levels. To reach this goal, many companies have developed climate targets, including goals for carbon neutrality or climate neutrality, some of them using offsetting techniques to make up for their own impacts.

Learning outcomes

In this course, participants

- gain an understanding of climate change and its causes and potential remedies,
- study the climate goals of organizations and the strategies to achieve them,
- and critically assess the current status quo with regard to decarbonization.

Prerequisites

Necessary: 1½

Recommended: General interest in the topic of sustainable business

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	70% final assignment; 30% final presentation	
Restricted Admission	yes	
Further information	1½	

Examiner Performing lecturer	Prof. Dr. Laura Marie Edinger-Schons Apu Gosalia
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Module: MAN 682 Materiality, Risk Assessment, and Reporting

EN

Contents

When building their sustainability strategy, managers need to understand the company-specific materiality of certain sustainability domains and topics from stakeholders^{1/2} as well as their own perspective and the resulting risks and potential rewards. Frameworks of materiality analysis and domains of sustainability impacts that are relevant for reporting serve as a basis for the company to develop their individual approach to sustainability.

Learning outcomes

In this course, participants

- gain an overview of the theoretical foundations of materiality analysis, risk assessment, and reporting guidelines;
- they learn how to apply methods of materiality analysis and risk assessment to develop a sustainability strategy for a specific company;
- and they critically reflect on existing frameworks and guidelines (e.g., GRI versus CSR-RUG).

Prerequisites

Necessary: ^{1/2}

Recommended: General interest in the topic of sustainable business

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	70% final assignment; 30% final presentation	
Restricted Admission	yes	
Further information	^{1/2}	

Examiner Performing lecturer	Prof. Dr. Laura Marie Edinger-Schons Dr. Volker Proffen
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	^{1/2}
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

Due to a proliferation of corporate scandals and greenwashing practices, stakeholder skepticism is on the rise. The world is turning more complex, increasingly unpredictable and demanding. All of these aspects impact the field of sustainability. As a consequence, companies need to focus way more on thoroughly communicating their sustainability efforts to their stakeholders. Further, while sustainability communication is an important tool to inform stakeholders and create transparency, its goals clearly go beyond merely informing, and also include stakeholder engagement and participation methods.

Learning outcomes

In this course, participants

- gain an understanding of the various stakeholders groups that can be addressed in sustainability communications as well as the challenges of engaging with them;
- learn methods of how to successfully design sustainability communications to ensure effective dialogues;
- and develop skills in measuring the impacts of sustainability communication.

Prerequisites

Necessary: i,j½

Recommended: General interest in the topic of sustainable business

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	70% final assignment; 30% final presentation	
Restricted Admission	yes	
Further information	i,j½	

Examiner

Performing lecturer

Prof. Dr. Laura Marie Edinger-Schons

Dr. Sebastian Rudolph

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i,j½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Module: MAN 684 Sustainable Business Models & Circular Economy

EN

Contents

The sustainability issues that humanity is facing induce an urgent need to rethink and redesign existing business models to manage the transition to a more sustainable economy. In this context, the idea of a circular, instead of a linear economy has gained increased attention, i.e., an economy which is regenerative by design and aims to decouple growth from the consumption of finite resources.

Learning outcomes

In this course, participants

- gain an understanding of business model design and circular economy;
- they learn how to rethink and redesign business models to reduce the company's negative impacts;
- and they reflect on possible future developments and conditions needed to enable a positive transition to a more sustainable economy.

Prerequisites

Necessary: ½

Recommended: General interest in the topic of sustainable business

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	70% final assignment; 30% final presentation	
Restricted Admission	yes	
Further information	½	

Examiner

Performing lecturer

Prof. Dr. Laura Marie Edinger-Schons

Talke Schaffranek

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Module: MAN 685 Purpose & Strategic Corporate Social Responsibility

EN

Contents

More and more companies define and proclaim their higher purpose beyond making profits. This implies that companies reflect upon their core business activities and competences and how they can leverage them to have a positive impact on people and planet. In many companies, this implies that traditional social responsibility activities are redesigned to be an expression of the higher purpose of the specific organization while providing opportunities for participation for the companies' stakeholders.

Learning outcomes

In this course, participants:

- learn about the current purpose trend in business and the resulting implications for impact management;
- gain insights into companies that have defined a purpose that fits their core competences and bring this purpose to life;
- and critically discuss the implications of an increasing socio-political involvement of corporations.

Prerequisites

Necessary:

Recommended: General interest in the topic of sustainable business

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Group presentation (30%) and final assignment (70%)	
Restricted Admission	yes	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Laura Marie Edinger-Schons

Michael Alberg-Seberich

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

Environment-Social-Governance (ESG) Governance is one of the three key pillars of sustainable business and the key to realizing positive impacts on people and planet. Various organizations have redesigned their governance to not only ensure responsible business practices, but also to incentivize and thereby shape the sustainability transformation.

Learning outcomes

In this course, participants will:

- Learn about the basic concepts of responsible corporate governance;
- discuss how corporate governance can support and enable an organization's sustainability transformation;
- and engage in a discussion about potential future developments in the area of responsible corporate governance.

Prerequisites

Necessary:

Recommended: General interest in the topic of sustainable business.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Group presentation (30%) and final assignment (70%)	
Restricted Admission	yes	
Further information	↳	

Examiner

Performing lecturer

Prof. Dr. Laura Marie Edinger-Schons

Dr. Nicola Gesing

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	↳
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Module: MAN 687 Sustainability Frameworks & Regulation

EN

Contents

Frameworks of sustainability and guidelines for business to ensure sustainability have quickly evolved over the last decades. Until today, the debate about the dimensions of sustainability and respective indicators of sustainability performance is not yet resolved and many see corporate responsibility as an essentially contested concept. Consolidation and standardization are necessary steps to ensure effective regulation, reporting, and thus transparency.

Learning outcomes

In this course, participants will

- gain an overview of the development and current multitude of sustainability frameworks;
- study the existing and upcoming regulatory frameworks for sustainable business;
- and form their own critical understanding of the concept of sustainable business and its implications for management.

Prerequisites

Necessary:

Recommended: General interest in the topic of sustainable business.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Group presentation (60%) and final assignment (40%)	
Restricted Admission	yes	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Laura Marie Edinger-Schons

Yvonne Zwick

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

What responsibilities do businesses have in regards to human rights and why? From the environmental crisis to forced labor in supply chains, current social and environmental issues are becoming increasingly important for businesses to address openly. This course will introduce participants to the interdisciplinary area of Business and Human Rights. It offers a business ethics approach to current topics such as human rights due diligence laws and the debates surrounding them. Participants will assess how normative arguments regarding business and human rights are structured and then translated into action. Students from all disciplines are welcome to join this discussion-based course.

Learning outcomes

In this course, participants:

- will develop an understanding of the interdisciplinary theoretical underpinnings of business and human rights
- will learn to analyze normative arguments related to real business and human rights cases
- will practice putting forth their own structured arguments
- will reflect on different stakeholders' values and perspectives and how these values affect their actions in working to access, protect, respect, and remedy human rights
- will engage with how concerns of business and human rights intersect with their field of interest in a research paper
- will critically engage with the challenges and opportunities developing in the field (governance mechanisms, industry initiatives, problems of legitimacy, etc.)

Prerequisites

Necessary:

Recommended: General interest in the topic of sustainable business.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	40% Presentation, 40% Final Paper, 20% Participation	
Restricted Admission	yes	
Further information	1½	

Examiner Performing lecturer	Prof. Dr. Laura Marie Edinger-Schons Emma van den Terrell
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

The lecture „Innovation Management“ provides an overview of theoretical foundations and fundamental conceptions in the field of innovation management. The lecture further analyzes innovative activity at the industry as well as at the firm level. In particular, determinants that affect the development and the spread of innovations will be scrutinized. At the industry level, special emphasis will be put on the prediction of market development and future trends. At the firm level, the development of innovation strategies and alternative implementations of innovation processes will be covered. Core topics are, for instance, a business venture's incentive systems, organizational structures that are supposed to foster innovative activity, collaboration in innovation processes, commercialization strategies, and the design of internal interfaces between different departments.

Learning outcomes

The aim of the lectures on innovation management is to provide the students with central concepts from the area of innovation management and findings from theoretical and empirical research into innovation. Students should also learn to apply findings from theoretical and empirical research into innovation in order to analyze and to solve innovation management-related problems. In particular, they should develop the core competences needed to manage innovation from its early stages to the introduction of products or services in the market and the strategic positioning of the firm within its industry.

Prerequisites

Necessary:

Recommended: Basic bachelor-level knowledge on organization and management

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	„	

Examiner

Performing lecturer

Prof. Dr. Karin Hoisl

Prof. Dr. Karin Hoisl (the course will be taught by a Visiting Lecturer during FSS 2022)

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	„
Program-specific Competency Goals	CG 1
Graded	yes

Module: MAN 691 Selected Topics in Organizational Behavior

EN

Contents

Organizational behavior is defined as the systematic study and application of knowledge about how individuals and groups act within the organizations where they work. The lecture presents essential theories and concepts explaining how individual and group behavior shape the internal dynamics of organizations. The course deals with factors that facilitate or hinder effective behavior. Topics include communication, motivation, individual skills, abilities, and emotions, group dynamics, leadership, power, organizational culture and organizational design.

Learning outcomes

This course helps students develop a conceptual understanding of organizational behavior to analyze, understand, and manage human behavior in organizations to improve organizational efficiency and effectiveness.

Prerequisites

Necessary: 1½

Recommended: Basic bachelor-level knowledge on organization and management

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Karin Hoisl

Prof. Dr. Karin Hoisl (the course will be taught by a Visiting Lecturer during FSS 2022)

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½
Program-specific Competency Goals	CG 3
Graded	yes

Contents

The study of relationships of organizations with their external environment, and the behavior of individuals within the organization is used to systematically analyze how organizations operate and can best be managed. For instance, it suggests ways to achieve and retain competitive advantage and to anticipate or even initiate change. This course offers a broad introduction to organization theory. It starts with classical organization theories and then moves on to cover a wide variety of perspectives like New Institutional Economics, Resource Based View of the Firm, Organizational Learning or Networks.

Learning outcomes

This course aims at providing an overview of the key issues and arguments within organization theory. Additionally, it systematically applies theory to practical organizational challenges to highlight the value of theory for organizational analysis and decision making.

Prerequisites

Necessary: 1½

Recommended: Basic bachelor-level knowledge on organization and management

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	German	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Karin Hoisl

Prof. Dr. Karin Hoisl (the course will be taught by a Visiting Lecturer in fall semester 2021)

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½
Program-specific Competency Goals	CG 1
Graded	yes

Module: MAN 693 Strategic Intellectual Property Management

EN

Contents

Strategic Intellectual Property (IP) Management is becoming ever more important. IP management does not simply mean filing and maintaining different forms of intellectual property (patents, trademarks, copyright, or trade secrets) or concluding licensing deals. IP has to be integrated with overall business model design and corporate strategy. This course offers a broad introduction to the types and integrated use of IP. Economic rationales for the increasing contribution of IP rights will be analyzed. Furthermore, it relates IP to current trends in Innovation and Strategic Management like Open Innovation and the development of markets for IP and technology.

Learning outcomes

This course helps students develop an understanding of different types of IP rights, enables them to evaluate business situations involving IP rights, and to work up appropriate IP strategies for organizations of different sizes (startups, SMEs, MNEs) or active in different industries.

Prerequisites

Necessary: 1½

Recommended: Basic bachelor-level knowledge on organization and management

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Karin Hoisl

Prof. Dr. Karin Hoisl (the course will be taught by a Visiting Lecturer in fall semester 2021)

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	1½
Program-specific Competency Goals	CG 1
Graded	yes

Module: MAN 710 Research Seminar Public & Nonprofit Management



Contents

In this research seminar students will deepen the understanding of public and nonprofit management from an academic, research-focused point of view. Recent research trends in public and nonprofit management will be discussed and students will learn to conduct scientific research projects. Different forms and content of the research seminar are possible.

Learning outcomes

By the end of the module students will be able to:

- describe given research gaps, especially related to own research projects,
- define research goals and research questions,
- search, interpret, evaluate and select academic literature,
- select appropriate research methods (qualitative and/or quantitative) for various research questions,
- write a qualitative and/or quantitative research paper.

In this seminar, the key competence of academic, scientific research shall be acquired.

Prerequisites

Necessary: 1½

Recommended: 1½

	Contact hours	Independent study time
Seminar	3 SWS	14 SWS
ECTS		6
Language	German, English	
Form of assessment	Written assessments (Part 1: 25%, Part 2: 75%)	
Restricted Admission	yes	
Further information	Website of the chair	

Examiner Performing lecturer	Dr. Benedikt Englert Dr. Benedikt Englert
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 4, CG 5
Graded	yes

Module: MAN 721 Research Seminar Organization and Innovation

EN

no offering in spring 2022

Contents

The seminar deals with current topics in the field of strategic organization and innovation research. Participation in the seminar will enable students to independently explore a research topic in a written paper. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques and how to present research findings.

Learning outcomes

Students learn how to conduct high quality research in the areas of Organization & Innovation, they will independently write a paper about a topic in Organization & Innovation and present and discuss their results in class. Successful seminar attendance qualifies the students to write their master thesis at the Chair of Organization and Innovation.

Prerequisites

Necessary: Innovation Management (MAN 690) or Organizational Behavior (MAN 691) or Strategic Innovation Management (MAN 658) or Organisationstheorie (MAN 692) or IP Management (MAN 693), parallel attendance possible

Recommended: Master-level knowledge on organization and management

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment		Written seminar thesis (70%), presentation (30%)
Restricted Admission	yes	
Further information	i½	

Examiner

Performing lecturer

Prof. Dr. Karin Hoisl

Prof. Dr. Karin Hoisl

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Module: MAN 741 Research Seminar on Human Resource Management and Leadership

EN

Contents

The course aims to utilize empirical research on human resource management to answer practical questions in organizations. Each participant of the seminar works on a current problem with practical relevance.

Learning outcomes

In this seminar, students will learn how to structure a literature review and answer a research question, gather empirical evidence, write a scientific paper, and present their findings.

Prerequisites

Necessary: At least one master level course attended at the chair (MAN 64X)

Recommended: Basic knowledge of human resource management topics

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Seminar thesis (70%), presentation (30%)	
Restricted Admission	yes	
Further information	Website of the chair	

Examiner

Performing lecturer

Prof. Dr. Torsten Biemann

Dr. Katja Dlouhy, Dr. Irmela Koch-Bayram

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4, CG 5
Graded	yes

Module: MAN 750 Seminar Corporate Strategy & Governance

EN

Contents

The research seminar aims at advancing students' expertise in corporate strategy and governance research. By critically reviewing the extant body of research and conducting complementary analysis, students are meant to distil scientifically grounded insights on topics of both theoretical and practical relevance and to derive fruitful avenues for future research.

Learning outcomes

The students are supposed to acquire and demonstrate expert knowledge about the evolution of and current state-of-the-art in relevant substreams of corporate strategy and governance research. Against the backdrop of this knowledge, students will be able to critically reflect upon contemporary theories, models and research approaches applied in corporate strategy and governance research. Students will be able to develop and deliver effective presentations on their conceptual and empirical work.

Prerequisites

Necessary: MAN 654 (parallel attendance possible) or MAN 655 (parallel attendance possible) or MAN 656 (parallel attendance possible)

Recommended: i½

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment		Written seminar thesis (66.6 %), oral presentation (33.3 %)
Restricted Admission	yes	
Further information	i½	

Examiner Performing lecturer	Prof. Dr. Matthias Brauer Prof. Dr. Matthias Brauer
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 5
Graded	yes

Contents

In this course, participants learn to plan and execute a quantitative empirical study in the area of CSR research and report their results in the form of a research paper. This involves reviewing the relevant literature, defining the research gap, formulating research hypotheses, reporting the empirical study as well as the results, and discussing the results with regard to their implications for research and managerial practice.

The seminar grade is composed of two parts: Presentation and discussion of the results (1/3) and the written research paper (2/3). The paper should not exceed 12 pages (formatting guidelines: APA style; language: English).

The length of the presentation should not exceed 20 minutes (+10 minutes discussion). Students work on the projects in small teams. The purpose of this seminar is to prepare students for an empirical master thesis in the field of Sustainable Business.

Learning outcomes

After participation in the course, students are able to plan and execute a quantitative empirical study, analyze the data, and interpret the findings.

Prerequisites

Necessary: CC 504

Recommended: No previous knowledge on quantitative empirical methods required

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Presentation and research paper	
Restricted Admission	yes	
Further information	Website of the chair	

Examiner Performing lecturer	Prof. Dr. Laura Marie Edinger-Schons Prof. Dr. Laura Marie Edinger-Schons
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	i.e. ½
Program-specific Competency Goals	CG 1, CG 4, CG 5
Graded	yes

Contents

The aim of this seminar is to prepare students for writing an empirical master-thesis in family business & entrepreneurship research. The content of this seminar allows students to get an overview regarding current research questions in the area of empirical family business research and entrepreneurship and to work in-depth on one the topics of this research realm. The content focus within the area of empirical family business research and entrepreneurship research may take varying forms depending on the semester (see the syllabus for the focus of the current semester). Regarding methods the students will be familiarized with the fundamental econometric methods which are applied in the area of empirical family business & entrepreneurship research.

Learning outcomes

The students will apply statistical software (STATA) and will be familiarized to work with the empirical research databases such as Worldscope, Datastream, CRSP, WRDS, Amadeus or Compustat. Moreover, the course teaches the students to understand and apply methods in line with the current state of research and provides access to current research topics in the area of empirical family business and entrepreneurship research.

Prerequisites

Necessary:

Recommended: It is helpful for participants to have visited the lecture CC 502. No previous knowledge on quantitative empirical methods is required.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Participation, oral presentation, written (empirical) assignment	
Restricted Admission	yes	
Further information	www.bwl.uni-mannheim.de/en/woywode/teaching	

Examiner Performing lecturer	Dr. Jan-Philipp Ahrens Dr. Jan-Philipp Ahrens
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	übersicht
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

3.5 AREA MARKETING AND SALES

Contents

This module deals with two important components of the marketing mix: price and product management. With regard to price management the fundamentals of pricing decisions will be discussed as well as classic pricing theory and behavioral pricing. Furthermore, a focus of the lecture will be on determining optimal prices and on price implementation.

The part on product management is concerned with all decisions related to the current and future product portfolio and includes all stages of the product life cycle with a special focus on innovation management and the management of products already established in the market. Finally, the module covers fundamental models of product choice and major aspects of brand management.

Learning outcomes

At the end of this module, students will understand the relevance of pricing and product decisions and become familiar with important instruments/tools of price and product management. Especially, they know and understand the fundamentals of pricing decisions which are rooted in microeconomics and psychological theory and they are able to derive detailed recommendations for actions regarding all areas of product decisions. In addition, the students will be able to apply analytical tools used to make pricing and product decisions.

Prerequisites

Necessary: i.e. ½

Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	i.e. ½	

Examiner Performing lecturer	Prof. Dr. Dr. h. c. mult. Christian Homburg Prof. Dr. Dr. h. c. mult. Christian Homburg
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i.e. ½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

Due to the digitalization of consumers' life as well as corporate functions and processes, companies today have vast amounts of different types of data, not only on an aggregated level but increasingly also on an individual level. But the amount of available data and information does not always translate into better decisions. Knowing how to interpret data is the challenge -- and marketers in particular are increasingly expected to use analytics to inform and justify their decisions. Marketing analytics enables marketers to measure, manage and analyze marketing performance to maximize its effectiveness and optimize return on investment (ROI). Beyond the obvious sales and lead generation applications, marketing analytics can offer profound insights into customer preferences and trends, which can be further utilized for future marketing and business decisions.

This course builds on the theory and foundations of marketing analytics and focuses on practical application by demystifying the use of data in marketing.

Learning outcomes

This course gives you the tools to measure brand and customer assets, understand various analytical approaches from statistics to machine learning as a way to evaluate and optimize marketing actions and campaigns. You'll leave the course with a solid understanding of how to use marketing analytics to predict outcomes and systematically allocate resources.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Lecture	2 SWS	7 SWS
Exercise class	2 SWS	6 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Florian Stahl

Prof. Dr. Florian Stahl

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI, MMDS
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

This module gives an overview of the market research process and deals with methods for data analysis and interpretation. The emphasis is on multivariate methods of data analysis. In presenting those analytical methods, a special focus is on discussing strengths and weaknesses of different methods and on possible fields of application in market research projects. Moreover, the application of different methods by means of common statistical software packages will be demonstrated.

Learning outcomes

Participants gain a sound knowledge of how market research projects are conducted and are able to critically evaluate market research projects. Especially, students will have an understanding of the data analysis methods used in market research and how these are applied by means of statistical software. The students are familiar with the strengths and weaknesses of the presented methods and know their fields of application within market research projects.

Prerequisites

Necessary: i½

Recommended: Module CC 503, Basic marketing and statistic knowledge on Bachelor level / B.Sc. Business Administration

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	i½	

Examiner

Performing lecturer

Prof. Dr. Florian Kraus

Prof. Dr. Florian Kraus

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 2
Graded	yes

Module: MKT 531 Marketing Theory: Consumer Behavior and Decision Making

EN

Contents

Marketing begins and ends with the consumer $\frac{1}{2}$ from understanding consumer preferences and needs to providing consumer satisfaction. Thus, a clear understanding of consumers is critical in successfully managing the marketing function in any organization. This module examines the nature of consumer behavior and consumer decision process. The effects of psychological influences (such as learning, motives, perception, and beliefs and attitudes) on consumer behavior and decision-making are discussed. Understanding consumers' behavior and the irrationality of the human decision-making process is key to developing winning marketing strategies for advertising, branding, pricing or promotions.

Learning outcomes

Students develop an understanding of important theories in marketing and its relevance within business administration. More precisely, they will be able to critically discuss and apply models and theories of consumer behavior, such as prospect theory and mental accounting.

They will further know about the foundations of social psychology, including feeling-as-information theory, attachment theory, attribution theory of motivation, and cognitive dissonance theory. Based on these foundations, they will be able to reflect on consumer perception as well as on concepts of consumer learning, memory, motivation, and attitudes, which altogether imply on consumer decision processes. In addition to their knowledge on marketing theory, they will be able to assess various frameworks and tools in this regard, e.g., marketing mix strategies and market analysis as well as segmentation.

Prerequisites

Necessary: Not taken MKT 530

Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner Performing lecturer	Prof. Dr. Florian Stahl Prof. Dr. Florian Stahl
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1

Graded

yes

Contents

This module provides new and articulate strategy concepts, analytical frameworks, and hands-on tools for students to execute industry analyses and develop competitive strategies. Building on consumer behavior, customer analytics, industry analyses and strategy foundations, it helps to analyze the competitive behavior of firms (including pricing, market positioning, product development, expansion, entry and deterrence) under various economic conditions of industry structure.

Learning outcomes

By the end of the module students are able to execute industry analyses and develop competitive strategies. In particular, students will have a deep understanding of identifying customers' preferences, needs and willingness-to-pay.

Taking this understanding of consumer into account, students are able to analyze the principles and foundations of business strategies from the interrelationship of product demand, market environments and firms' characteristics. Moreover, students are capable of executing industry analyses, uncovering durable economic principles that are applicable to different strategic situations. That means, course participants gain a profound understanding of how firms compete and organize themselves and how firms have to make good strategic marketing decisions.

Prerequisites

Necessary: Not taken MKT 650

Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	i.e. ½	

Examiner Performing lecturer	Prof. Dr. Florian Stahl Prof. Dr. Florian Stahl
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI, MMDS
Preliminary course work	i.e. ½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: MKT 550 International Course Marketing & Sales EN

Contents

Depends on course taken abroad

Learning outcomes

Depends on course taken abroad

Prerequisites

Necessary: The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.

Recommended: 

Language	English
Form of assessment	Depends on course taken abroad
Restricted Admission	no
Further information	More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines.

Performing lecturer

Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the  Guidelines for learning agreements and course recognition  in ILIAS > MMM > Auslandssemester/Studie Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das  Merkblatt zu Learning Agreements und Anerkennungen  ILIAS > MMM > Auslandssemester/Studie Abroad Semester.

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., MAKUWI, other Master programs (depending on respective study regulations)
Preliminary course work	
Graded	yes

Contents

Students get an insight into and understand current developments and marketing-specific characteristics of the solution business and business model innovations in general. Especially the topics of servitization, digital transformation and service business model innovations are discussed and knowledge deepened based on multiple case studies. Along the process students will get to know and apply various essential methods, such as service blueprinting, customer journey mapping, business model canvas etc. for the cases at hand. At the end of the module students will be able to apply and adapt their knowledge of marketing strategies, concepts and instruments to specific problems in the services marketing context.

Learning outcomes

Upon successful completion of this course, students

- are able to apply various essential methods for marketing purposes, such as customer journey mapping, service blueprinting, business model canvas etc.,
- understand the role of managing customer experiences for innovative business models,
- are able to evaluate and interpret the measurement of service quality,
- will have acquired skills to generate customer insights to provide a better customer experience in B2C and B2B contexts.

Prerequisites

Necessary: Not taken MKT 560

Recommended: Basic marketing knowledge on Bachelor level

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.) 100 %	
Restricted Admission	no	
Further information	iQ½	

Examiner

Performing lecturer

Prof. Dr. Florian Kraus

Prof. Dr. Florian Kraus

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	iQ½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

For students seeking knowledge in innovation and the management of new products and services, this course explores the complex challenges organizations face in bringing innovative ideas to market. How do you know which idea is the right one? What marketing strategy and which marketing program should be employed? What are the most effective consumer insights and research methods? The course will combine theory, case studies, in-class team exercises, guest lectures, and practical tools and techniques – all of which students will use in their team innovation challenge project which is the primary course deliverable.

Learning outcomes

At the end of this course, students will be able to develop and critically evaluate the marketing strategy for a product or service innovation. This course will enable students to apply frameworks, concepts, and methods for crafting marketing strategies around innovations. Students will apply their knowledge in an innovation challenge case.

Prerequisites

Necessary:

Recommended: Knowledge of marketing strategy and marketing mix

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Innovation Challenge Pitch (30%), Innovation Challenge Final Presentation (70%)	
Restricted Admission	yes	
Further information	Student Portal (information on central registration process) and website of the chair (course information)	

Examiner

Performing lecturer

Prof. Dr. Sabine Kuester

Prof. Dr. Sabine Kuester, Dr. Sergej von Janda

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

Businesses worldwide have been facing a fundamental change in the ways in which customers and companies interact with each other. Customers are more socially connected than ever, they expect more from companies and brands, and information reaches them faster than ever before. At the same time, companies develop digital business models. One apparent development is the rise of platform business models. Thus, the rise of digital technologies has fundamentally changed the way companies craft marketing strategies and how marketing creates, communicates, and delivers value to customers. The overarching goal of this course is to establish a perspective on the digital marketing strategies companies can employ to occupy a sustainable position in the age of social, digital, and mobile for both pipeline and platform businesses.

Learning outcomes

The course will equip students with the relevant knowledge, perspectives, and practical skills required to develop marketing strategies that leverage the opportunities offered by digital technologies for achieving business and marketing goals. The emphasis of this course is on understanding what various digital platforms and tools offer to companies, how to build digital marketing strategies in order to have a solid foundation from which to evaluate opportunities in the digital economy.

Prerequisites

Necessary: 1½

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written Exam (60 min., 60%), presentation (40%)	
Restricted Admission	yes	
Further information	Student Portal (information on central registration process) and website of the chair (course information).	

Examiner

Performing lecturer

Prof. Dr. Sabine Kuester

Prof. Dr. Sabine Kuester

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Contents

In many industries (e.g. consumer goods, retail, metalworking industry) an essential part of transactions is done between companies and organizational clients (also companies or public sector institutions). This lecture deals with the central characteristics of business-to-business markets and their consequences for marketing.

Learning outcomes

Students understand the characteristics of organizational buying behaviour and the peculiarities of the Marketing Mix in the B2B context. Also, students are aware of different types of business and their implications for marketing. At the end of the course, students are able to apply and adapt marketing strategy, concepts and instruments to business-to-business environments.

Prerequisites

Necessary: Not taken MKT 610

Recommended: Module MKT 510

	Contact hours	Independent study time
Lecture	1 SWS	5 SWS
ECTS		2
Language	English	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Florian Kraus

Prof. Dr. Florian Kraus

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

This course will introduce negotiation strategies on the basis of real-world examples. Students first will be familiarized with negotiation techniques and then are invited to practice these techniques by preparing and conducting their own negotiations in small groups. Based on the gained knowledge, a written assignment of a practical negotiation case needs to be prepared.

Learning outcomes

At the end of the course, students should be able to apply the gained knowledge in negotiation management in a practical environment.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Case Study Presentation	2 SWS	4 SWS
ECTS		2
Language	German	
Form of assessment	Written assignment	
Restricted Admission	yes	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Florian Kraus

Dr. Clemens Jüttner und Guido Bütticher

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

This module is designed to introduce students into the field of marketing communications and communication management. The emphasis will be on the role of advertising and other promotional mix elements in the integrated marketing communications program of an organization. Attention will be given to the various marketing communication tools used in contemporary marketing including advertising, direct marketing, the Internet and social media. Moreover, the process by which integrated marketing communications programs are planned, developed and executed as well as the various factors and considerations that influence this process are examined.

Learning outcomes

Students are able to develop a marketing communications program, which requires an understanding of the overall marketing process, customer behavior, communications theory, and how to set goals, objectives and budgets.

Prerequisites

Necessary: Not taken MKT 530 or MKT 532

Recommended: Basic marketing knowledge on Bachelor level / B.Sc. Business Administration

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Florian Stahl

Prof. Dr. Florian Stahl

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

The module deals with the primary sales tasks of customers; acquisition and retention as well as sales objectives and necessary sales instruments from an instrumental and strategic perspective. Accordingly, the lecture is covering five central areas of sales management. First, the foundations and objectives of sales management are discussed, as well as the concept of sales strategy and its core elements are introduced. Second, the key sales instruments which are essential for achieving sales objectives are discussed. Third, the fundamentals of sales channel design are presented, followed by the discussion of the management of external sales partners. The final chapter covers the fundamentals of managing the internal sales force.

Learning outcomes

Upon successful completion of this course, students can understand the foundations and objectives of sales management and can apply the key sales instruments necessary for the achievement of sales objectives. They are aware of the importance of efficient management of external sales partners and internal sales force. At the end of this module, students are able to apply the acquired knowledge about sales strategy, concepts, and key sales instruments in practice.

Prerequisites

Necessary: Not taken MKT 611

Recommended: Module MKT 510

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min., 60%), group work (Cases) (40%)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Dr. h. c. mult. Christian Homburg

Prof. Dr. Dr. h. c. mult. Christian Homburg, Kateryna
Ukrainets, M.Sc.

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

no offering in spring 2022

Contents

The module is designed for students who expect to undertake international marketing assignments, work for global corporations or help smaller companies to expand globally. The course portrays opportunities and competitive challenges in regional market settings and pays special attention to the issue of standardization versus adaptation of marketing programs.

Learning outcomes

Students will be able to apply their theoretical and conceptual knowledge of marketing strategy and international marketing in a hands-on application exercise. Students can sharpen their strategy formulation skills and learn about market dynamics. Students will experience the challenges pertaining to international marketing by playing the role of a category manager for a major consumer products company. The course focuses on the computer simulation Country Manager.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: Understanding of International Marketing

	Contact hours	Independent study time
Case Study Presentation	1 SWS	5 SWS
ECTS		2
Language	English	
Form of assessment		Simulation result (50%), strategy outline (25%), final report (25%). Only one examination date per semester!
Restricted Admission	yes	
Further information		Student Portal (information on central registration process) and website of the chair (course information)

Examiner Performing lecturer	Prof. Dr. Sabine Kuester Alexander Müller
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 3, CG 5
Graded	yes

Module: MKT 623 Strategic Marketing Management Simulation

EN

Contents

The module is designed for students who expect to undertake assignments within the context of strategic marketing management. This module is concerned with the development, evaluation, and implementation of marketing management elements in a strategic setting. The module deals primarily with an analysis of concepts, theories, techniques, and models in marketing. Basis for the module is a computer simulation in the context of strategic marketing decisions of a leading manufacturer of over-the-counter cold medicine.

Learning outcomes

Students will be able to apply their theoretical and conceptual knowledge of marketing management in a hands-on application exercise. Students can hone their understanding within the following four categories:

- Situation Analysis
- STP $\frac{1}{2}$ Segmentation, targeting and positioning
- Marketing mix (4Ps $\frac{1}{2}$ product, price, promotion, place)
- Integrated marketing decision-making and analysis

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: Solid Understanding of Strategic Marketing Management

	Contact hours	Independent study time
Case Study Presentation	1 SWS	5 SWS
ECTS		2
Language	English	
Form of assessment		Simulation result (50%), strategy outline (25%), final report (25%)
Restricted Admission	yes	
Further information		Student Portal (information on central registration process) and website of the chair (course information).

Examiner Performing lecturer	Prof. Dr. Sabine Kuester Prof. Dr. Sabine Kuester
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 3, CG 5
Graded	yes

Contents

The course examines the key aspects of consumer behavior. It defines consumer behavior as the acquisition, consumption, and disposition of goods, services, time, and ideas by (human) decision making units. Based on this definition important implications for retailing are explored. Starting from the Elaboration Likelihood Model, we distinguish between the central and peripheral route of information processing and discuss topics such as decision making and store choice (both high and low involvement).

Learning outcomes

Students understand the key aspects of consumer behavior with specific application to marketing communication and retailing. They will be able to apply and adapt their knowledge to develop strategies and tactics for both areas.

Prerequisites

Necessary: Not taken MKT 660

Recommended: Module MKT 530 or Module MKT 531

	Contact hours	Independent study time
Lecture	1 SWS	5 SWS
ECTS		2
Language	English	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	i <u>½</u>	

Examiner

Performing lecturer

Prof. Dr. Dr. h. c. mult. Christian Homburg

Prof. Dr. Wayne D. Hoyer

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M.
Preliminary course work	i <u>½</u>
Program-specific Competency Goals	CG 1
Graded	yes

Contents

Although brand names represent one of the most valuable (intangible) assets for a firm, creating and nurturing a strong brand poses considerable challenges. Branding is therefore a critical management task that has both strategic and tactical elements. The concept of brand equity can provide managers with a valuable perspective and a common denominator to interpret the potential effects and trade-offs of various strategies and tactics for their brands. Brand management involves the design and implementation of marketing programs and activities to build, measure, and manage brand equity. The aim of this module is to introduce students to proven techniques and frameworks for assessing and formulating branding strategies and tactics that improve the long-term profitability of brand names.

This course revolves around understanding how to develop effective branding strategies, while keeping in mind economic and psychological factors of branding.

Learning outcomes

Students are able to understand and discuss the importance of branding, brand equity and brand strategies within marketing.

Prerequisites

Necessary: 1½

Recommended: 1½

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Florian Stahl

Prof. Dr. Florian Stahl

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1
Graded	yes

Contents

The course usually takes place in the fall semester. It will be offered in spring semester 2022 exceptionally.

Although brand names represent one of the most valuable (intangible) assets for a firm, creating and nurturing a strong brand poses considerable challenges. Branding is therefore a critical management task that has both strategic and tactical elements. The seminar brand strategy involves the design and implementation of a marketing program to establish in a strategic way an existing brand in a new product category or subcategory. During the seminar we will discuss topics such as the product design, product positioning and product advertising of a new product which extends an existing brand and follows the umbrella brand identity and umbrella brand vision. This seminar will be useful for those pursuing careers in marketing, general management, and consulting.

Learning outcomes

Learning objectives of this course comprise the design and positioning of a branded product and the strategic brand extension of a well-established global brand. Further learning objectives are writing a marketing plan, design of a specific product advertisement as well as the presentation of the results to managers of a global company.

Prerequisites

Necessary: 1½

Recommended: MKT 663 or other course on Branding

	Contact hours	Independent study time
Seminar	1 SWS	5 SWS
ECTS		2
Language	English	
Form of assessment	Team Seminar Paper (70%) and Team Presentation (30%)	
Restricted Admission	yes	
Further information	Please register directly with the chair: https://www.bwl.uni-mannheim.de/quantitativemarketing/teaching/brandstrategy/#c39004	

Examiner

Performing lecturer

Prof. Dr. Florian Stahl

Prof. Dr. Florian Stahl

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., LL.M., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 5
Graded	yes

Contents

The seminar is a preparation for writing a master thesis in the field of marketing and introduces students to academic work related to current topics in marketing research. Students independently compile a written paper covering a current research topic and present their research findings in class.

Learning outcomes

Participation in the seminar will enable students to work academically and independently explore a research topic in the field of marketing. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will learn how to present their research findings.

Prerequisites

Necessary: MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301)

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Written paper (70%), presentation (30%)	
Restricted Admission	yes	
Further information	Website of the chair	

Examiner

Performing lecturer

Prof. Dr. Dr. h. c. mult. Christian Homburg

Prof. Dr. Dr. h. c. mult. Christian Homburg

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 5
Graded	yes

Contents

The seminar is a preparation for writing a master thesis in the field of marketing and introduces students to academic work. Students get acquainted with basic literature research techniques and learn how to organize and structure their research. Students prepare a written paper covering a particular research topic. The paper is presented and discussed with other students in class.

Learning outcomes

Participation in the seminar will enable students to address all aspects of exploring a research topic in the field of marketing. Students learn how to identify research gaps, to formulate research questions and to position and motivate a particular topic, how to develop a conceptual/theoretical framework for the topic, how to conceptualize and operationalize the focal constructs, how to prepare a review of related empirical studies and how to derive theoretical and managerial implications of their research. Furthermore, students get familiar with presentation techniques.

Prerequisites

Necessary: MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301)

Recommended: 1½

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Written paper (70%), presentation (30%)	
Restricted Admission	yes	
Further information	Website of the chair	

Examiner

Performing lecturer

Prof. Dr. Florian Stahl

Prof. Dr. Florian Stahl

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 5
Graded	yes

Contents

The seminar introduces students to academic work related to current topics and challenges regarding relevant and interesting issues in marketing.

Learning outcomes

Participation in the seminar will enable students to independently explore a research topic by compiling and discussing both theoretical foundations and empirical studies in a written paper. Students will get acquainted with basic literature research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques and how to present their research findings.

Prerequisites

Necessary: MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301)

Recommended: 1½

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Written paper (70%), presentation (30%)	
Restricted Admission	yes	
Further information	Website of the chair	

Examiner

Performing lecturer

Prof. Dr. Sabine Kuester

Prof. Dr. Sabine Kuester, Dr. Elisa Konya-Baumbach

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 5
Graded	yes

Contents

The seminar introduces students to academic work and therefore provides the basis for writing a master thesis in the field of marketing. Students individually prepare a written paper covering a current research topic and present their research findings in class.

Learning outcomes

Students will get acquainted with basic research techniques and will learn how to organize and structure their research. Furthermore, students will be introduced to presentation techniques.

Prerequisites

Necessary: MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301)

Recommended: 1½

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Written paper (70%) of the final grade, presentation (30%) of the final grade	
Restricted Admission	yes	
Further information	Homepage of the chair	

Examiner

Performing lecturer

Prof. Dr. Florian Kraus

Prof. Dr. Florian Kraus

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 5
Graded	yes

3.6 AREA OPERATIONS MANAGEMENT

Contents

Producing goods individually on the spot, right when and where customers demand them is not economically and technically feasible, in general. The logistics function bridges the temporal and geographical gaps between production and consumption. This involves transportation and storage, but also sorting and allocation processes. Advances in information and communication technology have been transforming the underlying economics. In addition, the interaction between different supply chain members has been recognized as a key factor. This course aims to provide insight into key decisions regarding the design and management of logistics activities. To this end, it introduces quantitative models that link managerial levers to logistics performance, thereby allowing appropriate trade-offs. Core topics include capacity management, logistics network design, and transportation planning.

Learning outcomes

This course helps students understand how to align logistics decisions with an underlying business strategy. Students will become acquainted with fundamental logistics planning tasks. The course enables them to analyze logistics decisions by means of quantitative techniques and to make the right trade-offs between different performance criteria.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: Basic knowledge in operations management (e.g. BSc course $\frac{1}{2}$ OPM 301 Operations Management $\frac{1}{2}$), basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Moritz Fleischmann

Prof. Dr. Moritz Fleischmann

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

Inventory management is a core element of any company's supply chain management activities. To set appropriate inventory levels, companies must trade off inventory costs and benefits. While inventory costs tend to be readily visible, identifying and measuring inventory benefits is more demanding, in general. This course structures the analysis by distinguishing common inventory drivers. For each driver, it first highlights the underlying economic tradeoffs and then introduces and analyses quantitative models that allow to optimize them. Core topics include demand forecasting, lot sizing, safety stocks, and seasonal inventory. The course also addresses the interplay between the sales and operations functions of a firm.

Learning outcomes

In this course, students will learn how inventories can be used to manage supply chain performance. They will learn to distinguish different inventory roles in different supply chain environments. The course enables students to analyze inventory systems quantitatively and to determine the right inventory levels to achieve given performance objectives. Students will also gain insights into the interdependencies between the sales and operations functions of a firm.

Prerequisites

Necessary:

Recommended: Basic knowledge in operations management (e.g. BSc course "OPM 301 Operations Management"), basic knowledge in mathematics (including Linear Programming), and in statistics (probability distributions).

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	↳	

Examiner

Performing lecturer

Prof. Dr. Moritz Fleischmann

Prof. Dr. Moritz Fleischmann

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	↳
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: OPM 503 Transportation I $\frac{1}{2}$ Land Transport and Shipping

EN

Contents

This lecture gives an overview about market developments in road and rail transport, inland and maritime shipping. Part of this is the overview of present and future transportation technologies. General business developments in the shipping, trucking, and railway industries are discussed as well as individual strategies of companies active in these transportation sectors. Another focus is laid on the developments of transportation policy, which is still an important framework for the business activities of transportation companies. As traffic infrastructure is a key factor for the performance of transportation services, the possibilities for an optimization of the use of the existing traffic infrastructure are discussed.

Attention is not only given to the developments in Germany, but also to the developments in Europe and other world regions.

Learning outcomes

Students will understand the dynamics and interdependencies of the markets for land transport, maritime shipping, and inland navigation. The students will also understand the role of transport for the globalization of the world's economy and for the supply chain management.

Prerequisites

Necessary:

Recommended:

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	

Examiner

Performing lecturer

Prof. Dr. Borislav Bjelicic

Prof. Dr. Borislav Bjelicic

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1
Graded	yes

Contents

This lecture gives an introduction to the quickly changing world of airline companies and their business activities. The topics of the lecture are: aviation history, aviation technology, aviation and environment, air traffic development (historic and forecast), air transport policy, airline management (strategy, operations, financing, marketing & sales etc.), air cargo transport, airports and air traffic control systems.

Learning outcomes

Students will understand the dynamics and interdependencies of the global aviation industry. They learn about the characteristics of airline management in various areas.

Prerequisites

Necessary: $\frac{1}{2}$

Recommended: $\frac{1}{2}$

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (45 min.)	
Restricted Admission	no	
Further information	$\frac{1}{2}$	
Examiner Performing lecturer	Prof. Dr. Borislav Bjelicic Prof. Dr. Borislav Bjelicic	

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1
Graded	yes

Contents

Sustainability refers to the long-term viability of businesses from a financial, environmental, and social perspective. In recent years, firms are facing growing regulatory and societal pressure to become more sustainable and to take responsibility for the environmental and social impact of their activities. This poses challenges for traditional business models and practices. Powerful levers to manage sustainability reside in the origins of a firm's value creation, in their operations and supply chains. This module is jointly offered by all chairs of the Area Operations Management and provides a broad analysis of sustainability from the operations and supply chain perspective, and illustrates the potential of operations management to strategically contribute to the economic, environmental, and social performance of firms. Topics include sustainable product and service design, lean and green operations, closed-loop supply chains, and sustainability in procurement. The course targets both, (i) students focusing on operations management and intending to learn how sustainability affects a company's operations and (ii) students with a general interest in sustainability that seek to understand the role of operations management in steering the sustainability of companies and supply chains.

Learning outcomes

The main intended learning outcome is a sound understanding of how to tackle sustainability goals in the economic reality of matching supply and demand. Participants will learn how to effectively lessen the negative environmental and social impacts of firms while maintaining their competitiveness. Special emphasis is put on analytical approaches and practical insights that illustrate concepts and challenges. Furthermore, students will intensify their understanding of operations and sustainability topics by putting concepts and analytical tools into a broader, interdisciplinary, and strategic context.

Prerequisites

Necessary:

Recommended: Basic knowledge in operations management (e.g. BSc course OPM 301 Operations Management), mathematics, and statistics.

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (60 min.)	
Restricted Admission	no	
Further information	½	

Examiner

Performing lecturer

**Prof. Dr. Christoph Bode, Prof. Dr. Moritz Fleischmann,
Prof. Dr. Cornelia Schüren, Prof. Dr. Raik Stolletz**

Prof. Dr. Christoph Bode, Prof. Dr. Moritz Fleischmann, Prof. Dr. Cornelia Schüren, Prof. Dr. Raik Stolletz

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	½

Program-specific Competency Goals	CG 2, CG 3, CG 4
Graded	yes

Contents

Supply chain management involves the coordination of different parties within and across companies, such as sales and marketing affiliates, manufacturing sites, logistics, suppliers, customers, and wholesalers. With increasing size of an organization and its supply chain structures, global supply chain management (SCM) requires adequate visibility and decision support. Furthermore SCM is today increasingly faced with the need of a new Demand-Driven operating model for the highly digital interlinked Supply Chains and the highly volatile and complex business environment becoming the New Normal. Advanced Planning Systems like SAP SCM APO and SAP IBP (Integrated Business Planning) are used to standardize global planning processes and to solve the required planning tasks, such as statistical forecasting, inventory and supply network planning. In many large corporations, they form the backbone of global supply chain planning today. This course discusses how SCM and Demand-Driven Adaptive Planning Principles can be supported by integrated business planning systems.

Key topics include demand planning, supply network planning, production planning & scheduling, as well as other related topics, such as global availability check, inventory & supply network replenishment.

Learning outcomes

Students will understand the necessity and benefits of Demand-Driven Adaptive Supply Chain Planning Systems for corporate SCM. They will understand their structure, how these systems are applied and used within the Sales & Operations Process, and how they are implemented within various organizations. Students will also get an introduction into SAP SCM and SAP IBP, today's leading Advanced and Integrated Business Planning Systems in SCM.

Prerequisites

Necessary: 1½

Recommended: Participants should be familiar with the fundamentals of operations and supply chain management, as covered, e.g., in the modules OPM 501, OPM 502, and OPM 561.

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	yes	
Further information	1½	

Examiner

Performing lecturer

Dr. Josef Packowski

Dr. Josef Packowski

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: OPM 550 International Course of Operations Management

EN

Contents

Depends on course taken abroad

Learning outcomes

Depends on course taken abroad

Prerequisites

Necessary: The level of the course matches that of a regular MMM course (level 500 and above). The module can only be taken while studying abroad and complements the Mannheim curriculum.

Recommended: *Not applicable*

Language	English
Form of assessment	Depends on course taken abroad
Restricted Admission	no
Further information	More than one class with this code can be taken; conditions apply, make sure to read the respective guidelines.

Performing lecturer

Lecturer at the host university. Course will be assessed when students request a learning agreement. Please find details in the *Guidelines for learning agreements and course recognition* in ILIAS > MMM > Auslandssemester/Studium Abroad Semester. Dozent/in an der Gastuniversität. Prüfung der Wertigkeit bei Abschluss eines Learning Agreements. Bitte lesen Sie das *Merkblatt zu Learning Agreements und Anerkennungen* in ILIAS > MMM > Auslandssemester/Studium Abroad Semester.

Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI, other Master programs (depending on respective study regulations)
Preliminary course work	<i>Not applicable</i>
Graded	yes

Module: OPM 561 Production Management: Lean Approaches and Variability

EN

Contents

To match supply/capacity with demand, managers and planners have to consider different types of variability. This course discusses sources for three dimensions of variability and analyzes the effects on several operational performance measures. It introduces planning tasks for the design and management of operations systems from the strategic to the operational level. The first part of the course deals with design problems for flow production systems. The second part of the course covers control and scheduling decisions. Challenges and opportunities arising from the fourth industrial revolution (Industry 4.0) and key concepts for future factories are presented. To manage and reduce variability, we introduce modern business analytics tools as well as classical lean management approaches.

This course aims to provide insights into the key decisions regarding the design and management of lean production systems.

For this purpose, quantitative models for the performance analysis and optimization are discussed. Selected problems are implemented and solved using standard software for business analytics.

Learning outcomes

Students will

- develop skills for quantitative planning in the field of production management,
- have an overview of requirements, objectives and key concepts in lean production management, and
- understand reasons and effects of variability in operations management.

Prerequisites

Necessary:

Recommended: Basic knowledge in operations management (e.g. BSc course „Produktion“ or „OPM 301 Operations Management“), basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	2 SWS	4 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	½	

Examiner	Prof. Dr. Raik Stolletz
Performing lecturer	Prof. Dr. Raik Stolletz

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	½

Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

- Introduction to new product development
- Basic methods in the field of new product development
- Integrated New Product Development (INPD) and Integrated Design Engineering (IDE)
- Process and Project Management
- Product Lifecycle Management (PLM), Produktintegration im IDE
- Introduction to CAx-systems (CAD, CAP, CAM, CAQ, simulation)
- Evaluation of economic profitability

Learning outcomes

By the end of the course students have

- an in depth understanding of different, but interrelated viewpoints regarding products,
- the ability to apply strategies, methods, best practices and tools of the new product development process,
- knowledge about interdependences between strategies, methods, best practices and tools and their respective synergies,
- the ability to apply general and integrated methods for the economic evaluation in the field of new product development.

Prerequisites

Necessary: i½

Recommended: General interest in technology, fluent German language skills

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	German	
Form of assessment	Oral or written exam (60 min., 60%) and group presentations (40%)	
Restricted Admission	yes	
Further information	Max. 30 Teilnehmende	

Examiner Performing lecturer	Univ.-Prof. em. Dr.-Ing. Dr. h.c. Sandor Vajna Prof. Dr. Sandor Vajna
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	i½
Program-specific Competency Goals	CG 1, CG 3, CG 5

Graded

yes

Contents

Services are the largest and fastest growing segment of our economy. However, services pose particular challenges to managers due to their intangible and experiential nature, timesensitivity/ perishability and high levels of customer involvement. Accordingly, managing services requires tight integration between operations, marketing, strategy, technology, and organizational issues from an integrated viewpoint with a focus on the customer. Therefore, it is important to understand both how services differ from manufacturing operations and to understand the potential and limitations of how traditional operations management techniques can be applied to services. This course provides managerial concepts and selected analytical tools for effectively and efficiently managing service operations in face of these challenges. In particular, we will look at critical management decisions related to service strategy development, service operations design, process analysis, capacity management, service pricing and revenue management, service quality management, customer relationship management, etc. For understanding and developing the managerial concepts underlying productive service systems, we will rely on fundamental theory, state-of-the-art research insights, and actual case studies of firms that have achieved long-term profitability in practice.

Applications cover a broad range of service industries, such as transport and communication, retailing, hospitality, professional services, e-services, as well as service functions of the manufacturing sector.

Learning outcomes

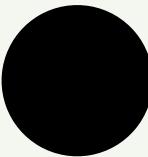
Students will 1) get familiarized with the challenging decisions and problems in service (operations) management, and 2) learn concepts, analytical tools and managerial insights to deal with these issues in order to gain competitive advantage through service operations. The course should be useful for anyone with an intention of going into professional services such as consulting; into industry (service or manufacturing), where the importance of managing service processes is increasing every day; or with a desire to set up their own service business.

Prerequisites

Necessary: 1½

Recommended: Basic knowledge in operations management, basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	1½	

Examiner Performing lecturer		Prof. Dr. Cornelia Schiessl Prof. Dr. Cornelia Schiessl
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI

Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: OPM 582 Case Studies in Service Operations Management

EN

no offering in fall 2021/2022

Contents

Services are the largest and fastest growing segment of our economy. However, services pose particular challenges to managers due to their intangible and experiential nature, time perishability, and high levels of customer involvement. Accordingly, managing services requires tight integration between operations, marketing, strategy, technology, and organizational issues from an integrated viewpoint with a focus on the customer in order to gain competitive advantage. This course reviews managerial concepts and selected analytical tools for effectively and efficiently managing service operations in face of these challenges. In particular, we will explore the theory by applying it to various cases studies of firms covering a broad range of service industries, such as transport and communication, retailing, hospitality, professional services, e-services, as well as service functions of the manufacturing sector. Case topics will be allocated at the beginning of the course based on student preferences. Students will work in teams of two on the assigned case.

Learning outcomes

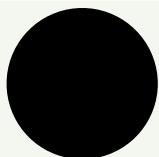
Students will intensify their understanding of operations and service operations management by applying concepts and analytical tools in a broader, interdisciplinary and strategic context to practical case studies. The course should be useful for anyone with an intention of going into professional services such as consulting; into industry (service or manufacturing), where the importance of managing service processes is increasing every day; or with a desire to set up their own service business.

Prerequisites

Necessary: i.e.

Recommended: Participants should be familiar with the fundamentals of operations management and service operations management. Furthermore, students need a basic knowledge in mathematics (including linear programming) and in statistics (probability distributions).

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Assignment(s)/work on case studies: final team report (60%), final presentation (30%), individual class participation (10%)	
Restricted Admission	yes	
Further information	Max. 20 participants	

Examiner Performing lecturer	 Prof. Dr. Cornelia Schüren Prof. Dr. Cornelia Schüren
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI

Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

During the last decades, the value sourced from suppliers and innovation stemming from the supply base have increased substantially in many industries. Consequently, purchasing's role has shifted from a clerical support role in the corporate hierarchy to a truly strategic and proactive role that drives growth, innovation, and value creation. Today, most organizations consider the management of their suppliers as a key strategic issue. Given its potential to contribute significantly to firm performance, the procurement function receives strong top management attention. This module provides a broad survey of modern procurement theory and practice from a strategic perspective. Topics include the design and implementation of procurement strategies, processes, organizational structures, and performance measurement systems, as well as the management of supplier portfolios, buyer-supplier relationships, and supplier innovation to meet firms' strategic supply needs. The module consists of regular lectures and exercise classes in which extended and short cases will be discussed. High-caliber guest speakers will serve as a rich source of practical insights.

Learning outcomes

This course is recommended for anyone seeking an introduction to procurement and, more generally, a better understanding of upstream supply chain operations. The main intended learning outcome is to obtain the basic knowledge that enables further steps in procurement research and practice. Based on current theories and a broad coverage of topics, participants will learn how to analyze, structure, and tackle strategic problems surrounding the procurement function. Participants will obtain:

- the fundamental knowledge that enables further steps in purchasing and supply management research and practice
- the ability to analyze, structure, and tackle strategic problems surrounding the procurement function,
- an overview on structured approaches and tools applicable in practice.

Prerequisites

Necessary:

Recommended: Basic knowledge in supply chain and/or operations management

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	↳	

Examiner Performing lecturer	Prof. Dr. Christoph Bode Prof. Dr. Christoph Bode
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	↳

Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

Supply Chain Management is concerned with all activities aimed at satisfying customer demand. As such, it is paramount to the creation of business value. Carefully designed and well run supply chains are an important source of competitive advantage. Particular complexities arise from the interplay between different supply chain members, including suppliers, manufacturers, and retailers, each having their own objectives. At the same time, supply chain members are dependent on each other to serve the final customer. Supply chain management addresses the interplay between individual objectives and seeks to align them to optimize overall supply chain performance. This course discusses the impact of supply chain management on firm performance. It provides tools and concepts for an effective supply chain design and operation. Particular attention is given to supply chain coordination. The course presents quantitative models to investigate this issue. The course also discusses the impact of recent trends on supply chain management, including digitalization and sustainability.

Learning outcomes

Students will understand the role of supply chain management and its impact on firm performance. Specifically, they will recognize the potential of coordinated decision making along the supply chain. They will also be aware of obstacles that complicate this coordination. The students will get to know mechanisms for aligning incentives of different supply chain members, e.g. by means of appropriate contracts. They will be able to quantify the effects of these mechanisms by means of corresponding mathematical models. In addition, students will be aware of relevant recent trends and of their impact on supply chain management.

Prerequisites

Necessary: At least one of the modules OPM 501, 502, 561, 581, 582, or 591 (parallel attendance possible); other modules may be accepted upon request.

Recommended: Participants should be familiar with the fundamentals of operations management and logistics. Specifically, the course builds on topics covered in the modules OPM 501 and OPM 502. Participants who have not attended these modules will require additional preparation. The course further assumes a basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min.)	
Restricted Admission	no	
Further information	1½	

Examiner

Performing lecturer

Prof. Dr. Moritz Fleischmann

Prof. Dr. Moritz Fleischmann

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	1½

Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: OPM 661 Business Analytics: Robust Planning in Stochastic Systems

EN

Contents

Business Analytics helps to optimize decisions for the design and management of operations systems and production processes. A major driver of the performance of operations systems is stochastic variability. For example, production systems often operate in an uncertain environment due to uncertain demand, unreliable machines, or random processing capacities. In order to support robust decisions, we apply analytical solution approaches based on techniques from Operations Research. The basic concepts of the analysis of Markovian queueing systems are explained in detail. Advanced topics such as queueing systems with general distributions, heterogeneities, and time-dependent input parameters are covered. Additionally, economies of scale and the value of flexible capacities are discussed. Several methods and performance measures of robust planning and optimization are introduced. Students become familiar with concepts and tools for predictive business analytics. They are used to perform sensitivity analyses to develop managerial insights for stochastic operations systems.

Learning outcomes

Students learn to understand the impact of stochastic variability in operations systems. After this course students are familiar with the theory and practice of the analysis of stochastic systems. They learn to adapt and to apply analytical approximations and robust planning methods to support managerial decisions.

Prerequisites

Necessary: At least one of the modules OPM 501, 502, 561, 581, 582 or 591 (parallel attendance possible); other modules may be accepted upon request.

Recommended: Participants should be familiar with the fundamentals of production and operations management. The course further assumes a basic knowledge in mathematics (including linear programming) and in statistics (probability distributions).

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (70 min., maximum 70 points), case study (maximum 20 points)	
Restricted Admission	no	
Further information	iQ½	

Examiner

Performing lecturer

Prof. Dr. Raik Stolletz

Prof. Dr. Raik Stolletz

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	iQ½

Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Module: OPM 662 Business Analytics: Modeling and Optimization

EN

Contents

Business Analytics helps to optimize decisions for the design and management of operations systems and production processes. This course introduces concepts and tools for prescriptive analytics for modeling and optimization based on techniques from Operations Research. Operational and tactical planning tasks are formulated as linear and mixed integer linear programming models. All lectures will be given in a computer lab, where the optimization models are implemented and solved using standard tools of prescriptive analytics. Different heuristic techniques to cope with the complexity of real world scheduling problems are introduced and implemented. Data-driven approaches to cope with stochastic variability are introduced and analyzed. During the course the students will work on several case studies and assignments (individual and in groups).

Learning outcomes

Students learn how to formulate production planning and scheduling problems as mixedinteger linear models and how to implement them in standard software to derive optimal plans/schedules. The students also learn to deal with the complexity of real-world problems (e.g., via aggregation, relaxation, and decomposition techniques) and how to perform sensitivity analyses in order to get useful managerial insights.

Prerequisites

Necessary: Module OPM 561 of the Area Operations Management; other modules may be accepted upon request. Successful application as described at this course's website and the Student Portal.

Recommended: The course assumes a basic knowledge in mathematics (including linear programming).

	Contact hours	Independent study time
Lecture	4 SWS	13 SWS
ECTS		6
Language	English	
Form of assessment	Assignments and presentations (70%), written exam (45 min.) or oral exam (30%)	
Restricted Admission	yes	
Further information	Übersicht	

Examiner

Performing lecturer

Prof. Dr. Raik Stolletz

Prof. Dr. Raik Stolletz

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	Übersicht
Program-specific Competency Goals	CG 2, CG 3, CG 5
Graded	yes

Contents

In today's e-business environment, there is an increasing number of unlocked opportunities to increase profits through Revenue Management (RM). RM is a short-term planning instrument in order to effectively match supply and demand and thereby maximize profitability by selling the right product to the right customer at the right time through the right channel for the right price. RM takes into account that on the supply side, resources to produce these products are usually constrained and often perishable, and therefore, the effectiveness of the abovementioned market-related decisions is highly interrelated with resource allocation decisions. Today, RM is a large revenue generator for several major industries relying on sophisticated RM systems: Robert Crandall, former Chairman and CEO of American Airlines, has called RM "the single most important technical development in transportation management since we entered deregulation." While airlines have the longest history of development in RM, applications have rapidly diffused beyond airlines to industries such as retailing, hospitality, railways, car rental, telecommunications and financial services, internet service provision, electric utilities, broadcasting and even manufacturing.

For outside observers, RM may seem often like an art. But finally, the most important pillar of RM is analytics including systematic data analysis, forecasting, and powerful optimization that allows taking all market- and supply-related profit drivers simultaneously into account. This course provides the key ideas, the underlying basic models and state-of-the-art methods of RM.

Learning outcomes

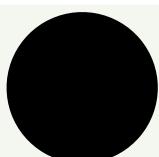
Students will gain insights into practical applications of Revenue Management. The students get familiar with the underlying models and methods. The students furthermore enhance their analytical skills.

Prerequisites

Necessary: At least one of the modules OPM 501, 502, 561, 581, 582, or 591 (parallel attendance possible); further modules may be accepted by Professor upon request.

Recommended: Participants should be familiar with the fundamentals of Operations Management and Service Operations Management. Furthermore, students need a basic knowledge in mathematics (including linear programming) and in statistics (probability distributions).

	Contact hours	Independent study time
Lecture	2 SWS	8 SWS
Exercise class	2 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Exam (100%), optional home assignment (earn up to 5% of the max. achievable points for the exam as extra points in advance)	
Restricted Admission	no	
Further information	½	

Examiner Performing lecturer	 Prof. Dr. Cornelia Schiessl Prof. Dr. Cornelia Schiessl
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.
Preliminary course work	½

Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

Contents

In many industries, the implementation of various efficiency- and/or responsiveness-seeking supply (chain) initiatives has created conditions for supply disruptions to become more widespread and severe. Recent examples have demonstrated that the occurrence of such events can result in substantial losses in shareholder value, sales, production, and reputation for the firms involved. This module offers an introduction to the timely topic of supply risk management. After a discussion of the key theoretical concepts (risk, disruptions, risk sources, vulnerability) (first part of the module), students are exposed to specific risk management issues in the context of supply chain and purchasing operations (second part of the module). Topics include the different types of supply risks, qualitative and quantitative methods, instruments, and frameworks for risk analysis and monitoring, as well as strategies for managing supply chains under conditions of risk.

Learning outcomes

The main intended learning outcome is a sound understanding of the key concepts and tools relevant to the management of risks in supply (chain) operations. Special emphasis is put on results from empirical research, practical tools, industry applications, and case studies that illustrate concepts and challenges. Participants will obtain:

- knowledge of the key concepts and tools relevant to the management of risks in supply (chain) operations,
- a sound understanding of the mechanisms that build the foundation of risk management research and practice,
- an overview on structured approaches and tools applicable in practice.

Prerequisites

Necessary: 1½

Recommended: Solid knowledge of supply chain management

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
ECTS		4
Language	English	
Form of assessment		Written exam (60 min.; 70%), assignments and presentations (30%)
Restricted Admission	no	
Further information	1½	

Examiner Performing lecturer	Prof. Dr. Christoph Bode Prof. Dr. Christoph Bode
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Contents

Looking back over the past twenty years, competitive purchasing approaches created significant value for firms by driving substantial cost savings to the bottom line. However, the widespread usage of professional procurement techniques has eroded the advantages that they had for pioneers in the 1990s and in the early years of the current century. In addition, environmental, competitive, geopolitical, and technological changes have created an uncertain business environment in which a mere focus on purchasing cost will not be sufficient to support sustainable competitive advantage. Against this backdrop, this module covers advanced approaches in procurement that aim at creating value beyond cost. Based on an end-to-end analysis of the key procurement processes, the module addresses the following core topics: Demand and supply analysis (need identification and specification management, supply market analysis, RFx, cost modeling, optimization levers), sourcing decisions and awarding of business (analytical models for supplier selection, negotiations, and auctions), formal relationship governance (contracts and price models), operational purchasing (purchase-to-pay process), management of nonperformance and conflicts, and technological enablers.

Learning outcomes

This course is of interest to students seeking more in-depth knowledge of the processes and tools in modern procurement. For each topic covered, concepts, frameworks, and analytic tools are presented. Participants will learn:

- how to organize healthy competition to find the right suppliers for a specified demand,
- how to pull commercial, technical, and processual levers of optimization,
- how select the most effective award business mechanism and contract based, and
- how to deal with performance exceptions and supplier conflicts.

Prerequisites

Necessary:

Recommended: The module builds on topics covered in OPM 591. Participants who have not attended this module might require additional preparation.

	Contact hours	Independent study time
Lecture	2 SWS	9 SWS
Exercise class	1 SWS	5 SWS
ECTS		6
Language	English	
Form of assessment	Written exam (90 min., 90%), case challenge (10%)	
Restricted Admission	no	
Further information	1½	

Examiner Performing lecturer	Prof. Dr. Christoph Bode Prof. Dr. Christoph Bode
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math., MAKUWI
Preliminary course work	1½

Program-specific Competency Goals	CG 1, CG 3
Graded	yes

Contents

Increased levels of outsourcing make the management of supply chains and the selection of the right suppliers more crucial than ever. This course addresses corporate sourcing from a holistic perspective including all levels of decision-making (strategic, tactical, and operational) and all activities within the sourcing process to secure the best total value from suppliers, rather than just the lowest purchase price. To this end, the scope encompasses both the theoretical background and the practical tools of sourcing, starting from internal demand analysis all the way to business award decisions and the management of the ensuing buyer-supplier relationships. This course is recommended for anyone seeking a broad introduction to modern purchasing and supply management (procurement) with a specific focus on sourcing. Based on a modern definition of procurement, all major aspects of the sourcing process are covered from pre-transaction (requirements and specification management, supply market analysis, quotation management, negotiation, contracting) to post-transaction (governance, P2P process, expediting, conflicts, performance management) issues. Special emphasis is put on optimization levers from a technical (e.g., cost modelling) and a commercial (e.g., negotiation, reverse auctions) perspective.

Learning outcomes

Participants will learn how to set up and manage sourcing projects while considering the broader business environment and strategic direction of the organization (competitive, functional, category, and supply base). For each topic addressed, participants will learn key concepts, conceptual frameworks, and analytic tools. Furthermore, all participants will work on a case challenge that takes place in the second week of the course. The course will be a markedly international in nature with approx. 20-35 participants joining from the international partner network. The course is scheduled as a two-week block course at the end of June/beginning of July. The first week will emphasize theory (lectures) while the second week will emphasize practice (case challenge with group work and final presentations to an audience of corporate representatives).

Prerequisites

Necessary:

Recommended: Basic knowledge in operations/supply chain management

	Contact hours	Independent study time
Lecture	3 SWS	14 SWS
ECTS		6
Language	English	
Form of assessment	Project incl. presentation (100%)	
Restricted Admission	yes	
Further information	<p>School's Website International Affairs: https://www.bwl.uni-mannheim.de/en/international/global-innovation-challenge/</p> <p>Take a look at our Partner Schools courses in Summer 2022.</p>	

Examiner

Performing lecturer

Prof. Dr. Christoph Bode

Prof. Dr. Christoph Bode, Prof. Dr.-Ing. Matthias Schlipf

Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Math.

Preliminary course work	$\frac{1}{2}$
Program-specific Competency Goals	CG 1, CG 3, CG 4
Graded	yes

Module: OPM 701 Research Seminar Supply Chain Management



Contents

The goal of this seminar is to introduce the participants to the conducting of scientific research. It thereby prepares them for the writing of their Master thesis. Participants will carry out a literature study on a given topic in the field of logistics and supply chain management and discuss the results in a written report and in an oral presentation.

Learning outcomes

Students will learn how to analyze the academic literature on a given topic. They will become acquainted with the setup and composition of academic publications. They will also learn how to present the results of their analysis.

Prerequisites

Necessary: At least one module OPM 6XX (parallel attendance possible) or an equivalent module within an exchange program

Recommended: Sound knowledge in logistics and supply chain management; sound quantitative skills; interest in scientific research

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Written report, oral presentation, discussion	
Restricted Admission	yes	
Further information	Registration at the end of the preceding term; website of the chair	

Examiner Performing lecturer	Prof. Dr. Moritz Fleischmann Prof. Dr. Moritz Fleischmann
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	Ü½
Program-specific Competency Goals	CG 2, CG 5
Graded	yes

Module: OPM 751 Research Seminar Operations Management



Contents

The goal of this seminar is to introduce the participants to conducting scientific research. Thereby, it prepares the students for the writing of their Master thesis. Participants will independently carry out a literature study in the field of operations management and discuss the results in a written report and in an oral presentation.

Learning outcomes

Students will learn how to analyse the academic literature on a given topic. They will become acquainted with the setup and composition of academic publications. They will also learn how to present the results of their analysis.

Prerequisites

Necessary: At least one OPM 6XX module (or an equivalent module within an exchange program)

Recommended: Sound knowledge in operations management; sound quantitative skills; interest in scientific research

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Presentation, active contribution to class discussion, written report	
Restricted Admission	yes	
Further information	Registration at the end of the preceding term, website of the chair.	

Examiner

Performing lecturer

Prof. Dr. Danja R. Sonntag

Prof. Dr. Danja R. Sonntag

Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	Ü½
Program-specific Competency Goals	CG 2, CG 5
Graded	yes

Module: OPM 761 Research Seminar Production Management

EN

Contents

The goal of this seminar is to introduce the participants to conduct scientific research. Thereby, it prepares the students for writing their Master's theses. Participants will independently (i) apply a Business analytics approach to a specific operations problem, (ii) carry out a literature study on a given topic, or (iii) discuss and critically assess a scientific paper in detail. The students present their findings in a written report and in an oral presentation.

Learning outcomes

Students will learn how to analyze the academic literature on a given topic in production management and/or learn how to apply a Business Analytics approach. They will become acquainted with the setup and composition of scientific research. Additionally, they will learn how to present the results of their analyses.

Prerequisites

Necessary: At least one module OPM 6XX (or an equivalent module within an exchange program)

Recommended: The topics are based on the modules OPM 661 or OPM 662; additional preparation is required if students did not attend those modules; sound knowledge in production management; sound quantitative skills; interest in scientific research

	Contact hours	Independent study time
Lecture	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written report (60%), presentation (30%), active contribution to class discussion (10%)	
Restricted Admission	yes	
Further information	Registration at the end of the preceding term; website of the chair	

Examiner Performing lecturer	Prof. Dr. Raik Stolletz Prof. Dr. Raik Stolletz
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 5
Graded	yes

Module: OPM 781 Research Seminar Service Operations

DE EN

Contents

The seminar introduces participants to scientific research in order to prepare them for writing their master thesis. Participants will carry out a literature research on a given topic in service operations management and analyze a related decision problem. Students will report their results in a paper and present their main findings in class.

Learning outcomes

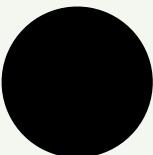
Students will learn how to analyze the academic literature on a given topic and thereby get prepared to independently analyze and solve a decision problem in a scientific manner within the management science field. Students will also learn how to present the results of their analysis.

Prerequisites

Necessary: At least one module OPM 6XX (parallel attendance possible upon request) or an equivalent module within an exchange program.

Recommended: Sound knowledge in Operations and Service Operations Management. Profound analytical skills. Interest in working scientifically.

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Written report (60%), presentation (30%), active contribution to class discussion (10%)	
Restricted Admission	yes	
Further information	Registration at the end of the preceding term; website of the chair	

Examiner Performing lecturer	 Prof. Dr. Cornelia Schüren Prof. Dr. Cornelia Schüren
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	i.e.
Program-specific Competency Goals	CG 1, CG 2, CG 3, CG 5
Graded	yes

Contents

This research seminar examines current procurement topics from a research perspective. Students will deepen their understanding of procurement and supply chain research and its implications for practice. The main deliverables of this module are a research paper, which each participant prepares independently over the course of the semester, and a corresponding in-class presentation at the end of the module. The suggested topics will emphasize research rather than application and will be related to the current research interests of the Endowed Chair of Procurement. Participants will obtain an introduction to business research and to scientific writing in the context of supply (chain) management.

Learning outcomes

The main intended learning outcome is to attain the competences for writing a high-quality master thesis about a topic in the broader procurement arena. Participants will learn how to structure a research question systematically and how to independently gather the knowledge of the foundations, structures, and methodologies underlying a given topic.

In addition, participants will learn how to present research findings. Students will obtain:

- the competences for writing a high-quality (empirical) master thesis about a topic in the broader procurement arena,
- a sound understanding of structuring a research question systematically and independently gathering the knowledge of the foundations, structures, and methodologies underlying a given topic,
- the competences to present and discuss own and other's research findings.

Prerequisites

Necessary: Attendance of at least one module OPM 6xx (parallel attendance is possible) or an equivalent module within an exchange program

Recommended: OPM 591 and OPM 692 or equivalent modules within exchange programs

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	English	
Form of assessment	Written report (60%), presentation (30%), and contribution to in-class discussion (10%)	
Restricted Admission	yes	
Further information	Student Portal	

Examiner Performing lecturer	Prof. Dr. Christoph Bode Prof. Dr. Christoph Bode
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Offering	Fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	ü½
Program-specific Competency Goals	CG 1, CG 2, CG 5
Graded	yes

Contents

This applied seminar revolves around a field study and combines readings in procurement with the work as consultants to a business. Organized in small teams, participants will work on specific procurement-related problems, defined in collaboration with companies. At the end of the seminar, each team will present a solution to the specific problem, based on the relevant literature and their own analyses. Results are summarized in a written report and an oral presentation.

Learning outcomes

In the seminar, students will apply their knowledge in procurement and supply chain management by consulting with a business organization in a project. The consultancy project can revolve around a) analyzing current opportunities and / or problems in procurement, b) developing concepts to capture opportunities and / or solve problems, c) making a proposal of how to implement the suggested concepts. Participants will learn:

- how to analyze and solve procurement-related problems,
- how to carry out a practice-oriented project, rooted in the academic literature,
- how to apply procurement knowledge and link it to a wide array of business disciplines such as strategy organization, marketing, or information systems.

Prerequisites

Necessary: Attendance of at least one module OPM 6xx (parallel attendance is possible) or an equivalent module within an exchange program

Recommended: OPM 591 and OPM 692 or equivalent modules within exchange programs; project management skills

	Contact hours	Independent study time
Seminar	2 SWS	15 SWS
ECTS		6
Language	German, English	
Form of assessment	Written report (75%), presentation (25%)	
Restricted Admission	yes	
Further information	1½	

Examiner Performing lecturer	Prof. Dr. Christoph Bode Prof. Dr. Christoph Bode
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Offering	Spring semester
Duration of module	1 semester
Range of application	M.Sc. MMM, M.Sc. Bus. Edu.
Preliminary course work	1½
Program-specific Competency Goals	CG 1, CG 3, CG 5
Graded	yes

4 STUDY OPTION BUSINESS RESEARCH

Study Option Business Research:

The area Business research offers first and second semester^½s courses from your respective track of the doctoral program of the Business School of the University of Mannheim.

Please find the module descriptions in the module catalog of the The Center for Doctoral Studies in Business (CDSB).

A successful application and admission for the Business Research Area are required to enrol in modules of the doctoral program. **Admissions will start in fall 2021.**

5 ELECTIVE

Elective:

Students are free to choose **one** elective in which they can obtain up to 24 ECTS points $\frac{1}{2}$ according to the requirements of the chosen elective. The number of ECTS points needed in $\frac{1}{2}$ Business Administration $\frac{1}{2}$ will then be reduced accordingly. Instead of choosing an elective, students may select further $\frac{1}{2}$ Business Administration $\frac{1}{2}$ modules.

Please note that you can only choose an elective listed in this chapter if it has not been part of your completed Bachelor's degree. If any of the modules listed in this chapter were part of your Bachelor's degree you may not choose the corresponding elective. Please check the websites of the respective schools for registration procedures.

5.1 English and American Studies

The elective in English and American Studies measures 15 to 18 ECTS.

It offers a choice between English Linguistics or English and American Literature Studies. Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of English Studies (Student Portal). Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).

5.1.1 English and American Studies for students without skills in humanities

Module: English and American Literature Studies for students without skills in humanities

EN

Language	English
Necessary prerequisites	i½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	All of the following courses (15 to 16 ECTS in total) have to be taken, with a choice between <i>ANG 310 Introduction to Literary Studies</i> and the <i>Lecture series IDV 503 Theoretical Basics of Literary Studies</i> .
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Necessary prerequisites	Assessment form	ECTS	Semester
ANG 310 Introduction to Literary Studies (lecture without tutorial)		Written exam	4	Spring & fall
Lecture series IDV 503 Theoretical Basics of Literary Studies		Written exam	5	Fall
ANG 416 Lecture Literature Studies	<i>ANG 301 Introduction to Literary Studies</i> or Lecture Series <i>Theoretical Basics of Literary Studies</i>	Written or oral exam	4	Spring & fall

Seminar to be chosen from the offerings of the master's program "Literature, Media and Culture in the Modern Era"	<i>ANG 301 Introduction to Literary Studies</i> or Lecture Series <i>Theoretical Basics of Literary Studies</i>	Written or oral exam	7	Spring & fall
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Module: English Linguistics for students without skills in humanities

EN

Language	English
Necessary prerequisites	1½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	All of the following modules have to be taken (15 ECTS in total).
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
ANG 301 Introduction to Linguistics (lecture without tutorial)	Written exam	4	Spring & fall
IDV 501 Lecture Series Linguistic Methods (see master's program "Language and Communication")	Written exam	4	Fall
Seminar to be chosen from the offering of the master's program "Language and Communication"	Written exam and/or oral exam	7	Spring & fall

5.1.2 Englisch and American Studies for students with skills in humanities

You find detailed information about the courses in the module catalogs (<https://www.phil.uni-mannheim.de/studium/masterstudiengaenge/>) and Student Portal.

Module: English and American Literature Studies for students with skills in humanities

EN

Language	English
Necessary prerequisites	i.e. ½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	All of the following modules have to be taken (18 ECTS in total).
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Area Studies (from the offering of the MakuWi)	Written and/or oral exam	4	Spring & fall
Seminar to be chosen from the offerings of the master-program i.e. Literature, Media and Culture in the Modern Era i.e. ½	Term paper or oral exam	7	Spring & fall
Seminar to be chosen from the offerings of the master-program i.e. Literature, Media and Culture in the Modern Era i.e. ½	Term paper or oral exam	7	Spring & fall

Module: English Linguistics for students with skills in humanities



Language	English
Necessary prerequisites	i½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of English Studies (Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	All of the following courses (18 ECTS in total) have to be taken.
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Area Studies (from the offering of the MakuWi)	Written and/or oral exam	4	Spring & fall
Seminar to be chosen from the offering of the master program i½Language and Communicationi½	Written and/or oral exam	7	Spring & fall
Seminar to be chosen from the offering of the master program i½Language and Communicationi½	Written and/or oral exam	7	Spring & fall

5.2 German Studies

The elective in German Studies measures 16 to 18 ECTS.

It offers a choice between German Linguistics or German Literature Studies. Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of German Studies (Student Portal). Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).

Please note that courses are usually taught in German!

5.2.1 German Studies for students without skills in humanities

Module: German Linguistics for students without skills in humanities

DE

Language	German
Necessary prerequisites	1½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	The following courses have to be taken: "Introduction to linguistics", "Seminar taken out of the Module "Language and Media\"", "Lecture in linguistics" or "Exercise Class in linguistics" (in total 16 or 18 ECTS).
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Necessary prerequisites	Assessment form	ECTS	Semester
Introduction to linguistics (without tutorial)		Written exam	4	Fall
Lecture in linguistics		Written exam	4	Spring & fall
exercise class in linguistics		Term paper	6	Spring & fall
Seminar taken out of the Module "Language and Media"	Introduction to linguistics	Term paper or oral exam	8	Spring & fall

Module: German Literature Studies for students without skills in humanities



Language	German
Necessary prerequisites	i. ½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	All of the following courses (16 ECTS in total) have to be taken.
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Necessary prerequisites	Assessment form	ECTS	Semester
Lecture: Introduction to Literature Studies, Part 1		Written exam	4	Fall
Proseminar: Literature Studies	Lecture: Introduction to Literature Studies	Term paper	5	Spring & fall
Seminar to choose from the offering of the master's program i. ½Literature, Media and Culture in the Modern Era i. ½	Lecture: Introduction to Literature Studies, Part 1	Term paper or written exam	7	Spring & fall

5.2.2 German Studies for students with skills in humanities

Module: German Linguistics for students with skills in humanities



Language	German
Necessary prerequisites	½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to Program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	All courses (17 ECTS in total) have to be taken.
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Lecture Linguistics	Protocol or written exam	3	Spring & fall
Seminar in Linguistics to be chosen from the offering of the master's program "Language and Communication"	Written and/or oral exam	7	Spring & fall
Seminar in Linguistics to be chosen from the offering of the master program "Language and Communication"	Written and/or oral exam	7	Spring & fall

Module: German Literature Studies for students with skills in humanities

DE

Language	German
Necessary prerequisites	1½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of German Studies (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	All of the following courses (17 ECTS in total) have to be taken.
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Lecture Literature Studies	Protocol or written exam	3	Spring & fall
Seminar in Literature Studies to be chosen from the offering of the master's program "Literature, Media and Culture in the Modern Era"	Oral exam or term paper	7	Spring & fall
Seminar in Literature Studies to be chosen from the offering of the master's program <i>Literature, Media and Culture in the Modern Era</i>	Oral exam or term paper	7	Spring & fall

5.3 History

The elective History measures 16 to 19 ECTS.

Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of History (Student Portal). Please enrol in courses via the course catalog of the School of Humanities / Department of History (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de). **Please note that courses are usually taught in German!**

5.3.1 History for students without skills in humanities

Module: History for students without skills in humanities

DE

Language	German
Necessary prerequisites	None
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of History (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	Students have to attend a proseminar (8 ECTS) and either a lecture and exercise class (4 ECTS each) offered in the Bachelor program "History" or lectures offered in the Master program "History". Detailed information on courses can be found in the course catalog of the Master in History. A successful completion of one proseminal (PS) in history (PS Antiquity, PS Middle Ages, PS Early Modern Age, PS Modern Age, PS Economic and Social History) is required. Additionally, there are different combination possibilities to reach the required 16 or 19 ECTS. However, it is not possible to receive necessary credits attending two exercise classes.
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Necessary prerequisites	Assessment form	ECTS	Semester
Proseminar: "Antiquity", "Middle Ages", "Modern Age", or "Economic and Social History"		Term paper	8	Spring & fall
Lecture "Economic History"	Proseminar "Antiquity", "Middle Ages", "Modern Age", or "Economic and Social History"	Written exam	4	Spring & fall

Lecture "History of Law"	Proseminar i.e. Antiquity, Middle Ages, Modern Age or Economic and Social History	Written exam	7	Spring & fall
Exercise class: i.e. Antiquity, Middle Ages, Modern Age from the bachelor-program History	Proseminar i.e. Antiquity, Middle Ages, Modern Age or Economic and Social History	Written elaboration	4	Spring & fall
Exercise class: i.e. Antiquity, Middle Ages, Modern Age from the bachelor-program History	Proseminar i.e. Antiquity, Middle Ages, Modern Age or Economic and Social History	Written elaboration	4	Spring & fall

5.3.2 History for students with skills in humanities

Module: History for students with skills in humanities		DE

Language	German
Necessary prerequisites	i.e.
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of History (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	In this module, courses summing up to 16 to 19 ECTS in total have to be taken. Lecture in Pre-Modern Period, Middle Ages, Modern Age taken from the bachelor-program History
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Seminar in Antiquity, Middle Ages, Modern Period or Economic/Social History	Term paper or oral exam	8	Spring & fall
Lecture in Economic History from the master's program History	Written exam	4	Spring & fall
Lecture History of Law taken from the master's program History	Written exam	7	Spring & fall
Lecture in Pre-Modern Period, Middle Ages, Modern Age taken from the bachelor's program History	Written exam	4	Spring & fall
Exercise class in Pre-Modern Period, Middle Ages, Modern Age taken from the bachelor's program History	Written elaboration	4	Spring & fall

5.4 Mathematics

The elective Mathematics consists of 16 to 24 ECTS.

Please enrol via Student Portal. **Please note that most courses are taught in German.**

5.4.1 Mathematics for students without skills in mathematics

Module: Mathematics for students without skills in mathematics		DE

Language	German
Necessary prerequisites	1½
Further information	1½
Organizational information	Two out of the following four modules (18 to 20 ECTS in total) have to be passed for successful completion of the elective.
Contact person	studienberatung@wim.uni-mannheim.de

	Assessment form	ECTS	Semester
Analysis I	Written exam (90 min.) or oral exam (30 min.); in advance (generally): successful participation in the exercise classes	10	Fall
Analysis II	Written exam (90 min.) or oral exam (30 min.); in advance (generally): successful participation in the exercise classes	10	Spring
Linear Algebra I	Written exam (90 min.) or oral exam (30 min.); in advance (generally): successful participation in the exercise classes	9	Fall
Linear Algebra II	Written exam (60 min.) or oral exam (30 min.); in advance (generally): successful participation in the exercise classes	9	Spring

5.4.2 Mathematics for students with skills in mathematics

The elective Mathematics for students with prior skills can be taken flexibly within the range of 16 to 24 ECTS. All offered classes of the Bachelor of Science and Master of Science in Mathematics in Business and Economics at the University of Mannheim can be taken except for lectures that have already been completed during the bachelor's degree and seminars of the program Mathematics in Business and Economics. Graduates from a mathematical degree courses are only allowed to take classes from the Bachelor of Science Mathematics in Business and Economics with the permission of the examining committee.

Additional information on the individual classes as well as their respective requirements is available in the module catalogs of the B.Sc. and M.Sc. Business Mathematics programs.

In general, it is advised to get in touch with the scientific staff for Mathematics in Business and Economics (studienberatung@wim.uni-mannheim.de) or with the Manager of Degree Programs at the School of Business Informatics (wessa@wim.uni-mannheim.de) and Mathematics in Business and Economics (boldin@wim.uni-mannheim.de) in terms of course selection.

5.5 Philosophy

The elective Philosophy measures 16 ECTS.

Students have to choose **one** of the following two modules: "Ethics, Society, Economy" **or** "Language, Knowledge, Reality".

Module: Module: Ethics, Society, Economy

DE

Language	German
Necessary prerequisites	I _U ½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or by writing an email to Program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de). Please note that courses are usually taught in German.
Organizational information	All courses have to be taken (16 ECTS in total). Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of Philosophy (Student Portal).
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Advanced Seminar: Ethics, Society, Economy	Written term paper (20-25 pages)	8	Spring & fall
Advanced Seminar: Ethics, Society, Economy	Written term paper (20-25 pages)	8	Spring & fall

Language	German
Necessary prerequisites	Ü½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or by writing an email to Program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de). Please note that courses are usually taught in German.
Organizational information	All courses have to be taken (16 ECTS in total). Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of Philosophy (Student Portal).
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Main Seminar: Language, Knowledge, Reality	Written term paper (20-25 pages)	8	Spring & fall
Main Seminar: Language, Knowledge, Reality	Written term paper (20-25 pages)	8	Spring & fall

5.6 Political Science

The elective Political Science measures 6 to 20 ECTS.

Students choose up to three courses in the field of political science.

Students can choose up to two introductory lectures and up to two advanced lectures. Information about the course contents and the learning outcomes can be found in the module catalog of the B.A. Political Science (only in German). You can either enrol in courses via Student Portal or by writing an E-Mail to Political Science Program Manager Gledis Londo (pol(at)sowi.uni-mannheim.de). **The courses are usually taught in German. If they are taught in English, it will be announced by the lecturer or via Student Portal accordingly.**

Module: Political Science	
	DE

Language	German
Necessary prerequisites	1½
Further information	You can either enrol in courses via Student Portal or by writing an E-Mail to Political Science Program Manager Gledis Londo (pol(at)sowi.uni-mannheim.de).
Organizational information	Students can choose up to two out of five Introductory Lectures and up to two out of three Advanced Lectures. In total, students can select up to three lectures.
Contact person	Gledis Londo (pol(at)sowi.uni-mannheim.de)

	ECTS	Semester
Introductory Lecture: Introduction to Political Science	6	Fall
Introductory Lecture: Introduction to the Political System of the Federal Republic of Germany	6	Fall
Introductory Lecture: Introduction to Political Sociology	6	Fall
Introductory Lecture: Introduction to Comparative Government	6	Spring
Introductory Lecture: Introduction to International Relations	6	Fall
Advanced Lecture: Selected Topics of Comparative Government	7	Spring & fall
Advanced Lecture: Selected Topics of Political Sociology	7	Spring & fall
Advanced Lecture: Selected Topics of International Relations	7	Spring & fall

5.7 Computer Science

The elective Computer Science measures 14 to 24 ECTS.

Module: Computer Science

DE EN

Language	German, English
Necessary prerequisites	Ü½
Further information	Ü½
Contact person	Lisa Wessa (wessa(at)wim.uni-mannheim.de)

	Assessment form	ECTS	Semester
Computer Science I	Participation at a tutorial, proven by minimum of handed in homeworks or presentation of a solution in class; written exam (90 min.)	8	Fall
Computer Science II	Written exam (90 min.)	6	Spring
Algorithms and Data Structures	Preparatory assessment: generally, successful participation in the exercise classes; written exam (100 min.) or two partial exams	8	Fall
Database Systems I	Preparatory assessment: generally, successful participation in the exercise classes; written exam (90 min.) or two partial exams	8	Fall

5.8 Psychology

The elective Psychology measures 12 ECTS.



Module: Psychology

Language	German
Necessary prerequisites	1½
Further information	Please enrol in classes via Student Portal. Please note that courses are usually taught in German.
Organizational information	The elective subject Psychology requires the completion of three of the following four lectures (12 ECTS in total). For details please see the module catalog of the B.Sc. Psychology (in German). The overall grade is calculated by averaging the ECTS points of all graded partial examinations.
Contact person	Leonie Cegla (psy@sowi.uni-mannheim.de)

	Assessment form	ECTS	Semester
K1: Social Psychology I (lecture)	Written exam (PL), 60 min.	4	Spring
K2: Social Psychology II (lecture)	Written exam (PL), 60 min.	4	Spring
L1: Industrial and Organizational Psychology (lecture)	Written exam (PL), 60 min.	4	Fall
N1: Consumer Psychology (lecture)	Written exam (PL), 60 min.	4	Fall

5.9 Romance Studies

The elective Romance Studies measures 15 to 18 ECTS.

Students can register for one of the languages and cultures offered in the module, namely French, Spanish or Italian. The elective in Romance Studies offers a choice between Romance Linguistics or Romance Literature Studies. Topics and titles of the courses vary each semester. For details please see the course catalog of the School of Humanities / Department of Philosophy (Student Portal).

5.9.1 Romance Studies for students without skills in humanities

Module: Romance Linguistics for students without skills in humanities

DE

Language	German
Necessary prerequisites	Ü1½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	The advanced seminars in linguistics and regional studies are to be taken alternatively. The other seminars complete the elective (16 ECTS).
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Necessary prerequisites	Assessment form	ECTS	Semester
Lecture: Introduction to Linguistics and Media Studies of Romance Studies (without tutorial)		Written exam (max. 90 min.)	4	Spring & fall
Proseminar: Linguistics	Lecture Introduction to Linguistics and Media Studies of Romance Studies	Presentation and written exam or term paper (the form of assessment depends on the lecturers)	6	Spring & fall
Proseminar: related to cultural areas	Lecture Introduction to Literature and Media Studies of Romance Studies and/or lecture Introduction to Linguistics and Media Studies of Romance Studies	Presentation and written exam or term paper (the form of assessment depends on the lecturers)	6	Spring & fall

Exercise class: Practical Language Level II	Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests	Written exam and exercises or oral exams throughout the semester	3	Spring & fall
Exercise class: Practical Language Level III (economy & half economic alignment)	Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests	Written exam and exercises or oral exams throughout the semester	3	Spring & fall

Module: Romance Literature Studies for students without skills in humanities



Language	German
Necessary prerequisites	1½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	The proseminal literature studies and regional studies are to be taken alternatively. The other seminars complete the elective (16 ECTS).
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Necessary prerequisites	Assessment form	ECTS	Semester
Lecture: Introduction to Literature and Media Studies of Romance Studies		Written exam (max. 90 min.)	4	Spring & fall
Proseminar: Literature Studies	Introduction to Literature and Media Studies of Romance Studies	Presentation and written exam (max. 90 min.) <i>or</i> term paper (the form of assessment depends on the lecturers)	6	Spring & fall
Proseminar: related to cultural areas	Introduction to Literature and Media Studies of Romance Studies and/or lecture Introduction to Linguistics and Media Studies of Romance Studies	Presentation and written exam (max. 90 min.) <i>or</i> term paper (the form of assessment depends on the lecturers)	6	Spring & fall
Exercise class: Practical Language Level II	Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests	Written exams and oral exams or exercises throughout the semester	3	Spring & fall
Exercise class: Practical Language Level III (economy 1½ economic alignment)	Foreign language competence I and II in the chosen Romance language or proof of adequate language competence through placement tests	Written and oral exams or exercises throughout the semester	3	Spring & fall

5.9.2 Romance Studies for students with skills in humanities

Module: Romance Linguistics for students with skills in humanities



Language	German
Necessary prerequisites	½
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy (Student Portal) or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	You have to select either the Lecture "Linguistic Methods (Master's program ½Language and Communication½)" or a Seminar to be chosen from the offerings of the master's program ½Language and Communication½ (15 or 18 ECTS in total).
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Lecture: Linguistic Methods (from the Master's program ½Language and Communication½)	Written exam	4	
Seminar to be chosen from the offerings of the master's program ½Language and Communication½	Written and/or oral exams	7	
Seminar to be chosen from the offerings of the master's program ½Language and Communication½	Written and/or oral exams	7	
Exercise class: Practical Language Level IV (economy ½ economic alignment)	Written exam and written and/or oral exercises throughout the semester	4	

Module: Romance Literature Studies for students with skills in humanities



Language	German
Necessary prerequisites	i ₂ /2
Further information	Please enrol in courses via the course catalog of the School of Humanities / Department of Philosophy or e-Mail to program Manager Sebastian Hempen (master(at)phil.uni-mannheim.de).
Organizational information	You have to select either the Lecture "Theoretical Basics of Literary Studies" or the Seminar "Theoretical Basics of Literary Studies" (16 or 18 ECTS in total)
Contact person	Sebastian Hempen (master(at)phil.uni-mannheim.de)

	Assessment form	ECTS	Semester
Lecture: Theoretical Basics of Literary Studies	Written exam	5	
Seminar: Theoretical Basics of Literary Studies	Essay	7	
Seminar to be chosen from the offerings of the master's program i ₂ /2Literature, Media and Culture in the Modern Erai ₂ /2	Term paper or oral exam	7	
Exercise class: Practical Language Level IV (economy i ₂ /2 economic alignment)	Written exam and written and/or oral exercises throughout the semester	4	

5.10 Sociology

The elective Sociology measures 19 ECTS.

Students choose one of the following two modules. The module grade consists of the examination grades weighted by the number of ECTS credits. You find the Contents and the Learning Outcomes of each course in the module catalog of the B.A. Sociology (in German). **The courses are usually taught in German. If they are taught in English, the responsible lecturer will announce it accordingly.**

Module: Elective Sociology A: General and Specific Sociology

DE

Language	German
Necessary prerequisites	Ü½
Further information	Ü½
Organizational information	All courses have to be taken (19 ECTS in total)
Contact person	Stefanie Thye (soc@sowi.uni-mannheim.de)

	ECTS	Semester
Lecture: Fundamentals of Sociology	6	Fall
Exercise Class: Fundamentals of Sociology	4	Fall
Lecture: General Sociology	6	Spring
Exercise Class: Specific Sociology	3	Spring

Module: Elective Sociology B: European Societies



Language	German
Necessary prerequisites	Ü ½
Further information	Ü ½
Organizational information	All courses have to be taken (19 ECTS in total).
Contact person	Stefanie Thye (soc@sowi.uni-mannheim.de)

	ECTS	Semester
Lecture: Social Structure in Germany in International Comparison	6	Fall
Exercise Class: Social Structure in Germany in International Comparison	4	Fall
Lecture: Comparative European Societies	6	Spring
Exercise Class: Current Research Topics	3	Spring

5.11 Economics

The elective Economics measures 2 to 24 ECTS.

Students are generally free to choose any elective course offered in the Master program of Economics. Detailed information on the courses and their respective prerequisites can be found via <https://www.vwl.uni-mannheim.de/studium/masterstudium/course-catalog>. We recommend you to contact the Program Management of the Department of Economics for advice which courses to choose to complete your studies (Email: econgrad@uni-mannheim.de, Tel: 181-1763 or +49 176 87066498). All courses are taught in English.

5.12 Business Education

The elective Business Education measures 16 to 24 ECTS.

At least one course from the module "Educational Management" must be taken. Referring to the examination regulations § 11 (6), the form of the assessment will be communicated at the latest at the start of the course. **Please note that all courses are taught in German.**

Module: Module: Development of Commercial Competences



Language	German
Necessary prerequisites	None
Further information	Please enroll in courses via Student Portal.
Organizational information	You can obtain 0 to 8 ECTS in this module.
Contact person	Christian Mayer (studieninfo.wipaed(at)uni-mannheim.de)

	Assessment form	ECTS	Semester
Development of commercial competences I	Academic paper	4	Fall
Development of commercial competences II	Written exam (60 min.)	4	Spring

Module: Module: Educational Management



Language	German
Necessary prerequisites	Ü½
Further information	Please enroll in courses via Student Portal.
Organizational information	In order to complete the Elective "Business Education", you have to take at least one course from this module ("Educational Management"). You can obtain 4 to 12 ECTS in this module.
Contact person	Christian Mayer (studieninfo.wipaed(at)uni-mannheim.de)

	Assessment form	ECTS	Semester
Educational Management I: Vocational Education	Academic paper, project work, oral presentation.	4	Fall
Educational Management II: Vocational Training	Academic paper, project work, oral presentation.	4	Spring
Educational Management III: Learning culture in organizations	Academic paper, project work, oral presentation.	4	Fall

Language	German
Necessary prerequisites	1½
Further information	Please enrol in courses via Student Portal
Organizational information	You can obtain 0 to 16 ECTS in this module.
Contact person	Christian Mayer (studieninfo.wipaed(at)uni-mannheim.de)

	Assessment form	ECTS	Semester
Quality Management at Educational Institutions	Will be announced in the course	4	
Evaluation Methods and Standards	Will be announced in the course	4	
Ideas and History of vocational Training	Will be announced in the course	4	
Current Didactical Problems	Will be announced in the course	4	

5.13 Business Law

The elective Business Law measures 2 to 24 ECTS.

Please find more detailed descriptions of the modules in the module catalogs of the Department of Law (only in German):

<https://www.jura.uni-mannheim.de/studium/master-of-laws/studienaufbau/#c16108>

<https://www.jura.uni-mannheim.de/studium/kombinationsstudiengang-unternehmensjurist-in-abschnitt-unternehmensjurist-in-llb/studienaufbau/#c9345>.

Module: Elective Module Commercial Law, Corporate and Partnership Law

DE

Language	German
Necessary prerequisites	Ü½
Further information	Please enrol via Student Portal
Organizational information	In this elective, students can take the lectures Stock Corporation Law and/or Corporate Law and/or Transformation Law collecting 2, 4, 6, or 8 ECTS. Alternatively, all courses listed here can be taken (20 ECTS). Educational and Qualification Objectives: Students know basic terms and principles of the German Commercial and Partnership Law, including Corporate Law. They will analyze facts of a case from this area and develop legal solutions. Recommended Prerequisites: Basic knowledge of civil law
Contact person	Prof. Dr. Carsten Schliesser

	Assessment form	ECTS	Semester
Lecture Commercial Law	Two out of four exams in the tutorial for Commercial, Corporate and Partnership Law must be passed.	5	Fall
Lecture Corporate and Partnership Law	Two out of four exams in the tutorial for Commercial, Corporate and Partnership Law must be passed.	5	Fall
Tutorial Commercial Law / Corporate and Partnership Law	Two out of four exams in the tutorial for Commercial, Corporate and Partnership Law must be passed.	2	Spring

Lecture Stock Corporation Law	Oral exam	4	Spring
Lecture Corporate Law	Oral exam	2	Spring
Lecture Transformation Law	Oral exam	2	Spring

Module: Elective Module European and International Business Law

EN

Language	English
Necessary prerequisites	1½
Further information	Please register with Mrs. Berina Fischer-Corbo (mcbl@mail.uni-mannheim.de). Please note the registration period of the Department of Law.
Organizational information	In this elective module students can collect up to 15 ECTS. A variety of courses taught in English is offered, of which students choose between two and five. You find the Course Contents and Learning Outcomes of each course at the module catalog of the Master of Comparative Business Law. Recommended prerequisites: Basic knowledge of civil law and public law
Contact person	Berina Fischinger-Corbo (mcbl@mail.uni-mannheim.de)

	Assessment form	ECTS	Semester
Lecture European Market Freedoms	Written exam and possibly oral exam	3	Fall
Lecture European Competition Law	Written exam and possibly oral exam	3	Fall
Lecture European Tax Law	Written exam and possibly oral exam	2	Fall
Lecture International Trade Law	Written exam and possibly oral exam	3	Spring
Lecture International Business Transaction	Written exam and possibly oral exam	2	Spring
Lecture Law and Economics	Written exam and possibly oral exam	4	Spring

Language	German
Necessary prerequisites	Übung
Further information	Please enrol via Student Portal
Organizational information	<p>You can obtain between 4 and 16 ECTS in this module.</p> <p>Educational Objectives: Students are familiar with basic Übung German and European Übung legal regulations of banking/capital markets/Insurance Law. They know the special meaning of Übung General Terms and Conditions Übung and the jurisprudence of the supreme court in that field.</p> <p>Recommended Prerequisites: Basic knowledge of civil law.</p> <p>Partial examinations: There will be an oral exam in every course at the end of the semester. The grade for the module is computed out of the (arithmetic) average ECTS points of all graded partial examinations.</p>
Contact person	Prof. Dr. Georg Bitter and Prof. Dr. Oliver Brand

	Assessment form	ECTS	Semester
Lecture Capital Market Law	Oral exam	4	Fall
Lecture Private Insurance Law I (law of insurance contract)	Oral exam	4	Spring
Lecture Banking Law	Oral exam	4	Spring
Lecture Private Insurance Law II (Insurance Company Law, Insurance Control Law - German and International)	Oral exam	4	Fall

Module: Elective Module Public Business Law



Language	German
Necessary prerequisites	i.e. ½
Further information	Please enrol via Student Portal
Organizational information	<p>You can sign up for this elective only as a whole. It measures 12 ECTS.</p> <p>Educational and Qualification Objectives: Students know the legal basics of our economic constitution and gain insight into Public Business Law including its references to European law. They broaden their knowledge in a seminar.</p> <p>Recommended Prerequisites: Basic knowledge of civil law.</p>
Contact person	Prof. Dr. Hans-Joachim Cremer

	Assessment form	ECTS	Semester
Lecture (with study group) German Economic Constitutional Law	Written exam (180 min.)	4	Fall
Lecture (with study group) European Economic Constitutional Law	Written exam (180 min.)	4	Spring
Lecture (with study group) Basics of Economic Administrative Law	Written exam (180 min.)	4	Spring

Module: Elective Module Tax Law

DE

Language	German
Necessary prerequisites	1½
Further information	Please enrol via Student Portal
Organizational information	<p>In this elective module the students can collect 12 ½ 24 ECTS. Additionally, the elective can be combined with courses of the elective module Commercial Law, Corporate and Partnership Law.</p> <p>Educational and Qualification Objectives: In addition to the modules in Business Taxation offered by the Areas Accounting and Taxation, students are familiar with basic regulations of Procedural Tax Law and the treated special tax laws. They are able to apply these regulations on facts of a case, taking the judicial methodology into account.</p> <p>Recommend prerequisites: It is helpful to also enrol in the modules TAX 510 and 520 (respectively 530).</p>
Contact person	Prof. Dr. Thomas Fetzer

	Assessment form	ECTS	Semester
Lecture Procedural Tax Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Fall
Lecture Value Added Tax Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Fall
Lecture Financial and Tax Accounting	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Fall
Lecture Advanced Enterprise Tax Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Fall
Lecture Penal Fiscal Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Fall

Lecture European Tax Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Fall
Lecture Inheritance Tax Law and Legal Valuation	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Spring
Lecture Tax Reorganization Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Spring
Lecture International Tax Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Spring
Lecture Enterprise Tax Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	4	Spring
Lecture Income Tax Law	Written exam (90 min.); the exam can be substituted for an oral exam of 15 min. per candidate (according to the decision of the examining committee).	6	Spring

Module: Elective Module: Employment Law and Social Security Law



Language	German
Necessary prerequisites	1½
Further information	Please enrol via Student Portal.
Organizational information	<p>In this elective module the students can collect 4 ½ 16 ECTS.</p> <p>Course content: Individual Employment Law, Collective Employment Law, Social Security Law, Human Resource Management in organizations from a judicial perspective.</p> <p>Learning outcomes: Students have knowledge of basic terms and principals of the German and European employment law, as well as the given jurisprudence of the supreme court. They understand the interaction between individual and collective legal instruments.</p> <p>Recommended prerequisites: Basic knowledge of civil law.</p> <p>The grade for the module is computed out of the (arithmetic) average ECTS points of all graded partial examinations.</p>
Contact person	Prof. Dr. Friedemann Kainer

	Necessary prerequisites	Assessment form	ECTS	Semester
Lecture/Excercise Individual Employment Law		Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester.	6	Spring
Lecture Collective Employment Law		Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester.	6	Fall
Lecture Social Security Law		Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester.	4	Fall

Lecture Labour Law and Human Resource Management		Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester.	4	Fall
Lecture Coalition and Labour Agreement Law	Lecture Collective Employment Law	Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester.	4	Fall
Case Study Human Resources and Organization	Lecture Labour Law and Human Resource Management	Oral exam or (written) exam at the end of the semester. The person responsible for the module will announce the form of the examination at the beginning of the spring semester.	2	Spring

6 MASTER'S THESIS

Contents

Students work independently on a research topic from the field of their specialized area. Students identify a relevant research problem, conduct a thorough review of relevant literature, and apply an appropriate methodological approach to develop a solution using academic methods.

Learning outcomes

Students are able to identify a problem and independently come up with a solution using academic methods. In particular, students are capable to find, analyze, evaluate, select and integrate high-quality information using various sources. The students can structure and write a scientific research work and have an in-depth knowledge in their specialized area.

Prerequisites

Necessary: Prerequisites for every single chair are listed at the end of the Module Catalog

Recommended: $\ddot{u}\frac{1}{2}$

ECTS	24
Language	German, English
Form of assessment	Master's Thesis (preparation time: 4 months)
Restricted Admission	yes
Further information	websites of the chairs

Performing lecturer	Betreuer/in des jeweiligen Lehrstuhls / respective supervisors
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Offering	Spring semester & fall semester
Duration of module	1 semester
Range of application	M.Sc. MMM
Preliminary course work	$\ddot{u}\frac{1}{2}$
Program-specific Competency Goals	CG 5
Graded	yes

6.1 Area Accounting and Taxation

Prerequisites for the Master's Thesis at the following chairs:

Prof. Dr. Jannis Bischof (Chair of Business Administration & Accounting), **Prof. Dr. Holger Daske** (Chair of Accounting & Capital Markets), **Prof. Dr. Dirk Simons** (Chair of Business Administration & Accounting), **Prof. Dr. Jens Wüstemann** (Chair of Business Administration, Accounting & Auditing), **Prof. Dr. Stefan Reichelstein** (Chair of Business Administration), **Jun.-Prof. Dr. Nikolas Wülfing**

(Assistant Professorship of Accounting), **Jun.-Prof. Felix Vetter, Ph** (Assistant Professorship of Accounting & Taxation), **Jun.-Prof. Reeyarn Zhiyang Li** (Assistant Professor of Accounting & Taxation):

- ACC 750. Acceptance of other seminars upon individual agreement in specific circumstances. If you already passed a seminar from the accounting area before fall 2019, the prerequisites of the module catalog 2018 are applicable for you.

Prerequisites for the Masteri^½s Thesis at the following chairs:

Prof. Dr. Philipp Dürrenberger (Chair of Business Administration and Taxation), **Prof. Dr. Christoph Spengel** (Chair of International Taxation), **Prof. Dr. Katharina Nicolay** (Assistant Professor of Accounting & Taxation, especially Business Taxation), **Prof. Dr. Johannes Voget** (Chair of Taxation & Finance):

- TAX 730. Acceptance of seminars from other chairs after consulting the respective professor).

6.2 Area Banking, Finance and Insurance

Prerequisites for the Masteri^½s Thesis at the chairs of the Area Banking, Finance and Insurance:

Prof. Ernst Maug, Ph.D. (Chair of Corporate Finance), **Prof. Dr. Alexandra Niessen-Ruenzi** (Chair of Corporate Governance), **Prof. Dr. Stefan Ruenz** (Chair of International Finance), **Prof. Dr. Oliver Spalt** (Chair of Finance and Financial Institutions), **Prof. Dr. Erik Theissen** (Chair of Finance), **Prof. Dr. Martin Weber** (Senior Professorship of Finance & Banking):

- FIN 5XX and one seminar from the Finance area.

6.3 Area Information Systems

Prerequisites for the Masteri^½s Thesis at the chairs of the Area Information Systems:

Prof. Dr. Christian Becker (Chair of Information Systems II), **Prof. Dr. Armin Heinzl** (Chair of General Management and Information Systems I), **Prof. Dr. Hartmut Hühl** (Chair of Enterprise Systems), **Prof. Dr. Jana-Rebecca Rehse** (Assistant Professor of Management Analytics):

- IS 7XX.
- Any one of the seminar modules IS 702, IS 712, IS 722, IS 742, IS 751, IS 752 is accepted at any one of the IS chairs. However, it is recommended to write the Master thesis at the same chair at which the seminar module was taken. This allows for an early integration into the respective re-

search and work projects of the chair.

- Seminars from other areas may be accepted if the supervising professor confirms how it fits to the area of Information Systems.

6.4 Area Management

Prerequisites for the Master's Thesis at the following chairs:

- **Prof. Dr. Torsten Biemann** (Chair of Business Administration, HRM & Leadership): MAN 741/742 and MAN 640 or MAN 641 or MAN 642 or MAN 644 or MAN 645 or MAN 646 or MAN 647 or MAN 648 or MAN 649. Other seminars could be accepted in exceptional cases.
- **Prof. Dr. Matthias Brauer** (Chair of Strategic & International Management): MAN 750 and either MAN 654 or MAN 655 or MAN 656 or MAN 657.
- **Prof. Dr. Laura Marie Edinger-Schons** (Chair of Sustainable Business): MAN 761. Other seminars could be accepted in exceptional cases.
- **Prof. Dr. Bernd Helmig** (Chair of Business Administration, Public & Nonprofit Management): MAN 710/711/712 and either MAN 617 or MAN 619 or MAN 637 or MAN 674 oder MAN 675 or MAN 676 or MAN 679 or MAN 680.
- **Prof. Dr. Karin Hoisl** (Chair of Organization & Innovation): MAN 721 and either MAN 690 or MAN 691 or MAN 692 or MAN 693 or MAN 658.
- **Prof. Dr. Michael Woywode** (Chair of Small & Medium Sized Enterprises & Entrepreneurship): MAN 770 and either MAN 630 or MAN 631 or MAN 632 or MAN 633. Other seminars can be accepted in exceptional cases.

6.5 Area Marketing and Sales

Prerequisites for the Master's Thesis at the chairs of the Area Marketing and Sales:

Prof. Dr. Dr. h.c. mult. Christian Homburg (Chair of Business-to-Business Marketing, Sales & Pricing), **Prof. Dr. Florian Kraus** (Dr. Werner Jackstiel Endowed Chair of Sales & Services Marketing), **Prof. Dr. Sabine Kuester** (Chair of Marketing & Innovation), **Prof. Dr. Florian Stahl** (Chair of Quantitative Marketing & Consumer Analytics):

- MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301) and MKT 520 and MKT 7X0.
- Any one of the seminar modules MKT 710, MKT 720, MKT 730 and MKT 740 entitles students to write their Master's thesis at any one of the Marketing departments. However, it is recommended to write the Master's thesis at the same department at which the seminar module was taken. This allows for an early integration into the respective research and work projects at the department.

6.6 Area Operations Management

Prerequisites for the Masteri^gs Thesis at the chairs of the Area Operations Management:

Prof. Dr. Christoph Bode (Endowed Chair of Procurement), **Prof. Dr. Moritz Fleischmann** (Chair of Logistics & Supply Chain Management), **Prof. Dr. Cornelia Schi^g_g** (Chair of Service Operations Management), **Prof. Dr. Raik Stolletz** (Chair of Production Management):

- **Either:** At least one module OPM 6XX **and either** OPM 701 **or** OPM 751 **or** OPM 761 **or** OPM 781 **or** OPM 791 **or** OPM 792.
- **Or:** an equivalent module within an exchange program and **and either** OPM 701 **or** OPM 751 **or** OPM 761 **or** OPM 781 **or** OPM 791 **or** OPM 792.
- The Area Operations Management recommends that the seminar and the Masteri^gs Thesis are written at the same chair. However, seminars from another chair within the area are accepted.

6.7 Elective

The Masteri^gs Thesis can be written in an elective if the thesis includes business-related aspects.