

# **Modulkatalog**

## **„Mannheim Master in Management“**

**(M.Sc.)**

Universität Mannheim

## Aufbau und Konzept des Studiengangs

Der „Mannheim Master in Management“ (MMM) bietet ein einzigartiges Lehrangebot, das durch Spezialisierungen innerhalb der Areas oder aber die Abdeckung eines breiten Spektrums an unterschiedlichen betriebswirtschaftlichen Fächern eine vollständig flexible Gestaltung des Studienplans ermöglicht. Abgerundet wird das Studienkonzept durch eine Einbindung der universitären Nachbardisziplinen, Pflichtfächer im Bereich Methoden und Schlüsselqualifikationen wie Corporate Social Responsibility sowie ein spezifisches Angebot in Business Economics aus dem Bereich der Volkswirtschaftslehre. Der Studiengang umfasst gemäß Prüfungsordnung somit die Bereiche:

- Methoden und Schlüsselqualifikationen (16 ECTS-Punkte)
- Business Economics (12 ECTS-Punkte)
- Betriebswirtschaftslehre (44 - 68 ECTS-Punkte)
- Wahlfach (0 - 24 ECTS-Punkte)
- Master-Arbeit (24 ECTS-Punkte)

Charakteristisch für den „Mannheim Master in Management“ ist neben dem hohen Maß an fachlicher Spezialisierung auch seine internationale Ausrichtung. Neben der Möglichkeit, sich für einen Auslandsstudienplatz zu bewerben, steht den Studierenden des MMM die Möglichkeit offen, an Doppel-Abschlussprogrammen ("double degrees") teilzunehmen. Für herausragende Studierende, die eine wissenschaftliche Karriere anstreben, wurde eine Schnittstelle mit einem strukturierten Doktorandenstudium am Center for Doctoral Studies in Business (CDSB) eingeführt, die es ermöglicht, die Zeit zur Promotion zu verkürzen.

Im „Mannheim Master in Management“ werden folgende übergordnete programmspezifische Lernziele – „Learning Goals“ (LG) – vermittelt:

- **Fundiertes fachspezifisches Wissen** - Die Studierenden verstehen die theoretischen und konzeptionellen Grundlagen des Faches und können diese in den zentralen betriebswirtschaftlichen Bereichen anwenden. (LG 1)
- **Erweiterte Kenntnisse in Forschungsmethoden** - Die Studierenden demonstrieren vertiefte Kenntnisse in Forschungsmethoden. (LG 2)
- **Unternehmerische Entscheidungsfindung** - Die Studierenden können unternehmerische Entscheidungsprobleme identifizieren, verstehen und analysieren sowie Lösungsoptionen entwickeln und zeitgemäße Techniken anwenden, um optimale Entscheidungen treffen zu können. (LG 3)
- **Soziale Verantwortung** - Die Studierenden können kritisch über Ansätze zu ethischen Entscheidungsfindungen im Management reflektieren. (LG 4)
- **Wissenschaftliche Forschung** - Die Studierenden können zentrale betriebswirtschaftliche Probleme gemäß hoher wissenschaftlicher Forschungsstandards eigenständig analysieren und lösen. (LG 5)

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## Teil I: Modulübersicht

Die Modulübersicht enthält alle Module, die im Master-Studiengang belegt werden können bzw. zu belegen sind.

Detaillierte Informationen zu den Modulen finden sich in Teil II.

### 1. Methoden- und Schlüsselqualifikationen

Modulnr.	Modulbezeichnung	ECTS	HWS <sup>1</sup>	FSS <sup>2</sup>
CC 501	Decision Analysis	6	E <sup>3</sup>	E
CC 502	Applied Econometrics	6	E	
CC 503	Empirical Methods	6	E	E
CC 504	Corporate Social Responsibility	4	E	E

### 2. Business Economics

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
BE 510	Business Economics I	6	E	
BE 511	Business Economics II	6		E

### 3. Betriebswirtschaftslehre

#### 3.1. Area „Accounting and Taxation“

##### 500er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
ACC 510	Jahresabschluss	8		D
ACC 520	IFRS Reporting and Capital Markets	8	E	
ACC 530	Group Accounting	6	E	
ACC 540	Financial Statement Analysis & Equity Valuation	6		E
ACC 560	Managerial Accounting (no offering in spring 2020!)	6		E

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<sup>1</sup> Herbst-/Wintersemester

<sup>2</sup> Frühjahrs-/Sommersemester

<sup>3</sup> E: Veranstaltungssprache Englisch

TAX 520	Besteuerung von Unternehmen	6	D	
TAX 521	Fallstudien zur Besteuerung der Unternehmen	4		D
TAX 530	Taxation of Businesses and Individuals	6	E	
ACC/ TAX 550	International Course – Accounting and Taxation	x	x	x

#### 600er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
ACC 620	Accounting for Financial Instruments & Financial Institutions	6		E
ACC 626	Transaction Accounting	4		D
ACC 628	Selected Issues in IFRS Accounting	4	E	
ACC 632	Konzernrechnungslegungspraxis	4	D	D
ACC 641	Unternehmensbewertungspraxis	6	D	
ACC 663	Value-based Risk Controlling and Management in Banking	4	E	
ACC 664	Case Studies on Value-based Risk Controlling and Management in Banking	4		E
ACC 665	Energy Business Opportunities in the Clean Energy Transition <b>(no offering in spring 2020!)</b>	6		E
ACC 670	Audit Theory	6	E	
ACC 676	Case Studies on Consulting in Financial Services Firms	6		E
ACC 680	Disclosure Theory	6		E
TAX 611	Fallstudien zur Internationalen Unternehmensbesteuerung	4	D	
TAX 620	Applied Empirical Research: Methods and Practical Implementation	6	E	
TAX 630	International Business Taxation	6		E
TAX 631	Internationale Konzernbesteuerung	4		D
TAX 660	Tax Planning: The Role of Taxes for Business Decisions	6	E	

TAX 661	Case Studies in International Tax Planning	4		E
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### 700er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
ACC 750	Accounting Seminar (Prof. Dr. Jannis Bischof, Prof. Dr. Holger Daske, Prof. Dr. Dirk Simons, Prof. Dr. Jens Wüstemann)	6	(D/) E	(D/) E
ACC 760	Seminar in Management Accounting	6		E
TAX 730	Seminar in Betriebswirtschaftlicher Steuerlehre (Prof. Dr. Christoph Spengel & Prof. Dr. Philipp Dörrenberg)	6	D/E	D/E

## 3.2. Area „Banking, Finance, and Insurance“

### 500er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
FIN 500	Investments	6	E	
FIN 540	Corporate Finance I - Lecture (Capital Structure, Cost of Capital and Valuation)	5	E	
FIN 541	Corporate Finance I – Case Study (Capital Structure, Cost of Capital and Valuation)	5	E	
FIN 560	Risikomanagement von Versicherungsunternehmen	8		D
FIN 561	Investmentmanagement von Versicherungsunternehmen	8	D	
FIN 580	Derivatives I: Basic Strategies and Pricing	6	E	
FIN 590	Financial Institutions I	4	E	
FIN 550	International Course – Banking, Finance and Insurance	x	x	x

### 600er-Module

<b>Modulnr.</b>	<b>Modulbezeichnung</b>	<b>ECTS</b>	<b>HWS</b>	<b>FSS</b>
FIN 601	Bond Markets	6		E
FIN 602	Trading and Exchanges <b>No offering in fall 2019!</b>	6	E	
FIN 603	Empirical Finance	10		E
FIN 604	Stata in Finance	2	E	E
FIN 605	Professionelles Portfoliomanagement	4	D	
FIN 620	Behavioral Finance	6		E
FIN 630	Corporate Governance <b>No offering in fall 2019!</b>	6	E	
FIN 640	Corporate Finance II (Mergers, Acquisitions and Diversitures)	10		E
FIN 660	Quantitative Risk Management	4	E	E
FIN 682	International Asset Management	6		E
FIN 684	Financial Institutions II	4		E

#### **700er-Module**

<b>Modulnr.</b>	<b>Modulbezeichnung</b>	<b>ECTS</b>	<b>HWS</b>	<b>FSS</b>
FIN 703	Seminar in Financial Markets (Prof. Dr. Erik Theissen)	6	D/E	D/E
FIN 731	Seminar Corporate Governance (Prof. Dr. Alexandra Niessen-Ruenzi)	6		D/E
FIN 760	Seminar in Risikomanagement und Versicherung (Prof. Dr. Peter Albrecht)	6	D	D
FIN 780	Seminar in Asset Management & International Finance (Prof. Dr. Stefan Ruenzi)	6	E	E
FIN 790	Seminar in Financial Markets and Financial Institutions (Prof. Dr. Oliver Spalt)	6		E



### 3.3. Area „Information Systems“

#### 500er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
IS 510	Process Management	6		E
IS 512	IT Management in the Digital Age	6		E
IS 513	Applied IT Management in the Digital Age	6		E
IS 514	Process Mining and Analytics	6		E
IS 540	Management of Enterprise Systems	6	E	
IS 541	Theories and Methods in Information Systems	6		E
IS 553	System Software	6	E	
IS 554	Computational Thinking	8	E	
IS 555	Computational Thinking II	4		E
IS 550	International Course – Information Systems	x	x	x

#### 600er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
IS 602	Business Intelligence and Business Analytics Systems	6	E	
IS 613	Applied Project in Design Thinking and Lean Software Development	6	E	
IS 614	Corporate Knowledge Management	6	E	
IS 615	Design Thinking and Lean Development in Enterprise Software Development	6	E	
IS 625	Pervasive Computing	6		E
IS 627	Self-organizing Systems	6	E	
IS 629	Product Management and Product Design for Software	6		E
IS 651	Behavioral Perspectives on E-Business	4	E	

#### 700er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
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IS 712	Seminar (Prof. Dr. Armin Heinzl)	6	E	E
IS 722	Seminar Trends in Distributed Systems (Prof. Dr. Christian Becker)	6	E	E
IS 742	Seminar Trends in Enterprise Systems (Prof. Dr. Hartmut Höhle)	6	E	E

### 3.4. Area „Management“

#### 500er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
MAN 550	International Course – Management	x	x	x

#### 600er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
MAN 630	Introduction to Entrepreneurship	6	E	
MAN 631	Creativity and Entrepreneurship in Practice	6	E	
MAN 632	Advanced Entrepreneurship	6		E
MAN 633	Entrepreneurial Spirit	6	E	E
MAN 635	Social Entrepreneurship: Targeting Social Capital through Ecopreneurship	6	E	
MAN 636	International Entrepreneurship and Managing Change	6		E
MAN 644	Human Resource Training and Development	6		E
MAN 645	Leadership and Motivation	6	E	
MAN 646	HR Analytics	6	E	
MAN 647	Strategic and International Human Resource Management	6		E
MAN 648	Incentives and Performance	6		E
MAN 649	Human Resource Recruitment and Selection	6	E	
MAN 654	Corporate Restructuring	6		E
MAN 655	Corporate Strategy: Managing Business Groups	6		E

MAN 656	Mergers & Acquisitions	6	E	
MAN 657	Global Strategic Management	6	E	
MAN 660	CSR Video Documentaries	6	E	E
MAN 663	Digital Social Innovation Lab with SocEnt BW and SAP	6	E	
MAN 664	Sustainability Games	6		E
MAN 666	Alternative Modelle der Führungsethik <b>Kein Angebot im FSS 2020!</b>	3		D
MAN 667	Social Impact Measurement	6		E
MAN 675	Ausgewählte Herausforderungen im Nonprofit Management <b>Kein Angebot im FSS 2020!</b>	6		D
MAN 676	Selected Challenges in Public Management	6	E	
MAN 679	Eine wissenschaftliche Einführung in das Public und Nonprofit Management	6	D	
MAN 680	Challenges of Public and Nonprofit Management – Case Study Seminar	6		E
MAN 690	Innovation Management	6		E
MAN 691	Selected Topics in Organizational Behavior	4		E
MAN 692	Organisationstheorie	6	D	
MAN 693	Strategic Intellectual Property Management	4	E	
MAN 695	Project Course Innovation Management	6	E	

### 700er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
MAN 710	Forschungsseminar Public & Nonprofit Management (Prof. Dr. Bernd Helmig)	6	D	E
MAN 721	Forschungsseminar Organisation und Innovation (Prof. Dr. Karin Hoisl)	6	E	E
MAN 741	Research Seminar on Human Resource Management and Leadership (Prof. Dr. Torsten Biemann)	6	D	E
MAN 750	Seminar Corporate Strategy & Governance (Prof. Dr. Matthias Brauer) <b>No offering in fall 2019!</b>	6	E	E

MAN 761	CSR Research Seminar (Prof. Dr. Laura Marie Edinger-Schons)	6	E	E
MAN 770	Research Seminar (Prof. Dr. Michael Woywode)	6	D/E	D/E

### 3.5. Area „Marketing and Sales“

#### 500er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
MKT 510	Price and Product Management	6	E	
MKT 520	Market Research	6		E
MKT 531	Marketing Theory	4		E
MKT 545	Customers, Markets and Firm Strategy	6		E
MKT 560	Services Marketing	4	E	
MKT 570	Marketing of Innovations	4	E	
MKT 580	Digital Marketing Strategy	6	E	E
MKT 550	International Course – Marketing	x	x	x

#### 600er-Module

Modulnr.	Modulbezeichnung	ECTS	HWS	FSS
MKT 611	Sales Management and Customer Relationship Management <b>No offering in spring 2020!</b>	4		E
MKT 612	Business-to-Business-Marketing	2	E	
MKT 613	Verhandlungsführung	2	D	
MKT 614	Marketing Communication	4		E
MKT 622	Country Manager	2		E
MKT 623	Strategic Marketing Management Simulation	2	E	
MKT 661	Consumer Behavior	2		E
MKT 662	Interactive Marketing	6		E
MKT 663	Branding and Brand Management	4		E
MKT 664	Brand Strategy Seminar	2	E	

**700er-Module**

<b>Modulnr.</b>	<b>Modulbezeichnung</b>	<b>ECTS</b>	<b>HWS</b>	<b>FSS</b>
MKT 710	Forschungsseminar (Prof. Dr. Dr. h.c. mult. Christian Homburg)	6	D/E	D/E
MKT 720	Marketingseminar (Prof. Dr. Florian Stahl)	6	D/E	D/E
MKT 730	Marketing Seminar (Prof. Dr. Sabine Kuester)	6	D/E	D/E
MKT 740	Forschungsseminar (Prof. Dr. Florian Kraus)	6	D/E	D/E

**3.6. Area „Operations Management“****500er-Module**

<b>Modulnr.</b>	<b>Modulbezeichnung</b>	<b>ECTS</b>	<b>HWS</b>	<b>FSS</b>
OPM 501	Logistics Management	6	E	
OPM 502	Inventory Management	6	E	
OPM 503	Transportation I – Land Transport and Shipping	4		E
OPM 504	Transportation II - Aviation	4	E	
OPM 544	Advanced Supply Chain Planning	4	E	
OPM 561	Production Management: Lean Approaches and Variability	6	E	
OPM 562	Business Analytics: Applications of Artificial Intelligence for Data-Driven Decision Making	6		E
OPM 565	Integrierte Produktentwicklung	4		D
OPM 581	Service Operations Management	6		E
OPM 582	Case Studies in Service Operations Management	6	E	
OPM 591	Strategic Procurement	6	E	
OPM 550	International Course – Operations Management	x	x	x

**600er-Module**

<b>Modulnr.</b>	<b>Modulbezeichnung</b>	<b>ECTS</b>	<b>HWS</b>	<b>FSS</b>
OPM 601	Supply Chain Management	6		E
OPM 661	Business Analytics: Robust Planning in Stochastic Systems	6	E	
OPM 662	Business Analytics: Modeling and Optimization	6		E
OPM 682	Revenue Management	6		E
OPM 691	Supply Risk Management	4	E	
OPM 692	Advanced Procurement	6		E

**700er-Module**

<b>Modulnr.</b>	<b>Modulbezeichnung</b>	<b>ECTS</b>	<b>HWS</b>	<b>FSS</b>
OPM 701	Research Seminar Supply Chain Management (Prof. Dr. Moritz Fleischmann)	6	D/E	D/E
OPM 761	Research Seminar Production Management (Prof. Dr. Raik Stolletz)	6	E	E
OPM 781	Research Seminar Service Operations (Prof. Dr. Cornelia Schön)	6	D/E	D/E
OPM 791	Research Seminar Procurement (Prof. Dr. Christoph Bode)	6	E	
OPM 792	Applied Seminar Procurement (Prof. Dr. Christoph Bode)	6		D/E

**3.4. Business Research**

Module des Ph.D. Programms können erst nach erfolgreicher Bewerbung und Zulassung zum Kursprogramm „Business Research“ belegt werden und im Rahmen des Master-Studiums anerkannt werden. Modulbeschreibungen finden Sie im Modulkatalog der CDSB-Programme. Bitte beachten Sie, dass das Kursprogramm „Business Research“ zum HWS 2017 ausgelaufen ist und eine Bewerbung nicht mehr möglich ist.

**4. Wahlfach**

Informationen zu den einzelnen Veranstaltungen entnehmen Sie bitte den Beschreibungen im Teil II des Modulkatalogs

#### **5. Master-Arbeit**

Informationen zu den Voraussetzungen zur Master-Arbeit entnehmen Sie bitte den Detailbeschreibungen im Teil II des Modulkatalogs.

## Teil II: Detaillierte Informationen zu den Modulen

### 1. Methoden- und Schlüsselqualifikation

Bei den Modulen CC 501 und CC 504 handelt es sich um Pflichtveranstaltungen. Zusätzlich muss eines der beiden Module CC 502 und CC 503 belegt werden. Eine Belegung beider letztgenannten Module ist nicht möglich.

<b>Module: CC 501 Decision Analysis</b>		
<b>Contents:</b> In this course we discuss methods and concepts that were developed to support and improve rational decision making in various areas of application. We will cover decisions under certainty and risk (EUT), 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b>		
<b>Formal:</b> -		
<b>Recommended:</b> The lecture generally assumes basic knowledge in mathematics calculus, optimization and statistics (mean, variance, standard deviation).		
<b>Obligatory registration:</b> no		<b>Further information on registration:</b> -
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
Tutorium	2	
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Jun.-Prof. Dr. Danja Sonntag	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math.	



**Module: CC 502 Applied Econometrics****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:**

After completing the course, the 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:**

**Formal:** not taken CC 503

**Recommended:** Knowledge of introductory statistics at bachelor level

**Obligatory Registration:** no

**Further information on registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6

<b>Form of assessment</b>	Written exam (90 min.)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Sebastian Findeisen
<b>Duration of module</b>	1 semester
<b>Offering</b>	Fall semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 2, LG 5
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.

<b>Module: CC 503 Empirical Methods</b>		
<b>Contents:</b> Theoretical foundations of empirical research. Statistical foundations of empirical research (key summary statistics, important theoretical probability distributions, methodology of hypothesis testing 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.		
<b>Learning outcomes:</b> Participants understand the epistemological possibilities and limitations of empirical research in the domain of business administration. Participants are capable to describe 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 are able to properly interpret results from these methods.		
<b>Prerequisites:</b> <b>Formal:</b> not taken CC 502 <b>Recommended:</b> -		
<b>Obligatory registration:</b> no	<b>Further information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christina Schamp	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 2	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.A. K&W	

**Module: CC 504 Corporate Social Responsibility****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:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** no

**Further information on registration:** -

**Courses****Hours per week****Self-study**

Lecture

2

6

ECTS in total

4

**Form of assessment**

Written exam (60 min.)

**Preliminary course work**

-

**Lecturer/Person in charge**

Prof. Dr. Laura Marie Edinger-Schons

**Duration of module**

1 Semester

**Offering**

Fall semester and Spring semester

**Language**

English

**Program-specific educational goals**

LG 4, LG 5

**Grade**

graded

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.A. K&W

## 2. Business Economics

Die Module BE 510 und BE 511 sind Pflichtmodule.

<b>Module: BE 510 Business Economics I</b>		
<b>Contents:</b> In this module we will examine strategic behavior and efficiency in the context of business decisions from a microeconomic perspective. An important aim is to convey an understanding of how economists approach these issues and to introduce participants to some economic concepts that may be helpful in making sense of how businesses and other organizations operate. Using these concepts we will study the decision-making behavior of individuals, analyze incentive mechanisms within organizations and investigate the economics of bargaining and information.		
<b>Learning outcomes:</b> After completing the course, the students will have <ul style="list-style-type: none"> <li>the ability to apply economic reasoning in the context of economic organizations,</li> <li>an understanding of model-based analytical methods and arguments in managerial and personnel economics,</li> <li>familiarity with relevant economic and game-theoretical concepts under both full and incomplete information.</li> </ul>		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Knowledge of introductory microeconomics at bachelor level		
<b>Obligatory Registration:</b> no	<b>Further information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Henrik Orzen	
<b>Duration of module</b>	1 semester. Both the lecture and the exercise class will be held in two parallel, identical streams to allow smaller class sizes.	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

**Module: BE 511 Business Economics II****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:**

After completing the course, the students will have

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

**Prerequisites:**

**Formal:** -

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

**Obligatory Registration:** no

**Further information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Zohal Hessami	
<b>Duration of module</b>	1 semester. Both the lecture and the exercise class will be held in two parallel, identical streams to allow smaller class sizes.	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

### 3. Betriebswirtschaftslehre

Im Folgenden finden Sie das Modulangebot der betriebswirtschaftlichen Areas der Fakultät. Hier können Sie im Rahmen der Prüfungsordnung und unter Rücksicht auf die jeweiligen Modulvoraussetzungen frei wählen, welche Module Sie belegen. In der Regel werden in den 500er-Modulen eher grundlegendere Inhalte vermittelt, während 600er-Module häufig bereits auf einem gewissen Grundwissen aufbauen (Näheres entnehmen Sie bitte den Modulbeschreibungen). 700er-Module bezeichnen Seminare und stehen daher in direktem Bezug zur Master-Arbeit.

#### 3.1. Area „Accounting and Taxation“

<b>Modul: ACC 510 Jahresabschluss</b>		
<b>Lerninhalte:</b> Nach einem Überblick über Begriff und System der Grundsätze ordnungsmäßiger Bilanzierung (GoB) werden zunächst die Aktivierungsnormen für den Jahresabschluss systematisch und beispielhaft erarbeitet. Dazu zählen insbesondere die Definition von (immateriellen) Vermögensgegenständen und deren Zurechnung, die Gewinnrealisierung sowie aktive Rechnungsabgrenzungsposten. Anschließend werden Passivierungsgrundsätze zum Verbindlichkeitsbegriff, Passivierungszeitpunkt und zu Drohverlustrückstellungen sowie passiven Rechnungsabgrenzungsposten diskutiert. Zuletzt werden die Bewertungsnormen mit einem Fokus auf die Anschaffungs- und Herstellungskosten, die Bewertung von Schulden, die Absetzung für Abnutzung und den Teilwert thematisiert.		
<b>Lern- und Qualifikationsziele:</b> Die Studierenden erlangen detailliertes Wissen bezüglich der Aktivierungs-, Passivierungs- und Bewertungsnormen nach handelsrechtlichen GoB. Die Studierenden sind in der Lage die Bilanzierungsvorschriften darzustellen, aus bilanztheoretischer Sicht einzuordnen und kritisch zu würdigen. Außerdem können die Kursteilnehmer auch komplexere Bilanzierungssachverhalte durch Bezug zu kodifizierten Normen, der einschlägigen Rechtsprechung und einem breiten Literaturspektrum subsumieren und einer Lösung zuführen. Die vorgestellten Prinzipien werden in der Übung anhand von Fallstudien diskutiert und gewürdigt. Dabei erwerben die Studierenden durch das Erarbeiten und Präsentieren von Lösungen in Gruppenarbeit die Fähigkeit, Probleme zu identifizieren, zu analysieren und sie in strukturierter und verständlicher Form vorzustellen. Durch die Präsentation werden Kompetenzen wie Teamwork und Leadership gestärkt.		
<b>Voraussetzungen:</b> <b>Formal:</b> keine Belegung von ACC 512 <b>Inhaltlich:</b> Bachelor-Kenntnisse in externem Rechnungswesen		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Portal2	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	6
Praxis-Fallstudien	2	2
Übung	2	2

ECTS Modul insgesamt		8
<b>Prüfungsform und –umfang</b>	Bearbeitung und Präsentation einer Fallstudie (25%), Schriftliche Klausur (90 Minuten, 75%)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Jens Wüstemann (Vorlesung) / NN (Fallstudien)	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.Sc. VWL, LL.M.	

**Module: ACC 520 IFRS Accounting and Capital Markets****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:**

**Formal:** not taken ACC 515

**Recommended:** Bachelor-level knowledge of financial accounting

**Obligatory registration:** no

**Further Information on registration:**

Courses	Hours per week	Self-study
Lecture	2	6
Case Studies	2	2
Exercise Session	2	2

ECTS in total 8

<b>Form of assessment</b>	Case study presentation (25%) and written exam (90 minutes, 75%)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Jannis Bischof, Prof. Dr. Jens Wüstemann (Lecture), Dr. Ulrich Störk (Case Studies)
<b>Duration of module</b>	1 semester
<b>Offering</b>	Fall semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.



**Module: ACC 530 Group Accounting****Contents:**

The course 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.

**Learning outcomes:**

Students know the regulations for group accounting. Based on these regulations, students are able to prepare consolidated financial statements. They learn how consolidation methods impact the consolidated financial statement and are able to interpret group reports.

**Prerequisites:**

**Formal:** not taken ACC 511

**Recommended:** Bachelor-level knowledge of financial accounting

**Obligatory registration:** no

**Further Information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise Session	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 minutes) or oral exam	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Dirk Simons	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

**Module: ACC 540 Financial Statement Analysis & Equity Valuation****Contents:**

This course teaches financial statement analysis methods in the context of company valuation. The first part covers the derivation of inputs into valuation models and the tools for financial statements analyses (accounting analysis, ratio analysis, analysis of narratives). Using this knowledge, techniques for a consistent identification of free cash flows and abnormal earnings from integrated financial statements (financial modelling and business planning) as well as the derivation of required rates of returns from capital market-based data are discussed.

In the second part, relevant 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, the class focuses on applications of fundamental analysis and valuation methods for equity investments and in M&A (purchase price allocation and the valuation of intangible assets).

**Learning outcomes:**

The students should get an in-depth understanding of the conceptual approaches and methods available for analyzing financial statements, preparing internally pro-forma financial statements and their application for valuing 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.

**Prerequisites:**

**Formal:** not taken ACC 532

**Recommended:** Bachelor-level knowledge of financial accounting and finance

**Obligatory registration:** no

**Further Information on registration:**

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise Session	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 minutes)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Holger Daske	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

**Module: ACC 560 Managerial Accounting (no offering in spring 2020!)****Contents:**

Managerial accounting refers to the preparation and use of information for internal planning, control, coordination, and performance evaluation purposes. This orientation contrasts with financial accounting where the focus is on accounting disclosures to parties external to the firm. The first part of the course covers cost accounting, specifically issues involved in the design of an internal cost accounting system, and the role of accounting information in decision making. Included in this are discussions of relevant costs, inter-departmental allocations, and activity-based management in manufacturing and service firms.

The remaining part of the course will emphasize the role of internal accounting systems in evaluating the performance of individual business segments and divisions of the firm. Included in this part are topics related to the choice of internal pricing methods for transferring goods and services across divisions of the firm and the use of financial metrics for assessing the profitability of these divisions.

**Learning outcomes:**

Students will become familiar with advanced issues in cost accounting and understand the role of cost accounting information in managerial decision making. Students will also develop a thorough understanding of performance measurement systems.

**Prerequisites:**

**Formal:** -

**Recommended:** Bachelor-level knowledge of cost accounting

**Obligatory registration:** no

**Further Information on registration:**

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise Session	2	2
ECTS in total		6

<b>Form of assessment</b>	Case study presentation (25%) and written exam (90 minutes, 75%)
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<b>Preliminary course work</b>	-
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<b>Lecturer/Person in charge</b>	Prof. Dr. Stefan Reichelstein
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<b>Duration of module</b>	1 semester
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<b>Offering</b>	Spring semester
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<b>Language</b>	English
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<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5
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<b>Grade</b>	graded
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<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.
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## Modul: TAX 520 Besteuerung der Unternehmen

### Lerninhalte:

- Grundlagen der laufenden und aperiodischen Besteuerung deutscher Unternehmen in Abhängigkeit von der Rechtsform.
- Berechnung der Steuerbelastung verschiedener Rechtsformen einschließlich Kombinationen klassischer Rechtsformen (z.B. GmbH & Co. KG, Betriebsaufspaltung)
- Herausarbeitung der Determinanten der Steuerbelastung von Unternehmen

### Lern- und Qualifikationsziele:

Die Teilnehmer lernen die Besteuerung deutscher Unternehmen unterschiedlicher Rechtsformen kennen.

Die Teilnehmer sollen die Steuerbelastung der Gewinne und Leistungsvergütungen in Abhängigkeit von der Rechtsform ermitteln können.

Darüber hinaus sollen die Teilnehmer in der Lage sein, Aussagen zur steueroptimalen Rechtsformwahl zu treffen.

### Voraussetzungen:

**Formal:** -

**Inhaltlich:** Grundkenntnisse der Unternehmensbesteuerung

**Anmeldepflicht:** nein

**Weitere Infos zur Anmeldung:** -

### Lehrveranstaltungen und -form

#### Präsenzstudium

#### Selbststudium

Vorlesung

2

6

Übung / Fallstudien

2

2

ECTS Modul insgesamt

6

### Prüfungsform und -umfang

70 % Schriftliche Klausur (90 min),  
30 % Fallstudien und Präsentation

### Vorleistungen

-

### Dozent(en)/Modulverantwortlicher

Prof. Dr. Christoph Spengel

### Dauer des Moduls

1 Semester

### Angebotsturnus

HWS

### Sprache

Deutsch

### Programmspezifische Lernziele

LG 1, LG 3, LG 5

### Note

benotet

### Verwendbarkeit

M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.A.  
K&W, M.Sc. VWL, LL.M.

**Modul: TAX 521 Fallstudien zur Besteuerung der Unternehmen****Lerninhalte:**

- Steuerplanung bei Personengesellschaften,
- Steuerplanung bei Kapitalgesellschaften,
- Grunderwerbsteuer,
- Umwandlungen und Umstrukturierungen,
- Unternehmenskäufe.

**Lern- und Qualifikationsziele:**

Die Teilnehmer vertiefen Einzelnormen, welche im Rahmen der laufenden Besteuerung von Personen- und Kapitalgesellschaften in Bezug auf die Steuergestaltung besondere Bedeutung haben.

Die Teilnehmer sollen lernen, wirtschaftliche Gestaltungen steuerlich zu optimieren. Besonderes Gewicht der Veranstaltung liegt auf Unternehmensumstrukturierungen und dem Erarbeiten steuereffizienter Gestaltungen.

**Voraussetzungen:**

**Formal:** -

**Inhaltlich:** Grundkenntnisse der Unternehmensbesteuerung

<b>Anmeldepflicht:</b> nein	<b>Weitere Infos zur Anmeldung: -</b>	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	6
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Schriftliche Klausur (45 Min.)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Matthias Rogall (Dozent) / Prof. Dr. Philipp Dörrenberg (Modulverantwortlicher)	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt. Inf., LL.M., M.Sc. VWL	

## Modul: TAX 530 Taxation of Businesses and Individuals

### 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:

**Formal:** -

**Recommended:** Basic knowledge of financial accounting

**Obligatory Registration:** no

**Further information on registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise	2	2
ECTS in total	6	
<b>Form of Assessment</b>	70 % written exam (90 min.), 30 % individual assignment and group presentation	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christoph Spengel	
<b>Duration of module</b>	1 semester	
<b>Frequency</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of Application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Wirt. Inf., LL.M., M.Sc. Econ.	

<b>Modul: ACC/TAX 550 International Course – Accounting and Taxation</b>			
<b>Lerninhalte:</b> vom belegten Kurs abhängig			
<b>Lern- und Qualifikationsziele:</b> vom belegten Kurs abhängig			
<b>Voraussetzungen:</b>			
<b>Formal:</b> Das Niveau des Kurses entspricht dem Niveau eines üblichen Mannheimer Master-Kurses (mindestens 500er Level).			
<b>Inhaltlich:</b> Der Kurs stellt eine sinnvolle Ergänzung des Mannheimer Curriculums dar.			
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
International Course – Accounting and Taxation	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul
ECTS Modul insgesamt			abhängig vom ausländischen Modul
<b>Prüfungsform und -umfang</b>	Präsentation/ Hausarbeit/ Klausur/ mündliche Prüfung => kann variieren, eine Note <b>muss</b> ausgewiesen werden		
<b>Dozent(en)/Modulverantwortlicher</b>	Dozent an der Gastuniversität, Prüfung der Wertigkeit in Mannheim durch jeweilige Area (Learning Agreement)		
<b>Dauer des Moduls</b>	1 Semester		
<b>Angebotsturnus</b>	HWS und FSS		
<b>Sprache</b>	vorzugsweise Englisch, andere Sprachen möglich soweit Inhalt und Niveau für Mannheimer Lehrstuhl überprüfbar		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, ggf. auch andere Studiengänge, wenn mit Prüfungsordnung vereinbar; ausschließlich während eines Gaststudiums im Ausland belegbar		

**Module: ACC 620 Accounting for Financial Instruments and Financial Institutions****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 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.

**Prerequisites:**

**Formal:** Spring semester 2020: -  
From spring semester 2021: ACC520 or (ACC 5XX and ACC 5XX)

**Recommended:** -

<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise Session	2	2
ECTS in total	6	
<b>Form of assessment</b>	Written exam (90 minutes)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Holger Daske	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	



<b>Modul: ACC 626 Transaction Accounting</b>		
<b>Lerninhalte:</b> 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.		
<b>Lern- und Qualifikationsziele:</b> 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.		
<b>Voraussetzungen:</b> <b>Formal:</b> ACC 511 <u>oder</u> ACC 520 <u>oder</u> ACC 530 <u>oder</u> (ACC 5XX <u>und</u> ACC 5XX) <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> nein	<b>Weitere Infos zur Anmeldung:</b>	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	6
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Schriftliche Klausur (45 Minuten)	
<b>Vorleistungen</b>		
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Peter Wollmert	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3	
<b>Note</b>	Benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.Sc. VWL, LL.M.	

**Module: ACC 628 Selected Issues in IFRS Accounting****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:**

**Formal:** Fall semester 2019: not taken ACC 573  
From fall semester 2020: ACC 520 or (ACC 5XX and ACC 5XX), not taken ACC 573

**Recommended:** -

<b>Obligatory registration:</b> no	<b>Further Information on registration:</b>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total	4	
<b>Form of assessment</b>	Written exam (45 minutes)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Peter Wollmert	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ., LL.M.	

**Modul: ACC 632 Konzernrechnungslegungspraxis****Lerninhalte:**

Die Veranstaltung ergänzt die Konzernrechnungslegung um praxisrelevante Fragestellungen. Eingangs erfolgt eine Darstellung und Diskussion der Rechnungslegung in Umwandlungsfällen, insbesondere der Verschmelzung, nach dem Umwandlungsrecht. Daran schließen sich ausgewählte Einzelfragen zur Kapitalkonsolidierung nach HGB / DRS / IFRS an, so z.B. die Berücksichtigung latenter Steuern im Rahmen der Kaufpreisallokation, des Goodwill Impairment Tests, der Kapitalkonsolidierung im mehrstufigen Konzern und der Kapitalkonsolidierung bei Kapitaländerungen beim Tochterunternehmen. Des Weiteren werden an Beispielen die einzelnen Phasen der Kapitalkonsolidierung, namentlich der Erst-, Folge-, Ent- und Übergangskonsolidierung erarbeitet. Ergänzt wird die Veranstaltung um besonders aktuelle Fragestellungen.

**Lern- und Qualifikationsziele:**

Die Studierenden lernen konkrete Praxisfragen zur und aktuelle Entwicklungen in der Konzernrechnungslegung kennen. Ziel ist, ein systematisches Verständnis der Konzernrechnungslegung zu entwickeln. Darüber hinaus lernen die Studierenden, verschiedene Rechnungslegungssysteme vergleichend zu beurteilen.

**Voraussetzungen:**

**Formal:** HWS 2019: keine Belegung von ACC 513

Ab FSS 2020: ACC 530 oder (ACC 5XX und ACC 5XX), keine Belegung von ACC 513

**Inhaltlich:** -

**Anmeldepflicht:** nein

**Weitere Infos zur Anmeldung:****Lehrveranstaltungen und -form****Präsenzstudium****Selbststudium**

Vorlesung

2

6

ECTS Modul insgesamt

4

**Prüfungsform und -umfang**

Schriftliche Klausur (45 Minuten) oder mündliche Prüfung

**Vorleistungen****Dozent(en)/Modulverantwortlicher**

Prof. Dr. Peter Oser, Prof. Dr. Dirk Simons

**Dauer des Moduls**

1 Semester

**Angebotsturnus**

HWS und FSS

**Sprache**

Deutsch

**Programmspezifische Lernziele**

LG 1

**Note**

Benotet

**Verwendbarkeit**

M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.A. K&W, M.Sc. VWL, LL.M.

<b>Modul: ACC 641 Unternehmensbewertungspraxis</b>		
<b>Lerninhalte:</b> Im Rahmen dieser gemeinsam mit KPMG angebotenen Veranstaltung wird von vier Gruppen (à drei bis vier Personen) der Veräußerungsprozess eines Unternehmens simuliert. Die Gruppen repräsentieren dabei jeweils ein Beraterteam eines am Erwerb dieses Unternehmens interessierten Bieters und sollen im Wettbewerb gegeneinander das beste Gesamtkonzept (Preis + Zusagen) entwickeln. Der Fall basiert auf tatsächlichen Unternehmensdaten, sodass den Studierenden Einsicht in Originalunterlagen gewährt werden kann.		
<b>Lern- und Qualifikationsziele:</b> Ziel der Veranstaltung ist es, den Teilnehmern den Ablauf eines M&A-Prozesses näher zu bringen und ein praktisches Anwendungsszenario für eine projektbezogene Unternehmensbewertung zu bieten. Die Veranstaltung ist modular aufgebaut.		
<b>Voraussetzungen:</b> <b>Formal:</b> HWS 2019: keine Belegung ACC 624 ab HWS 2020: ACC 540 <u>oder</u> (ACC 5XX <u>und</u> ACC 5XX), keine Belegung von ACC 624 <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	10
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Schriftliches Abschlussdokument (Gruppenarbeit) und mündliche Leistung	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Dr. Steffen Wagner	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS (nur bei mindestens 9 Anmeldungen)	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt. Inf., M.Sc. VWL, LL.M.	

**Module: ACC 663 Value-based Risk Controlling and Management in Banking****Contents:**

We will outline the characteristics of relevant capital markets participants with a special focus on credit institutions and their regulators. Accordingly, the specific business models of banks will be described and we will show how those models are reflected in a controlling and accounting perspective. In parallel we will look at their value and profit levers.

Thereafter, we will take a look at the concepts of bank capital (equity, economic capital, regulatory capital) and analyze them with regard to value based management. Thereby we will explain the relevant risks for banks, e. g. credit risk, market risk and liquidity risk. To this end, we will also use various case studies.

Finally, we will investigate the relevance of earnings management for value based bank steering and show how early warning indicators can be accounted for and interpreted.

**Learning outcomes:**

Course participants will be able to differentiate between bank business models and understand their main determinants. Moreover, participants will be able to describe major risks and how to deal with them in the context of value based management and risk controlling.

**Prerequisites:**

**Formal:** Fall semester 2019: not taken ACC 635  
From fall semester 2020: ACC 560 or (ACC 5XX and ACC 5XX), not taken ACC 635

**Recommended:** -

**Obligatory registration:** no

**Further Information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (45 minutes)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Wilhelm Schmundt, Prof. Dr. Jannis Bischof	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

**Module: ACC 664 Case Studies on Value-based Risk Controlling and Management in Banking**

**Contents:**

In the first part, we will outline the characteristics of relevant capital markets participants with a special focus on credit institutions and their regulators. Accordingly, the specific business models of banks will be described and we will show how those models are reflected in a controlling and accounting perspective. In parallel we will look at their value and profit levers. Thereafter we will take a look at the concepts of bank capital (equity, economic capital, regulatory capital) and analyze them with regard to value based management. Thereby we will deepen the understanding of the relevant risks for banks, e.g. credit risk, market risk and liquidity risk.

For the second part, the students will prepare and present case studies. The cases are mainly related to the events of the recent financial market crisis and should sharpen the understanding of interdependencies in the context of how to measure and account for risks and how they can be proactively managed in an overall strategic context. Therefore, various case studies will be used.

**Learning outcomes:**

Course participants will be able to differentiate between bank business models and know their main determinants. They will be able to interpret practice cases and understand the implications for risk controlling and management in banking. They will also be able to present their findings on selected practice cases.

**Prerequisites:**

**Formal:** ACC 5XX, not taken ACC 636

**Recommended:** -

<b>Obligatory registration:</b> no	<b>Further Information on registration:</b>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total	4	
<b>Form of assessment</b>	Case study solution and presentation	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Wilhelm Schmundt, Prof. Dr. Jannis Bischof	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5	
<b>Grade</b>	Graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

**Module: ACC 665 Business Opportunities in the Clean Energy Transition (no offering in spring 2020!)**

**Contents:**

This course examines business models and opportunities related to clean energy, specifically to decarbonized energy. We examine emerging trends in the context of technological change, business fundamentals and the parameters set by public policy.

Specific topics to be examined include: (i) Carbon Emissions and the Clean Energy Transition, (ii) Modeling Cost Competitiveness of Alternative Energy Technologies, (iii) the Momentum of Renewable Energy, (iv) Integration of Renewable Energy Sources, (v) Energy Storage and (vi) Sustainable Transportation.

**Learning outcomes:**

Participants will understand the lecture materials, assigned readings and case studies examined as part of this course.

**Prerequisites:**

**Formal:** not taken ACC 574

**Recommended:** -

<b>Obligatory registration:</b> no	<b>Further Information on registration:</b>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total	6	
<b>Form of assessment</b>	Term paper (40%), oral participation (30%), case study solutions (30%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Stefan Reichelstein	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester (no offering in spring 2020!)	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

<b>Module: ACC 670 Audit Theory</b>		
<b>Contents:</b> The course analyzes the market structure of the audit market as well as the auditor-client relationship. Audit theory can be interpreted as part of corporate governance theory where one special player in the governance system, the auditor, is analyzed. The analysis is based on theoretical models. The regulatory framework is evaluated by means of game theory.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> Fall semester 2019: not taken ACC 671 From fall semester 2020: ACC 5XX, not taken ACC 671 <b>Recommended:</b> Preparation of the literature that will be provided for self-study		
<b>Obligatory registration:</b> no	<b>Further Information on registration:</b>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise Session	1	3
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 minutes) or oral exam	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Dirk Simons	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	



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

**Formal:** From spring semester 2021: ACC 5XX and ACC 5XX, not taken ACC 627

**Recommended:** -

**Obligatory registration:** yes

**Further Information on registration:**

Website of the Chair

**Courses**

**Hours per week**

**Self-study**

Lecture

2

10

ECTS in total

6

**Form of assessment**

Written consulting report (50%) and in-class presentation (50%)

**Preliminary course work**

**Lecturer/Person in charge**

Gero Wiechens, Prof. Dr. Jens Wüstemann

**Duration of module**

1 semester

**Offering**

Spring semester

**Language**

English

**Program-specific educational goals**

LG 1, LG 3

**Grade**

graded

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.

<b>Module: ACC 680 Disclosure Theory</b>		
<b>Contents:</b> 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 what shapes firms' reporting decisions.		
<b>Learning outcomes:</b> Students are able to assess and discuss the setting, basic assumptions, and mechanisms of disclosure models. Students are able to formulate and defend constructive criticism of disclosure models.		
<b>Prerequisites:</b> <b>Formal:</b> ACC 5XX, not taken ACC 675 <b>Recommended:</b> Basic knowledge in game theory		
<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total		6
<b>Form of assessment</b>	Written Report (50%), Presentation (50%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Dirk Simons	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

<b>Modul: TAX 611 Fallstudien zur internationalen Unternehmensbesteuerung</b>		
<b>Lerninhalte:</b> <ul style="list-style-type: none"> <li>• Grundprinzipien des internationalen Steuerrechts,</li> <li>• Besteuerung von Inlandstätigkeiten von Ausländern (Inbound-Investitionen)</li> <li>• Besteuerung von deutschen Auslandsinvestitionen (Outbound-Investitionen)</li> <li>• Spezialfragen in multinationalen Unternehmen</li> <li>• Neue Tendenzen im internationalen Steuerrecht – Hinweise zur Unternehmenssteuerreform und aktuellen Gestaltungen.</li> </ul>		
<b>Lern- und Qualifikationsziele:</b> Die Teilnehmer erkennen die Bedeutung internationaler Steuerplanung für ein multinationales Unternehmen (Nutzung von Steuerchancen, Minimierung von Steuerrisiko, Verbesserung der Gesamtsteuerposition). Die Teilnehmer üben anhand von Fallstudien die Anwendung in- und ausländischer Besteuerungsregeln und können Interdependenzen der Steuerwirkungen sowie deren Verhältnis zu nicht steuerlichen Einflussfaktoren beurteilen Die Teilnehmer lernen einen pro-aktiven Umgang mit dem grenzüberschreitenden Steuerrecht.		
<b>Voraussetzungen:</b>		
<b>Formal:</b> -		
<b>Inhaltlich:</b> Kenntnisse aus Modul TAX 520 <u>oder</u> Modul TAX 530		
<b>Anmeldepflicht:</b> nein	<b>Weitere Infos zur Anmeldung:</b> -	
<b>Lehrveranstaltungen</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	6
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Schriftliche Klausur (45 Min.)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Stefan Brunsbach (Dozent) / Prof. Dr. Christoph Spengel (Modulverantwortlicher)	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt. Inf., LL.M., M.Sc. VWL	

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

Students are provided an overview of the most important methods and approaches for applied empirical research and gain practical experience in conducting an empirical analysis. One part of the course teaches the most important methods 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.

The other 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 (Stata) and to the access and analysis of large data sets (in particular firm databases sets such as Amadeus or Compustat). This part of the lecture will also use examples from research in the field of taxation.

To receive a grade, students are required to write a short term-paper which presents the results from their independently conducted empirical analysis (either an own research idea or a replication) and/or they are asked to present the results from their own empirical analysis in class.

**Learning outcomes:**

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

**Prerequisites:**

**Formal:** -

**Recommended:** Introductory classes on statistics and/or econometrics at Bachelor level.

<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	4	8
ECTS in total	6	
<b>Form of assessment</b>	Term paper based on own research project and/or presentation in class	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Philipp Dörrenberg / Prof. Dr. Johannes Voget	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 4, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M	

<b>Modul: TAX 630 International Business Taxation</b>		
<b>Contents:</b> <ul style="list-style-type: none"> <li>• Basics of international business taxation,</li> <li>• taxation of inbound investments,</li> <li>• taxation of outbound investments,</li> <li>• transfer pricing,</li> <li>• cross-border reorganizations.</li> </ul>		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Knowledge of contents of TAX 520 <u>or</u> Module TAX 530		
<b>Obligatory Registration:</b> no		<b>Further information on registration:</b> -
<b>Courses</b>	<b>Hours per week</b>	<b>Selbststudium</b>
Lecture International Business Taxation	2	6
Exercise class International Business Taxation	2	2
ECTS in total		6
<b>Form of assessment</b>	70 % written exam (90 min.), 30 % individual assignment and group presentation	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christoph Spengel	
<b>Duration of module</b>	1 semester	
<b>Frequency</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	

**Modul: TAX 631 Internationale Konzernbesteuerung****Lerninhalte:**

- Besteuerung von international tätigen, integrierten Konzernen, insb. Ertragsbesteuerung (u.a. Abzugsbeschränkungen, Steuerermäßigungen), Verrechnungspreise, Betriebsstättenbesteuerung, Quellensteuern, Hinzurechnungsbesteuerung, Umsatzsteuer
- Implikationen von aktuellen Trends international tätiger Konzerne auf deren Besteuerung (u.a. Aufbau von Management-Holdings sowie Zentralisierung von Funktionen, Dienstleistungen und IP)

**Lern- und Qualifikationsziele:**

Die Teilnehmer erlernen bedeutende Grundlagen der Besteuerung von international tätigen Konzernen. Dabei wird theoretisches Steuerwissen angewendet und anhand von authentischen Problemen in praktisches Steuerwissen überführt. Die Teilnehmer können die Wirkung von relevanten Steuerregelungen auf Entscheidungen internationaler Konzerne und deren Wechselwirkungen beurteilen.

Die Lerninhalte werden den Teilnehmern problemorientiert und über das Auflösen von authentisch konstruierten Problemen in Kleingruppen vermittelt.

**Voraussetzungen:**

**Formal:** -

**Inhaltlich:** Kenntnisse aus dem Modul TAX 520, TAX 530 oder TAX 630

**Anmeldepflicht:** nein

**Weitere Infos zur Anmeldung:** -

**Lehrveranstaltungen und -form**

**Präsenzstudium**

**Selbststudium**

Vorlesung / Übung

2

6

ECTS Modul insgesamt

4

**Prüfungsform und -umfang**

Schriftliche Klausur (45 min.)

**Vorleistungen**

-

**Dozent(en)/Modulverantwortlicher**

Dr. Sven-Eric Bärsch (Dozent) /  
Prof. Dr. Christoph Spengel (Modulverantwortlicher)

**Dauer des Moduls**

1 Semester

**Angebotsturnus**

FSS

**Sprache**

Deutsch

**Programmspezifische Lernziele**

LG 1, LG 3, LG 5

**Note**

benotet

**Verwendbarkeit**

M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.Sc. VWL, LL.M.

**Module: TAX 660 Tax Planning: The Role of Taxes for Business Decisions****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, compensation, 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.

The course will be based on parts of 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, 6th edition.

**Learning outcomes:**

By the end of the course, students understand how taxes affect business decisions.

**Prerequisites:**

**Formal:** -

**Recommended:** Introductory courses in business taxation are advantageous.

**Obligatory registration:** no

**Further Information on registration:** -

Courses	Hours per week	Self-study
Lecture	4	8
ECTS in total		6

<b>Form of assessment</b>	Written exam (90 min.)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Philipp Dörrenberg
<b>Duration of module</b>	1 semester
<b>Offering</b>	Fall semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.

**Module: TAX 661 Case Studies in International Tax Planning****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 „Zinsschranke“ (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 szenarios. 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:**

**Formal:** -

**Recommended:** Knowledge of contents of Module TAX 630

<b>Obligatory registration:</b> no	<b>Further information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total	4	
<b>Form of Assessment</b>	Written exam (45 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Michael Schaden (lecturer) / Prof. Dr. Christoph Spengel (person in charge)	
<b>Duration of module</b>	1 semester	
<b>Frequency</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of Application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ.	



<b>Module: ACC 750 Accounting Seminar</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> Fall semester 2019: - Spring semester 2020: ACC XXX From fall semester 2020: ACC 5XX <u>and</u> ACC XXX <b>Recommended:</b> Profound knowledge in accounting and a general interest in scientific accounting research		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> Website of the Chair and the Area	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Written seminar thesis (60%) and in-class presentation (40%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Jannis Bischof / Prof. Dr. Holger Daske / Prof. Dr. Dirk Simons / Prof. Dr. Jens Wüstemann	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester / Fall semester, the responsible lecturers will be announced in advance on the websites of the Area Accounting & Taxation	
<b>Language</b>	English (or German, depends on the chair)	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

**Module: ACC 760 Seminar in Management Accounting****Contents:**

This seminar focuses on topics in management accounting. These topics include:

1. Activity Based Costing: Theory and Implementation
2. Life-Cycle Product Costing: Conceptual Development and Use in Practice
3. Internal Pricing in Multi-Segment Firms
4. Transfer Pricing in Multinational Firms: Managerial- and Tax Considerations
5. Divisional Measures of Managerial Performance
6. The Use of "Economic Profit Plans" for Managerial Performance Measurement and Compensation Purposes
7. The Use of Bonus Pools in Managerial Compensation
8. Incentive Provisions for Pricing in Regulated Industries
9. Accounting for Sustainability Activities
10. The Balanced Scorecard: Theory and Practice

The analysis of these topics involves a comprehensive review of the accounting literature. In preparing the seminar, the participants write a seminar paper. In addition, the participants will present and discuss the key results of their findings as part of the seminar.

**Learning outcomes:**

Participants get acquainted with management accounting concepts in both theory and practice. They develop managerial skills that are essential to address fundamental tools in management accounting. They will also be able to structure a seminar paper and become experienced in academic writing.

**Prerequisites:**

**Formal:** at least one financial or managerial accounting course (Master- or Bachelor level)

**Recommended:** basic knowledge in accounting and a general interest in management accounting.

**Obligatory registration:** yes

**Further Information on the registration:**

[www.uni-mannheim.de/mises](http://www.uni-mannheim.de/mises)

**Courses**

**Hours per week**

**Self-study**

[Seminar]

2

10

ECTS in total

6

**Form of assessment**

Written seminar thesis (70%, 15 pages +/- 10%) and in-class presentation (30%)

**Preliminary course work**

-

**Lecturer/Person in charge**

Gunther Glenk / Nikolas Wölfling / Stefan Reichelstein

**Duration of module**

see [www.uni-mannheim.de/mises](http://www.uni-mannheim.de/mises) and Portal2 for Course dates

**Offering**

Spring term

**Language**

English

**Learning Goals**

LG 1, LG 2, LG 5

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.

<b>Modul: TAX 730 Seminar in Betriebswirtschaftlicher Steuerlehre</b>		
<b>Lerninhalte:</b> Das Seminar behandelt eingehend übergreifende Fragestellungen		
<b>Lern- und Qualifikationsziele:</b> Die Teilnehmer schreiben eine Seminararbeit und stellen diese Arbeit im Seminar zur Diskussion. Mit der Seminararbeit sollen die Teilnehmer eine eigenständige wissenschaftliche Leistung durch die Bearbeitung einer Fragestellung aus dem Bereich der Betriebswirtschaftlichen Steuerlehre erbringen. Die Seminararbeit bereitet auf die Übernahmen einer Masterarbeit im Fach Betriebswirtschaftliche Steuerlehre vor.		
<b>Voraussetzungen:</b> <b>Formal:</b> Insgesamt 2 Module aus dem 500er und/oder 600er Bereich der Area Accounting & Taxation <b>Inhaltlich:</b> Kenntnisse der (internationalen) Unternehmensbesteuerung		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar	2	10
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	70 % Seminararbeit (15 Seiten), 30 % Präsentation der Seminararbeit	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Christoph Spengel & Prof. Dr. Dörrenberg	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS und FSS	
<b>Sprache</b>	Deutsch oder Englisch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 2, LG 4	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd	

### 3.2. Area „Banking, Finance, and Insurance“

<b>Module: FIN 500 Investments</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> The course requires basic knowledge in mathematics (optimization, elementary matrix algebra) and statistics (expected value, variances, covariances, correlation, t-tests). Students should have successfully attended the courses Finanzwirtschaft I and II in the Mannheim Bachelor program (or similar courses).		
<b>Obligatory Registration:</b> no	<b>Further information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total	6	
<b>Form of assessment</b>	Written exam (closed book, 60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Erik Theissen	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	HWS	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Wirt. Math., M.Sc. Econ.	

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

**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:**

**Formal:**

-

**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.

<b>Obligatory registration:</b> no	<b>Further Information on the registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	8
ECTS in total	5	
<b>Form of assessment</b>	Written exam	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Ernst Maug, Ph.D.	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

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

**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 (FIN540) 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:**

**Formal:** 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.

**Obligatory registration:** yes

**Further Information on the registration:**

Website of the chair, "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Case seminar	1	7
Exercise sessions (Excel)	1	1
ECTS in total		5
<b>Form of assessment</b>	Case write-ups (75%), class participation in case discussions (25%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Ernst Maug, Ph.D	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	

<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

**Modul: FIN 560 Risikomanagement von Versicherungsunternehmen****Lerninhalte:**

Gegenstand der Veranstaltung sind die Grundlagen des Managements der Risiken, die Versicherungsunternehmen (sowohl im Bereich der Schaden- als auch der Personenversicherung) im Rahmen ihrer Geschäftsaktivitäten übernehmen.

**Lern- und Qualifikationsziele:**

Nach Absolvierung dieser Veranstaltung sind die Teilnehmer in der Lage, Versicherungsrisiken im Bereich der Schaden- und der Personenversicherung zu quantifizieren. Sie kennen die wesentlichen Elemente des risikopolitischen Instrumentariums (Prämien- und Tarifikalkulation, Solvabilität, versicherungstechnische Rückstellungen, Rückversicherung, risikoadjustiertes Performancemanagement) und sind in der Lage, die damit verbundenen grundlegenden Methoden anzuwenden.

**Voraussetzungen:**

**Formal:** -

**Inhaltlich:** Die Veranstaltung ist quantitativ orientiert und setzt Grundlagen der Wahrscheinlichkeitsrechnung/Statistik sowie Grundlagen der Finanzmathematik bzw. Investitionsrechnung voraus.

**Anmeldepflicht:** nein

**Weitere Infos zur Anmeldung:** -

**Lehrveranstaltungen und -form****Präsenzstudium****Selbststudium**

Vorlesung

3

9

Übung

1

3

ECTS Modul insgesamt

8

**Prüfungsform und -umfang**

Schriftliche Klausur (90 Min.)

**Vorleistungen**

-

**Dozent(en)/Modulverantwortlicher**

Prof. Dr. Peter Albrecht

**Dauer des Moduls**

1 Semester

**Angebotsturnus**

FSS (einmaliges Angebot im FSS 20, danach wieder regulär im HWS)

**Sprache**

Deutsch

**Programmspezifische Lernziele**

LG 1

**Note**

benotet

**Verwendbarkeit**

M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt. Inf., M.Sc. Wirt. Math., M.Sc. VWL



<b>Modul: FIN 561 Investmentmanagement von Versicherungsunternehmen</b>		
<b>Lerninhalte:</b> Gegenstand der Veranstaltung sind die Grundlagen der Kapitalanlageregulierung, des Asset/Liability-Managements sowie des Managements der Kapitalanlagerisiken von Versicherungsunternehmen.		
<b>Lern- und Qualifikationsziele:</b> Nach Absolvierung der Veranstaltung kennen die Teilnehmer die wesentlichen Elemente der Regulierung der Kapitalanlage von Versicherungsunternehmen, sie sind vertraut mit der Notwendigkeit und dem Instrumentarium eines Asset/Liability-Managements und sie beherrschen grundlegende Methoden der Analyse und der Steuerung der wichtigsten primären und derivativen Finanzinstrumente sowie alternativer Investments.		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Die Veranstaltung ist quantitativ orientiert und setzt Grundlagen der Wahrscheinlichkeitsrechnung/Statistik voraus. Studierende sollten ferner das zweisemestrige Modul "Finance" des Mannheimer B.Sc. BWL oder äquivalente Veranstaltungen gehört haben.		
<b>Anmeldepflicht:</b> nein	<b>Weitere Infos zur Anmeldung:</b> -	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	3	9
Übung	1	3
ECTS Modul insgesamt		8
<b>Prüfungsform und -umfang</b>	Schriftliche Klausur (90 Min.)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Peter Albrecht	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt. Inf., M.Sc. Wirt. Math., M.Sc. VWL	

**Module: FIN 580 Derivatives I – Basic Strategies and Pricing****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 like 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:****Formal:**

-

**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.

**Obligatory registration:** no**Further information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total		6

<b>Form of assessment</b>	Written Exam (60 min.)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Stefan Ruenzi
<b>Duration of module</b>	1 semester
<b>Offering</b>	Fall semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

**Module: FIN 590 Financial Institutions I****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:****Formal:**

-

**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).

**Obligatory registration:** no**Further information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (closed book, 60 Min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Oliver Spalt	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

<b>Modul: FIN 550 International Course – Banking, Finance and Insurance</b>			
<b>Lerninhalte:</b> vom belegten Kurs abhängig			
<b>Lern- und Qualifikationsziele:</b> vom belegten Kurs abhängig			
<b>Voraussetzungen:</b> <b>Formal:</b> Das Niveau des Kurses entspricht dem Niveau eines üblichen Mannheimer Master-Kurses (mindestens 500er Level). <b>Inhaltlich:</b> Der Kurs stellt eine sinnvolle Ergänzung des Mannheimer Curriculums dar.			
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
International Course – Banking, Finance and Insurance	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul
ECTS Modul insgesamt			abhängig vom ausländischen Modul
<b>Prüfungsform und -umfang</b>	Präsentation/ Hausarbeit/ Klausur/ mündliche Prüfung => kann variieren, eine Note <b>muss</b> ausgewiesen werden		
<b>Dozent(en)/Modulverantwortlicher</b>	Dozent an der Gastuniversität, Prüfung der Wertigkeit in Mannheim durch jeweilige Area (Learning Agreement)		
<b>Dauer des Moduls</b>	1 Semester		
<b>Angebotsturnus</b>	HWS und FSS		
<b>Sprache</b>	vorzugsweise Englisch, andere Sprachen möglich soweit Inhalt und Niveau für Mannheimer Lehrstuhl überprüfbar		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, ggf. auch andere Studiengänge, wenn mit Prüfungsordnung vereinbar; ausschließlich während eines Gaststudiums im Ausland belegbar		

<b>Module: FIN 601 Bond Markets</b>		
<b>Contents:</b> This course builds on FIN500 and extends the discussion of modern portfolio management and its applications. It covers issues in bond portfolio management, performance measurement, risk management, and fund management.		
<b>Learning outcomes:</b> After this course students are familiar with the theory and practice of modern quantitative portfolio management. They are able to devise and assess portfolio strategies, to evaluate the performance of a portfolio manager, and to assess the risk of a portfolio.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Students should have attended FIN500 or be ready to acquire knowledge of the contents of that course as needed.		
<b>Obligatory Registration:</b> no	<b>Further information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total	6	
<b>Form of assessment</b>	Written exam (closed book, 60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Erik Theissen	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

**Module: FIN 602 Trading and Exchanges (no offering in fall 2019!)****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:****Formal:**

-

**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).

**Obligatory Registration: no****Further information on registration: -**

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total		6
<b>Form of assessment</b>	Written exam (closed book, 60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Erik Theissen	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester <b>(no offering in fall 2019!)</b>	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

<b>Module: FIN 603 Empirical Finance</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Module CC 502 or CC 503 and Module FIN 5XX or equivalent courses. Completing FIN 604 Stat in Finance or acquisition of equivalent knowledge is highly recommended.		
<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> Website of the chair, "Student Portal" (more information about the registration process is available <a href="#">here</a> )	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Vorlesung	2	6
Übung	1	11
ECTS in total	10	
<b>Form of assessment</b>	Written exam (45%; 60 min.), Case Studies (45%), Class Participation (10%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Erik Theissen	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

<b>Module: FIN 604 Stata in Finance</b>		
<b>Contents:</b> The topic of this course is the practical application of the statistics program “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 winter semester (HWS) and at the beginning of July in the summer semester (FSS).		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> 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 empirical seminar thesis in the Finance Area in the semester when allocating spots.		
<b>Obligatory registration:</b> Yes	<b>Further Information on registration:</b> Website of the Chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	1	3
ECTS in total		2
<b>Form of assessment</b>	Take home exam (pass/fail)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Erik Theissen	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester (July) and spring semester (January)	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 2, LG 5	
<b>Grade</b>	not graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	



<b>Modul: FIN 605 Professionelles Portfoliomanagement</b>		
<b>Lerninhalte:</b> Dieser Kurs baut auf "Investments" (FIN500) auf und erläutert, wie die dort vermittelten Konzepte in der Praxis des Portfoliomanagements implementiert werden. Der Fokus liegt auf dem Management von Aktienportfolios, aber auch das Management von Anleiheportfolios, Hedge Fonds und Asset Allocation wird behandelt.		
<b>Lern- und Qualifikationsziele:</b> Der Kurs vermittelt ein Verständnis dafür, wie Wertpapierportfolios in der Praxis professionell gemanagt werden. Die Studierenden verstehen, welche Faktoren den Erfolg von Anlagestrategien bestimmen. Der Kurs lehrt durch zahlreiche Anwendungsbeispiele, wie theoretische Konzepte und wissenschaftliche Erkenntnisse im praktischen Portfoliomanagement umgesetzt werden.		
<b>Voraussetzungen:</b> <b>Formal:</b> FIN 500 Investments <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> nein	<b>Weitere Infos zur Anmeldung:</b> -	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	6
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Schriftliche Klausur (60 min)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Dr. Andreas Sauer	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt.Math., M.Sc. Wirt.Inf., M.Sc. VWL	

<b>Module: FIN 620 Behavioral Finance</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> FIN 5XX and/or FIN 6XX <b>Recommended:</b> 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).		
<b>Obligatory registration:</b> yes	<b>Further information on registration:</b> "Student Portal" (more information about the registration process is available <a href="#">here</a> )	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total	6	
<b>Form of assessment</b>	Written exam (60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Martin Weber	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

**Module: FIN 630 Corporate Governance (no offering in fall 2019!)****Contents:**

In this course, conflicts of interest within the firm will be analyzed and mechanisms to mitigate these problems will be discussed. In the first part of the course, special emphasis will be on the market for corporate control, ownership structure, executive compensation, the role of the board of directors, and current reforms in corporate governance. In the second part of the course, the valuation effect of corporate governance and the question whether corporate governance affects corporate decisions will be addressed.

**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 critically review the principal-agent model and apply it to various applications of corporate governance. They will know the differences in corporate control across the world and be able to explain the reasons why control may be different from ownership. Furthermore, they know how to compare the main classifications of corporate governance systems and, most importantly, assess the effectiveness of the different corporate governance mechanisms, such as for example the board of directors. In addition to their knowledge on corporate governance theory, they will be able to critically assess the empirical evidence on the importance and effectiveness of various corporate governance mechanisms.

**Prerequisites:**

**Formal:** -

**Recommended:** Introductory course in corporate finance on the level of Brealey/Myers/Allen is strongly recommended.

**Note:** Literature collection for self-study is provided.

**Obligatory registration:** no

**Further Information on the registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total		6

<b>Form of assessment</b>	Written exam (60 min.)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Alexandra Niessen-Ruenzi
<b>Duration of module</b>	1 semester
<b>Offering</b>	Fall semester (no offering in fall 2019!)
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

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

**Formal:** Modules FIN 540 & 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.

**Obligatory registration:** yes

**Further Information on registration:**  
"Student Portal"

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	8
Case discussion	1	9
ECTS in total	10	

<b>Form of assessment</b>	Final exam (40%), case write-ups (45%), oral participation in case discussions (15%)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Marc Gabarro Bonet, Ph.D.
<b>Duration of module</b>	1 semester
<b>Offering</b>	Spring semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3, LG 5
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

<b>Modul: FIN 660 Quantitatives Risikomanagement</b>		
<b>Lerninhalte:</b> Gegenstand der Veranstaltung sind die Methoden eines quantitativen Managements von Marktrisiken und Kreditrisiken sowie der risikobasierten Ergebnissteuerung.		
<b>Lern- und Qualifikationsziele:</b> Nach Absolvierung der Veranstaltung sind die Teilnehmer in der Lage Marktrisiken und Kreditrisiken geeignet zu quantifizieren. Sie sind vertraut mit Methoden zur Berechnung des Value at Risks und des Expected Shortfalls für Einzel-Finanzpositionen und für Portfolios von Finanzinstrumenten, insbesondere mit der Delta-Normal-Methode. Sie kennen zudem die Konzeption des Credit Value at Risk sowie die wichtigsten Kreditrisikomodelle. Sie sind vertraut mit dem Ansatz der risikobasierten Ergebnissteuerung sowie den Methoden zur Kapitalallokation.		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Die Veranstaltung ist quantitativ orientiert und setzt Grundlagen der Wahrscheinlichkeitsrechnung/Statistik voraus. Idealerweise sollte zudem zuvor ein Masterkurs über Investments oder/und Derivate belegt worden sein.		
<b>Anmeldepflicht:</b> Nein	<b>Weitere Infos zur Anmeldung:</b> -	
<b>Lehrveranstaltungen und –form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	6
ECTS Modul insgesamt		4
<b>Prüfungsform und –umfang</b>	Klausur (45 Minuten)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Dr. Markus Huggenberger	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS und HWS	
<b>Sprache</b>	Englisch	
<b>Programmspezifische Lernziele</b>	LG 2, LG 5	
<b>Note</b>	Benoted	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.Sc. Wirt.Math., M.Sc. VWL	

**Module: FIN 682 International Asset Management****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:****Formal:**

-

**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.

**Obligatory registration:** no**Further information on registration:** -**Courses****Hours per week****Self-study**

Lecture

2

6

Exercise class

1

3

ECTS in total

6

**Form of assessment**

Written exam (60 min.)

**Preliminary course work**

-

**Lecturer/Person in charge**

Dr. Tatjana Puhon

**Duration of module**

1 semester

**Offering**

Spring semester – please check webpage for offering schedule (will not be offered regularly).

**Language**

English

**Program-specific educational goals**

LG 1, LG 3

**Grade**

graded

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

**Module: FIN 684 Financial Institutions II****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 ecosystem 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:****Formal:**

-

**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).

**Obligatory registration:** no**Further information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (closed book, 60 Min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Oliver Spalt	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

<b>Module: FIN 703 Seminar in Financial Markets</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> At least one MMM finance course: FIN 5XX <b>Recommended:</b> 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.		
<b>Please note:</b> Participation in the seminar is limited. Information on how to apply is published on the homepage of the chair.		
<b>Obligatory Registration:</b> yes	<b>Further information on registration:</b> Website of the chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total	6	
<b>Form of assessment</b>	Seminar paper (2/3), Presentation and discussion (1/3)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Erik Theissen	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Fall semester and/or Spring semester	
<b>Language</b>	German/English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	



<b>Modul: FIN 731 Seminar Corporate Governance</b>		
<b>Contents:</b> 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' paper, and participate actively in the classroom discussions.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> Modul FIN 5XX <b>Recommended:</b> Some knowledge of statistics and econometrics is useful and participants should be motivated to develop an experimental research design.		
<b>Obligatory Registration:</b> yes	<b>Further information on registration:</b> Chair's Homepage	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Seminar Paper: 2/3, Presentation: 1/3	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Alexandra Niessen Ruenzi	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Spring Semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

<b>Modul: FIN 760 Seminar in Risikomanagement und Versicherung</b>		
<b>Lerninhalte:</b> Das Seminar behandelt vertiefende Fragestellungen der Gebiete Risikomanagement und Versicherung.		
<b>Lern- und Qualifikationsziele:</b> Die Teilnehmer schreiben eine Seminararbeit und stellen diese Arbeit im Seminar zur Diskussion. Mit der Seminararbeit sollen die Teilnehmer eine eigenständige wissenschaftliche Leistung durch die Bearbeitung einer Fragestellung aus dem Bereich der Versicherung erbringen. Die Seminararbeit bereitet auf die Übernahme einer Masterarbeit im Fach Versicherung vor.		
<b>Voraussetzungen:</b> <b>Formal:</b> Modul FIN 560 <u>oder</u> Modul FIN 561 <u>oder</u> Modul FIN 660 <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls / Studierendenportal	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar	2	10
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Seminararbeit, aktive Seminarteilnahme, Seminarvortrag	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Peter Albrecht	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS und/oder FSS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 2 LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd	

<b>Module: FIN 780 Seminar in Asset Management &amp; International Finance</b>		
<b>Contents:</b> In this course specific topics from the fields of „Asset Management“, „International Finance“ or other areas of finance (see also 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.		
<b>Learning Outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal/Formal:</b> At least one FIN 5XX Module <b>Recommended:</b> Further prerequisites will be announced by the Chair of International Finance before the start of the respective seminar during the topics presentation.		
<b>Note:</b> It is necessary to apply for the seminar. Further information will be published on the Department's internet site.		
<b>Obligatory registration:</b> yes	<b>Further information on registration:</b> Website of the chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar (blocked)	2	10
ECTS in total		6
<b>Form of assessment</b>	Paper: 50%, Presentation: 25%, Discussion of other student's paper: 15%, Oral participation: 10%	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Tatjana Puhan / Prof. Dr. Stefan Ruenzi	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall Semester and Spring Semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

<b>Module: FIN 790 Seminar in Financial Markets and Financial Institutions</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> At least one MMM finance course: FIN 5XX <b>Recommended:</b> 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.		
<b>Please note:</b> Participation in the seminar is limited. Information on how to apply is published on the homepage of the chair.		
<b>Obligatory registration:</b> yes	<b>Further information on registration:</b> Website of the chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Seminar paper (2/3), Presentation and discussion (1/3)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Oliver Spalt	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

### 3.3. Area „Information Systems“

<b>Module: IS 510 Process Management</b>		
<b>Contents:</b> This lecture offers highly relevant concepts for modeling, analyzing, implementing, and controlling business processes with information and communication technology. Participants will be offered business knowledge as well as the methodological foundations from an information systems perspective to successfully design and manage business process.		
<b>Learning outcomes:</b> After completing the class students should be able to recognize the significance of process management, design and improve business processes by using particular techniques and tools, analyze the structure and behavior of dynamic objects in processes, understand how business processes can be supported with information technology, and control business processes from time, capacity, and cost perspectives-		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Fundamentals of Information Systems		
<b>Obligatory registration:</b> yes, limited to 80 participants		<b>Further Information on registration:</b> “Student Portal” (more information about the registration process is available <a href="#">here</a> )
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	8
Exercise class	1	1
ECTS in total		6
<b>Form of assessment</b>	80% written exam (60 min.) 20% group assignment (mandatory)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Okan Aydingül	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

## Module: IS 512 IT Management in the Digital Age

### 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:

**Formal:** -

**Recommended:** -

**Obligatory registration:** yes, limited to 80 participants.

**Further Information on registration:** "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Armin Heinzl	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	

<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Inf., M.Sc. Econ.
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## Module: IS 513 Applied IT Management in the Digital Age

### 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:

**Formal:** IS 511 or IS 512 (in spring semester: parallel attendance possible) -  
>formale Voraussetzung einmalig ausgesetzt im FSS 2020

**Recommended:** -

<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> 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.
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Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6

<b>Form of assessment</b>	Written exam (80%), Case study (20%)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Dr. Michael Grebe / Prof. Dr. Armin Heinzl
<b>Duration of module</b>	1 semester
<b>Offering</b>	Spring semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 3



<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

<b>Module: IS 514 Process Mining and Analytics</b>		
<b>Contents:</b> In dieser Veranstaltung werden Konzepte und Methoden der Prozessanalyse und des Process Minings theoretisch vorgestellt und praktisch angewendet. Dazu gehören Methoden zur Prozessmodellanalyse (Semantikprüfung, Process Matching, etc.), auf Prozessdaten angewandte Methoden des Data Minings (Clustering, Klassifikation, Anomalieerkennung, etc.) und Methoden des Process Minings (Process Discovery, Conformance Checking, Process Enhancement). Als Teil dieses Kurses sollen Studierende im Rahmen einer praktischen Fallstudie die erlernten Fähigkeiten anwenden und ihre Ergebnisse präsentieren.		
<b>Learning outcomes:</b> Nach Abschluss des Kurses sollten Sie folgende Fähigkeiten erlernt haben: <ul style="list-style-type: none"> <li>▪ Die Bedeutung der Prozessanalyse und des Process Minings erkennen</li> <li>▪ Prozessmodelle und Prozesslogs mithilfe geeigneter Methoden und Werkzeuge zu analysieren</li> <li>▪ Die wichtigsten Methoden der Process Discovery und des Compliance Checkings kennen und anwenden</li> <li>▪ Datenbasierte Vorschläge zur Optimierung von Prozessverhalten</li> </ul>		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Fundamentals of Information Systems		
<b>Obligatory registration:</b> yes, limited to 80 participants		<b>Further Information on registration:</b> "Student Portal"
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	8
Case Study / Group Assignment	0	2
ECTS in total		6
<b>Form of assessment</b>	80% written exam (60 min.) 20% group assignment and presentation (mandatory)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Jana-Rebecca Rehse	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

## Module: IS 540 Management of Enterprise Systems

### 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 post-implementation phase,
- get practical insights into the real-world ES.

### Prerequisites:

**Formal:** -

**Recommended:** -

**Obligatory registration:** yes

**Further Information on the registration:** 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.

Courses	Hours per week	Self-study
Lecture	2	6
Case Study	1	3
ECTS in total	6	
<b>Form of assessment</b>	Case Study and written exam (60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Hartmut Höhle	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	

<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3, LG 4
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

## Module: IS 541 Theories and Methods in Information Systems

### 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 M.Sc. MMBR but is also open to students of the M.Sc. MMM and the Master in Bus. Inf.

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:

**Formal:** -

**Recommended:** Basic statistical knowledge recommended

**Obligatory registration:** yes

### Further Information on the registration:

"Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	10
ECTS in total		6
<b>Form of assessment</b>	30% presentation, 70% written term paper	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Hartmut Höhle	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., M.Sc. Econ.	

<b>Module: IS 553 System Software</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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 platform are discussed and practiced in exercises: <ul style="list-style-type: none"> <li>• Process models, Scheduling</li> <li>• Memory management and organization</li> <li>• Communication models (Remote Procedure Call, Publish/Subscribe)</li> <li>• Middleware Architectures</li> </ul>		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> IS 554, Java programming		
<b>Obligatory registration:</b> no	<b>Further Information on the registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written (60 min.) or oral exam	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christian Becker	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

**Module: IS 554 Computational Thinking****Contents:**

This module will provide essential knowledge of the technological foundations of information systems. Based on this, students will be able to assess technology but also to contribute to design science related courses.

**Learning outcomes:**

The students will learn basic concepts of computer hardware (von Neumann architecture) and system software (operating systems concepts), programming fundamentals (Java), as well as algorithms and data structures (searching, sorting, lists, hash-tables, trees). After this module, the students will be able to understand the basic architectures of modern information systems. They are able to model problems and solve them using standard algorithms and programming languages.

**Prerequisites:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** no

**Further Information on the registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	4	8
Exercise class	2	2
ECTS in total		8
<b>Form of assessment</b>	Written (90 min.) or oral exam	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christian Becker	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ.	

**Module: IS 555 Computational Thinking II****Contents:**

This module focuses on advanced topics in information systems. Based on the introduction (IS 554) core concepts of information systems and current trends in information technology are discussed to provide a deeper understanding of the digital world.

**Learning outcomes:**

Computational Thinking II enables participants to understand topics in information systems which are relevant in our everyday life. The pervasiveness of information technology in our professional and private lives increases the need to understand how these systems work and how they can be used in a secure way.

Students in this module will learn about the following topics:

- Security and Encryption
- Networking
- Cloud-, Grid-, and Edge-Computing
- Graphical User Interfaces and Web Applications
- Databases
- Internet of Things and Industry 4.0

**Prerequisites:**

**Formal:** -

**Recommended:** IS 554, Java programming

**Obligatory registration:** no

**Further Information on the registration:** -

**Courses****Hours per week****Self-study**

Lecture

2

6

ECTS in total

4

**Form of assessment**

Written exam (45 min.)

**Preliminary course work**

-

**Lecturer/Person in charge**

Prof. Dr. Christian Becker

**Duration of module**

1 semester

**Offering**

Spring semester

**Language**

English

**Program-specific educational goals**

LG 1, LG 3

**Grade**

graded

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ.



<b>Modul: IS 550 International Course – Information Systems</b>			
<b>Lerninhalte:</b> vom belegten Kurs abhängig			
<b>Lern- und Qualifikationsziele:</b> vom belegten Kurs abhängig			
<b>Voraussetzungen:</b>			
<b>Formal:</b> Das Niveau des Kurses entspricht dem Niveau eines üblichen Mannheimer Master-Kurses (mindestens 500er Level).			
<b>Inhaltlich:</b> Der Kurs stellt eine sinnvolle Ergänzung des Mannheimer Curriculums dar.			
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
International Course – Information Systems	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul
ECTS Modul insgesamt			abhängig vom ausländischen Modul
<b>Prüfungsform und -umfang</b>	Präsentation/ Hausarbeit/ Klausur/ mündliche Prüfung => kann variieren, eine Note <b>muss</b> ausgewiesen werden		
<b>Dozent(en)/Modulverantwortlicher</b>	Dozent an der Gastuniversität, Prüfung der Wertigkeit in Mannheim durch jeweilige Area (Learning Agreement)		
<b>Dauer des Moduls</b>	1 Semester		
<b>Angebotsturnus</b>	HWS und FSS		
<b>Sprache</b>	vorzugsweise Englisch, andere Sprachen möglich soweit Inhalt und Niveau für Mannheimer Lehrstuhl überprüfbar		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, ggf. auch andere Studiengänge, wenn mit Prüfungsordnung vereinbar; ausschließlich während eines Gaststudiums im Ausland belegbar		

## Module: IS 602 Business Intelligence and Business Analytics Systems

### Contents:

Business agility is one of the key determinants of business success. It describes the ability of an organization's executives to make successful business decisions in a both effective and efficient manner. In most modern enterprises, Business Intelligence and Management Support Systems represent a core enabler of managerial decision making in that they are supplying up-to-date and accurate information about all relevant aspects of a company's planning and operations: from stock levels to sales volumes, from process cycle times to key indicators of corporate performance.

As an important category of Enterprise Systems, these applications target improving business decision making and enhancing enterprise-wide transparency. The aim of this module is to introduce theoretical foundations, concepts, tools, and current practice of Business Intelligence and Management Support Systems. Moreover, students are being introduced to decision making at various levels and how various forms of Business Intelligence and Management Support Systems can support them in their work. The module is complemented with a case study. It challenges the students to analyze and propose solutions for a specific enterprise challenge with regards to system-based decision making and enterprise-wide transparency. Several practical exercise sessions are offered during this course. The exercises aim to illustrate students how real-world analytical problems can be solved.

### Learning outcomes:

By the end of the module students will

- get comprehensive overview of key capabilities of Business Intelligence and Management Support Systems,
- understand theoretical foundations underlying these systems,
- get practically oriented view by analyzing and proposing solutions for a selected enterprise challenge.

### Prerequisites:

**Formal:** -

**Recommended:** IS 540 (Management of Enterprise Systems)

<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> 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.
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Courses	Hours per week	Self-study
Lecture	1	7
Case study	-	4
ECTS Modul insgesamt		6
<b>Form of assessment</b>	Case Study (40%) and written exam (60%, 60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Hartmut Höhle/ Janick Edinger	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	

<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3, LG 4
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

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

### 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,
- use state of the art software engineering methods and tools.

### Prerequisites:

**Formal:** 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.

**Obligatory registration:** yes, limited to 32 participants.

**Further Information on registration:** Chair's Website ([www.bwl.uni-mannheim.de/heinzl/](http://www.bwl.uni-mannheim.de/heinzl/))

Courses	Hours per week	Self-study
Lecture	2	10
Exercise class	(integrated)	
ECTS in total		6
<b>Form of assessment</b>	Software development term project	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Christian Süssenbach / Dr. Tobias Schimmer	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

**Module: IS 614 Corporate Knowledge Management****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:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** no

**Further Information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture / Exercise	2	10
ECTS in total	6	
<b>Form of assessment</b>	Written exam (60 min.); optional case study (20%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Kai Spohrer	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

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

### 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:

**Formal:** -

**Recommended:** IS 550. Attendance of IS 613 in the same semester is recommended.

**Obligatory registration:** yes

**Further Information on the registration:** Chair's Website ([www.bwl.uni-mannheim.de/heinzl](http://www.bwl.uni-mannheim.de/heinzl))

Courses	Hours per week
Lecture	2
ECTS in total	6
<b>Form of assessment</b>	80% written exam (60 min.) 20% case study (mandatory)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Dr. Tobias Schimmer
<b>Duration of module</b>	1 Semester
<b>Offering</b>	Fall semester
<b>Language</b>	English

<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

<b>Module: IS 625 Pervasive Computing</b>		
<b>Contents:</b> This module gives an overview on Pervasive Computing systems. These systems consist of dynamic collections of (possibly mobile and/or embedded) devices that collaborate with each other depending on the state of their current physical environment or context. The module introduces systems, concepts and algorithms for Pervasive Computing, e.g. adaptation frameworks, context management, sensors and actuator networks.		
<b>Learning outcomes:</b> After this course, the students should know about Location and Context Aware Systems, Context Management, Localization, e.g. using GPS, Sensor and Actuator systems, including Sensor Networks, Smart tagging systems, e.g. using optical tags or RFID, Adaptation and dynamic reconfiguration techniques, System software for Pervasive Computing.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> IS 554, Java programming		
<b>Obligatory registration:</b> no	<b>Further Information on the registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written (60 min.) or oral exam	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christian Becker	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	



**Module: IS 627 Self-organizing Systems****Contents:**

In this lecture we discuss concepts and algorithms for self-organizing distributed systems. Such systems adapt themselves, e.g. their behavior or structure to the current state of their execution environment. We discuss current application areas and the technical background, algorithms and protocols for self-organization as well as the implementation of self-organizing systems.

**Learning outcomes:**

After this course, the students know about

- Introduction into self-organizing distributed systems and their architecture.
- Implementation issues of self-organizing and self-adaptive systems.
- Self-organizing approaches in distributed systems, such as, leader election, clustering, resource detection, or consensus in distributed systems.
- Adaptive system aspects.
- Machine Learning for Self-improvement.

**Prerequisites:**

**Formal:** -

**Recommended:** IS 554, Java programming

**Obligatory registration:** no

**Further Information on the registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written (60 min.) or oral exam	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christian Becker	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

**Module: IS 629 Product Management and Product Design for Software****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 post-development 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 development challenge along the entire lifecycle.

**Prerequisites:**

**Formal:** -

**Recommended:** IS 540 (Management of Enterprise Systems)

**Obligatory registration:** no

**Further Information on the registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
Case Study	1	4
ECTS in total	6	
<b>Form of assessment</b>	Written exam and Case Study	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Hartmut Höhle	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	

<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

## **Modul: IS 651 Behavioral Perspectives on E-Business**

### **Contents:**

E-Commerce, Social Media, M-Commerce – Business models that are carried out via electronic and mobile channels all have one in common: They need to be used. If they are not used, they disappear into nirvana and all the investments with them. Thus, usage is a necessary precondition for all e-Business activities. Under consideration of IT adoption theories, social psychological basements and statistical methods that are commonly applied within this context, it is elaborated which factors explicitly enable usage and which inhibit it. Basing on this methodological and theoretical basement behavioral phenomena such as technostress, Social Media addiction, social inclusion though information and communication technologies (ICT), or reactions on privacy threats are discussed, analyzed and evaluated.

### Literatur:

Amit, R., and Zott, C. 2001. "Value creation in E-business," Strategic Management Journal (22:6-7), pp. 493–520.

Venkatesh, V., Morris, M., Davis, G., and Davis, F. 2003. "User acceptance of information technology: Toward a unified view," MIS Quarterly (27:3), pp. 425–478.

### **Learning outcomes:**

By the end of the module students will

- understand and be able to delineate basic terms in e-Business,
- be able to independently and scientifically analyze behavioral implications of e-Business technologies,
- understand of basic features of IT adoption theory.

### **Prerequisites:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** no

**Further Information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Vorlesung	2	4
ECTS Modul insgesamt		4
<b>Form of assessment</b>	Written exam (60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Alex Zarifis	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Fall Semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., M.Sc. Econ.	

<b>Module: IS 712 Seminar</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> By the end of the course students developed <ul style="list-style-type: none"> <li>• a basic knowledge on the principles of academic writing,</li> <li>• the ability to independently and systematically explore a research topic,</li> <li>• readiness to take on a master thesis project in IS.</li> </ul>		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Basic knowledge of IS		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> Registration at the end of previous semester <a href="http://wifo1.bwl.uni-mannheim.de">http://wifo1.bwl.uni-mannheim.de</a>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total		6*
<b>Form of assessment</b>	Seminar paper, presentation, and discussion	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Kai Spohrer	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

<b>Module: IS 722 Seminar Trends in Distributed Systems</b>		
<b>Contents:</b> This module is a research seminar where current topics in research are discussed		
<b>Learning outcomes:</b> Students will learn and train presentation competence. A current topic from the distributed systems domain will be summarized and put into context of related work. Besides oral presentation a written report has to be written.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> IS 554		
<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> <a href="http://becker.bwl.uni-mannheim.de">http://becker.bwl.uni-mannheim.de</a>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6*
<b>Form of assessment</b>	Conference style seminar. Students have to write their own seminar paper (50% of final grade), write reviews of other seminar papers (20%) and present their work as well as discuss the work of others in the final presentation session (30%). Attendance at the kick-off session and the final presentation session is mandatory.	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christian Becker	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

\*For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.

<b>Module: IS 742 Seminar Trends in Enterprise Systems</b>		
<b>Contents:</b> This module is a research seminar where state-of-the-art research topics in research are presented and discussed		
<b>Learning outcomes:</b> Students will learn and train presentation competence. A current topic from the enterprise systems domain will be summarized and put into context of related work. Besides oral presentation a written report has to be delivered.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> IS 540		
<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> Application: Please send an email including your Transcript of Records and CV to wifo4@uni-mannheim.de; Application deadline will be announced via Portal2	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6*
<b>Form of assessment</b>	Written and oral contribution (report and presentation)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Hartmut Höhle	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

\*For students of the M.Sc. Information Systems the seminar means a reduced workload with only 4 ECTS.

### 3.4. Area „Management“

<b>Modul: MAN 550 International Course – Management</b>			
<b>Lerninhalte:</b> vom belegten Kurs abhängig			
<b>Lern- und Qualifikationsziele:</b> vom belegten Kurs abhängig			
<b>Voraussetzungen:</b>			
<b>Formal:</b> Das Niveau des Kurses entspricht dem Niveau eines üblichen Mannheimer Master-Kurses (mindestens 500er Level).			
<b>Inhaltlich:</b> Der Kurs stellt eine sinnvolle Ergänzung des Mannheimer Curriculums dar.			
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
International Course – Management	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul
ECTS Modul insgesamt			abhängig vom ausländischen Modul
<b>Prüfungsform und -umfang</b>	Präsentation/ Hausarbeit/ Klausur/ mündliche Prüfung => kann variieren, eine Note <b>muss</b> ausgewiesen werden		
<b>Dozent(en)/Modulverantwortlicher</b>	Dozent an der Gastuniversität, Prüfung der Wertigkeit in Mannheim durch jeweilige Area (Learning Agreement)		
<b>Dauer des Moduls</b>	1 Semester		
<b>Angebotsturnus</b>	HWS und FSS		
<b>Sprache</b>	vorzugsweise Englisch, andere Sprachen möglich soweit Inhalt und Niveau für Mannheimer Lehrstuhl überprüfbar		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.A. K&W, ggf. auch andere Studiengänge, wenn mit Prüfungsordnung vereinbar; ausschließlich während eines Gaststudiums im Ausland belegbar		



## **Module: MAN 630 Introduction to Entrepreneurship**

### **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 – focus is set on understanding concepts rather than memorizing them.

<ul style="list-style-type: none"> <li>• expect teaching staff to tell you what to learn and what to forget – this is up to you (see point above).</li> <li>• 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.</li> <li>• 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.</li> </ul>		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> -		
<b>Obligatory registration:</b> yes		<b>Further Information on the registration:</b> <a href="http://www.mcei.de/teaching">www.mcei.de/teaching</a> , “Student Portal” (more information about the registration process is available <a href="#">here</a> )
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total		6
<b>Form of assessment</b>	Written exam (50%), Presentations (40%), Peer Evaluation (10%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Michael Woywode	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.	

## **Module: MAN 631 Creativity and Entrepreneurship in Practice**

### **Content:**

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.

<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> MAN 630 or MAN 632		
<b>Obligatory registration:</b> yes, in the kick-off meeting (see course website)	<b>Further information on registration:</b> <a href="http://www.mcei.de/teaching">www.mcei.de/teaching</a>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture with workshop	2	10
ECTS in total		6
<b>Form of assessment</b>	Pitch Presentations (35%), Business Plan (35%), Exam (20%), Peer Evaluation (10%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Jan Zybura, Thomas Hipp, Prof. Dr. Michael Woywode	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

## Module: MAN 632 Advanced Entrepreneurship

### 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.

<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> -		
<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> <a href="http://www.mcei.de/teaching/">www.mcei.de/teaching/</a> / “Student Portal” (more information about the registration process is available <a href="#">here</a> )	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total		6
<b>Form of assessment</b>	Written exam (50%), Presentation (40%), Peer Evaluation (10%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Michael Woywode	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ.	

## Module: MAN 633 Entrepreneurial Spirit

### 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 – 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.

<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> MAN 630 <u>or</u> MAN 631 <u>or</u> MAN 632		
<b>Obligatory registration:</b> yes, in the kick-off meeting (see course website)		<b>Further Information on the registration:</b> <a href="http://www.mcei.de/teaching">http://www.mcei.de/teaching</a>
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	12
ECTS in total		6
<b>Form of assessment</b>	20% Written exam (individual) 20% Mid-term presentation (team) 20% Final presentation (team) 40% Final managerial report (team)	
<b>Lecturer/Person in charge</b>	Dr. Jan Zybura, Thomas Hipp, Prof. Dr. Michael Woywode	
<b>Preliminary course work</b>	-	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester, Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	



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

**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 on-line

**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:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** yes

**Further Information on the registration:**

"Student Portal", [www.mcei.de/teaching](http://www.mcei.de/teaching) more information about the registration process is available [here](#))

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Oral presentation and one green venture design	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Robert A. Isaak, PhD	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

<b>Module: MAN 636 International Entrepreneurship and Managing Change</b>		
<b>Contents:</b> The course focuses on the knowledge and skills necessary for developing a new global business. 'High tech' and 'low cost', or frugal innovative start-ups are compared and contrasted taking business cycles, cultural contexts and levels of development into account. Models of managing international change are the basis.		
<b>Learning outcomes:</b> Internalizing the factors which make for success in starting a business with an international market focus. Team-building to create new international business designs which confront either resource scarcity or high tech design challenges. Working with GEM comparisons of national competitiveness and considering which government policies and global business cycles are most conducive to helping entrepreneurs set up new ventures. Learning models of adapting to globalization project both from the developing to the developed countries as well as from the rich to the poor.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Second/third semester Some knowledge of management, economics or finance		
<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> "Student Portal", <a href="http://www.mcei.de/teaching">http://www.mcei.de/teaching</a> (more information about the registration process is available <a href="#">here</a> )	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Written exam and oral report (teamwork)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Robert A. Isaak, PhD	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

## Module: MAN 644 Human Resource Training and Development

### 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
- identify and apply key characteristics of traditional technology-based training methods

### Prerequisites:

**Formal:** -

**Recommended:** -

**Obligatory registration:** yes

### Further Information on the registration:

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	6
Exercise	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 Min.): 75% Assignment: 25%	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Frank C. Danesy	
<b>Duration of module</b>	1 semester	

<b>Offering</b>	Spring semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.

**Module: MAN 645 Leadership and Motivation****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,
- ... learn about their own leadership style.

**Prerequisites:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** no

**Further Information on the registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 min.), Assignment	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Torsten Biemann	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.	

**Module: MAN 646 HR Analytics****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:**

**Formal:** -

**Recommended:** Module MAN 645 or MAN 647

**Obligatory registration:** yes

**Further Information on the registration:**

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 min.): 75% Coursework: 25%	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Torsten Biemann	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

## Module: MAN 647 Strategic and International Human Resource Management

### 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:

**Formal:** -

**Recommended:** -

**Obligatory registration:** yes

### Further Information on the registration:

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
<b>Form of assessment</b>	Written exam (60 min.): 75% Coursework: 25%	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Torsten Biemann / Dr. Jörg Korff	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	

<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, LL.M., M.Sc. Econ.
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<b>Module: MAN 648 Incentives and Performance</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> MAN 645 or MAN 647		
<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> Website of the chair / "Student Portal" (more information about the registration process is available <a href="#">here</a> )	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 min.): 75% Coursework: 25%	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Torsten Biemann	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ.	

## Module: MAN 649 Human Resource Recruitment and Selection

### 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 - as well as their advantages and disadvantages (e.g. Internet, recruitment agencies, headhunters, press advertising, social networks)
- Methods for assessing applicants - 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:

**Formal:** -

**Recommended:** -

**Obligatory registration:** yes

### Further Information on the registration:

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 Min.): 75% Assignment: 25%	

<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Dr. Frank C. Danesy
<b>Duration of module</b>	1 semester
<b>Offering</b>	Fall semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., M.A. K&W

<b>Module:: MAN 654 Corporate Restructuring</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> Students will acquire and demonstrate expert knowledge in the specific subject area of corporate restructuring. Students will be able to apply and critically reflect upon contemporary theories, models and tools utilized in restructuring research and practice. When analyzing business cases, students will be able to identify key issues, derive appropriate solutions, and have a good understanding of their impact on restructuring success. Students will be able to design and deliver professional and effective oral presentations of their business case analyses.		
<b>Prerequisites:</b> <b>Formal:</b> Not taken MAN 656 <b>Recommended:</b> -		
<b>Obligatory registration:</b> yes (no max. number of participants – although a registration is mandatory!)	<b>Further Information on the registration:</b> Website of the chair / “Student Portal”	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	8
Exercise class	2	
ECTS in total		6
<b>Form of assessment</b>	Written exam and presentations in exercise classes; attendance required	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Matthias Brauer	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	

<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W
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**Module: MAN 655 Corporate Strategy: Managing Business Groups****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 “parenting” 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.

Students will be able to design and deliver professional and effective oral presentations of their own strategy case analyses.

**Prerequisites:**

**Formal:** -

**Recommended:** Knowledge in strategic management

**Obligatory registration:** yes

**Further Information on the registration:**

Website of the chair / “Student Portal” (more information about the registration process is available [here](#))

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	
Exercise class	2	8
ECTS in total		6
<b>Form of assessment</b>	Written exam and assignment/presentation in exercise class	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Matthias Brauer	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W	

**Module: MAN 656 Mergers & Acquisitions****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" on 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:**

**Formal:** Not taken MAN 654

**Recommended:** -

<b>Obligatory registration:</b> no	<b>Further Information on the registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	8
Exercise class	2	
ECTS in total		6
<b>Form of assessment</b>	Written exam and assignment/presentation in exercise class	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Giovanni Battista Dagnino, PhD	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W	

**Module: MAN 657 Global Strategic Management****Contents:**

Corporate activities that take place in multiple countries and/or are integrated across borders involve a substantial degree of managerial complexity. Global strategic management thus centers on the specific managerial challenges and choices associated with a firm's cross-border activities. This course will review the determinants, characteristics, and performance outcomes of firms' internationalization processes. This includes, among others, a discussion of firms' market entry and exit strategies, the critical reflection on common managerial practices (i.e., cross-border M&A, international alliance networks), and the review of common managerial dilemmas (e.g., localization vs. global standardization) in the global business context.

**Learning outcomes:**

Student will acquire and demonstrate expert knowledge in the specific subject of strategic management from a global perspective.

Students will be able to apply and critically reflect upon contemporary theories, models and tools primarily discussed in global strategic management research and practice.

When analyzing business cases, students will be able to identify sound solutions and have good understanding of their impact from a global perspective.

Students will be able to design and deliver professional and effective presentations of their own solutions to business cases in the field of global strategic management.

**Prerequisites:**

**Formal:** -

**Recommended:** MAN 655 Corporate Strategy

**Obligatory registration:** yes

**Further Information on the registration:**

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	8
Exercise class	2	
ECTS in total		6
<b>Form of assessment</b>	Written exam and assignment/presentation in exercise class	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Giovanni Battista Dagnino, PhD	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	



<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ., M.A. K&W
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<b>Module: MAN 660 CSR Video Documentaries</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Interest in the field of CSR and documentary filming, CC 504 is recommended		
<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> "Student Portal", Website of the Chair (more information about the registration process is available <a href="#">here</a> )	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture/Exercise	2	10
ECTS in total	6	
<b>Form of assessment</b>	Creating a video documentary that will be graded	
<b>Preliminary course work</b>	Presence during the in-class sessions	
<b>Lecturer/Person in charge</b>	Prof. Dr. Laura Marie Edinger-Schons	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	The class contents and materials will be provided in English language. However, please be aware that some potential interview partners for the videos may not be able to speak English, and that hence data collection may be more difficult for international students who do not speak German.	
<b>Learning Goals</b>	LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.A. K&W, M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Edu.	

<b>Module: MAN 663 Digital Social Innovation Lab with SocEnt BW and SAP</b>		
<b>Contents:</b> In cooperation with SocEnt BW and SAP, this seminar gives students insights into the areas of digitalization, sustainability, and social entrepreneurship. During the seminar, students work in teams (of approx. 4 students) on ideas for digital social businesses and develop them in the course of one semester until they could be implemented. The students gain a deeper understanding of the potential of digital technology to remedy social and environmental problems. Members of SocEnt BW and SAP support the students as mentors and coaches. At the end of the seminar, the students pitch their ideas at the final event in front of a jury of practitioners. The best idea will receive an award.		
<b>Learning outcomes:</b> Within the seminar, students take on the role of a social entrepreneur. The students learn how digital technologies can contribute to the solution of ecological and social problems and thus promote social innovation. Furthermore, students will be enabled to integrate concepts of digitalization and social innovation into new business models and to discuss them from a scientific and practical perspective.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> General interest in the topics of digitalization, sustainability, and social entrepreneurship.		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> Website of the <u>Chair</u> (not via portal2!)	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2 SWS	10 SWS
ECTS in total	6	
<b>Form of assessment</b>	70% Final presentation; 30% Crowd-funding video	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Laura Marie Edinger-Schons	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

**Module: MAN 664 Sustainability Games**

**Content:** The idea of this interactive seminar is that students work in teams of 4-5 to develop a game (either a board game or a digital game, depending on skills and preferences) which has the goal to convey knowledge about a topic related to sustainability as defined in the United Nations Sustainable Development Goals. For instance, a game could be inspired by a well-known existing game but apply the game's mechanism to a topic like the climate crisis, poverty, or financial illiteracy. The seminar will comprise of four blocked sessions. During the first session, i.e., the kick-off, the lecturers will provide some introductory guidance. Subsequently, design thinking methods will be used to guide the student teams through the game development process. The remainder of the first day will be dedicated to ideation. During the second session, teams will have the possibility to reframe their ideas and develop first prototypes (e.g., mock-ups of the games). On the third day, the prototypes will be used for test games and teams will receive feedback from the whole group which they can use to craft their ideas further. Finally, the student teams will present their game concepts on the fourth day of final presentations. The games will be made available as a resource for educational institutions and other stakeholders interested in using them for non-commercial educational purposes.

**Learning outcomes:**

In the seminar, students will focus on one specific topic related to sustainable development. By designing a game on this topic, students will gain comprehensive knowledge on the topic and sustainable development in general. In the interactive course format, they will acquire a deep understanding of the challenges related to the problem and the stakeholders and challenges involved in potential solutions.

**Prerequisites: -****Formal: -****Recommended:** CC504**Obligatory registration:** yes**Further Information on the registration:**

Website of the CSR chair

**Courses****Hours per week****Self-study****ECTS**

Seminar

2 SWS

10 SWS

6

**Form of assessment**

The basis for grading will be the final presentations (50%, 30 minutes) as well as a written summary of the game, it's underlying theoretical content, and a rulebook (50%, 12 pages).

**Lecturer/Person in charge**

Prof. Dr. Carmela Aprea and Prof. Dr. Laura Marie Edinger-Schons

**Duration of module**

February 20th, 2020: Kickoff and Ideation  
February 27th, 2020: Idea Reframing and Prototyping  
March 5th, 2020: Test Plays and Feedback  
March 12th, 2020: Final Presentations

**Offering**

Spring term

**Language**

English

**Program-specific educational goals**

LG 1, LG 3, LG 4

<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.A. K&W, M.Sc. VWL, LL.M.
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<b>Modul: MAN 666 Alternative Modelle der Führungsethik (kein Angebot im FSS 2020)</b>		
<b>Lerninhalte:</b> Im Seminar werden neue Führungsmodelle diskutiert. Ein Schwerpunkt liegt dabei auf der ethischen Dimension in den Führungsansätzen. Wichtige Fragestellungen im Seminar sind unter anderem: Welche neuen Entwicklungen gibt es in der Führungsethik? Wie weit tragen etwa Demokratisierungen der Führungshierarchien? Wie stellt man sich zu Entscheidungen, die Algorithmen statt Chefs treffen? Wer trägt die Verantwortung, falls etwas schiefgeht? Welche normativen Anforderungen sind generell an „gute Führung“ zu stellen?		
<b>Lern- und Qualifikationsziele:</b> Studenten lernen im Seminar, ein Forschungsproblem zu strukturieren, wissenschaftliche Evidenz zu sammeln und ihre Ergebnisse in der Gruppe zu diskutieren.		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> MAN 645		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Portal2/ Homepage des Lehrstuhls	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar (Blockveranstaltung)	2 SWS	4 SWS
ECTS Modul insgesamt		3
<b>Prüfungsform und -umfang</b>	Präsentation	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Torsten Biemann	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt.Inf., M.Sc. VWL	

<b>Module: MAN 667 Social Impact Measurement</b>			
<b>Content:</b> An increasing number of organizations ranging from non-profits to purpose-driven corporations apply methods to empirically capture their social impact. In this seminar, students will participate in a series of workshops on the topic of social impact measurement together with a group of social organizations from the Rhine-Neckar Region. To apply the acquired knowledge, students will help the social organizations to develop their impact logic and their impact measurement approach. Student teams will collect and analyse data to assess the impact of the social organizations empirically.			
<b>Learning outcomes:</b> Participants will not only gain a deep understanding of how to develop a social impact logic for a social organization but will also experience the practical implementation of social impact measurement.			
<b>Prerequisites:</b> - <b>Formal:</b> - <b>Recommended:</b> -			
<b>Obligatory registration:</b> yes		<b>Further Information on the registration:</b> Website of the CSR chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>	<b>ECTS</b>
Seminar	2 SWS	10 SWS	6
<b>Form of assessment</b>	The basis for grading will be a written impact report (12 pages).		
<b>Lecturer/Person in charge</b>	Prof. Dr. Laura Marie Edinger-Schons		
<b>Duration of module</b>	Session 1: March 14 <sup>th</sup> , 2020 Session 2: April 24 <sup>th</sup> , 2020 Session 3: May 8 <sup>th</sup> , 2020 Session 4: May 15 <sup>th</sup> , 2020 Session 5: May 29 <sup>th</sup> , 2020		
<b>Offering</b>	Spring term		
<b>Language</b>	English		
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4		
<b>Range of application</b>	All Master Programs		

**Modul: MAN 675 Ausgewählte Herausforderungen im Nonprofit Management (kein Angebot im FSS 2020!)**

**Lerninhalte:**

Jedes Semester wird ein Schwerpunktthema aus dem Bereich Nonprofit Management ausgewählt und diskutiert. Dies geschieht durch die Bearbeitung wissenschaftlicher Texte, praxisnaher Fallstudien sowie von Kurzprojekten.

**Lern- und Qualifikationsziele:**

Die Studierenden sollen nach Abschluss des Moduls in der Lage sein  
 ...Rahmenbedingungen und theoretische Grundlagen des Nonprofit Management bezüglich des Schwerpunktthemas zu erklären,  
 ...Management-Herausforderungen im gewählten Schwerpunktthema kritisch zu diskutieren,  
 ...wissenschaftliche Artikel kritisch zu lesen.  
 Des Weiteren sollen Schlüsselqualifikationen wie Präsentationskompetenz, Arbeiten mit wissenschaftlichen Texten und Teamkompetenz erworben werden.

**Voraussetzungen:**

**Formal:** -

**Inhaltlich:** Helmig, B. & Boenigk, S (2012), Nonprofit Management. München. Vahlen.

**Anmeldepflicht:** ja

**Weitere Infos zur Anmeldung:**

Homepage des Lehrstuhls / Studierendenportal  
 (Hinweise zur Anmeldung finden Sie [hier](#))

Lehrveranstaltungen und -form	Präsenzstudium	Selbststudium
Seminar (auch als Block möglich)	2	10
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Präsentation (30%) und schriftliche Ausarbeitung (70%)	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Bernd Helmig	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS (kein Angebot im FSS 2020!)	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 4, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt.Inf., LL.M., M.Sc. VWL, M.A. K&W	



<b>Module: MAN 676 Selected challenges in Public Management</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> At the end of the course, students should be able to: <ul style="list-style-type: none"> <li>• explain contingencies as well as theoretical foundations of public management with regard to the focus topic,</li> <li>• critically discuss management challenges in the light of the focus topic.</li> <li>• critically analyze scientific papers.</li> </ul> Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Rosenbloom, D. H., Kravchuck, R., & Clerkin R. M. (2015), <i>Public administration: understanding management, politics, and law in the public sector</i> , Boston, McGraw-Hill.		
<b>Obligatory registration:</b> yes	<b>Further information on registration:</b> Website of the chair / "Student Portal" (more information about the registration process is available <a href="#">here</a> )	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total	6	
<b>Form of assessment</b>	Presentation (25%) and written assignment (75%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Bernd Helmig	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 4, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus.Edu., M.Sc. Bus.Inf., LL.M., M.Sc. Econ, M.A. K&W	

**Modul: MAN 679 Eine wissenschaftliche Einführung in das Public und Nonprofit Management**

**Lerninhalte:**

Das Modul stellt eine wissenschaftliche Einführung in das Management von öffentlichen und Nonprofit-Organisationen dar. Dabei erfolgt zunächst eine Beschreibung und Analyse des öffentlichen und des Nonprofit-Sektors. Im Anschluss wird auf Besonderheiten und Herausforderungen im Management von öffentlichen und Nonprofit-Organisationen in Bezug auf verschiedene Managementfunktionen (z. B. Governance, Personalmanagement, Marketing, etc.) eingegangen. Damit bietet das Modul einen theoretischen Bezugsrahmen für das Management von öffentlichen und Nonprofit-Organisationen. Gleichzeitig werden die Besonderheiten im Vergleich zum Management privat-erwerbswirtschaftlicher Unternehmen herausgestellt. Die Erarbeitung der Inhalte erfolgt anhand der aktuellen wissenschaftlichen Literatur im Bereich Public und Nonprofit Management. Dabei erfolgt auch eine Diskussion der methodologischen Vorgehensweisen in der Forschung im Public- und Nonprofit-Kontext.

**Lern- und Qualifikationsziele:**

Die Studierenden sollen nach Abschluss des Moduls in der Lage sein  
 ...die Relevanz des öffentlichen und des Nonprofit-Sektors einzuschätzen,  
 ...die Besonderheiten des Management von öffentlichen und Nonprofit-Organisationen zu erläutern,  
 ...wissenschaftliche Literatur aus den Bereichen Public und Nonprofit Management zu verstehen und kritisch zu beurteilen,  
 ...Thesen und Erkenntnisse in den Bereichen Public und Nonprofit Management zu diskutieren.

Des Weiteren sollen Schlüsselqualifikationen wie Präsentationskompetenz, Arbeiten mit wissenschaftlichen Texten und Teamkompetenz erworben werden.

**Voraussetzungen:**

**Formal:** -

**Inhaltlich:** 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.

<b>Anmeldepflicht:</b> nein	<b>Weitere Infos zur Anmeldung:</b> -	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	8
Übung	1	
ECTS Modul insgesamt	6	
<b>Prüfungsform und -umfang</b>	schriftliche Klausur (90%) and schriftliche Arbeit (10%)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Bernd Helmig	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Deutsch	

<b>Programmspezifische Lernziele</b>	LG 1, LG 2, LG 3, LG 4, LG 5
<b>Note</b>	benotet
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt. Inf., LL.M., M.Sc. VWL, M.A. K&W

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

### 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.
- critically analyze scientific papers.

Moreover, key competences such as presentation competence, working with academic papers and team competences shall be acquired.

### Prerequisites:

#### Formal:

-

**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.*

<b>Obligatory registration:</b> no	<b>Further Information on the registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total	6	
<b>Form of assessment</b>	Presentation (40%) and written seminar work (60%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Bernd Helmig	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3, LG 4, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., LL.M., M.Sc. Econ., M.A. K&W	

<b>Module: MAN 690 Innovation Management</b>		
<b>Contents:</b> The lecture “Innovation Management“ provides an overview of theoretical foundations and fundamental conceptions in the field of innovation management. The lecture further analyses 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Basic bachelor-level knowledge on organization and management		
<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> Website of the chair / “Student Portal”	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 Min., 60%), assignment (mini-case) & group presentation (40%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Karin Hoisl	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring Semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.	

<b>Modul: MAN 691 Selected Topics in Organizational Behavior</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Basic bachelor-level knowledge on organization and management		
<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (60 Min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Karin Hoisl	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring Semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.	

<b>Modul: MAN 692 Organisationstheorie</b>		
<b>Lerninhalte:</b> Die Analyse der Beziehungen von Organisationen mit ihrem Umfeld und des Verhaltens von Individuen innerhalb von Organisationen, stellt die Basis der systematischen Analyse dar wie Organisationen arbeiten und wie sie geführt werden. So können Wettbewerbsvorteile erreicht und erhalten werden sowie Wandel antizipiert oder sogar initiiert werden. Diese Veranstaltung bietet eine umfassende Einführung in die Organisationstheorie. Neben den klassischen Organisationstheorien werden eine Vielzahl von Ansätzen wie die Neue Institutionenökonomik, der Ressourcenbasierte Ansatz, Organisationales Lernen oder Netzwerke abgedeckt.		
<b>Lern- und Qualifikationsziele:</b> Ziel dieser Veranstaltung ist es einen Überblick über die wichtigsten Themen und Argumente innerhalb der Organisationstheorie zu geben. Darüber hinaus werden theoretische Inhalte systematisch auf reale Herausforderungen von Unternehmen übertragen, um so den Wert der Theorie für die Organisationsanalyse und Entscheidungsfindung aufzuzeigen.		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Grundlegende Organisations- und Managementkenntnisse auf Bachelor-Niveau		
<b>Anmeldepflicht:</b> nein	<b>Weitere Infos zur Anmeldung:</b> -	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	6
Übung	2	2
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Schriftliche Klausur (60 Min., 60%), Mini-Fallstudie & Gruppenpräsentation (40%)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Karin Hoisl	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wirt. Inf., M.Sc. Wipäd, LL.M., M.Sc. VWL	

<b>Module: MAN 693 Strategic Intellectual Property Management</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Basic bachelor-level knowledge on organization and management		
<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (60 Min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Karin Hoisl	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall Semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Edu., LL.M., M.Sc. Econ.	



<b>Module: MAN 695 Project Course Innovation Management</b>		
<b>Contents:</b> This seminar provides insights into current, practical issues in innovation management. The goal is to collaboratively solve a real-life problem. During the seminar, students work in teams (of approx. 4 students) on practical cases and take on the role of consultants to help companies tackle specific innovation management challenges. Problems may cover topics like innovation and collaboration strategies, development and commercialisation of new product concepts, corporate venturing initiatives, or business model innovation. Participants will analyse the challenges faced by companies, apply theoretical concepts and methods to the specific case setting, and develop recommendations. They will receive guidance and feedback throughout the course and present solutions at the end of the seminar.		
<b>Learning outcomes:</b> Students gain insights into the business challenges of a real company. The already acquired knowledge of theoretical concepts in innovation management is deepened. The transfer- and problem-solving skills of students are enhanced as students apply theoretical knowledge to derive meaningful solutions for challenges in innovation management. Students can practice their presentation skills and learn how to effectively communicate the results and insights of their analysis.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Master-level knowledge on innovation and management, MAN 690 Innovation Management		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> Website of the Chair & Portal2	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Assignment and oral presentation (70%), in-class discussion (30%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Karin Hoisl	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall Semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Econ., M.Sc. Bus. Inf.	

<b>Modul: MAN 710 Forschungsseminar Public &amp; Nonprofit Management</b>		
<b>Lerninhalte:</b> Im Rahmen des Forschungsseminars werden die bislang erlernten Grundlagen des Public & Nonprofit Management aus einer akademischen, forschungsorientierten Perspektive vertieft. Die Studierenden werden in aktuelle Themen der Public & Nonprofit-Forschung eingeführt und erlernen wissenschaftliches Arbeiten. Die konkrete inhaltliche Ausgestaltung des Seminars kann verschiedene Formen annehmen.		
<b>Lern- und Qualifikationsziele:</b> Die Studierenden sollen nach Abschluss des Moduls in der Lage sein: <ul style="list-style-type: none"> <li>• Forschungslücken zu erkennen und im Hinblick auf eigene Forschungsarbeiten zu reflektieren,</li> <li>• Forschungsziele und Forschungsfragen zu formulieren,</li> <li>• wissenschaftliche Literatur zu recherchieren, interpretieren, beurteilen und selektieren,</li> <li>• geeignete Forschungsmethoden (qualitativ und/oder quantitativ) für verschiedene Forschungsfragen auszuwählen,</li> <li>• eine qualitative und/oder quantitative Forschungsarbeit zu verfassen.</li> </ul> In diesem Seminar sollen insbesondere die Schlüsselqualifikation des wissenschaftlichen Arbeitens erworben werden.		
<b>Voraussetzungen:</b> <b>Formal:</b> MAN 617 <u>oder</u> MAN 619 <u>oder</u> MAN 637 <u>oder</u> MAN 674 <u>oder</u> MAN 675 <u>oder</u> MAN 676 <u>oder</u> MAN 679 <u>oder</u> MAN 680 <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls / im Studierenden-Portal (Achtung: vorgezogener Anmeldezeitraum)	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar (auch als Block möglich)	3	10,5
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Schriftliche Seminararbeit(en) (Teil 1: 25%, Teil 2: 75%)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Bernd Helmig	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS und FSS	
<b>Sprache</b>	Deutsch (HWS), Englisch (FSS)	
<b>Programmspezifische Lernziele</b>	LG 1, LG 4, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd	

<b>Module: MAN 721 Research Seminar Organization and Innovation</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> Innovation Management (MAN 690) <u>or</u> Organizational Behavior (MAN 691) <u>or</u> Strategic Innovation Management (MAN 658) <u>or</u> Organisationstheorie (MAN 692) <u>or</u> IP Management (MAN 693) - parallel attendance possible <b>Recommended:</b> Master-level knowledge on organization and management		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> Website of the chair / "Student Portal"	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS Modul insgesamt		6
<b>Form of assessment</b>	Written seminar thesis (70%), presentation (30%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Karin Hoisl	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring Semester, fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

<b>Modul: MAN 741 Research Seminar on Human Resource Management and Leadership</b>		
<b>Lerninhalte:</b> Im Seminar werden Themen aus den Bereichen Personalmanagement (im HWS) und Führung (im FSS) behandelt. Schwerpunkt liegt auf empirischen Ergebnissen aus den jeweiligen Bereichen.		
<b>Lern- und Qualifikationsziele:</b> Studenten lernen im Seminar, ein Forschungsproblem zu strukturieren, wissenschaftliche Evidenz zu sammeln, eine wissenschaftliche Arbeit darüber zu verfassen und ihre Ergebnisse in der Gruppe zu präsentieren.		
<b>Voraussetzungen:</b> <b>Formal:</b> MAN 640 oder MAN 641 oder MAN 642 oder MAN 644 oder MAN 645 oder MAN 646 oder MAN 647 oder MAN 648 oder MAN 649 <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls / Studierendenportal	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar (Blockveranstaltung möglich)	2	10
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Seminararbeit und Präsentation	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Torsten Biemann	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS (Deutsch) und FSS (Englisch)	
<b>Sprache</b>	Deutsch oder Englisch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd	

<b>Module: MAN 750 Seminar Corporate Strategy &amp; Governance (no offering in fall 2019!)</b>		
<b>Contents:</b> 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		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> MAN 654 (parallel attendance possible) <u>or</u> MAN 655 (parallel attendance possible) <u>or</u> MAN 656 (parallel attendance possible) <u>or</u> MAN 657 (parallel attendance possible) <b>Recommended:</b> -		
<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> Website of the chair / "Student Portal"	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Compact course ("Blockseminar")	2	10
ECTS in total		6
<b>Form of assessment</b>	Portfolio (depends on the form/focus of the seminar)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Matthias Brauer	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester and fall semester (no offering in fall 2019!)	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 5	
<b>Note</b>	benotet	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

**Module: MAN 761 CSR Research Seminar****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.

**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:**

**Formal:** CC 504

**Recommended:** No previous knowledge on quantitative empirical methods required

<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> Website of the chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Presentation and research paper	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Laura Marie Edinger-Schons	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 4, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

<b>Module: MAN 770 Research Seminar</b>		
<b>Contents:</b> 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 area applied in the area of empirical family business & entrepreneurship research.		
<b>Learning outcomes:</b> The students will to 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> It is helpful for participants to have visited the lecture CC 502. No previous knowledge on quantitative empirical methods is required.		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> <a href="http://www.bwl.uni-mannheim.de/en/woywode/teaching">www.bwl.uni-mannheim.de/en/woywode/teaching</a>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Research seminar (block course also possible)	2	10
ECTS in total		6
<b>Form of assessment</b>	Participation, oral presentation, written (empirical) assignment	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Michael Woywode	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and spring semester	
<b>Language</b>	English or German	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

### 3.5. Area „Marketing and Sales“

<b>Module: MKT 510 Price and Product Management</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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 micro economics 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Basic marketing knowledge on Bachelor level / B.Sc. Business Administration		
<b>Obligatory registration:</b> no		<b>Further Information on registration:</b> -
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total		6
<b>Form of assessment</b>	Written exam (60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Dr. h.c. mult. Christian Homburg	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	



**Module: MKT 520 Market Research****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:**

**Formal:** -

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

**Obligatory registration:** no

**Further Information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total		6

<b>Form of assessment</b>	Written exam (60 min.)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Florian Kraus
<b>Duration of module</b>	1 semester
<b>Offering</b>	Spring semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 2
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.

**Module: MKT 531 Marketing Theory****Contents:**

Marketing begins and ends with the consumer - 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:**

**Formal:** Not taken MKT 530

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

<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total	4	
<b>Form of assessment</b>	Written exam (60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Florian Stahl	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring Semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

**Module: MKT 545 Customers, Markets and Firm Strategy****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 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:**

**Formal:** Not taken MKT 650

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

**Obligatory registration:** no

**Further Information on registration:** -

Course	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6

<b>Form of assessment</b>	Written exam (90 min.)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Florian Stahl
<b>Duration of module</b>	1 semester
<b>Offering</b>	Spring semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ., LL.M.

<b>Module: MKT 560 Services Marketing</b>		
<b>Contents:</b> Students get an insight into and understand current developments and marketing-specific characteristics of the services industry. Accordingly, 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 services marketing context. The lecture is supplemented through case study discussions.		
<b>Learning outcomes:</b> Students get an insight into and understand current developments and marketing-specific characteristics of the services industry. Accordingly, 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 services marketing context. The lecture is supplemented through case study discussions.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Basic marketing knowledge on Bachelor level		
<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Florian Kraus	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf.	

<b>Module: MKT 570 Marketing of Innovations</b>		
<b>Contents:</b> This module is designed for students who want to develop a capacity for analysing business situations, formulating strategies for the marketing of innovations, and helping companies to establish sustainable customer relationships. The lecture establishes the theoretical and conceptual background of innovation marketing. Supporting material, such as readings and case studies, will complement the lecture. Over the term, students will work in a team to apply their learnings to a real-world case with our corporate partner Mercedes-AMG.		
<b>Learning outcomes:</b> At the end of this course, students will be able to develop and critically evaluate the marketing strategy for a product, service, or process innovation. This course will enable students to apply frameworks, concepts, and methods for crafting marketing strategies around innovations. Students will apply their knowledge in a case study project with Mercedes-AMG.		
<b>Prerequisites:</b> <b>Formal:</b> One module MKT 5xx <b>Recommended:</b> Knowledge of marketing strategy and marketing mix		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> Student Portal <sup>2</sup> (information on central registration process) and <u>website</u> of the chair (course information)	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Presentation: 100%	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Sabine Kuester	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., K&W, M.Sc. Econ.	

**Module: MKT 580 Digital Marketing Strategy****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:****Formal:** -**Recommended:** -**Obligatory registration:** yes**Further Information on the registration:**

“Student Portal” (information on central registration process) and website of the chair (course information).

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total		6
<b>Form of assessment</b>	Written Exam (60 minutes) 60 %, Presentation 40 %	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Sabine Kuester	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ.	

<b>Modul: MKT 550 International Course – Marketing</b>			
<b>Lerninhalte:</b> vom belegten Kurs abhängig			
<b>Lern- und Qualifikationsziele:</b> vom belegten Kurs abhängig			
<b>Voraussetzungen:</b>			
<b>Formal:</b> Das Niveau des Kurses entspricht dem Niveau eines üblichen Mannheimer Master-Kurses (mindestens 500er Level).			
<b>Inhaltlich:</b> Der Kurs stellt eine sinnvolle Ergänzung des Mannheimer Curriculums dar.			
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
International Course – Marketing	abhängig vom ausländischen Modul		abhängig vom ausländischen Modul
ECTS Modul insgesamt			abhängig vom ausländischen Modul
<b>Prüfungsform und -umfang</b>	Präsentation/ Hausarbeit/ Klausur/ mündliche Prüfung => kann variieren, eine Note <b>muss</b> ausgewiesen werden		
<b>Dozent(en)/Modulverantwortlicher</b>	Dozent an der Gastuniversität, Prüfung der Wertigkeit in Mannheim durch jeweilige Area (Learning Agreement)		
<b>Dauer des Moduls</b>	1 Semester		
<b>Angebotsturnus</b>	HWS und FSS		
<b>Sprache</b>	vorzugsweise Englisch, andere Sprachen möglich soweit Inhalt und Niveau für Mannheimer Lehrstuhl überprüfbar		
<b>Programmspezifische Lernziele</b>	LG 1, LG 3		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.A. K&W, ggf. auch andere Studiengänge, wenn mit Prüfungsordnung vereinbar; ausschließlich während eines Gaststudiums im Ausland belegbar		

**Module: MKT 611 Sales Management and Customer Relationship Management (no offering in spring 2020!)**

**Contents:**

The module deals with the basic marketing task of serving, retaining and developing customers from an instrumental and strategic perspective. Accordingly, the lecture is divided into the two components sales management and customer relationship management. Thereby, sales management deals with the fundamentals of channel design, the management of external sales partners and the internal sales force as well as the basics of personal selling. In the part customer relationship management, the students will learn how to achieve customer loyalty and how to increase the value of the customer relations from a long-term perspective.

**Learning outcomes:**

Students understand and can apply the instruments of sales management and customer relationship management. They are aware of the benefits and implications of long-term customer relationships and how these customer relationships can be managed actively. At the end of this module the students can apply their knowledge about sales strategies, concepts and instruments in practice.

**Prerequisites:**

**Formal:**

-

**Recommended:** Module MKT 510

**Obligatory registration:** no

**Further Information on registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
ECTS in total		4

<b>Form of assessment</b>	Written exam (60 min.): 80%, Group work (Cases): 20%
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Dr. h.c. mult. Christian Homburg
<b>Duration of module</b>	1 semester
<b>Offering</b>	Spring semester (no offering in spring 2020!)
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf.



**Module: MKT 612 Business-to-Business-Marketing****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:**

**Formal:** Not taken MKT 610

**Recommended:** Module MKT 510

**Obligatory registration:** no

**Further Information on registration:** -

**Courses****Hours per week****Self-study**

Lecture

1

3

ECTS in total

2

**Form of assessment**

Written exam (45 min.)

**Preliminary course work**

-

**Lecturer/Person in charge**

Prof. Dr. Florian Kraus

**Duration of module**

1 semester

**Offering**

Fall semester

**Language**

English

**Program-specific educational goals**

LG 1, LG 3

**Grade**

graded

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf.

<b>Modul: MKT 613 Verhandlungsführung</b>		
<b>Lerninhalte:</b> Studierenden sollen Verhandlungsstrategien anhand konkreter Beispiele aus der Unternehmenspraxis näher gebracht werden. Hierzu werden zunächst Techniken der Verkaufsverhandlung eingeführt und im Anschluss selbst Verhandlungen in Kleingruppen vorbereitet und durchgeführt. Im Anschluss soll auf Basis des erworbenen Wissens ein praktischer Verhandlungsfall schriftlich ausgearbeitet werden.		
<b>Lern- und Qualifikationsziele:</b> Die Studenten sind nach Absolvierung des Moduls in der Lage, ihr Wissen über Verhandlungsstrategien praktisch anzuwenden.		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls / Studierendenportal (Hinweise zur Anmeldung finden Sie <a href="#">hier</a> )	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Verhandlungsworkshop	2	2
Assignment		
ECTS Modul insgesamt		2
<b>Prüfungsform und -umfang</b>	Schriftliche Case-Ausarbeitung	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Florian Kraus	
<b>Dauer des Moduls</b>	Blockveranstaltung während des Semesters	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd, M.Sc. Wirt. Inf., M.Sc. VWL, LL.M, M.A. K&W.	

**Module: MKT 614 Marketing Communication****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:**

**Formal:** Not taken MKT 530 or MKT 532

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

<b>Obligatory registration:</b> no	<b>Further Information on registration: -</b>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (60 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Florian Stahl	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.	

<b>Module: MKT 622 Country Manager</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> Understanding of International Marketing		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> "Student Portal" (information on central registration process) and <u>website</u> of the chair (course information).	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Simulation Country Manager	1	3
ECTS in total		2
<b>Form of assessment</b>	Simulation result: 50%, strategy outline: 25%, final report: 25% Only one examination date per semester!	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Sabine Kuester	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ.	

**Module: MKT 623 Strategic Marketing Management Simulation****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 - Segmentation, targeting and positioning
- Marketing mix (4Ps – product, price, promotion, place)
- Integrated marketing decision-making and analysis

**Prerequisites:**

**Formal:** -

**Recommended:** Solid Understanding of Strategic Marketing Management

**Obligatory registration:** yes

**Further Information on the registration:**

“Student Portal” (information on central registration process) and website of the chair (course information).

**Courses****Hours per week****Self-study**

Computer Simulation

1

3

ECTS in total

2

**Form of assessment**

Simulation result: 50%, strategy outline: 25%, final report: 25%

**Preliminary course work**

-

**Lecturer/Person in charge**

Prof. Dr. Sabine Kuester

**Duration of module**

1 semester

**Offering**

Fall semester

**Language**

English

**Program-specific educational goals**

LG 3, LG 5

**Grade**

graded

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Econ., M.Sc. Bus. Inf., M.Sc. Bus. Edu., M.A. K&W

<b>Module: MKT 661 Consumer Behavior</b>		
<b>Contents:</b> 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).		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> Not taken MKT 660 <b>Recommended:</b> Module MKT 530 or Module MKT 531		
<b>Obligatory registration:</b> no	<b>Further Information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	1	3
ECTS in total	2	
<b>Form of assessment</b>	Written exam (45 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Dr. h.c. mult. Christian Homburg / Prof. Dr. Wayne D. Hoyer	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., LL.M.	

**Module: MKT 662 Interactive Marketing****Contents** (subject to change):

This course is dealing with recent topics within marketing strategies especially concerning the use of

new media. The course will focus on recent knowledge about interactive marketing and the different marketing vehicles used to influence consideration, branding, transaction and CRM. Different business models and integrated marketing concepts in regard to the different characteristics of the web 1.0, 2.0 and 3.0 will be explained. Furthermore information and transaction processes will be dealt with. The course will go through the concept and role of Customer Relationship Management in interactive marketing.

**Learning outcomes** (subject to change):

The aim of the course is to explain the use of new media for interactive marketing. Furthermore, it emphasises the new and continuously developing possibilities within interactive marketing, with the consumer relation as main focus. This will enable the students to understand the different challenges of interactive marketing and actively incorporate it in a marketing plan, to get a synergy effect with the more traditional media.

**Prerequisites:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** no

**Further Information on registration:** -

Courses	Hours per week	Self-study
Lecture	2	6
Exercise class	1	3
ECTS in total		6

<b>Form of assessment</b>	Written exam (90 min.)
<b>Preliminary course work</b>	-
<b>Lecturer/Person in charge</b>	Prof. Dr. Florian Stahl
<b>Duration of module</b>	1 semester
<b>Offering</b>	Spring semester
<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.A. K&W, M.Sc. Econ., LL.M.

**Module: MKT 663 Branding and Brand Management****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:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** no

**Further Information on registration:** -

**Courses**

**Hours per week**

**Self-study**

Lecture

2

6

ECTS in total

4

**Form of assessment**

Written exam (60 min.)

**Preliminary course work**

-

**Lecturer/Person in charge**

Prof. Dr. Florian Stahl

**Duration of module**

1 semester

**Offering**

spring semester

**Language**

English

**Program-specific educational goals**

LG 1

**Grade**

graded

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., M.A. K&W, LL.M.



**Module: MKT 664 Brand Strategy Seminar****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 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:**

**Formal:** MKT 663 Branding and Brand Management and Participation in L'Oreal Brandstorm (<http://www.brandstorm.loreal.com/>)

**Recommended:** -

**Obligatory registration:** yes

**Further Information on the registration:**

Website of the chair

**Courses****Hours per week****Self-study**

Seminar

1

3

ECTS in total

2

**Form of assessment**

Team Seminar Paper (70%) and Team Presentation (30%)

**Preliminary course work**

-

**Lecturer/Person in charge**

Prof. Dr. Florian Stahl

**Duration of module**

Block course within the semester

**Offering**

Fall semester

**Language**

English

**Program-specific educational goals**

LG 1, LG 5

**Grade**

graded

**Range of application**

M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Econ., M.A. K&W, LL.M.

<b>Modul: MKT 710 Forschungsseminar</b>		
<b>Lerninhalte:</b> Das Seminar ist eine Vorbereitung auf die Erstellung einer Master-Arbeit innerhalb der Marketing-Area und bietet eine Einführung in wissenschaftliches Arbeiten mit Bezug auf neue Entwicklungen der Marketingforschung. Die Studierenden erstellen eigenständig eine schriftliche Seminararbeit zu einem aktuellen Forschungsthema und präsentieren ihre Ergebnisse im Rahmen des Seminars.		
<b>Lern- und Qualifikationsziele:</b> Die Studierenden können wissenschaftlich arbeiten und selbständig ein Forschungsthema aus dem Bereich Marketing untersuchen. Sie kennen grundlegende Techniken der Literaturrecherche und wissen, wie wissenschaftliche Arbeiten zu strukturieren sind. Weiterhin lernen die Studenten, ihre Forschungsergebnisse zu präsentieren.		
<b>Voraussetzungen:</b> <b>Formal:</b> MKT 510 (oder Bachelor Marketing Grundlagenkurs MKT 301) <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar	2	10
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Schriftliche Seminararbeit: 70%, Präsentation: 30%	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Dr. h.c. mult. Christian Homburg	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS und FSS	
<b>Sprache</b>	Deutsch, Englisch (die Arbeit kann sowohl in deutscher als auch in englischer Sprache verfasst werden)	
<b>Programmspezifische Lernziele</b>	LG 1, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd	

<b>Modul: MKT 720 Marketingseminar</b>		
<b>Lerninhalte:</b> Das Marketingseminar dient dazu, den Teilnehmern die Prinzipien des wissenschaftlichen Arbeitens zu vermitteln. Diese Fähigkeiten werden von Studierenden durch die Anfertigung einer Seminararbeit erschlossen und in den Seminarveranstaltungen vertieft. Sie versetzen die Studierenden – in Verbindung mit dem im Marketing-Studium erworbenen Wissen – in die Lage, eine Master-Arbeit innerhalb der Marketing-Area anfertigen zu können, welche den Ansprüchen an eine akademische Abschlussarbeit genügt. Die Studierenden erstellen eine schriftliche Seminararbeit zu einem aktuellen Forschungsthema. Die Arbeit wird im Rahmen des Seminars präsentiert und mit anderen Teilnehmern diskutiert.		
<b>Lern- und Qualifikationsziele:</b> Die Teilnahme befähigt Studenten, ein wissenschaftliches Thema umfassend zu erschließen. Studenten werden in die Lage versetzt, Forschungslücken zu identifizieren und Forschungsfragen zu formulieren, ihr Thema zu motivieren und zu positionieren, einen konzeptionell-theoretischen Rahmen für die Arbeit zu entwickeln, die zentralen Konstrukte zu konzeptualisieren und zu operationalisieren, einen Review aktueller empirischer Studien zu erstellen und theoretische und Managementimplikationen abzuleiten. Sie werden außerdem mit Präsentationstechniken vertraut gemacht.		
<b>Voraussetzungen:</b> <b>Formal:</b> MKT 510 (oder Bachelor Marketing Grundlagenkurs MKT 301) <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls / Studierendenportal	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar	2	10
ECTS Modul insgesamt	6	
<b>Prüfungsform und -umfang</b>	Schriftliche Seminararbeit: 70%, Präsentation: 30%	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Florian Stahl	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS und FSS	
<b>Sprache</b>	Deutsch/Englisch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd	

<b>Modul: MKT 730 Marketing Seminar Prof. Kuester</b>		
<b>Lerninhalte:</b> Das Seminar bietet eine Einführung in das akademische Arbeiten mit Bezug auf neue Entwicklungen und Herausforderungen aktueller und relevanter Fragestellungen im Marketing.		
<b>Lern- und Qualifikationsziele:</b> Die Teilnahme an diesem Modul ermöglicht es Studierenden, eigenständig ein Forschungsthema zu untersuchen, indem sowohl theoretische Grundlagen als auch empirische Studien in einer schriftlichen Seminararbeit erarbeitet, diskutiert und präsentiert werden.		
<b>Voraussetzungen:</b> <b>Formal:</b> MKT 510 (oder Bachelor Marketing Grundlagenkurs MKT 301) <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Homepage des Lehrstuhls	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar	2	10
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Schriftliche Seminararbeit: 70% Präsentation: 30%	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Sabine Kuester	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS und FSS	
<b>Sprache</b>	Deutsch, Englisch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd	

<b>Module: MKT 740 Research Seminar</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> MKT 510 (or Bachelor Course Marketing Fundamentals MKT 301)		
<b>Recommended:</b> -		
<b>Obligatory registration:</b> yes	<b>Further Information on registration:</b> Homepage of the chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Written paper: 70% of the final grade, presentation: 30% of the final grade	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Florian Kraus	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	German, English	
<b>Program-specific educational goals</b>	LG 1, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu.	

### 3.6. Area „Operations Management“

<b>Module: OPM 501 Logistics Management</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> 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)		
<b>Obligatory registration:</b> no		<b>Further Information on registration:</b> -
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Moritz Fleischmann	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

<b>Module: OPM 502 Inventory Management</b>		
<b>Contents:</b> Matching supply with demand constitutes the temporal dimension of logistics. Inventories allow companies to decouple supply and demand and thereby to design the supply processes more efficiently. However, inventories come at a cost. This course discusses different roles that inventory can play in the supply chain. It introduces quantitative models that capture the trade-off between inventory holding costs and performance. The course also complements supply-side inventory management with demand-side revenue management techniques. Core topics of this course include demand forecasting, lot sizing, safety stocks, and revenue management.		
<b>Learning outcomes:</b> In this course, students will learn how inventories can be used to manage supply chain performance. They will learn to distinguish different functions of inventory 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 get acquainted with the basic principles of revenue management and understand how these are interrelated with inventory management.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> 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)		
<b>Obligatory registration:</b> no	<b>Further information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Moritz Fleischmann	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

**Module: OPM 503 Transportation I – Land Transport and Shipping****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:**

**Formal:** -

**Recommended:** -

**Obligatory registration:** no

**Further Information on registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (45 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Borislav Bjelcic	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	



<b>Module: OPM 504 Transportation II – Aviation</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> Students will understand the dynamics and interdependencies of the global aviation industry. They learn about the characteristics of airline management in various areas.		
<b>Prerequisites:</b> <b>Formal:</b> - <b>Recommended:</b> -		
<b>Obligatory registration:</b> no		<b>Further Information on registration:</b> -
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (45 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Borislav Bjelcic	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

**Module: OPM 544 Advanced Supply Chain Planning****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 Principals 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:****Formal:**

-

**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.

<b>Obligatory registration:</b> yes	<b>Further Information on the registration:</b> "Student Portal" (more information about the registration process is available <a href="#">here</a> )	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2 (blocked)	6
ECTS in total		4
<b>Form of assessment</b>	Written exam	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Dr. Josef Packowski / Prof. Dr. Moritz Fleischmann	
<b>Duration of module</b>	3 days (blocked)	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	

<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ., M.Sc. Bus. Edu.

**Module: OPM 561 Production Management: Lean Approaches and Variability****Contents:**

To match supply/capacity with demand, managers and planners have to consider different types of variability. We discuss sources for three dimensions of variability and analyze the effects on several operational performance measures. This course 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 a classification of production systems and the characterization of design problems for flow production systems. The second part of the course covers control and scheduling decisions.

To manage and reduce variability we introduce classical approaches from lean management as well as modern business analytics tools. 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:**

Student 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:**

**Formal:** -

**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)

**Obligatory registration:** no

**Further Information on the registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Assignment(s)/work on case studies (individual and/or in groups, maximum 30 points), written exam (maximum 60 point)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Raik Stolletz	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	

<b>Program-specific educational goals</b>	LG 1, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

**Module: OPM 562 Business Analytics: Applications of Artificial Intelligence for Data-Driven Decision Making**

**Contents:**

The increasing availability of data about customer behavior and operational processes calls for its systematic exploitation to improve decision-making in businesses. This course introduces descriptive, predictive, and prescriptive Artificial Intelligence (AI) approaches for different Operations Management problems. In particular, machine learning approaches for supervised and unsupervised learning are introduced. For example, Neural Networks are presented to predict and optimize the performance of operations systems based on data. Applications in the areas of maintenance, production management, and the control of automated guided vehicles are discussed in detail.

An introduction to the basics of programming with Python is provided. This is the basis for own applications and implementations of AI approaches by the students. Moreover, the students will leverage libraries of AI approaches. During the course, the students will work on several case studies and assignments (individually or in groups).

**Learning outcomes:**

After this course, students are familiar with the fundamental concepts of different AI approaches. Students learn how to select suitable AI techniques to obtain insights from big data sets of real-world problems to make business decisions supported by the data. The students will develop programming skills that allow them to implement and apply AI approaches. Moreover, students are familiar with interfaces to libraries of AI approaches and how to tailor these implementations to problem-specific needs.

**Prerequisites:**

**Formal:**

-

**Recommended:** Basic knowledge in operations management (e.g. BSc course "Produktion" or "OPM 301 Operations Management")

**Obligatory registration:** yes

**Further information on registration:**

Website of the chair / "Student Portal"

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Integrated Lecture and Exercise	4	8
ECTS in total		6
<b>Form of assessment</b>	Individual assignments, group assignments, and presentations	
<b>Lecturer/Person in charge</b>	Dr. Justus Arne Schwarz	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester 2020	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 2, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

<b>Modul: OPM 565 Integrierte Produktentwicklung</b>		
<b>Lerninhalte:</b> <ul style="list-style-type: none"> <li>• Einführung in die Produktentwicklung</li> <li>• Methodische Grundlagen</li> <li>• Integrierte Produktentwicklung (IPE) und Integrated Design Engineering (IDE)</li> <li>• Prozess- und Projektmanagement</li> <li>• Management des Produktlebenszyklusses (PLM)</li> <li>• Produktintegration im IDE</li> <li>• Einführung in CAX-Systeme (CAD, CAP, CAM, CAQ, Simulation und Berechnung)</li> <li>• Bestimmen der Wirtschaftlichkeit</li> </ul>		
<b>Lern- und Qualifikationsziele:</b> Studenten sind in der Lage <ul style="list-style-type: none"> <li>• unterschiedliche aber miteinander vernetzte Sichten auf ein Produkt verstehen und anwenden können,</li> <li>• Strategien, Methoden, Vorgehensweisen und Werkzeuge der Produktentwicklung kennen und anwenden können,</li> <li>• gegenseitige Beeinflussungen der unterschiedlichen Strategien, Methoden, Vorgehensweisen und Werkzeuge in der Produktentwicklung verstehen und synergetisch nutzen können,</li> <li>• integrierte Verfahren der Wirtschaftlichkeitsberechnung kennenlernen und auf beliebige Fragestellungen der Produktentwicklung anwenden können.</li> </ul>		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Interesse an Technik		
<b>Anmeldepflicht:</b> ja (max. 30 Teilnehmer)	<b>Weitere Infos zur Anmeldung:</b> Studierendenportal (Hinweise zur Anmeldung finden Sie <a href="#">hier</a> )	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung	2	6
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Mündliche oder schriftliche Prüfung (60%) und Gruppenpräsentation (40%)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Sandor Vajna	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS	
<b>Sprache</b>	Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 3, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Wipäd, M.Sc. Wirt. Inf., M.Sc. Wirt. Math., M.Sc. VWL	

**Module: OPM 581 Service Operations Management****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-sensitivity/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:****Formal:**

-

**Recommended:**

Basic knowledge in operations management, basic knowledge in mathematics (including Linear Programming) and in statistics (probability distributions).

**Obligatory registration:** no**Further Information on the registration:** -**Courses****Hours per week****Self-study**

Lecture

2

6

Exercise

2

2

ECTS in total

6

**Form of assessment**

Written exam (90 min.)

**Preliminary course work**

-

**Lecturer/Person in charge**

Prof. Dr. Cornelia Schön

**Duration of module**

1 semester

**Offering**

Spring semester



<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

## Module: OPM 582 Case Studies in Service Operations Management

### 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:

#### Formal:

-

#### 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).

**Obligatory registration:** yes,  
Max. 20 participants

**Further Information on the registration:** "Student Portal" (more information about the registration process is available [here](#))

### Courses

#### Hours per week

#### Self-study

Lecture

2

6

Exercise class

2

2

ECTS in total

6

### Form of assessment

Assignment(s)/work on case studies: final team report (60%), final presentation (30%), individual class participation (10%)

### Preliminary course work

-

### Lecturer/Person in charge

Prof. Dr. Cornelia Schön

### Duration of module

1 semester

### Offering

Fall semester

<b>Language</b>	English
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4
<b>Grade</b>	graded
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

**Module: OPM 591 Strategic Procurement****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.

**Prerequisites:**

**Formal:** -

**Recommended:** Basic knowledge in supply chain and/or operations management

<b>Obligatory registration:</b> no	<b>Further Information on the registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christoph Bode	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Wirt. Math., M.Sc. Bus. Inf., M.Sc. Econ.	

<b>Modul: OPM 550 International Course – Operations Management</b>			
<b>Lerninhalte:</b> vom belegten Kurs abhängig			
<b>Lern- und Qualifikationsziele:</b> vom belegten Kurs abhängig			
<b>Voraussetzungen:</b>			
<b>Formal:</b> Das Niveau des Kurses entspricht dem Niveau eines üblichen Mannheimer Master-Kurses (mindestens 500er Level).			
<b>Inhaltlich:</b> Der Kurs stellt eine sinnvolle Ergänzung des Mannheimer Curriculums dar.			
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
International Course – Operations Management	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul	abhängig vom ausländischen Modul
ECTS Modul insgesamt			abhängig vom ausländischen Modul
<b>Prüfungsform und -umfang</b>	Präsentation/ Hausarbeit/ Klausur/ mündliche Prüfung => kann variieren, eine Note <b>muss</b> ausgewiesen werden		
<b>Dozent(en)/Modulverantwortlicher</b>	Dozent an der Gastuniversität, Prüfung der Wertigkeit in Mannheim durch jeweilige Area (Learning Agreement)		
<b>Dauer des Moduls</b>	1 Semester		
<b>Angebotsturnus</b>	HWS und FSS		
<b>Sprache</b>	vorzugsweise Englisch, andere Sprachen möglich soweit Inhalt und Niveau für Mannheimer Lehrstuhl überprüfbar		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. MMBR, ggf. auch andere Studiengänge, wenn mit Prüfungsordnung vereinbar; ausschließlich während eines Gaststudiums im Ausland belegbar		

**Module: OPM 601 Supply Chain Management****Contents:**

Fulfilling a customer order typically involves multiple parties, such as suppliers, manufacturers, wholesalers, and retailers, each of them having their own objectives. At the same time, all parties are dependent on each other to serve the final customer. Supply chain management addresses the interplay between individual objectives and overall supply chain performance. The key insight is that supply chain coordination can generate a win-win situation, benefiting all supply chain members. This course discusses the need for supply chain coordination and introduces several mechanisms for achieving it. Key topics include supply chain coordination, incentive alignment, supply chain contracts, and information asymmetries.

**Learning outcomes:**

Students will understand 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.

**Prerequisites:**

**Formal:** 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).

<b>Obligatory registration:</b> no	<b>Further information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Moritz Fleischmann	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.	

## Module: OPM 661 Business Analytics: Robust Planning in Stochastic Systems

### Contents:

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. The basic concepts of the analysis of Markovian queueing systems are developed 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 a tool for the analysis of stochastic systems. It is used to perform sensitivity analyses to develop managerial insights.

### 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:

**Formal:** 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).

<b>Obligatory registration:</b> no	<b>Further information on registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	2	2
ECTS in total	6	
<b>Form of assessment</b>	Written exam (maximum 70 points), case study (maximum 20 points)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Raik Stolletz	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester (irregular)	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.,	

**Module: OPM 662 Business Analytics: Modeling and Optimization****Contents:**

This course introduces mathematical modeling approaches for planning and scheduling of operations. 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 software. Different heuristic techniques to cope with high complexity are introduced and implemented. 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 mixed-integer 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:**

**Formal:** 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).

**Obligatory registration:** yes

**Further information on registration:**

Website of the chair / "Student Portal" (more information about the registration process is available [here](#))

**Courses****Hours per week****Self-study**

Lecture / Exercise

4

8

ECTS in total

6

**Form of assessment**

Assignments and presentations (70%),  
final practical or oral exam (30%)

**Preliminary course work**

-

**Lecturer/Person in charge**

Prof. Dr. Raik Stolletz

**Duration of module**

1 semester

**Offering**

Spring semester (irregular)

**Language**

English

**Program-specific educational goals**

LG 2, LG 3, LG 5

**Grade**

graded



<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.
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## Module: OPM 682 Revenue Management

### 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 RM, get familiar with the underlying models and methods and enhance their analytical skills.

### Prerequisites:

**Formal:** 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).

<b>Obligatory registration:</b> no	<b>Further Information on the registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture & Exercise class	2	6
Exercise class	2	2
ECTS in total		6
<b>Form of assessment</b>	Final exam, optional bonus assignment	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Cornelia Schön	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	

<b>Language</b>	English
<b>Grade</b>	graded
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Inf., M.Sc. Bus. Math., M.Sc. Econ.

**Module: OPM 691 Supply Risk Management****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.

**Prerequisites:****Formal:** -**Recommended:** Good knowledge in supply chain management**Obligatory registration:** No**Further Information on the registration:** -

<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
ECTS in total		4
<b>Form of assessment</b>	Written exam (60 min.; 70%) plus assignments and presentations (30%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christoph Bode	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 4	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math., M.Sc. Bus. Inf., M.Sc. Econ.	

**Module: OPM 692 Advanced Procurement****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”. After a detailed analysis of the purchasing process, the module addresses the following core topics: pre-transaction issues (from need specification to supplier selection problems), contracts and contract management, negotiation tactics and strategies, advanced technical (e.g., product teardown analysis) and commercial levers (e.g., reverse auctions) for value optimization, special purchasing situations (e.g., commodities, services), global sourcing, and sustainability in the supply chain context.

The module consists of regular lectures and exercise classes in which extended and short cases will be discussed. Guest speakers from industry will share their management and consulting experiences in procurement.

**Learning outcomes:**

This course is of interest to students seeking more in-depth knowledge of advanced tools in procurement and more understanding of the mechanisms that build the foundation of procurement research and practice. For each topic covered, concepts, frameworks and analytic tools are presented.

**Prerequisites:**

**Formal:** -

**Recommended:** The module builds on topics covered in the module OPM 591. Participants who have not attended this module might require additional preparation.

<b>Obligatory registration:</b> no	<b>Further Information on the registration:</b> -	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	6
Exercise class	1	3
ECTS in total		6
<b>Form of assessment</b>	Written exam (90 min.)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christoph Bode	
<b>Duration of module</b>	1 Semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 3	
<b>Grade</b>	graded	

<b>Range of application</b>	M.Sc. MMM, M.Sc. MMBR, M.Sc. Bus. Edu., M.Sc. Bus. Math., M.Sc. Bus. Inf., M.Sc. Econ.
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<b>Module: OPM 701 Research Seminar Supply Chain Management</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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 the present the results of their analysis.		
<b>Prerequisites:</b> <b>Formal:</b> At least one module OPM 6XX (Parallel attendance possible) or an equivalent module within an exchange program <b>Recommended:</b> Sound knowledge in logistics and supply chain management; sound quantitative skills; interest in scientific research		
<b>Obligatory registration:</b> yes (at the end of the preceding term)	<b>Further information on registration:</b> Website of the chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total		6
<b>Form of assessment</b>	Presentation, active contribution to class discussion, written report	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Moritz Fleischmann	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	English / German	
<b>Program-specific educational goals</b>	LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

<b>Module: OPM 761 Research Seminar Production Management</b>		
<b>Contents:</b> 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 on a given topic or analyze a decision model in the field of production management using an optimization or simulation tool. The students discuss their findings in a written report and in an oral presentation.		
<b>Learning outcomes:</b> Students will learn how to analyze academic literature on a given topic in production management. They will become acquainted with the setup and composition of scientific publications. Additionally, they will learn how to present the results of their analysis.		
<b>Prerequisites:</b> <b>Formal:</b> At least one module OPM 6XX (or an equivalent module within an exchange program) <b>Recommended:</b> 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		
<b>Obligatory registration:</b> yes (at the end of the preceding term)	<b>Further information on registration:</b> Website of the chair	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Lecture	2	10
ECTS in total	6	
<b>Form of assessment</b>	Written report (60%), presentation (30%), active contribution to class discussion (10%)	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Raik Stolletz	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester and Spring semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	



<b>Modul: OPM 781 Research Seminar Service Operations</b>		
<b>Lerninhalte:</b> Das Forschungsseminar führt Studenten in das wissenschaftliche Arbeiten ein, um sie auf Ihre Masterarbeit vorzubereiten. Teilnehmer führen eine Literaturanalyse zu einem gegebenen Thema durch, analysieren ein entsprechendes Entscheidungsproblem aus der Literatur. Die Ergebnisse sollen in einem Paper zusammengefasst werden und in einem Vortrag im Seminar präsentiert werden.		
<b>Lern- und Qualifikationsziele:</b> Teilnehmer lernen, die akademische Literatur zu einem gegebenen Thema zu analysieren, um so auf die Masterarbeit und die eigenständige Analyse und wissenschaftliche Lösung einer komplexen Problemstellung aus dem Management Science Bereich vorbereitet zu werden. Daneben lernen die Studenten auch, wie sie ihre Ergebnisse strukturiert präsentieren.		
<b>Voraussetzungen:</b> <b>Formal:</b> Wenigstens ein Modul OPM 6XX (parallele Belegung nach Absprache möglich) oder ein äquivalentes Modul im Rahmen eines Austauschprogramms. <b>Inhaltlich:</b> Fundiertes Wissen in Operations und Service Operations Management; fundierte quantitative Fähigkeiten; Interesse an wissenschaftlicher Arbeit		
<b>Anmeldepflicht:</b> ja (am Ende des vorhergehenden Terms)	<b>Weitere Infos zur Anmeldung:</b> Webseite des Lehrstuhls	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Seminar	2	10
ECTS Modul insgesamt		6
<b>Prüfungsform und -umfang</b>	Paper (60%), Präsentation (30%), aktive Beteiligung an der Diskussion (10%)	
<b>Vorleistungen</b>	-	
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Cornelia Schön	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS und FSS	
<b>Sprache</b>	Englisch / Deutsch	
<b>Programmspezifische Lernziele</b>	LG 1, LG 2, LG 3, LG 5	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM, M.Sc. Wipäd	

<b>Module: OPM 791 Research Seminar Procurement</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> 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.		
<b>Prerequisites:</b> <b>Formal:</b> At least one module OPM 6XX (parallel attendance is possible) or an equivalent module within an exchange program <b>Recommended:</b> OPM 591 and OPM 692 or equivalent modules within exchange programs		
<b>Obligatory registration:</b> Yes (at the end of the preceding semester)		<b>Further Information on the registration:</b> <a href="http://procurement.bwl.uni-mannheim.de">http://procurement.bwl.uni-mannheim.de</a>
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar	2	10
ECTS in total		6
<b>Form of assessment</b>	Paper, presentation, and contribution to in-class discussion	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christoph Bode	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Fall semester	
<b>Language</b>	English	
<b>Program-specific educational goals</b>	LG 1, LG 2, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

<b>Module: OPM 792 Applied Seminar Procurement</b>		
<b>Contents:</b> 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.		
<b>Learning outcomes:</b> The goal of the seminar is to provide participants with a unique learning experience in analyzing and solving procurement-related problems and in carrying out a practice-oriented project, rooted in the academic literature. In addition, participants will learn how to apply procurement knowledge and link it to a wide array of business disciplines, such as strategy, organization, marketing, or information systems. It thereby prepares them for the writing of a (practice-oriented) master thesis in the field of procurement.		
<b>Prerequisites:</b> <b>Formal:</b> At least one module OPM 6XX (parallel attendance is possible) or an equivalent module within an exchange program <b>Recommended:</b> OPM 591 and OPM 692 or equivalent modules within exchange programs; project management skills		
<b>Obligatory registration:</b> Yes (at the end of the preceding semester)	<b>Further Information on the registration:</b> <a href="http://procurement.bwl.uni-mannheim.de">http://procurement.bwl.uni-mannheim.de</a>	
<b>Courses</b>	<b>Hours per week</b>	<b>Self-study</b>
Seminar / Project work	2	10
ECTS in total		6
<b>Form of assessment</b>	Written report and presentation	
<b>Preliminary course work</b>	-	
<b>Lecturer/Person in charge</b>	Prof. Dr. Christoph Bode	
<b>Duration of module</b>	1 semester	
<b>Offering</b>	Spring semester	
<b>Language</b>	English / German	
<b>Program-specific educational goals</b>	LG 1, LG 3, LG 5	
<b>Grade</b>	graded	
<b>Range of application</b>	M.Sc. MMM, M.Sc. Bus. Edu.	

### **3.7. Business Research**

Module des Ph.D. Programms können erst nach erfolgreicher Bewerbung und Zulassung zum Kursprogramm „Business Research“ belegt werden und im Rahmen des Master-Studiums anerkannt werden.

Nähere Informationen erhalten Sie beim Center for Doctoral Studies in Business (CDSB).

Bitte beachten Sie, dass das Kursprogramm „Business Research“ zum HWS 2017 ausläuft, eine Bewerbung war letztmalig für Studierende, die Ihr Studium zum HWS 2016 aufgenommen haben, im 2. Fachsemester möglich.

## 4. Wahlfach

Es kann **ein** Wahlfach ausgewählt werden, in welchem je nach Wahlfach bis zu 24 ECTS-Punkte abgelegt werden können. Dadurch reduziert sich die Anzahl an zu erreichenden ECTS-Punkte im Bereich „Betriebswirtschaftslehre“ entsprechend.

Wenn kein Wahlfach gewählt wird, sind entsprechend mehr Module im Bereich „Betriebswirtschaftslehre“ zu belegen.

Bitte beachten Sie, dass Sie die in diesem Kapitel aufgeführten Module nur als Wahlfach im MMM belegen können, sofern sie nicht Teil Ihres bereits absolvierten Bachelor-Studiums sind. Sollten Sie eine der in diesem Kapitel aufgeführten Veranstaltungen bereits im Rahmen dieses abgeschlossenen Studiums belegt haben, können Sie dieses Wahlfach nicht belegen.

Bitte informieren Sie sich auf den Seiten der jeweiligen Fakultäten nach möglichen Anmeldefristen.

### 4.1. Anglistik/Amerikanistik

Im Wahlfach Anglistik/Amerikanistik besteht die Wahl, entweder *sprachwissenschaftlich* (Alternative I) oder *literaturwissenschaftlich* (Alternative II) zu studieren.

#### 4.1.1 Anglistik/Amerikanistik für Studierende OHNE geisteswissenschaftliche Vorkenntnisse

##### Linguistik (Alternative I)

Hier sind alle genannten Veranstaltungen zu belegen (Umfang: 15 ECTS).

Veranstaltung	Voraussetzung	Form und Art der Prüfung	ECTS-Punkte	Semester
Introduction to English Linguistics (ohne Tutorium)	-	Schriftliche Klausur	4	HWS/FSS
Ring-VL Methoden der Linguistik (Master Sprache und Kommunikation)	-	Schriftliche Klausur	4	HWS
Seminar aus dem Angebot Master "Sprache und Kommunikation"	Erfolgreicher Besuch der Introduction to English Linguistics	Schriftliche Klausur oder mündliche Prüfung oder Hausarbeit	7	HWS/FSS

## Literaturwissenschaft (Alternative II)

Hier sind alle genannten Veranstaltungen zu belegen, wobei es für die erste Veranstaltung eine Alternative gibt (Umfang: 15 oder 16 ECTS)

Veranstaltung	Voraussetzung	Form und Art der Prüfung	ECTS-Punkte	Semester
Einführung in das Studium der englischen und amerikanischen Literaturwissenschaft (ohne Tutorium) <b><u>ODER</u></b> Ringvorlesung <i>Theoretische Grundlagen</i>	-	Schriftliche Klausur	4 / 5	HWS/FSS (Ringvorlesung nur im HWS)
Vorlesung Literaturwissenschaft	Einführung in die anglistische und amerikanistische Literaturwissenschaft  <b><u>oder</u></b> Ringvorlesung Theoretische Grundlagen	Schriftliche Klausur oder mündliche Prüfung	4	HWS/FSS
Seminar aus dem Angebot des Master „Literatur, Medien und Kultur der Moderne“			7	

#### 4.1.2. Anglistik/Amerikanistik für Studierende MIT geisteswissenschaftliche Vorkenntnissen

Nähere Informationen zu den einzelnen Veranstaltungen entnehmen Sie bitte den entsprechenden Studienführern (<https://www.phil.uni-mannheim.de/studium/masterstudiengaenge/>) und dem Vorlesungsverzeichnis (Portal2).

<b>Modul: Anglistische/Amerikanistische Literaturwissenschaft</b>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
Area Studies (aus dem Angebot für MakuWi)	Schriftliche und/oder mündliche Prüfungsleistung	4	
Seminar aus dem Angebot des Master „Literatur, Medien und Kultur der Moderne“	Hausarbeit oder mündliche Prüfung	7	
Seminar aus dem Angebot des Master „Literatur, Medien und Kultur der Moderne“	Hausarbeit oder mündliche Prüfung	7	<b>18 ECTS</b>

<b>Modul: Anglistische/Amerikanistische Linguistik</b>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
Area Studies (aus dem Angebot für MaKuWi)	Schriftliche und/oder mündliche Prüfungsleistung	4	
Seminar aus dem Angebot des Master „Sprache und Kommunikation“	Schriftliche und/oder mündliche Prüfungsleistung	7	
Seminar aus dem Angebot des Master „Sprache und Kommunikation“	Schriftliche und/oder mündliche Prüfungsleistung	7	<b>18 ECTS</b>

## 4.2. Asienkompetenz

Das Wahlfach Asienkompetenz besteht aus 4 Modulen in einer der von den Studierenden gewählten Sprachen Chinesisch oder Japanisch und hat einem Umfang von 14 ECTS. Je nach gewählter Fremdsprache werden grundlegende/weiterführende Kenntnisse hinsichtlich (wirtschafts-) fachsprachlicher Fertigkeiten sowie landeskundliches Wissen vermittelt. Dabei liegt der Fokus auf der Förderung kommunikativer Kompetenzen und sprachlicher Fertigkeiten in unterschiedlichen Kontexten.

Zur Zulassung für einzelne Sprachen werden Grundvorkenntnisse gefordert. Zu Beginn des Moduls werden Ihre Sprachkenntnisse überprüft (Einstufungstest) und Sie werden dem entsprechenden Kurs zugeteilt.

Die Anzahl der Plätze für dieses Wahlmodul ist begrenzt.

Veranstaltung	Semester	Sprache	ECTS
Chinesisch I* / Japanisch I*	HWS	Chinesisch bzw. Japanisch	4
Chinesisch II* / Japanisch II*	FSS	Chinesisch bzw. Japanisch	4
China-Seminar / Japan- Seminar	HWS	Deutsch	3
Gastvorlesung	FSS	Englisch	3
			14

\*Ggf. können Sie auch einem anderen von der Fakultät angebotenen Kurs zugeteilt werden (Bachelorkurs mit zusätzlicher Prüfungsleistung). Bitte halten Sie in diesem Fall Rücksprache mit den Dozentinnen für Chinesisch Didi Zhang ([chinesisch.bwl@uni-mannheim.de](mailto:chinesisch.bwl@uni-mannheim.de)) bzw. für Japanisch Ryoko Aoyagi ([r-yagi@sol.dti.ne.jp](mailto:r-yagi@sol.dti.ne.jp)).

### 4.2.1. Chinesisch

Mit Abschluss der beiden Kurse können die Studierenden das Niveau A2-B1 des „Gemeinsamen Europäischen Referenzrahmens für Sprachen“ erreichen und können somit die weltweit anerkannte HSK-Prüfung (Hànyǔ Shuǐpíng Kǎoshì) ablegen. Die Kurse dienen auch dazu, das Einleben und Zurechtfinden während eines Auslandssemesters in China, aber auch im späteren Berufsleben in China oder bei Geschäftsbeziehungen mit chinesischen Unternehmen zu erleichtern.



<b>Modul: Chinesisch I</b>		
<b>Lerninhalte:</b> In der Veranstaltung werden die bestehenden Grundkenntnisse der modernen chinesischen Sprache in Bezug auf das Hörverstehen, Sprechen, Lesen und Schreiben ausgebaut und verbessert. Die Schwerpunkte liegen auf der chinesischen Phonetik, Schrift und Grammatik. <ul style="list-style-type: none"> <li>• Beherrschen guter Grundkenntnisse der modernen chinesischen Sprache</li> <li>• Erlernen der chinesischen Schriftzeichen</li> <li>• Beherrschen der chinesischen Alltagskommunikation</li> </ul>		
<b>Lern- und Qualifikationsziele:</b> Auf Basis der Vorkenntnisse der Teilnehmer arbeiten die Studierenden an ihrer schriftlichen sowie mündlichen Kommunikationen weiter, um mit Kollegen in alltäglichen oder beruflichen Situationen zusammenarbeiten zu können.		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Chinesische Sprachkenntnisse auf dem Niveau A2		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Portal2	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung / Übung	4	4
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Schriftliche und/ oder mündliche Prüfung  Die Anmeldung ist nur zum Ersttermin möglich.	
<b>Dozent(en)/Modulverantwortlicher</b>	Didi Zhang	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Chinesisch und Deutsch	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM	

<b>Modul: Chinesisch II</b>		
<b>Lerninhalte:</b> Auf Basis des Moduls Chinesisch I werden die allgemeinen Kenntnisse der modernen chinesischen Sprache in Bezug auf Hörverstehen, Sprechen, Lesen und Schreiben ausgebaut und vertieft. Je nach Sprachniveau der Studierenden wird das Fachchinesisch für Wirtschaft, wie beispielsweise bei der Textproduktion für Bewerbungen, Vorstellungsgespräche, Verhandlungsgespräche, Zeitungsartikel und der Analyse von Wirtschaftsereignissen etc. vermittelt.		
<b>Lern- und Qualifikationsziele:</b> Nach Beendigung des Moduls haben die Studierenden <ul style="list-style-type: none"> <li>• ihr Hörverstehen, ihren mündlichen Ausdruck, ihr Leseverstehen und ihren schriftlichen Ausdruck verbessert,</li> <li>• einen erweiterten Wortschatz,</li> <li>• ihre allgemeinen Sprachkenntnisse erweitert,</li> <li>• das Niveau B1 des „Gemeinsamen Referenzrahmens für Sprachen“ erreicht,</li> <li>• Wirtschaftschinesisch-Kenntnisse erworben.</li> </ul>		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Chinesische Sprachkenntnisse auf dem Niveau A2-B1		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Portal2	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung / Übung	4	4
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Schriftliche und/ oder mündliche Prüfung  Die Anmeldung ist nur zum Ersttermin möglich.	
<b>Dozent(en)/Modulverantwortlicher</b>	Didi Zhang	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS	
<b>Sprache</b>	Chinesisch und Deutsch	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM	

#### 4.2.2. Japanisch

Der Fremdsprachenkurs Japanisch besteht aus zwei aufeinander aufbauenden Modulen. Mit Abschluss der beiden Kurse können die Studierenden das Niveau B1 des „Gemeinsamen Europäischen Referenzrahmens für Sprachen“ erreichen und somit die weltweit anerkannte JLPT-Prüfung (N4-N3) ablegen. Die Kurse dienen auch dazu, das Einleben und Zurechtfinden während eines Auslandssemesters in Japan, aber auch im späteren Berufsleben in Japan oder bei Geschäftsbeziehungen mit japanischen Unternehmen zu erleichtern.

<b>Modul: Japanisch I</b>
<b>Lerninhalte:</b> In der Veranstaltung werden die bestehenden Grundkenntnisse der modernen japanischen Sprache in Bezug auf das Hörverstehen, Sprechen, Lesen und Schreiben ausgebaut. Schwerpunkte liegen auf der japanischen Phonetik, Schrift und Grammatik. <ul style="list-style-type: none"><li>• Vertiefung der grammatikalischen Kenntnisse und Vokabeln</li><li>• Grundlagen der mündlichen und schriftlichen Sprache</li><li>• Übungen zur Textproduktion in verschiedenen Stilen</li><li>• Vertiefung der verbalen und nonverbalen Kommunikationsfähigkeit</li><li>• Vertiefung der Kanji-Kenntnisse</li><li>• Studieren und Recherchieren mit PC/mobile:<ul style="list-style-type: none"><li>○ Eingabesysteme</li><li>○ Sprachliche Nachschlagwerke</li><li>○ Aussprache</li><li>○ Suchmaschinen (google, wikipedia etc.)</li></ul></li><li>• Kurze Vorträge/ Präsentationen auf Japanisch</li></ul>
<b>Lern- und Qualifikationsziele:</b> Auf Basis der Vorkenntnisse der Teilnehmer arbeiten die Studierenden an ihren schriftlichen sowie mündlichen Kommunikationsfähigkeiten. Fachbezogene Informationen können selbständig recherchiert werden, mit Kollegen kann in alltäglichen oder beruflichen Situationen zusammengearbeitet werden. Nach Abschluss des Moduls werden die Studierenden <ul style="list-style-type: none"><li>• ihren Wortschatz erweitert und vertiefte Kanji-Kenntnisse erlangt haben,</li><li>• ihr Hörverständnis in alltäglichen Situationen verbessert haben,</li><li>• Kenntnisse der Höflichkeitssprache „Keigo“ erlangt haben und diese praktisch anwenden können,</li><li>• verschiedene IT-Tools (Eingabesysteme, Online-Lexika...) benutzen können,</li><li>• die nötigen Kompetenzen für ein Studium an einer japanischen Universität erlangt haben.</li></ul>

<b>Voraussetzungen:</b>		
<b>Formal:</b> -		
<b>Inhaltlich:</b> Japanisch A2		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> <a href="https://jump.bwl.uni-mannheim.de/home/">https://jump.bwl.uni-mannheim.de/home/</a> <a href="https://www.facebook.com/FSKJapanisch.MannheimPortal2">https://www.facebook.com/FSKJapanisch.MannheimPortal2</a>	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Übung	4	4
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Schriftliche Prüfung (90 Min.) sowie ggf. Hausarbeiten, Referate oder Essays	
<b>Dozent(en)/Modulverantwortlicher</b>	Ryoko Aoyagi	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Japanisch und Deutsch	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM	

<b>Modul: Japanisch II</b>
<b>Lerninhalte:</b> <p>In der Veranstaltung werden die bestehenden Grundkenntnisse der modernen japanischen Sprache in Bezug auf Hörverstehen, Sprechen, Lesen und Schreiben weiter ausgebaut. Schwerpunkte liegen auf der japanischen Phonetik, Schrift, Grammatik sowie auf der schriftlichen und mündlichen Kommunikation.</p> <p>Je nach Sprachniveau der Studierenden wird das fachbezogene Japanisch für Wirtschaft durch Interpretation und Analyse von Texten sowie der Textproduktion für das Berufsleben vermittelt. Bei Bedarf werden auch Videos verwendet.</p> <ul style="list-style-type: none"> <li>• Schnelllesetechnik</li> <li>• Textverstehen</li> <li>• Übungen für mündliche Kommunikation in verschiedenen komplexen Situationen (Argumentation, Rücksicht auf Gesprächspartner, Präsentation usw.)</li> <li>• Übungen für Textproduktion in verschiedenen Stilen</li> <li>• Übungen von verbalen und nonverbalen Kommunikationsfähigkeiten</li> <li>• Vertiefung der Kanji-Kenntnisse</li> <li>• Selbstdarstellung und Verhalten in japanischen Social Network Services (SNS)</li> <li>• Kurze Vorträge/ Präsentation auf Japanisch</li> </ul>

<b>Lern- und Qualifikationsziele:</b> Die schriftliche und mündliche Kommunikation wird weiterentwickelt, um fachbezogene Informationen selbständig recherchieren und mit Kollegen in alltäglichen oder beruflichen Situationen zusammenarbeiten zu können. Außerdem lernen die Teilnehmer mehrere mündliche und schriftliche Möglichkeiten zur Selbstdarstellung kennen. Nach Beendigung des Moduls, haben die Studierenden <ul style="list-style-type: none"> <li>• einen erweiterten Wortschatz sowie vertiefte Kanji-Kenntnisse und können diese anwenden,</li> <li>• ein verbessertes Hörverständnis in komplexen Situationen,</li> <li>• ein Verständnis für verschiedene Sprachebenen,</li> <li>• Medienkompetenz in „Online-„ und „Offline-Situationen“ erlangt.</li> </ul>		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Japanisch I		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> <a href="https://jump.bwl.uni-mannheim.de/home/">https://jump.bwl.uni-mannheim.de/home/</a> <a href="https://www.facebook.com/FSKJapanisch.Mannheim">https://www.facebook.com/FSKJapanisch.Mannheim</a> Portal2	
<b>Lehrveranstaltungen und -form</b> Übung	<b>Präsenzstudium</b> 4	<b>Selbststudium</b> 4
ECTS Modul insgesamt		4
<b>Prüfungsform und -umfang</b>	Schriftliche Prüfung (90 Min.) sowie ggf. Hausarbeiten, Referate oder Essays	
<b>Dozent(en)/Modulverantwortlicher</b>	Ryoko Aoyagi	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	FSS	
<b>Sprache</b>	Japanisch und Deutsch	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM	

#### 4.2.3. Asien-Seminar & Gastvorlesung

Neben den Fremdsprachenkursen gehören ein China-Seminar oder ein Japan-Seminar sowie eine Vorlesung mit einem Gastprofessor aus China, Japan oder einem anderen Land zum Wahlmodul Asienkompetenz.

<b>Modul: China Seminar – Überblick über China und die Kommunikationstechniken</b>		
<b>Lerninhalte:</b> Kommunikationstechniken, Verhandlungsstrategien und Schwierigkeiten in wirtschaftlichen Beziehungen mit Chinesen, um ein besseres Verständnis der chinesischen Kultur zu vermitteln. Darüber hinaus lernen die Studierenden die Kultur, Gesellschaft, Geschichte und Philosophie von China kennen.		
<b>Lern- und Qualifikationsziele:</b> Nach Beendigung des Moduls haben die Studierenden <ul style="list-style-type: none"><li>• einen Überblick über China und die chinesische Kultur,</li><li>• landeskundliche und historische Kenntnisse über China,</li><li>• Kommunikationstechniken und Verhandlungsstrategien erworben.</li></ul>		
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> -		
<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Portal2	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung & Übung	2	4
ECTS Modul insgesamt		3
<b>Prüfungsform und -umfang</b>	Schriftliche und/ oder mündliche Prüfung	
<b>Dozent(en)/Modulverantwortlicher</b>	Didi Zhang	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Deutsch	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM	

## **Modul: Japan Seminar – Kultur und Gesellschaft in Japan**

### **Lerninhalte:**

Die Dozentin bespricht die historischen und gesellschaftlichen Hintergründe Japans sowie die aktuelle Situation Japans. Ein oder mehrere Teilnehmer bereiten jeweils ein Thema vor und halten Kurzreferate (auf Deutsch). Die Teilnehmer diskutieren die Themen im globalen Kontext.

Themenbeispiele (ggf. als Gastvortrag):

- Sprache (Schriftzeichen, Grammatik, Phonetik, zwischenmenschliche Beziehungen und Sprachebenen)
- Schulsystem und staatliche *Curriculum Guideline* nach dem zweiten Weltkrieg
- Familie und Arbeit
- Religion: Shintoismus von der Vergangenheit bis heute
- Gewohnheiten bei Trauerfeiern und Vorstellungen zu Leben und Tod

### **Lern- und Qualifikationsziele:**

Nach Beendigung des Moduls haben die Studierenden

- einen Überblick über Japan und die Gesellschaft/Kultur Japans
- landeskundliche und historische Grundkenntnisse als "Ostasien-Experte" in Europa bzw. im Heimatland
- ein Verständnis von Japan, um "Infoquelle/Botschafter aus Deutschland, Europa bzw. Heimatland" für Japaner/Ostasiaten zu werden
- ein tiefgehendes Verständnis einer anderen, „exotischen“ Kultur erlangt sowie die Fähigkeit und Flexibilität entwickelt, den japanischen Alltag nachzuvollziehen und als Realität von Japanern zu tolerieren.

### **Voraussetzungen:**

**Formal:** -

**Inhaltlich:** -

<b>Anmeldepflicht:</b> ja	<b>Weitere Infos zur Anmeldung:</b> Portal2	
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>
Vorlesung & Übung	2	4
ECTS Modul insgesamt		3
<b>Prüfungsform und -umfang</b>	Schriftliche und/ oder mündliche Prüfung	
<b>Dozent(en)/Modulverantwortlicher</b>	Ryoko Aoyagi	
<b>Dauer des Moduls</b>	1 Semester	
<b>Angebotsturnus</b>	HWS	
<b>Sprache</b>	Deutsch	
<b>Note</b>	benotet	
<b>Verwendbarkeit</b>	M.Sc. MMM	

**Modul: Gastvorlesung****Lerninhalte:**

Die Vorlesung wird von einem renommierten Gastprofessor im Bereich Asienkompetenz aus dem Ausland unterrichtet. Es werden verschiedene Gebiete der Betriebswirtschaftslehre unter Berücksichtigung asiatischer Gegebenheiten in Wirtschaft und Forschung thematisiert.

Bitte beachten Sie, dass die Schwerpunkte der Veranstaltung von Semester zu Semester variieren können, da die Vorlesung nicht immer von dem gleichen Gastprofessor angeboten wird.

**Lern- und Qualifikationsziele:**

Die Studierenden haben einen Überblick über aktuelle chinesische und/oder japanische Themen aus u.a. dem Bereich der Wirtschaft, Politik und internationalen Beziehungen.

**Voraussetzungen:**

**Formal:** -

**Inhaltlich:** -

**Anmeldepflicht:** ja

**Weitere Infos zur Anmeldung:** Portal2

**Lehrveranstaltungen und -form**

**Präsenzstudium**

**Selbststudium**

Vorlesung

2

4

ECTS Modul insgesamt

3

**Prüfungsform und -umfang**

Schriftliche und/ oder mündliche Prüfung

**Dozent(en)/Modulverantwortlicher**

Gastprofessor

**Dauer des Moduls**

1 Semester

**Angebotsturnus**

FSS

**Sprache**

Englisch

**Note**

benotet

**Verwendbarkeit**

M.Sc. MMM



### 4.3. Germanistik

Im Wahlfach Germanistik besteht die Wahl, entweder sprachwissenschaftlich (Alternative I) oder literaturwissenschaftlich (Alternative II) zu studieren.

#### 4.3.1. Germanistik für Studierende OHNE geisteswissenschaftliche Vorkenntnisse

##### Linguistik (Alternative I)

Hier sind alle genannten Veranstaltungen zu belegen (Umfang: 16 oder 18 ECTS).

Veranstaltung	Voraussetzung	Form und Art der Prüfung	ECTS-Punkte	Semester
Einführung in die synchrone Sprachwissenschaft (ohne Tutorium)	-	Schriftliche Klausur	4	HWS/FSS
Vorlesung Sprachwissenschaft <u>ODER</u> Proseminar Sprachwissenschaft	-	Schriftliche Klausur (VL) / Hausarbeit (PS)	4/6	HWS/FSS
Seminar aus dem Modul Sprache und Medien	Einführung in synchrone Sprachwissenschaft	Hausarbeit oder mündliche Prüfung	8	HWS/FSS

##### Literaturwissenschaft (Alternative II)

Hier ist das Modul Germanistische Literaturwissenschaft im Umfang von 16 ECTS zu belegen.

Veranstaltung	Voraussetzung	Form und Art der Prüfung	ECTS-Punkte	Semester
Germanistische Literaturwissenschaft: Vorlesung Einführung in die Literaturwissenschaft, Teil I	-	Schriftliche Klausur	4	HWS
Germanistische Literaturwissenschaft: Proseminar Literaturwissenschaft	Vorlesung Einführung in die Literaturwissenschaft	Hausarbeit	5	HWS/FSS
Germanistische Literaturwissenschaft:		Schriftliche Klausur	7	HWS/FSS

Seminar aus dem Angebot des Master „Literatur, Medien und Kultur der Moderne“		oder mündliche Prüfung		
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#### 4.3.2. Germanistik für Studierende MIT geisteswissenschaftlichen Vorkenntnissen

<b>Modul: Germanistische Literaturwissenschaft</b>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
VL Literaturwissenschaft	Protokoll	4	
Seminar aus dem Angebot des Master“Literatur, Medien und Kultur der Moderne“	Mündl. Prüfung oder Hausarbeit	7	
Seminar aus dem Angebot des Master“Literatur, Medien und Kultur der Moderne“	Mündl. Prüfung oder Hausarbeit	7	18 ECTS

<b>Modul: Germanistische Linguistik</b>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
VL Sprachwissenschaft	Protokoll	4	
Seminar aus dem Angebot des Master „Sprache und Kommunikation“	Schriftliche und/oder mündliche Prüfungsleistung	7	
Seminar aus dem Angebot des Master „Sprache und Kommunikation“	Schriftliche und/oder mündliche Prüfungsleistung	7	18 ECTS

#### 4.4. Geschichte

Das Wahlfach Geschichte besteht aus 16 - 19 ECTS.

##### 4.4.1. Geschichte für Studierende OHNE geisteswissenschaftliche Vorkenntnisse

Das Wahlfach besteht aus insgesamt 16 bis 19 ECTS, bestehend aus einem beliebigen Proseminar (8 ECTS) des Historischen Instituts und entweder einer Vorlesung und einer Übung (je 4 ECTS) aus den geschichtswissenschaftlichen Bachelor-Studiengängen oder aus Vorlesungen des Moduls „Disziplinäre Erweiterung“ des historischen Master-Studiengangs. Näheres finden Sie im [Vorlesungsverzeichnis](#) bei den Veranstaltungen des historischen Master-Studiengangs.

Voraussetzung für den Besuch aller weiteren Veranstaltungen im Rahmen dieses Moduls ist der erfolgreiche Besuch eines Proseminars Geschichte (Proseminar Altertum, Proseminar Mittelalter, Proseminar Frühe Neuzeit, Proseminar Neuzeit, Proseminar Wirtschafts- und Sozialgeschichte).

Darüber hinaus gibt es verschiedene Kombinations- bzw. Wahlmöglichkeiten, um die geforderten 16 bzw. 19 ECTS zu erreichen. Dabei ist es aber nicht möglich, die nötigen ECTS-Punkte durch den Besuch von zwei Übungen zu sammeln.

<b>Modul: Wahlfach Geschichte</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	
Proseminar „Altertum“, „Mittelalter“, „Frühe Neuzeit“, „Neuzeit“ oder „Wirtschaftsgeschichte“	Mündliches Referat und Hausarbeit und schriftliche Klausur	8	HWS/FSS	16-19
Vorlesung „Wirtschaftsgeschichte“ und/oder „Verfassungsgeschichte“	Schriftliche Klausur	4-7		
Vorlesung „Vormoderne“, „Zeiten des Umbruchs“ und/oder „Moderne“ aus dem Bachelor Geschichte	Schriftliche Klausur	4		
Übung „Vormoderne“, „Zeiten des Umbruchs“ oder „Moderne“ aus dem Bachelor Geschichte	Mündliches Referat und schriftliche Ausarbeitung	4		

#### 4.4.2. Geschichte für Studierende MIT geisteswissenschaftliche Vorkenntnissen

<b>Modul: Geschichte</b>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
Hauptseminar „Altertum“, „Mittelalter“, „Frühe Neuzeit“, „Neuzeit“ oder „Wirtschaftsgeschichte“	Mündliches Referat und/oder Hausarbeit und/oder mündliche Prüfung	8	
Vorlesung „Wirtschaftsgeschichte“ und/oder „Verfassungsgeschichte“ aus dem Master Geschichte	Klausur	4-7	
Vorlesung „Vormoderne“, „Zeiten des Umbruchs“ oder „Moderne“ aus dem Bachelor Geschichte	Klausur	4	
Übung „Vormoderne“, „Zeiten des Umbruchs“ oder „Moderne“ aus dem Bachelor Geschichte	Mündliches Referat und schriftliche Ausarbeitung	4	<b>16-19 ECTS</b>

## 4.5. Mathematik

### 4.5.1 Mathematik für Studierende OHNE Vorkenntnisse

Das Wahlfach Mathematik für Studierende ohne Vorkenntnisse besteht aus **zwei** beliebigen der vier folgenden Module.

<b>Modul: Mathematik OHNE Vorkenntnisse</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	
Analysis I	Prüfungsvorleistung: i.d.R. erfolgreiche Teilnahme an den Übungen; Schriftliche Klausur (90 Min.) oder mündliche Prüfung (30 Min.)	10	HWS	
Analysis II	Prüfungsvorleistung: i.d.R. erfolgreiche Teilnahme an den Übungen; Schriftliche Klausur (90 Min.) oder mündliche Prüfung (30 Min.)	10	FSS	
Lineare Algebra I	Prüfungsvorleistung: i.d.R. erfolgreiche Teilnahme an den Übungen; Schriftliche Klausur (90 Min.) oder mündliche Prüfung (30 Min.)	9	HWS	
Lineare Algebra II	Prüfungsvorleistung: i.d.R. erfolgreiche Teilnahme an den Übungen; Schriftliche Klausur (60 Min.) oder mündliche Prüfung (30 Min.)	9	FSS	<b>18-20 ECTS</b>

#### 4.5.2 Mathematik für Studierende MIT Vorkenntnissen

Das Wahlfach Mathematik für Studierende mit Vorkenntnissen ist flexibel in einem Umfang von 16 – 24 ECTS belegbar, es stehen hierfür alle angebotenen Veranstaltungen des Bachelor of Science Wirtschaftsmathematik und des Master of Science Wirtschaftsmathematik der Universität Mannheim zur Verfügung. Ausgeschlossen sind Veranstaltungen, die bereits im Rahmen des Bachelorstudiums abgelegt wurden sowie die Seminare der Wirtschaftsmathematik. Absolventen eines mathematischen Studiengangs können Vorlesungen aus dem Bachelorstudiengang Wirtschaftsmathematik nur mit Zustimmung des Prüfungsausschusses belegen.

Nähere Informationen zu den einzelnen Kursen wie auch zu den jeweiligen Voraussetzungen finden Sie in den entsprechenden Modulkatalogen unter folgenden Links:

<https://www.wim.uni-mannheim.de/studium/studienorganisation/b-sc-wirtschaftsmathematik/#c109923>

<https://www.wim.uni-mannheim.de/studium/studienorganisation/m-sc-wirtschaftsmathematik/#c109976>

Es wird grundsätzlich empfohlen, sich zur Kurswahlentscheidung mit der Fachstudienberatung für Wirtschaftsmathematik ([studienberatung@wim.uni-mannheim.de](mailto:studienberatung@wim.uni-mannheim.de)) oder dem Studiengangsmanagement der Fakultät für Wirtschaftsinformatik ([wessa@wim.uni-mannheim.de](mailto:wessa@wim.uni-mannheim.de)) und Wirtschaftsmathematik ([boldin@wim.uni-mannheim.de](mailto:boldin@wim.uni-mannheim.de)) in Verbindung zu setzen.

#### 4.6. Philosophie

Das Wahlfach hat einen Umfang von 16 ECTS.

Zu wählen ist eines der beiden Module „Ethik, Gesellschaft, Wirtschaft“ oder „Geschichte der Philosophie“.

<b>Modul: Ethik, Gesellschaft, Wirtschaft</b>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
Hauptseminar: Ethik, Gesellschaft, Wirtschaft	Hausarbeit (~ 20-25 Seiten)	8	
Hauptseminar: Ethik, Gesellschaft, Wirtschaft	Hausarbeit (~ 20-25 Seiten)	8	<b>16 ECTS</b>

<b>Modul: Geschichte der Philosophie</b>			
<i>Für Studierende, die das Wahlfach im FSS 19 oder früher beginnen</i>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
Hauptseminar: Geschichte der Philosophie	Hausarbeit (~ 20-25 Seiten)	8	
Hauptseminar: Geschichte der Philosophie	Hausarbeit (~ 20-25 Seiten)	8	<b>16 ECTS</b>

<b>Modul: Geschichte der Philosophie</b>			
<i>Für Studierende, die das Wahlfach im FSS 19 oder später beginnen</i>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
Hauptseminar: Sprache, Wissen, Wirklichkeit	Hausarbeit (~ 20-25 Seiten)	8	
Hauptseminar: Sprache, Wissen, Wirklichkeit	Hausarbeit (~ 20-25 Seiten)	8	<b>16 ECTS</b>

#### 4.7. Politik

Für Studierende, die ab dem HWS 2015 mit dem Wahlfach beginnen: Im Wahlfach Politikwissenschaft können **bis zu drei Veranstaltungen** belegt werden. Dabei können bis zu zwei Veranstaltungen aus dem Bereich Einführungsvorlesungen und bis zu zwei Veranstaltungen aus dem Bereich Aufbauvorlesungen gewählt werden. Informationen zu Lerninhalten sowie Lern- und Qualifikationszielen finden Sie im Modulkatalog des B.A. Politikwissenschaft (<https://www.sowi.uni-mannheim.de/studium/studierende/politikwissenschaft/ba-politikwissenschaft/#c40359>).

Lehrveranstaltungen werden grundsätzlich in deutscher Sprache abgehalten. Wird eine Veranstaltung in englischer Sprache unterrichtet, so wird dies vom Prüfer oder im Portal2 rechtzeitig bekannt gegeben.

Einführungsvorlesungen:

Semester	Typ	Veranstaltungstitel	ECTS
HWS	Vorlesung	Einführung in die Politikwissenschaft	6
HWS	Vorlesung	Einführung in das politische System der BRD	6
HWS	Vorlesung	Einführung in die Politische Soziologie	6
FSS	Vorlesung	Einführung in die Vergleichende Regierungslehre	6
HWS	Vorlesung	Einführung in die Internationalen Beziehungen	6

**Zwei** der **fünf** Vorlesungen können ausgewählt werden.

Aufbauvorlesungen:

Semester	Typ	Veranstaltungstitel	ECTS
HWS/FSS	Vorlesung	Ausgewählte Themen der Vergleichende Regierungslehre	7
HWS/FSS	Vorlesung	Ausgewählte Themen der Politische Soziologie	7
HWS/FSS	Vorlesung	Ausgewählte Themen der Internationalen Beziehungen	7

**Zwei** der **drei** Vorlesungen können ausgewählt werden.



#### 4.8. Praktische Informatik

Das Wahlfach Praktische Informatik ist flexibel im Umfang von 14 bis 24 ECTS-Punkten zu belegen.

<b>Modul: Praktische Informatik</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	
Praktische Informatik I	Teilnahme an den Übungen in einer Kleingruppe, nachgewiesen durch eine Mindestanzahl abgegebener Lösungen oder Präsentation einer Lösung im Tutorium; Schriftliche Klausur (90 Min.)	8	HWS	
Praktische Informatik II	Schriftliche Klausur (90 Min.)	6	FSS	
Algorithmen und Datenstrukturen	Prüfungsvorleistung: i.d.R. erfolgreiche Teilnahme an den Übungen; Schriftliche Klausur (90 Min.) bzw. zwei Teilklausuren	8	HWS	
Datenbanksysteme I	Prüfungsvorleistung: i.d.R. erfolgreiche Teilnahme an den Übungen; Schriftliche Klausur (90 Min.)	8	HWS	<b>14 - 24 ECTS</b>

#### 4.9. Psychologie

Das Wahlfach Psychologie besteht aus drei der vier folgenden Vorlesungen (12 ECTS).

<b>Modul: Psychologie</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	
L1: Arbeits- und Organisationspsychologie	Schriftliche Klausur (60 Min.); Modulnote entspricht dem Arithmetischen Mittel der drei Prüfungen	4	HWS	
N1: Markt- und Werbepsychologie	Schriftliche Klausur (60 Min.); Modulnote entspricht dem Arithmetischen Mittel der drei Prüfungen	4	HWS	
K1: Sozialpsychologie I (VL)	Schriftliche Klausur (60 Min.); Modulnote entspricht dem Arithmetischen Mittel der drei Prüfungen	4	FSS	
K3: Sozialpsychologie II (VL)	Schriftliche Klausur (60 Min.); Modulnote entspricht dem Arithmetischen Mittel der drei Prüfungen	4	HWS	<b>12 ECTS</b>

#### 4.10. Romanistik

Im Wahlfach Romanistik besteht die Wahl, entweder sprachwissenschaftlich (Alternative I) oder literaturwissenschaftlich (Alternative II) zu studieren.

Das Modul kann in einer der angebotenen romanischen Sprachen und Kulturen belegt werden – derzeit Französisch, Spanisch und Italienisch.

##### 4.10.1. Romanistik für Studierenden OHNE geisteswissenschaftliche Vorkenntnisse

###### Linguistik (Alternative I)

Die Proseminare Linguistik und Landeskunde sind alternativ zu belegen, die übrigen Veranstaltungen komplettieren das Wahlfach (Umfang: 16 ECTS)

<b>Modul: Romanistik ohne geisteswissenschaftliche Vorkenntnisse, Alternative I: Linguistik</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	<b>Formale Voraussetzung</b>
Vorlesung: Einführung in die romanische	Schriftliche Klausur (max. 90 Min.)	4	HWS & FSS	-

Sprach- und Medienwissenschaft (ohne Tutorium)				
Proseminar: Linguistik <b>ODER</b> Proseminar: Landeskunde	Referat und Hausarbeit oder Referat und schriftliche Klausur	6	HWS & FSS	VL Einführung in die Sprach- und Medienwissenschaft der Romania (PS Linguistik)  VL Einführung in die romanische Sprach- und Medienwissenschaft und/oder VL Einführung in die Literatur- und Medienwissenschaft der Romania (PS Landeskunde)
Übung Sprachpraxis Kursstufe II	Schriftliche Klausur und semesterbegleitende schriftliche und/oder mündliche Teilleistungen	3	HWS & FSS	Fremdsprachenkompetenz I und II in der gewählten romanischen Sprache oder durch einen Einstufungstest nachgewiesene adäquate Kenntnisse
Übung Sprachpraxis Kursstufe III (Ökonomie - wirtschaftssprachliche Ausrichtung)	Schriftliche Klausur und semesterbegleitende schriftliche und/oder mündliche Teilleistungen	3	HWS & FSS	Fremdsprachenkompetenz I und II in der gewählten romanischen Sprache oder durch einen Einstufungstest nachgewiesene adäquate Kenntnisse

### Literaturwissenschaft (Alternative II)

Die Proseminare Literaturwissenschaft und Landeskunde sind alternativ zu belegen, die übrigen Veranstaltungen komplettieren das Wahlfach (Umfang: 16 ECTS).

<b>Modul: Romanistik ohne geisteswissenschaftliche Vorkenntnisse, Alternative II: Literaturwissenschaft</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	<b>Formale Voraussetzung</b>
Vorlesung: Einführung in die Literatur- und Medienwissenschaft der Romania	Schriftliche Klausur (max. 90 Min.)	4	HWS & FSS	-

Proseminar: Literaturwissenschaft <b><u>ODER</u></b> Proseminar: Landeskunde	Referat und Hausarbeit oder Referat und schriftliche Klausur	6	HWS & FSS	VL Einführung in die Literatur- und Medienwissenschaft der Romania (PS Literaturwissenschaft)  VL Einführung in die romanische Sprach- und Medienwissenschaft und/oder VL Einführung in die Literatur- und Medienwissenschaft der Romania (PS Landeskunde)
Übung Sprachpraxis Kursstufe II	Schriftliche Klausur und semesterbegleitende schriftliche und/oder mündliche Teilleistungen	3	HWS & FSS	Fremdsprachenkompetenz I und II in der gewählten romanischen Sprache oder durch einen Einstufungstest nachgewiesene adäquate Kenntnisse
Übung Sprachpraxis Kursstufe III (Ökonomie - wirtschaftssprachliche Ausrichtung)	Schriftliche Klausur und semesterbegleitende schriftliche und/oder mündliche Teilleistungen	3	HWS & FSS	Fremdsprachenkompetenz I und II in der gewählten romanischen Sprache oder durch einen Einstufungstest nachgewiesene adäquate Kenntnisse

#### 4.10.2. Romanistik für Studierenden MIT geisteswissenschaftlichen Vorkenntnissen

<b>Modul: Französische, Italienische, Spanische Literaturwissenschaften</b>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
Vorlesung: Theoretische Grundlagen <b><u>ODER</u></b>	Klausur	5	
Seminar: Theoretische Grundlagen	Essay	7	
Seminar aus Master „Literatur, Medien und Kultur der Moderne“	Hausarbeit oder mündliche Prüfung	7	
Übung Sprachpraxis Niveaustufe IV (Wirtschaft)	Klausur und semesterbegleitende mündl. und/oder schriftliche Teilleistungen	4	<b>16/18 ECTS</b>

<b>Modul: Französische, Italienische, Spanische Linguistik</b>			
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	
Ring-Vorlesung Methoden der Linguistik (Master „Sprache und Kommunikation“) <b><u>ODER</u></b>	Klausur	4	
Seminar aus dem Angebot des Master „Sprache und Kommunikation“	Schriftliche und/oder mündl. Prüfungsleistungen	7	
Seminar aus dem Angebot des Master „Sprache und Kommunikation“	Schriftliche und / oder mündl. Prüfungsleistungen	7	
Übung Sprachpraxis Niveaustufe IV (Wirtschaft)	Klausur und semesterbegleitende mündl. und/oder schriftliche Teilleistungen	4	<b>15/18 ECTS</b>

#### 4.11. Soziologie

Für Studierende ab dem HWS 2015: Im Rahmen des Beifachs Soziologie für den Studiengang M.Sc. Management werden 19 ECTS erbracht. Es wird eines der beiden Exportmodule gewählt. Die Modulnote für das Exportmodul in Soziologie ist die ECTS-gewichtete Note aus allen benoteten Prüfungsleistungen. Lerninhalte sowie Lern- und Qualifikationsziele entnehmen Sie bitte dem Modulkatalog des B.A. Soziologie (<https://www.sowi.uni-mannheim.de/studium/studierende/soziologie/ba-soziologie/#c30659>) Lehrveranstaltungen werden grundsätzlich in deutscher Sprache abgehalten. Sie können jedoch, falls vom Dozenten rechtzeitig bekannt gegeben, auch in englischer Sprache abgehalten werden.

##### 4.11.1 Wahlmodul Soziologie A: Allgemeine & Spezielle Soziologie

Semester	Typ	Veranstaltungstitel	ECTS
1. (HWS)/3. (HWS)	Vorlesung	Grundlagen der Soziologie	6
1. (HWS)/3. (HWS)	Übung	Grundlagen der Soziologie	4
2. (FSS)/4. (FSS)	Vorlesung	Allgemeine Soziologie	6
2. (FSS)/4. (FSS)	Übung	Spezielle Soziologie	3
			19

##### 4.11.2 Wahlmodul Soziologie B: Europäische Gesellschaften

Semester	Typ	Veranstaltungstitel	ECTS
1. (HWS) / 3. (HWS)	Vorlesung	Sozialstruktur Deutschlands im Internationalen Vergleich	6
1. (HWS) / 3. (HWS)	Übung	Sozialstruktur Deutschlands im Internationalen Vergleich	4
2. (FSS) / 4. (FSS)	Vorlesung	Europäische Gesellschaften im Vergleich	6
2. (FSS) / 4. (FSS)	Übung	Aktuelle Forschungsthemen	3
			19

#### **4.12. Volkswirtschaftslehre**

Das Wahlfach Volkswirtschaftslehre ist flexibel in einem Umfang von 0 – 24 ECTS belegbar, es stehen hierfür grundsätzlich alle angebotenen Wahl-Veranstaltungen des Master Economics zur Verfügung. Nähere Informationen zu den einzelnen Kursen wie auch zu den jeweiligen Voraussetzungen finden Sie unter folgendem Link: <https://www.vwl.uni-mannheim.de/studium/masterstudium/course-catalog/>. Es wird empfohlen, sich zur Kurswahlberatung mit dem Studiengangsmanagement der Abteilung Volkswirtschaftslehre in Verbindung zu setzen (Email: [econgrad@uni-mannheim.de](mailto:econgrad@uni-mannheim.de), Tel: 181-1763).

#### 4.13. Wirtschaftspädagogik mit betrieblichem Schwerpunkt

Aus dem Veranstaltungsangebot der aufgeführten Module sind Prüfungsleistungen im Umfang von insgesamt mindestens 16 ECTS zu erbringen. Eine Veranstaltung aus dem Modul Bildungsmanagement muss belegt werden.

<b>Modul: Bildungsmanagement</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	
Bildungsmanagement I: Berufsausbildung	Hausarbeit, Projektarbeit, Präsentationsleistung	4	HWS	
Bildungsmanagement II: Weiterbildung	Die verbindliche Festlegung der Prüfungsformen erfolgt	4	FSS	
Bildungsmanagement III: Lernkultur in Organisationen	gem. § 11 Abs. 6 der Prüfungsordnung des Bachelorstudiengangs „Wirtschaftspädagogik“ spätestens zu Beginn der jeweiligen Lehrveranstaltung.	4	HWS	<b>4-12 ECTS</b>

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<b>Modul: Wirtschaftsberufliche Kompetenzentwicklung</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	
Wirtschaftsberufliche Kompetenzentwicklung I	Hausarbeit (WiKo I) und 60-minütige Klausur (WiKo II)	4	HWS	
Wirtschaftsberufliche Kompetenzentwicklung II	Die verbindliche Festlegung der Prüfungsformen erfolgt gem. § 11 Abs. 6 der Prüfungsordnung des Bachelorstudiengangs „Wirtschaftspädagogik“ spätestens zu Beginn der jeweiligen Lehrveranstaltung.	4	FSS	<b>0-8 ECTS</b>

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<b>Modul: Spezialgebiete</b>				
<b>Veranstaltung</b>	<b>Form und Art der Prüfung</b>	<b>ECTS-Punkte</b>	<b>Semester</b>	
Qualitätsmanagement an Bildungseinrichtungen	Die verbindliche Festlegung der Prüfungsformen erfolgt gem. § 11 Abs. 2 der Prüfungsordnung des Masterstudiengangs „Wirtschaftspädagogik“ spätestens zu Beginn der jeweiligen Lehrveranstaltung.	4	wechselnd	
Evaluationsmethoden und Standards		4	wechselnd	
Ideen und Realgeschichte beruflicher Bildung		4	wechselnd	
Aktuelle fachdidaktische Fragestellungen		4	wechselnd	<b>0-16 ECTS</b>

#### 4.14. Wirtschaftsrecht

##### 4.14.1 Wahlmodul Arbeits- und Sozialversicherungsrecht

Dieses Wahlmodul kann flexibel belegt werden. Es hat einen Umfang von 4 - 16 ECTS.

<b>Modul: Arbeits- und Sozialversicherungsrecht</b>			
<b>Lerninhalte:</b> Individualarbeitsrecht, Kollektivarbeitsrecht, Sozialversicherungsrecht, Human Resource Management in Organisationen aus juristischer Perspektive.			
<b>Lern- und Qualifikationsziele:</b> Die Studierenden kennen die grundlegenden Begriffe und Prinzipien des deutschen und europäischen Arbeitsrechts sowie die hierzu ergangene höchstrichterliche Rechtsprechung. Sie überblicken das Zusammenspiel zwischen individual- und kollektivrechtlichen Gestaltungsinstrumenten.			
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Grundkenntnisse des bürgerlichen Rechts.			
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
Vorlesung / Übung Individualarbeitsrecht	4	ca. 8	6
Vorlesung Kollektives Arbeitsrecht	4	ca. 8	6
Vorlesung Sozialversicherungsrecht	2	ca. 6	4

Vorlesung Arbeitsrecht in der Personalarbeit	2	ca. 6	4
Vorlesung Koalitions-, Tarifvertrags- und Arbeitskampfrecht in der Vertiefung (Voraussetzung: VL Kollektives Arbeitsrecht)	2	ca. 6	4
Fallstudien Personal und Organisation (Voraussetzung: VL Arbeitsrecht in der Personalarbeit)	2	ca. 2	2
ECTS Modul insgesamt			4-16
<b>Prüfungsform und -umfang</b>	Am Vorlesungsende jeweils eine mündliche Prüfung oder eine studienbegleitende Klausur. Der Modulverantwortliche gibt die Art der Prüfungsleistung zu Beginn des FSS bekannt. Die Modulnote errechnet sich als das mit den ECTS-Punkten gewichtete arithmetische Mittel der einzelnen bewerteten Teilprüfungen.		
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Friedemann Kainer		
<b>Dauer des Moduls</b>	1 Jahr, Beginn: FSS		
<b>Angebotsturnus</b>	FSS: Individualarbeitsrecht, Fallstudien Personal und Organisation HWS: Kollektives Arbeitsrecht, Sozialversicherungsrecht, Arbeitsrecht in der Personalarbeit, Koalitions-, Tarifvertrags- und Arbeitskampfrecht		
<b>Sprache</b>	Deutsch		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM		

#### 4.14.2 Wahlmodul Handels- und Gesellschaftsrecht

Die Veranstaltungen Aktienrecht und Konzernrecht können einzeln oder in Kombination belegt werden – das Wahlfach hätte so einen Umfang von 2, 4, 6 oder 8 ECTS – oder es kann insgesamt belegt werden im Umfang von 20 ECTS.

<b>Modul: Handels- und Gesellschaftsrecht</b>			
<b>Lerninhalte:</b> Handelsrecht, Gesellschaftsrecht (Personengesellschaften und Kapitalgesellschaften), Konzernrecht, Aktienrecht, Umwandlungsrecht.			
<b>Lern- und Qualifikationsziele:</b> Die Studierenden kennen die grundlegenden Begriffe und Prinzipien des deutschen Handels- und Gesellschaftsrechts unter Einschluss des Konzernrechts. Sie analysieren Sachverhalte aus diesem Bereich und erarbeiten rechtliche Lösungen.			
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Grundzüge des Bürgerlichen Rechts.			
Lehrveranstaltungen und -form	Präsenzstudium	Selbststudium	ECTS
Vorlesung Handelsrecht	3	ca. 7	5
Vorlesung Gesellschaftsrecht	3	ca. 7	5
Übung im Handels- und Gesellschaftsrecht	2	ca. 2	2
Vorlesung Aktienrecht	2	ca. 4	4
Vorlesung Konzernrecht	1	ca. 5	2
Vorlesung Umwandlungsrecht	2	ca. 2	2
ECTS Modul insgesamt			Max. 20
<b>Prüfungsform und -umfang</b>	Handels- und Gesellschaftsrecht (VL & Ü): Es müssen 2 von 4 Klausuren der Übung im Handels- und Gesellschaftsrecht bestanden werden Konzern-, Aktien- und Umwandlungsrecht (VL): jeweils eine mündliche Prüfung		
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Carsten Schäfer		
<b>Dauer des Moduls</b>	Abhängig von der individuellen Zusammenstellung des Moduls		
<b>Angebotsturnus</b>	HWS: Handelsrecht, Gesellschaftsrecht FSS: Aktienrecht, Konzernrecht, Umwandlungsrecht, Übung im Handels- und Gesellschaftsrecht		
<b>Sprache</b>	Deutsch		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM		

#### 4.14.3. Wahlmodul Recht der Finanzdienstleistungen

Dieses Wahlmodul kann in flexiblem Umfang von 4- 16 ECTS belegt werden.

<b>Modul: Recht der Finanzdienstleistungen</b>			
<b>Lerninhalte:</b> Kapitalmarktrecht, Privatversicherungsrecht I (Versicherungsvertragsrecht), Bankrecht, Privatversicherungsrecht II (Versicherungsunternehmensrecht, Versicherungsaufsichtsrecht).			
<b>Lern- und Qualifikationsziele:</b> Die Studierenden sind mit den grundlegenden – deutschen und europäischen – gesetzlichen Regelungen im Bank-, Kapitalmarkt- und Versicherungsrecht vertraut. Sie kennen die besondere Bedeutung Allgemeiner Geschäftsbedingungen und der höchstrichterlichen Rechtsprechung in diesem Bereich.			
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Grundzüge des Bürgerlichen Rechts.			
Lehrveranstaltungen und -form	Präsenzstudium	Selbststudium	ECTS
Vorlesung Kapitalmarktrecht	2	ca. 6	4
Vorlesung Privatversicherungsrecht I (Versicherungsvertragsrecht)	2	ca. 6	4
Vorlesung Bankrecht	2	ca. 6	4
Vorlesung Privatversicherungsrecht II (Versicherungsunternehmensrecht, Versicherungsaufsichtsrecht dt. und int.)	2	ca. 6	4
ECTS Modul insgesamt			4-16
<b>Prüfungsform und -umfang</b>	In jeder Veranstaltung wird am Vorlesungsende eine mündliche Abschlussprüfung durchgeführt. Die Modulnote errechnet sich als das mit den ECTS-Punkten gewichtete arithmetische Mittel der einzelnen bewerteten Teilprüfungen.		
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Georg Bitter und Prof. Dr. Oliver Brand		
<b>Dauer des Moduls</b>	1 Jahr, Beginn: FSS oder HWS		
<b>Angebotsturnus</b>	HWS: Kapitalmarktrecht, Privatversicherungsrecht II FSS: Bankrecht, Privatversicherungsrecht I		
<b>Sprache</b>	Deutsch		

<b>Note</b>	benotet
<b>Verwendbarkeit</b>	M.Sc. MMM

#### 4.14.4 Wahlmodul Öffentliches Wirtschaftsrecht

Dieses Wahlmodul muss insgesamt belegt werden. Es hat einen Umfang von 17 ECTS.

<b>Modul: Öffentliches Wirtschaftsrecht</b>			
<b>Lerninhalte:</b> Deutsches Wirtschaftsverfassungsrecht, Europäisches Wirtschaftsverfassungsrecht, Grundlagen des Wirtschaftsverwaltungsrechts			
<b>Lern- und Qualifikationsziele:</b> Die Studierenden kennen die rechtlichen Grundlagen unserer Wirtschaftsverfassung und erhalten einen Einblick in das öffentliche Wirtschaftsrecht einschließlich seiner europarechtlichen Bezüge. Sie vertiefen ihr Wissen in einem Seminar.			
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> -			
<b>Lehrveranstaltungen und -form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
Vorlesung (mit Arbeitsgemeinschaft) Deutsches Wirtschaftsverfassungsrecht	2 (+ AG = 4)	ca. 4	4
Vorlesung (mit Arbeitsgemeinschaft) Europäisches Wirtschaftsverfassungsrecht	2 (+ AG = 4)	ca. 4	4
Vorlesung (mit Arbeitsgemeinschaft) Grundlagen des Wirtschaftsverwaltungsrechts	2 (+ AG = 4)	ca. 4	4
Seminar zum öffentlichen Wirtschaftsrecht	2	ca. 8	5
ECTS Modul insgesamt			17
<b>Prüfungsform und -umfang</b>	Schriftliche Klausur (180 Min.), in der der Stoff aus den Vorlesungen geprüft wird, sowie eine Seminararbeit. Die Note der Abschlussklausur fließt mit 70% in die Modulnote ein, die Note der Seminararbeit mit 30%.		
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Thomas Puhl		
<b>Dauer des Moduls</b>	1 Jahr, Beginn: HWS		
<b>Angebotsturnus</b>	HWS: Deutsches Wirtschaftsverfassungsrecht FSS: Europäisches Wirtschaftsverfassungsrecht, Grundlagen des Wirtschaftsverwaltungsrechts HWS oder FSS (je nach Angebot): Seminar		
<b>Sprache</b>	Deutsch		
<b>Note</b>	benotet		

<b>Verwendbarkeit</b>	M.Sc. MMM
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#### 4.14.5 Wahlmodul Steuerrecht

Dieses Wahlmodul kann in flexiblem Umfang von 12 – 24 ECTS belegt werden. Zusätzlich kann das Wahlmodul mit einzelnen Lehrveranstaltungen des Wahlmoduls Handels- und Gesellschaftsrecht kombiniert werden.

<b>Modul: Steuerrecht</b>			
<b>Lerninhalte:</b> Informationen über die Inhalte der einzelnen Kurse entnehmen Sie bitte der Homepage des Lehrstuhls Fetzer: <a href="http://fetzer.jura.uni-mannheim.de/Steuerrecht/">http://fetzer.jura.uni-mannheim.de/Steuerrecht/</a> .			
<b>Lern- und Qualifikationsziele:</b> Die Studierenden sind in <b>Ergänzung</b> der von der Area Accounting and Taxation angebotenen Module in Betriebswirtschaftlicher Steuerlehre vertraut mit den grundlegenden Regelungen des Steuerverfahrensrechts und der behandelten besonderen Steuergesetze. Sie können diese Regelungen unter Beachtung der juristischen Arbeitsweise auf Sachverhalte anwenden.			
<b>Voraussetzungen:</b> <b>Formal:</b> - <b>Inhaltlich:</b> Keine, sinnvoll ist Belegung der Module TAX 510 und 520 bzw. 530.			
Lehrveranstaltungen	Präsenzstudium	Selbststudium	ECTS
Steuerverfahrensrecht (HWS)	2	ca. 6	4
Umsatzsteuerrecht (HWS)	2	ca. 6	4
Handels- und Steuerbilanzen (HWS)	2	ca. 6	4
Unternehmenssteuerrecht in der Vertiefung (HWS)	2	ca. 6	4
Steuerstrafrecht (HWS)	2	ca. 6	4
European Tax Law	2	ca. 6	4
Erbschaftsteuer- und Bewertungsrecht (FSS)	2	ca. 6	4
Umwandlungssteuerrecht (FSS)	2	ca. 6	4
Internationales Steuerrecht (FSS)	2	ca. 6	4
Unternehmenssteuerrecht (FSS)	2	ca. 6	4
Einkommensteuerrecht (FSS)	2	ca. 10	6
ECTS Modul insgesamt			12-24
<b>Prüfungsform und -umfang</b>	In jeder Veranstaltung findet am Vorlesungsende eine schriftliche Klausur (90 Min.) statt; sie kann auf Beschluss des Prüfungsausschusses durch eine mündliche Prüfung von 15 Min./Kandidat ersetzt werden.		
<b>Dozent(en)/Modulverantwortlicher</b>	Prof. Dr. Thomas Fetzer		



<b>Dauer des Moduls</b>	1 Jahr, Beginn im FSS oder HWS
<b>Angebotsturnus</b>	FSS: Erbschaftsteuer- und Bewertungsrecht, Umwandlungssteuerrecht, Internationales Steuerrecht, Unternehmenssteuerrecht, Einkommensteuerrecht HWS: Steuerliches Verfahrensrecht, Umsatzsteuerrecht, Handels- und Steuerbilanzen, Unternehmenssteuerrecht in der Vertiefung, Steuerstrafrecht, European Tax Law (Änderungen vorbehalten)
<b>Sprache</b>	Deutsch
<b>Note</b>	benotet
<b>Verwendbarkeit</b>	M.Sc. MMM, LL.M.

#### 4.14.6 Wahlmodul European and International Business Law

Dieses Wahlmodul kann mit einem flexiblen Umfang an ECTS belegt werden. Es werden mindestens 2, höchstens 5 der angebotenen Veranstaltungen belegt. Anmeldung bei Frau Meta Geisbüsch ([mcbl@uni-mannheim.de](mailto:mcbl@uni-mannheim.de)).

<b>Modul: Wahlmodul European and International Business Law</b>			
<b>Lerninhalte:</b> Die Lerninhalte der einzelnen Veranstaltungen finden Sie im Modulkatalog des Master of Comparative Business Law: <a href="https://www.jura.uni-mannheim.de/studium/master-of-comparative-business-law/mannheim-track/">https://www.jura.uni-mannheim.de/studium/master-of-comparative-business-law/mannheim-track/</a>			
<b>Lern- und Qualifikationsziele:</b> Die Lern- und Qualifikationsziele der einzelnen Veranstaltungen finden Sie im Modulkatalog des Master of Comparative Business Law: <a href="https://www.jura.uni-mannheim.de/studium/master-of-comparative-business-law/mannheim-track/">https://www.jura.uni-mannheim.de/studium/master-of-comparative-business-law/mannheim-track/</a>			
<b>Voraussetzungen:</b>			
<b>Formal:</b> -			
<b>Inhaltlich:</b> Grundzüge des Bürgerlichen Rechts, Grundzüge des öffentlichen Rechts.			
<b>Lehrveranstaltungen und –form</b>	<b>Präsenzstudium</b>	<b>Selbststudium</b>	<b>ECTS</b>
European Market Freedoms (HWS)	2	ca. 4	3
European Competition Law (HWS)	2	ca. 4	3
International Trade Law (FSS)	2	ca. 4	3
International Business Transaction (FSS)	2	ca. 4	3
Law & Economics (FSS)	2	ca. 2	2
ECTS Modul insgesamt			5-15
<b>Prüfungsform und -umfang</b>	In der Regel schriftliche Klausur, mündliche Prüfungen möglich		
<b>Dozent(en)/Modulverantwortlicher</b>	Meta Geisbüsch ( <a href="mailto:mcbl@uni-mannheim.de">mcbl@uni-mannheim.de</a> )		
<b>Dauer des Moduls</b>	flexibel		
<b>Angebotsturnus</b>	HWS und FSS		
<b>Sprache</b>	Englisch		
<b>Note</b>	benotet		
<b>Verwendbarkeit</b>	M.Sc. MMM, M.C.B.L.		



Im Folgenden sind die Voraussetzungen für das Anfertigen der Master-Arbeit an den Lehrstühlen der Fakultät BWL zu finden.

### 5.1. Area „Accounting and Taxation“

Lehrstuhl	Voraussetzungen für das Anfertigen der Master-Arbeit
<b>Prof. Dr. Jannis Bischof</b> LS für ABWL und Unternehmensrechnung / <b>Prof. Dr. Holger Daske</b> LS für ABWL, Unternehmensrechnung und empirische Kapitalmarktforschung / <b>Jun.-Prof. Dr. Reeyarn Zhiyang Li</b> Juniorprofessur für Rechnungswesen / <b>Prof. Dr. Dirk Simons</b> LS für ABWL und Rechnungswesen / <b>Prof. Dr. Jens Wüstemann</b> LS für ABWL und Wirtschaftsprüfung	ACC 750  Anerkennung von anderen Seminaren im Einzelfall nur nach Rücksprache.  Wenn Sie bereits vor dem HWS 19 Ihr Accounting Seminar erbracht haben, gelten die Regelungen aus dem Modulkatalog 2018.
<b>Prof. Dr. Stefan Reichelstein</b> LS für ABWL / <b>Jun.-Prof. Dr. Nikolas Wölfig</b> Juniorprofessur für Accounting	ACC 750  Wenn Sie bereits vor dem HWS 19 Ihr Accounting Seminar erbracht haben, gelten die Regelungen aus dem Modulkatalog 2018.  Anerkennung von Seminaren anderer Lehrstühle nach Rücksprache.

Lehrstuhl	Voraussetzungen für das Anfertigen der Master-Arbeit
<b>Prof. Dr. Philipp Dörrenberg</b> LS für ABWL und Betriebswirtschaftliche Steuerlehre	TAX 730 (Anerkennung von Seminaren anderer Lehrstühle nach Rücksprache)

<b>Prof. Dr. Christoph Spengel / Prof. Dr. Katharina Nicolay</b> LS für ABWL und Betriebswirtschaftliche Steuerlehre II / Juniorprofessur für Betriebswirtschaftliche Steuerlehre, insb. Unternehmensbesteuerung	TAX 730 (Anerkennung von Seminaren anderer Lehrstühle nach Rücksprache)
<b>Prof. Dr. Johannes Voget</b> LS für ABWL, Taxation and Finance	CC 502, nur nach Absprache

## 5.2. Area „Banking, Finance, and Insurance“

Lehrstuhl	Voraussetzungen für das Anfertigen der Master-Arbeit
<b>Prof. Dr. Peter Albrecht</b> LS für ABWL, Risikotheorie, Portfolio Management und Versicherungswirtschaft	<b>Möglichkeit 1: Zuteilung über den Lehrstuhl</b> FIN 560 <u>und</u> FIN 760 <u>oder</u> FIN 561 <u>und</u> FIN 760 <u>oder</u> FIN 660 <u>und</u> FIN 760  <b>Möglichkeit 2: Zuteilung über das zentrale Vergabeverfahren der Finance Area</b> FIN 5XX und ein Seminar der Finance Area
<b>Prof. Ernst Maug, Ph.D.</b> LS für Corporate Finance	FIN 5XX <u>und</u> ein Seminar der Finance Area
<b>Prof. Dr. Alexandra Niessen-Ruenzi</b> LS für ABWL und Corporate Governance	
<b>Prof. Dr. Stefan Ruenzi</b> LS für Internationale Finanzierung	

<b>Prof. Dr. Oliver Spalt</b> LS für ABWL, Finanzwirtschaft und Finanzmarktinstitutionen	
<b>Prof. Dr. Erik Theissen</b> LS für ABWL und Finanzierung	
<b>Prof. Dr. Dr. h.c. Martin Weber</b> Seniorprofessur für ABWL und Finanzwirtschaft, insb. Bankbetriebslehre	

### 5.3. Area „Information Systems“

Lehrstuhl	Voraussetzungen für das Anfertigen der Master-Arbeit	
<b>Prof. Dr. Christian Becker</b> (LS für Wirtschaftsinformatik II) / <b>Prof. Dr. Armin Heinzl</b> (LS für ABWL und Wirtschaftsinformatik I) / <b>Prof. Dr. Hartmut Höhle</b> (LS für Enterprise Systems)	IS 7XX	Die Area Information Systems empfiehlt, die Seminararbeit an dem Lehrstuhl zu schreiben, an dem die Master-Arbeit geschrieben werden soll, weil so eine frühzeitige Einbindung in Forschungs- und Projektarbeiten ermöglicht wird. Dennoch werden die Module IS 702, IS 712, IS 722, IS 742, IS 751 gegenseitig anerkannt.  In Ausnahmefällen ist die Anerkennung eines Seminars aus einer anderen Area möglich. Der Bezug zu Information Systems ist dabei durch einen Lehrstuhlinhaber der Area Information Systems zu prüfen und zu bestätigen.

### 5.4. Area „Management“

Lehrstuhl	Voraussetzungen für das Anfertigen der Master-Arbeit
<b>Prof. Dr. Torsten Biemann</b> LS für ABWL, Personalmanagement und Führung	MAN 640 <u>und</u> MAN 741/742 <u>oder</u> MAN 641 <u>und</u> MAN 741/742 <u>oder</u> MAN 642 <u>und</u> MAN 741/742 <u>oder</u> MAN 644 <u>und</u> MAN 741/742 <u>oder</u> MAN 645 <u>und</u> MAN 741/742 <u>oder</u>

	<p>MAN 646 <u>und</u> MAN 741/742 <u>oder</u></p> <p>MAN 647 <u>und</u> MAN 741/742 <u>oder</u></p> <p>MAN 648 <u>und</u> MAN 741/742 <u>oder</u></p> <p>MAN 649 <u>und</u> MAN 741/742</p> <p>Seminarscheine anderer Lehrstühle können in begründeten Ausnahmefällen ebenfalls akzeptiert werden</p>
<p><b>Prof. Dr. Matthias Brauer</b></p> <p>LS für Strategisches und Internationales Management</p>	<p>MAN 654 <u>und</u> MAN 750 <u>oder</u></p> <p>MAN 655 <u>und</u> MAN 750 <u>oder</u></p> <p>MAN 656 <u>und</u> MAN 750 <u>oder</u></p> <p>MAN 657 <u>und</u> MAN 750</p>
<p><b>Prof. Dr. Laura Marie Edinger-Schons</b></p> <p>LS für Corporate Social Responsibility</p>	<p>MAN 761</p> <p>Seminarscheine anderer Lehrstühle können in Ausnahmefällen ebenfalls akzeptiert werden.</p>
<p><b>Prof. Dr. Bernd Helmig</b></p> <p>LS für ABWL, Public &amp; Nonprofit Management</p>	<p>MAN 617 <u>und</u> MAN 710/711/712 <u>oder</u></p> <p>MAN 619 <u>und</u> MAN 710/711/712 <u>oder</u></p> <p>MAN 637 <u>und</u> MAN 710/711/712 <u>oder</u></p> <p>MAN 674 <u>und</u> MAN 710/711/712 <u>oder</u></p> <p>MAN 675 <u>und</u> MAN 710/711/712 <u>oder</u></p> <p>MAN 676 <u>und</u> MAN 710/711/712 <u>oder</u></p> <p>MAN 679 <u>und</u> MAN 710/711/712 <u>oder</u></p> <p>MAN 680 <u>und</u> MAN 710/711/712</p>
<p><b>Prof. Dr. Karin Hoisl</b></p> <p>LS für Organisation und Innovation</p>	<p>MAN 690 <u>und</u> MAN 721 <u>oder</u></p> <p>MAN 691 <u>und</u> MAN 721 <u>oder</u></p> <p>MAN 692 <u>und</u> MAN 721 <u>oder</u></p> <p>MAN 693 <u>und</u> MAN 721 <u>oder</u></p> <p>MAN 658 <u>und</u> MAN 721</p>
<p><b>Prof. Dr. Michael Woywode</b></p> <p>LS für Mittelstandsforschung und Entrepreneurship</p>	<p>MAN 630 <u>und</u> MAN 770 <u>oder</u></p> <p>MAN 631 <u>und</u> MAN 770 <u>oder</u></p> <p>MAN 632 <u>und</u> MAN 770 <u>oder</u></p> <p>MAN 633 <u>und</u> MAN 770</p> <p>Seminarscheine anderer Lehrstühle können in begründeten Ausnahmefällen ebenfalls akzeptiert werden.</p>

### 5.5. Area „Marketing and Sales“

Lehrstuhl	Voraussetzungen für das Anfertigen der Master-Arbeit
<b>Prof. Dr. Dr. h.c. mult. Christian Homburg</b> (LS für Business-to-Business Marketing, Sales & Pricing) / <b>Prof. Dr. Florian Kraus</b> (Dr. Werner Jackstädt-Stiftungslehrstuhl für Sales & Services Marketing) / <b>Prof. Dr. Sabine Kuester</b> (LS für Marketing & Innovation) / <b>Prof. Dr. Florian Stahl</b> (LS für quantitatives Marketing) /	<p>MKT 510 (oder Bachelor Marketing Grundlagenkurs MKT 301) und MKT 520 und MKT 7X0</p> <p>Die Area Marketing empfiehlt, die Seminararbeit an dem Lehrstuhl zu schreiben, an dem die Master-Arbeit geschrieben werden soll, weil so eine frühzeitige Einbindung in die jeweiligen Forschungs- und Projektarbeiten des Lehrstuhls ermöglicht wird. Dennoch werden die Module MKT 710, 720, 730 und 740 von den Marketing-Lehrstühlen gegenseitig anerkannt.</p>

### 5.6. Area „Operations Management“

Lehrstuhl	Voraussetzungen für das Anfertigen der Master-Arbeit
<b>Prof. Dr. Christoph Bode</b> (Stiftungslehrstuhl für Procurement) / <b>Prof. Dr. Moritz Fleischmann</b> (LS für ABWL und Logistik) / <b>Prof. Dr. Cornelia Schön</b> (LS für ABWL und Service Operations) / <b>Prof. Dr. Raik Stolletz</b> (LS für	<p>At least one module OPM 6XX <u>and</u> OPM 701 <u>or</u>  at least one module OPM 6XX <u>and</u> OPM 761 <u>or</u>  at least one module OPM 6XX <u>and</u> OPM 781 <u>or</u>  at least one module OPM 6XX <u>and</u> OPM 791 <u>or</u>  at least one module OPM 6XX <u>and</u> OPM 792 <u>or</u>  an equivalent module within an exchange program <u>and</u> OPM 701/761/781/791/792</p> <p>The Area Operations Management recommends that the seminar and the Master's Thesis are written at the same chair. However, seminars from another chair within the area are accepted.</p>



ABWL und Produktion)	
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### **5.7. Wahlfach**

Die Master-Arbeit kann, wenn das Thema der Master-Arbeit einen wirtschaftswissenschaftlichen Bezug aufweist, auch in einem Wahlfach geschrieben werden.