

Specialization in Management: Innovation and Entrepreneurship | Management-Schwerpunkt: Innovation and Entrepreneurship

AdvSem-IE: Advanced Seminar Innovation & Entrepreneurship | Advanced Seminar Innovation & Entrepreneurship

Module Description

MGT001355: Advanced Seminar Innovation & Entrepreneurship: Environmental Entrepreneurship | Advanced Seminar Innovation & Entrepreneurship: Environmental Entrepreneurship

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The examination for this seminar is based on a final written seminar paper (65%), the final presentation of the seminar paper (20%), and feedback on a peer's seminar paper (15%). Please note that dropping the course after topics have been chosen and announced leads to grade 5.0 (failed). While the grade for your final seminar paper (10 / 15 pages +/- 10%) will be determined purely on the last version you hand in before the final submission deadline (see "course outline"), you will also have to iterate on this throughout the class, by writing a draft paper earlier in the semester and giving a 10-15 minutes presentation on this earlier version (worth 15% of your grade).

Please note that we will require you not only to submit your paper to us via Moodle, but also to TurnItIn, for an automated citation check.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

None

Content:

The module consists of an introduction to problematization methods for academic research/process of scientific writing. Early on in the course, the topics for each student's seminar paper will be decided. Based on their topic students prepare their term paper which they will present at the end of the module.

The module also involves multiple (group and/or) individual feedback sessions, where students can share their progress and receive feedback. The students are supervised by the instructors of the module who are members the chair. Within the module the topics will be discussed after the final presentations.

Intended Learning Outcomes:

After the successful completion of this module, students are able to:

1. Understand the scientific research process
2. Understanding the steps in writing a scientific seminar paper, including how to evaluate academic literature, engage in an academic debate, and prepare and defend academic arguments.
3. Develop critical thinking and several soft-skills, including but not limited to: analytical skills, presentation, argumentation, storytelling, and synthesis.

Teaching and Learning Methods:

The goal of this module is for students to understand key concepts relevant to academic research on environmental entrepreneurship. This body of research focuses on market-based mechanisms to address environmental problems (e.g. entrepreneurship in the context of sectors such as renewable energy). Through the course they will develop specialist knowledge on their selected topic of interest.

More broadly the seminar work also prepares students for academic work (e.g. Masters Thesis, preview into PhD work). Students will write a seminar paper on a specific topic, present this topic to the class, discuss papers, and be involved in scientific discussions on a variety of topics in class. Students are provided with an overview of important readings and literature. Over the course, students will develop their own research questions and identify relevant readings in advancing their seminar paper.

Media:

Presentations, videos, interactive team-work templates

Reading List:

York, Jeffrey G., and Sankaran Venkataraman. "The entrepreneur–environment nexus: Uncertainty, innovation, and allocation." *Journal of business Venturing* 25.5 (2010): 449-463.
Vedula, Siddharth, et al. "Entrepreneurship for the public good: a review, critique, and path forward for social and environmental entrepreneurship research." *Academy of Management Annals* 16.1 (2022): 391-425.

*A full list of readings will be provided at the course introduction

Responsible for Module:

Vedula, Siddharth; Prof. Dr. phil.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Innovation & Entrepreneurship: Environmental Entrepreneurship (MGT001355)
(Seminar, 4 SWS)

Vedula S

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001360: Advanced Seminar Innovation & Entrepreneurship: Digital Platforms, Data and the Law | Advanced Seminar Innovation & Entrepreneurship: Digital Platforms, Data and the Law

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: German	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading is based on a written assignment (e.g. on a current case or on a legal policy issue) in a group project work (approx. 15 pages, 60%), an oral presentation (approx. 15 minutes per participant, 30%) as well as participation in the oral discussion of the case presentations of other groups (10%). The papers can be written in German or English. Students are expected to deal with a distinct topic in an appropriate manner and to prepare it in a scientifically sound manner. The oral presentation serves to practice presentation techniques and forms the basis for the subsequent discussion. The students are expected to critically question the approach of other groups, to think their way into foreign topics and to comment on them.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

none

Content:

The digital economy is significantly shaped by a large number of digital platforms: search engines, online marketplaces, social networks, communication services, intermediary services in the sharing economy. Digital platform markets are shaped by digital technologies and exhibit distinct economic features in terms of market and competition mechanisms as compared to traditional markets. Especially due to the high concentration tendencies, new competition law issues and challenges arise for cartel authorities. High-profile antitrust proceedings brought by the European Commission and German Federal Cartel Office against dominant tech players like google, amazon, apple and facebook all over the world.

Furthermore, responsibility and liability (fake news, infringement of intellectual property, criminal content) are important questions that are the subject of legal policy debates and legislative activities. At the European level, for example, the Digital Markets Act and the Digital Services Act are being discussed.

The collection and exploitation of data forms a crucial basis for many business models in the digital economy. However, in the case of personal data in particular, the requirements of data protection law and in particular of the General Data Protection Regulation must be observed, for example with regard to issues of privacy protection in Big Data, profiling, web tracking or cloud computing. As part of the European data strategy, drafts for an EU Data Act and Data Governance Act are central legislative projects of the EU Commission to enable increased development of artificial intelligence and cloud computing in the future through data exchange models.

Fundamental questions also arise with regard to recent developments in the fields of “entrepreneurial strategies and competition” and “sustainability and law”.

Intended Learning Outcomes:

After participating in the seminar, students will be able to

- (1.) understand the basic features of the functioning and legal framework for digital platforms and data use,
- (2.) grasp the economic effects of entrepreneurial competition and innovation strategies on markets and economic actors as well as possible efficiencies,
- (3.) apply the learned knowledge in the assessment of current cases and legislative projects in the field of economic activity related to digital technologies and data,
- (4.) analyze the specific challenges in digital platform markets, recognize barriers to competition, identify the need for adaptation and present conclusions in a systematic manner.

Teaching and Learning Methods:

The module takes place as a block seminar and consists of the following units:

- In an introductory course, students are familiarized both with techniques of scientific work, literature research, the examination of a topic and the formalities of preparing a written assignment, and also with the main features of the legal assessment of facts on digital markets.
- The group work is done to draft the written assignment and to prepare the oral presentation.
- In another session, the groups are individually supervised with regard to the preparation of their work. Interim results are discussed and suggestions for the further procedure are given.
- The presentation of the project work with subsequent discussion takes place at a final event.

Media:

presentations, scientific literature

Reading List:

OECD (2022), OECD Handbook on Competition Policy in the Digital Age, <https://www.oecd.org/daf/competition-policy-in-the-digital-age/>

Ezrachi, Competition and Antitrust Law: A Very Short Introduction

Responsible for Module:

Mackenrodt, Mark-Oliver; Prof. Dr. iur. Dr. rer. pol. LL.M. (NYU)

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Innovation & Entrepreneurship / Marketing, Strategy, Leadership & Management (MGT001360): Digital Platforms, Data and the Law (Limited places) (Seminar, 4 SWS)

Mackenrodt M, Pless V

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001362: Advanced Seminar Innovation & Entrepreneurship: Contemporary and emerging issues for organizations | Advanced Seminar Innovation & Entrepreneurship: Contemporary and emerging issues for organizations

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Write a 3,500 word essay that demonstrates the range and depth of your thinking skills.

The Management Consultant's Task. Identify a contemporary issue facing one or more organisations. Draw on the skills developed in the lectures to arrive at a deep understanding of the problem and to identify a strategy for tackling it.

- What is the presenting problem?
 - What issues need to be taken into account in order to understand the problem?
 - Analyse the issues/problem using two or more of the approaches discussed in the lectures;
 - What is the real problem?
 - Decide what should be done to tackle it;
- Write an essay showing your analyses and outlining a strategy to tackle the problem (80% of the grade).
- You will present your work (20% of the overall grade) to an academic audience. You should demonstrate that you are able to answer questions on your work.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Fluency in spoken and written English

Content:

Organisations are persistently faced with changing internal and external contextual issues. Changes can thereby be both rapid and profound and often involve interactions between various processes and forces including, but not limited to, the societal, political, economic, and

technological contexts in which organisations operate. This course is designed to edify the application of critical thinking skills in evaluating selected contemporary and emerging issues so that the students can use informed judgment in formation of appropriate business responses.

Intended Learning Outcomes:

This unit will help you avoid making mistakes and ensure you make the best decisions possible in the circumstances. It will do this through developing your critical thinking and analytical skills. Imagine working as a manager in a few years time, or perhaps running your own business. You have a task to do. Rather than jumping immediately to do it, you will be able to analyse the situation from a variety of perspectives, develop understanding of why the current situation has arisen, explore what is actually happening in this situation, and work out the best way forward. That is, you will be able to generate deep insights into what you are facing as a manager and be able to act using forethought and understanding. To achieve this, we will focus on four areas that can help improve our thinking and analytical skills:

- a. Critical thinking skills. We will be focusing on what blinkers we put over our eyes that prevent us thinking things through. This also helps generate self-understanding;
- b. We develop an understanding of other people, through different perspectives of how people function;
- c. We reflect on how to act ethically when dealing with a difficult situation;
- d. Integrative thinking skills. We discuss the method, pros and cons of integrative thinking.

There will be an emphasis on three learning processes throughout the unit. The first is on enhancing awareness and understanding of emerging and contemporary issues for organisations. The second one is understanding ourselves as individuals, and especially identifying what influences our own thought processes. The final learning process is on group discussions. This is because our powers of analysis are multiplied when we work with others. But we also have to be able to listen to and learn from others.

Teaching and Learning Methods:

- The content of the course is transmitted via lectures, supported by power-point presentations, where the instructor provides the theoretical foundations of family and social enterprises.
- A strong focus of the course will be on existing academic literature, which will be discussed in class
- Group work and breakout sessions will be an important part of this module, in which students jointly and critically reflect on the theories and insights presented in the module
- The content of the module is discussed in class by openly exchanging ideas and thoughts, creating a lively learning atmosphere
- Every session contains exercises, in which students apply their learning
- Guest speakers will provide practical insights into the theoretical perspectives discussed in the module
- Other important real-live input will be given through multi-media resources and case studies
- Next to in-class discussion student interaction is also ensured through online technology, such as online polls.

- For their essays students will investigate topics within the subject of this course. Students will receive feedback from the instructor.
- In a final presentation, students present the results of their project thesis

Media:

Powerpoint, Zoom-Sessions, Breakout-Sessions, Online polls and simulations

Reading List:

Basic literature (for detailed reading list, see Moodle): Chatfield, Tom. (2017) Critical thinking. Your guide to effective argument, successful analysis and independent study. London: Brockman, John (2013) Thinking: the new science of decision-making, problem-solving, and prediction in life and markets. Harper-Collins, New York.
Stocchetti, M. and Kukkonen, K. (2010) Critical media analysis: an introduction for media professionals. Peter Lang publishers.
Butt, Trevor (2003) Understanding people. Basingstoke: MacMillan.
Goffman, I. (1990) The presentation of self in everyday life. London: Penguin.
Boltanski, L., & Thévenot, L. (2006). On justification: Economies of worth. Princeton University Press.
Thornton, P. H., Ocasio, W., & Lounsbury, M. (2012). The institutional logics perspective. Oxford University Press.

Responsible for Module:

Richards, Melanie; Prof. Dr. oec.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Innovation & Entrepreneurship / Marketing, Strategy, Leadership & Management (MGT001362): Contemporary and Emerging Issues for Organizations (Limited places) (Seminar, 4 SWS)

Richards M, Safieh M, Zösmair S

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WIB14002: Advanced Seminar Innovation & Entrepreneurship: Sustainable Entrepreneurship - Theoretical Foundations | Advanced Seminar Innovation & Entrepreneurship: Sustainable Entrepreneurship - Theoretical Foundations

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The grading is based on a research paper (max. 7.500 words). The students show that they are able to apply theoretical perspectives to the context of life sciences. Moreover, they develop an argument matching the concept of sustainable entrepreneurship as a promising approach for addressing complex sustainability issues in general and in the field of life sciences in particular. In the research paper students show that they can evaluate different approaches and develop their own ideas for life science-related sustainable ventures.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Courses in entrepreneurship, corporate sustainability and/or sustainability marketing are recommended.

Content:

Whether it is tackling climate change, resource degradation or social inequalities - responding to sustainability issues constitutes the biggest challenge for businesses in the 21st century. Embracing a great range of industries including food, energy or textiles, the field of life sciences is a key area for sustainability. Since the production of these goods accounts for an extensive use of resources, there is great potential for effecting real improvements on a way towards more sustainable production and lifestyles. The course "Advanced Seminar Life Sciences and Management" will investigate this exciting and ongoing industrial transformation. It will deal with the following topics (all topics will be explained in general and then discussed in the context of life sciences in particular):

- 1) Introduction to Sustainability and Entrepreneurship
- 2) Sustainable Entrepreneurship
- 3) Opportunity Identification
- 4) Development of Double and Triple Bottom Line Solutions
- 5) Forming and Funding of New Sustainable Ventures
- 6) Market Entry
- 7) Sustainable Entrepreneurship and Life Sciences - Reflections and Discussion

Intended Learning Outcomes:

Upon successful completion of this module, students will be able to (1) summarize and (2) evaluate the socio-economic problems society is facing. They will (2) match the concept of sustainable entrepreneurship as a promising approach for addressing complex sustainability issues in general, and in the field of life sciences in particular. More specifically, students will (3) be able to identify the venture creation process from opportunity identification to market entry in the context of sustainability and life sciences. In addition, participants will be able to (4) apply this knowledge to the field of life sciences. Finally, the students will be able to (5) critically evaluate case studies from the field of life sciences and to (6) create own ideas for sustainable ventures in this context.

Teaching and Learning Methods:

The module is a seminar which intends to familiarize the student with the relevant literature and follows an interactive course format with group work assignments and guest lectures. This is the appropriate format for this advanced level module because it encourages the students to go into further detail and to deal with the issues in an integral, interactive and independent way.

Media:

Presentations, slides, cases, links and further literature will be provided via www.moodle.tum.de

Reading List:

Muñoz, P., & Cohen, B. (2018). Sustainable entrepreneurship research: taking stock and looking ahead. *Business Strategy and the Environment*.

The module is based on key scientific papers on each topic. These form the basis for classroom discussions and are to be used for developing an argument in the reflection essay. All articles are provided as pdf files in TUM Moodle (<https://www.moodle.tum.de>).

Responsible for Module:

Belz, Frank-Martin; Prof. Dr. oec.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Life Sciences, Management & Policy / Innovation & Entrepreneurship
(WIB14002): Sustainable Entrepreneurship - Theoretical Foundations (Limited places) (Seminar, 4 SWS)

Belz F, Salvi E

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WIB18812_1: Advanced Seminar Innovation & Entrepreneurship: Ideation & Venture Creation | Advanced Seminar Innovation & Entrepreneurship: Ideation & Venture Creation

Version of module description: Gültig ab summerterm 2012

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The grading is based on a research paper (10-15 pages, 75% of grade) and a presentation (15 min + 15 min interaction with the audience, 25% of grade). The research paper and the presentation will be conducted in groups formed in the introductory session. An assessment sheet filled in by the students and handed in with the research paper clarifies students' individual contribution to the research paper. As every student will present in the final presentation, every students' contribution is clearly identifiable and appraisable, thus, students can be graded individually. Based on the research paper it is examined to which extent students are able to elaborate complex topics in the field of entrepreneurship research. The research paper is a means to measure how students were able to understand previous academic literature in the field of entrepreneurship, how they achieved to define their own research question, collect and analyze data, and provide a relevant, novel, and interesting contribution to entrepreneurship research. A final presentation measures students' communicative competencies and proves if students are able to present their findings in a comprehensible, precise and demonstrative way as well as whether they are able to perform powerfully and professionally.

Repeat Examination:

Next semester / End of Semester

(Recommended) Prerequisites:

none

Content:

The module deals with different topics within entrepreneurship research such as

- discovering entrepreneurial role models,
- psychology of entrepreneurship,
- entrepreneurial leadership,
- ideation and venture creation,
- venture growth and
- internationalization and strategic entrepreneurship.

The module prepares students for the scientific work in their master theses and provides them with deepening insights into scientific literature on entrepreneurship. Besides writing a seminar paper, this involves presenting their final results.

Intended Learning Outcomes:

Upon successful completion of this module, students will be able (1) to read and (2) understand scientific literature on the topic of entrepreneurship. Furthermore, students are able (3) to create their own research paper, i. e., identifying a relevant, interesting, and new research topic in the field of entrepreneurship, crafting a strong title, writing a compelling and strong introduction (and abstract), execute an extensive literature review and applying theory, structure the research paper meaningful, writing a strong discussion and conclusion, and complying with the ethics of writing. Additionally, they will be able (4) to present their research paper and (5) summarize their findings. Moreover, students learn how (6) to lead a scientific discussion. Finally, they (7) understand the process of scientific publication. Moreover, working in groups will provide students with communication and cooperation skills.

Teaching and Learning Methods:

The module consists of an introduction to scientific writing where the topics for each student's research paper will be decided. Topics vary and cover entrepreneurship on an individual (e.g., entrepreneurial decision making, entrepreneurial intentions), team (e.g., entrepreneurial team formation, entrepreneurial exits), or organizational level (e.g., interplay of form, structure, and embeddedness in corporate entrepreneurship). Based on their topic students prepare their research paper which they will present at the end of the module. Upon prior discussion on different research methods and how to use them, the students will identify and apply a research methodology that best addresses their identified research question, i.e., they can apply empirical research methods (qualitative or quantitative), a literature review, or conduct a conceptual paper. Furthermore, the module involves (group and/or) individual feedback sessions, where students can share their progress and receive feedback. The students are supervised by the instructors of the module who are members the chair. Within the module the topics will be discussed after the final presentations.

Media:

MS Office, PowerPoint, Whiteboard, Flipchart

Reading List:

Hisrich, R. D./Peters, M. P./Shepherd, D. A.: Entrepreneurship, 8th edition, McGraw-Hill, 2010

Further readings will be announced at the course introduction.

Responsible for Module:

Patzelt, Holger; Prof. Dr. rer. pol.

Courses (Type of course, Weekly hours per semester), Instructor:

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WIB26995: Advanced Seminar Innovation & Entrepreneurship: Innovation and Organization Design | Advanced Seminar Innovation & Entrepreneurship: Innovation and Organization Design

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 135	Contact Hours: 45

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The grading is based on a seminar paper (65% of grade) and a set of presentations (35% of grade). Drawing on the seminar paper, we will examinamate the degree to which students are able to engage in an academic discussion in the field of innovation, organization design, or strategic entrepreneurship; define and structure a complex problem from that field, and describe and analyze it academically. Two presentations will further highlight whether students are able to present their findings comprehensively and precise (seminar paper presentation: 15 minutes; 25% of total grade) and whether they are capable of applying and connecting their insights in the form of feedback on another seminar paper (discussion of another paper: 8 minutes; 10% of total grade). Across both presentations, we will further evaluate if students are available to communicate clearly and to perform professionally.

Repeat Examination:

Next semester / End of Semester

(Recommended) Prerequisites:

Introductory courses on research methods (for example, "Empirical Research in Management and Economics").

Content:

The module prepares students for the scientific work in their master theses and provides them with deepening insights into academic literature on innovation, organization design, or strategic entrepreneurship. Besides writing a seminar paper, this involves presenting their final results.

Accordingly, students in this seminar may choose from a broad range of topics around the development of new and established businesses, the strategies managers devise and execute

including questions of positioning, and the organizational design choices they have to deal with.

Potential areas questions of study may include:

- Venture creation: How are new businesses created and how do they evolve?
- Organization design: How do their structures develop and change?
- Growth strategies: Are there different paths to consistent configurations and if yes, how do they differ from each other?
- New forms of organizing: What role do supposedly more novel approaches to conducting business (ecosystems, crowdsourcing, open innovation...) or funding companies (incubators, crowdfunding...) play, when should be used, by whom, and how?
- Role of environmental conditions: How does the business environment influence the decision-making of new or established ventures, such as through membership in categories?

Intended Learning Outcomes:

Upon successful completion of this module, students will be able (1) to read and (2) understand academic literature on the topic of innovation, organization design, or strategic entrepreneurship. Furthermore, students are able (3) to create their own academic paper. Additionally, they will be able (4) to present their paper and (5) summarize their findings. Moreover, students learn how (6) to lead a academic discussion. Finally, they (7) understand the process of scientific publication.

Teaching and Learning Methods:

The module consists of an introduction to scientific writing and several sessions about academic problem definition and solving, based on which students may select and continuously refine their topic. The topic choice will further be discussed in individual feedback meetings with the seminar instructors.

Based on their topic, students will prepare their term paper which they will present at the end of the module. The students are continuously supervised by the instructors of the module. The module involves (group and/or) individual feedback sessions, where students can share their progress and receive feedback. The seminar topics may also be discussed after the final presentations.

Media:

MS Office, PowerPoint, Whiteboard, Flipchart

Reading List:

- Davis, M. S. 1971. That's interesting. *Philosophy of the Social Sciences*, 1(2): 309-344. (Note: the first and last sections are particularly "interesting")
- Sutton, R. I. & Staw, B. M. 1995. What theory is not. *Administrative Science Quarterly*, 40(3): 371-384.(Note: this article has several responses in the same issue of the journal which you may also find helpful.)

Further readings will be detailed in the respective course syllabi before the first session of class.

Responsible for Module:

Alexy, Oliver; Prof. Dr. rer. pol.

Courses (Type of course, Weekly hours per semester), Instructor:

Innovation and Organization Design (WIB26995) (Limited places) (Seminar, 4 SWS)

Alexy O [L], Reetz D (Huber D)

For further information in this module, please click [campus.tum.de](#) or [here](#).

Specialization in Management: Management and Marketing | Management-Schwerpunkt: Management and Marketing

AdvSem-MM: Advanced Seminar Management & Marketing | Advanced Seminar Management & Marketing

Module Description

MGT001310: Advanced Seminar in Marketing, Strategy, Leadership & Management: International Marketing Strategy | Advanced Seminar in Marketing, Strategy, Leadership & Management: International Marketing Strategy

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The coursework focuses on the preparation of a full research-based marketing plan. Such an output is made up of two interrelated parts: the initial academic-research part and the latter practical business-like part. The research part requires the use of updated qualitative and quantitative methodologies. The business-like part demonstrates the understanding of international marketing strategy and advanced marketing as a whole. The group seminar paper is based on an extensive presentation (20 to 30 slides), in accordance with the guidelines provided during this advanced seminar. The group written assignment represents 100% of the seminar's evaluation. However, selected students receive an extra grade as a bonus for their proven "in-class attitude". Detailed information that well defines "in-class attitude" is provided during the opening session of the seminar.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Content:

Introducing Marketing Strategy in an international context, the role of marketing in a company, the meaning of marketing management, the required elements of marketing research, the transformation of marketing analysis into marketing strategy and objectives. If time allows, it's planned to tackle the deliverables of a marketing plan being an action plan and control standards.

Intended Learning Outcomes:

At the end of the seminar students will be able to understand the dynamics of marketing strategy in an international business | to realize the role of marketing strategy as a liaison between the company's vision and its tactics | to be able to address objectives based on marketing research | to address "strategic planning" in an international context for an existing company | to improve presentation skills.

Teaching and Learning Methods:

Frontal lectures, in-class discussions, group work, self-made case studies

Media:

Frontal lectures, online supervision

Reading List:

Donnelly, J. H. & Peter J. P. (2012). Preface to Marketing Management. 13th edition, McGraw-Hill.
Lehmann, D. R. & Winer, R. S. (2009). Analysis for Marketing Planning. 7th edition, McGraw-Hill.

Responsible for Module:

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Marketing, Strategy, Leadership & Management: International Marketing Strategy (MGT001310) (Limited places) (Seminar, 4 SWS)

Abramovich D, Octavianus E

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001335: Advanced Seminar Marketing, Strategy, Leadership & Management: CSR and Sustainability of Family Firms | Advanced Seminar Marketing, Strategy, Leadership & Management: CSR and Sustainability of Family Firms

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Each seminar participant will work individually on a specific topic in the field of CSR and sustainability of family firms.

Each student will write an academic essay (80% of the overall grade), based on existing literature on CSR and sustainability of family firms as well as on interview insights collected by the student. Each student will conduct a 1-hour interview with a family business owner of a medium sized family firm on sustainability and CSR topics. Students should demonstrate that:

- They are able to conduct semi-structured interviews to a high academic standard
- They can evaluate their interview insights in light of existing research on the topics of CSR and sustainability
- They can draw conclusions and identify opportunities for future research
- They are able to write a paper that follows a clear logic and is based on academic literature

Each student will present their work (20% of the overall grade) to an academic audience. Each student should demonstrate that they are able to answer questions to the empirical and theoretical part of their work.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Fluency in spoken and written English

Content:

This module will explore actions towards a sustainable economy and ways to improve the social responsibility of businesses. In particular, it will assess how family firms' entrepreneurial and social activities and their unique culture affect CSR and sustainability. Topics covered in the module are:

- Contemporary environmental and social issues for organizations
- The non-financial goals of family firms and their consequences
- Family firms and environmental performance
- Family firms and external stakeholders
- Family firms and internal stakeholders
- Family firms and reporting
- Family firms and philanthropy
- Family firms and social entrepreneurship

Intended Learning Outcomes:

After completing the seminar students should understand how family business owners tackle pressing social and environmental issues. After completing the module students will be able to:

- Understand and critically reflect on the role of family ownership for CSR and sustainability
- Understand family owners' non-financial incentives to engage in CSR and sustainability
- Reflect on possible barriers to promote CSR and sustainability through the family firm
- Compare existing knowledge of CSR and sustainability with their own first-hand experience interviewing medium sized family firms in the region
- Evaluate a specific family firm's actions to promote CSR and sustainability
- Explore how family businesses can exploit sustainable opportunities

Moreover, students will be able to

- Search, understand, synthesize, analyze and apply academic literature
- Present and discuss their findings and conclusions to an academic audience

Teaching and Learning Methods:

- The content of the course is transmitted via lectures, supported by power-point presentations, in which the instructor provides the theoretical foundations of family and social enterprises
- A strong focus of the course will be on existing academic literature, which will be discussed in class
- Group work and breakout sessions will be an important part of this module, in which students jointly and critically reflect on the theories and insights presented in the module
- The content of the module is discussed in class by openly exchanging ideas and thoughts, creating a lively learning atmosphere
- Every session contains exercises, in which students apply their learning
- Guest speakers will provide practical insights into the theoretical perspectives discussed in the module
- Other important real-life input will be given through multi-media resources and case studies

- Next to in-class discussions student interaction is also ensured through online technology, such as online polls.
- For their essays students will investigate topics within the subject of this course. Students will receive feedback from the instructor
- In a final presentation, students present the results of their seminar essays

Media:

Powerpoint, Zoom-Sessions, Breakout-Sessions, Online polls and simulations

Reading List:

Basic literature (for detailed reading list, see Moodle):

- Berrone, P., Cruz, C., Gomez-Mejia, L. R., & Larraza-Kintana, M. 2010. Socioemotional Wealth and Corporate Responses to Institutional Pressures: Do Family-Controlled Firms Pollute Less? *Administrative Science Quarterly*, 55(1): 82-113.
- Berrone, P., Cruz, C., & Gomez-Mejia, L. R. 2012. Socioemotional wealth in family firms: Theoretical dimensions, assessment approaches, and agenda for future research. *Family business review*, 25(3), 258-279.
- Campopiano, G., De Massis, A. 2014. Corporate social responsibility reporting: a content analysis in family and non-family firms, *Journal of Business Ethics*, 1-24
- Campopiano, G., De Massis, A. & Chirico F. 2014. Firm Philanthropy in Small- and Medium-Sized Family Firms: The Effects of Family Involvement in Ownership and Management. *Family Business Review*, 27: 244-257
- Cruz, C.; Larraza-Kintana, M. Garcés-Galdeano, L. Berrone, P. 2014. Are family firms really more socially responsible? *Entrepreneurship Theory and Practice* 38(6), 1295–1316
- Deephouse, D. L., & Jaskiewicz, P. 2013. Do family firms have better reputations than non#family firms? An integration of socioemotional wealth and social identity theories. *Journal of management Studies*, 50(3), 337-360.
- Dyer, W., & Whetten, D. 2006. Family Firms and Social Responsibility: Preliminary Evidence from the S&P 500. *Entrepreneurship Theory & Practice*, 30(6): 785-802.
- Gomez-Mejia, L. R., Cruz, C., Berrone, P., & De Castro, J. 2011. The Bind that Ties: Socioemotional Wealth Preservation in Family Firms. *Academy of Management Annals*, 5(1): 653-707.
- Kellermanns, F. W., Eddleston, K. A., and Zellweger, T. M. 2012. Extending the socioemotional wealth perspective: A look at the dark side. *Entrepreneurship Theory and Practice*, 36(6): 1175-1182.
- Le Breton-Miller, I., & Miller, D. 2016. Family firms and practices of sustainability: A contingency view. *Journal of Family Business Strategy*, 7(1), 26-33.
- Miller, D., & Le Breton-Miller, I. 2005. Managing for the long run: Lessons in competitive advantage from great family businesses: Harvard Business Press.
- Richards, M. 2022. When do Non-financial Goals Benefit Stakeholders? Theorizing on Care and Power in Family Firms. *Journal of Business Ethics*, 1-19.

- Richards, M., Zellweger, T., & Gond, J. P. 2017. Maintaining moral legitimacy through words and worlds: an explanation of firms' investment in sustainability certification. *Journal of Management Studies*, 54(5), 676-710.
- Spence, L. J. 2016. Small business social responsibility: Expanding core CSR theory. *Business & Society*, 55(1), 23-55.

Responsible for Module:

Richards, Melanie; Prof. Dr. oec.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Innovation & Entrepreneurship / Marketing, Strategy, Leadership & Management (MGT001335): CSR and Sustainability in Family Firms (Limited places) (Seminar, 4 SWS)

Richards M

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001339: Advanced Seminar Marketing, Strategy, Leadership & Management: HR Management | Advanced Seminar Marketing, Strategy, Leadership & Management: HR Management

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading is based on the performance in one written term paper with a maximum of 10 pages of text (60%) and an oral presentation about the topic of the term paper (40%) with max. 15 minute presentation + 15 minute discussion. The examination requirements will measure the student's ability to apply concepts, theories and methods. Moreover, the elaboration of a term paper and a presentation encourages the student to reproduce, analyze and evaluate theoretical knowledge about the student's respective topic.

The module is considered passed if an overall grade of 4.0 or better has been achieved

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

Basic knowledge of business management

Content:

Topic 1. Conceptual foundations of reputation management
Topic 2. Reputation protection mechanisms
Topic 3. Methods of reputation forming and maintaining
Topic 4. Methods of crisis reputation management
Topic 5. Methods of corporate reputation assessing

Intended Learning Outcomes:

- ability to increase the level of competitiveness of organizations as socio-economic systems taking into account the specifics of interpersonal competition in the trade environment

- identify actions that harm the information security of the trade organization, be able to apply methods to ensure it;
- to determine and implement a set of actions for the organization of e-commerce and goods and services promotion by means of Internet marketing.

Teaching and Learning Methods:

The seminar will be based on in-class exercises and discussions, as well as practice-oriented case discussions, business simulations. In addition, students will examine one topic more detailed and write a seminar paper on it. The results are presented and discussed in a group presentation.

Media:

Powerpoint, Movie, Board/Flipchart, Zoom

Reading List:

Eric B. Shiraev, Jennifer Keohane, Martijn Icks, Sergei A. Samoilenco. Character Assassination and Reputation Management: Theory and Applications. Routledge. 2021. 283.

John Doorley, Helio Fred Garcia. Reputation Management: The Key to Successful Public Relations and Corporate Communications. Routledge. 2006. 458.

Responsible for Module:

Mohnen, Alwine; Prof. Dr.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Marketing, Strategy, Leadership & Management (MGT001339): HR Management (Seminar, 4 SWS)

Bieliaieva N

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001340: Advanced Seminar Marketing, Strategy, Leadership & Management: Reputation Management | Advanced Seminar Marketing, Strategy, Leadership & Management: Reputation Management

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading is based on the performance in one written term paper with a maximum of 10 pages of text (60%) and an oral presentation about the topic of the term paper (40%) with max. 15 minute presentation + 15 minute discussion. The examination requirements will measure the student's ability to apply concepts, theories and methods. Moreover, the elaboration of a term paper and a presentation encourages the student to reproduce, analyze and evaluate theoretical knowledge about the student's respective topic.

The module is considered passed if an overall grade of 4.0 or better has been achieved

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

Basic knowledge of business management

Content:

- Topic 1. Structure and functions of the human resources departments
- Topic 2. Competence approach in human resource management
- Topic 3. Planning of work with personnel in the organization
- Topic 4. Staff recruitment and staff selection processes
- Topic 5. Adaptation of staff in the organization
- Topic 6. Personnel evaluation and staff motivation
- Topic 7. Team cohesion and social development of staff
- Topic 8. Innovations in HR management

Intended Learning Outcomes:

- ability to organize the effective work of human resources according to the specifics of organization business objectives;
- ability to provide efficient activity of human resources services for solving human resource management tasks using different types of resources and labour instruments;
- ability to form an effective system of performance evaluation in different categories of work positions in the organization by using modern methods;
- ability to analyse the indicators of personnel movement in the organization and developing measures to stabilize the work of labour collective;

Teaching and Learning Methods:

The seminar will be based on in-class exercises and discussions, as well as practice-oriented case discussions, business simulations. In addition, students will examine one topic more detailed and write a seminar paper on it. The results are presented and discussed in a group presentation.

Media:

Powerpoint, Movie, Board/Flipchart, Zoom

Reading List:

Noe Raymond, Hollenbeck John, Gerhart Barry, Wright Patrick. Fundamentals of Human Resource Management. McGraw-Hill, 2019. 406.

Responsible for Module:

Mohnen, Alwine; Prof. Dr.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Marketing, Strategy, Leadership & Management (MGT001340): Reputation Management (Seminar, 4 SWS)

Bieliaieva N

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001342: Advanced Seminar Marketing, Strategy, Leadership & Management: Gaining Competitive Advantage with AI | Advanced Seminar Marketing, Strategy, Leadership & Management: Gaining Competitive Advantage with AI

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Each student will be allocated to a group of 2-3 people. Each group will choose a project topic which will be provided in the course.

The examination consists of three parts:

- 1) A project plan about how the students intend to work together and how they elaborate the topic (worth 20% of the grade)
- 2) A 20 pages group seminar paper (worth 40% of the grade)
- 3) A 20 minute group presentation using MS PowerPoint (worth 40% grade)

This procedure assists students to strengthen their academic writing, presentation, and project management skills.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

None

Content:

The seminar is planned to take place on site. First, there will be a mandatory two-day kick-off dealing with AI, the strategizing process, and general business strategies. Then, the students will be allocated to groups and start to work on their selected project topic. These topics generally deal with gaining competitive advantage with the integration of different AI applications in several business contexts or industries.

Intended Learning Outcomes:

Participants will develop a basic understanding of useful applications of AI in the area of strategic management. They learn how companies can strategically apply AI for gaining competitive advantage in different industries. Students will also improve their project management and teamwork skills, as they are required to elaborate a complex project topic on their own. They will create basic skills of academic writing and literature search, too. Furthermore, they strengthen their communication skills while presenting their results in front of the class.

Teaching and Learning Methods:

During the kick-off lecture, the students will get a basic introduction to understand AI and strategic management. Afterwards, during the project group work, the team searches for adequate literature as well as develops appropriate concepts and case studies. The entire project is built on active interaction and discussion for improving personal, professional, and academic skills.

Media:

Presentation, discussion, academic literature, group work

Reading List:

- Russell, S. J. and Norvig, P. (2021): Artificial intelligence: A modern approach. Pearson Publishing
- Grant, R. M. (2019): Contemporary strategy analysis (10th ed.). John Wiley & Sons, Inc.
- Wodecki, A. (2019): Artificial Intelligence in value creation - Improving competitive advantage. Palgrave Macmillan

Responsible for Module:

Hutzschenreuter, Thomas; Prof. Dr. rer. oec.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Marketing, Strategy, Leadership & Management (MGT001342): Gaining Competitive Advantage with AI (Seminar, 4 SWS)

Hutzschenreuter T, Lämmermann T, Vuillemin M

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001343: Advanced Seminar Marketing, Strategy, Leadership & Management: AI and the Strategizing Process | Advanced Seminar Marketing, Strategy, Leadership & Management: AI and the Strategizing Process

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Each student will be allocated to a group of 2-3 people. Each group will choose a project topic which will be provided in the course.

The examination consists of three parts:

- 1) A project plan about how the students intend to work together and how they elaborate on the topic (worth 20% of the grade)
- 2) A 20 pages group seminar paper (worth 40% of the grade)
- 3) A 20-minute group presentation using MS PowerPoint (worth 40% grade)

This procedure assists students to strengthen their academic writing, presentation, and project management skills.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

None, except an interest in AI and strategic management.

Content:

The seminar is planned to take place on site. First, there will be a mandatory two-day kick-off dealing with AI, the strategizing process, and general business strategies. Then, the students will be allocated to groups and start to work on their selected project topic. These topics generally deal with gaining a competitive advantage with the integration of different AI applications in several business contexts or industries.

Intended Learning Outcomes:

Die Teilnehmer werden die Potentiale und Grenzen von KI für den Strategieprozess verstehen und lernen, wie Strategen innovative KI-Anwendungen für die Strategieentwicklung nutzen können, um einen Wettbewerbsvorteil zu erzielen. Die Studierenden verbessern auch ihre Projektmanagement- und Teamwork-Fähigkeiten, da sie ein komplexes Projektthema selbstständig erarbeiten müssen. Sie erwerben auch grundlegende Fähigkeiten im wissenschaftlichen Schreiben und in der Literaturrecherche. Außerdem stärken sie ihre Kommunikationsfähigkeiten, indem sie ihre Ergebnisse vor der Gruppe präsentieren.

Teaching and Learning Methods:

During the kick-off lecture, the students will get a basic introduction to understand AI and strategic management. Afterward, during the project group work, the team searches for adequate literature as well as develops appropriate concepts and case studies. The entire project is built on active interaction and discussion for improving personal, professional, and academic skills.

Media:

Präsentation, Diskussion, wissenschaftliche Literatur, Gruppenarbeit

Reading List:

- '- Russel, S. & Norvig, P., 2021. Artificial Intelligence. A Modern Approach. 4th edition. Hoboken: Pearson
- Johnson, G. et al., 2017. Exploring Strategy Text and Cases. 11th Edition. Edinburgh: Pearson Education
- Grant, R. M., 2019. Contemporary Strategy Analysis. 10th Edition. Hoboken: Wiley & Sons

Responsible for Module:

Hutzschenreuter, Thomas; Prof. Dr. rer. oec.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Marketing, Strategy, Leadership & Management (MGT001343): AI and the Strategizing Process (Seminar, 4 SWS)

Hutzschenreuter T, Perkhofer F, Vuillemin M

For further information in this module, please click campus.tum.de or [here](#).

Module Description

MGT001360: Advanced Seminar Marketing, Strategy, Leadership & Management: Digital Platforms, Data and the Law | Advanced Seminar Marketing, Strategy, Leadership & Management: Digital Platforms, Data and the Law

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: German	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading is based on a written assignment (e.g. on a current case or on a legal policy issue) in a group project work (approx. 15 pages, 60%), an oral presentation (approx. 15 minutes per participant, 30%) as well as participation in the oral discussion of the case presentations of other groups (10%). The papers can be written in German or English. Students are expected to deal with a distinct topic in an appropriate manner and to prepare it in a scientifically sound manner. The oral presentation serves to practice presentation techniques and forms the basis for the subsequent discussion. The students are expected to critically question the approach of other groups, to think their way into foreign topics and to comment on them.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

none

Content:

The digital economy is significantly shaped by a large number of digital platforms: search engines, online marketplaces, social networks, communication services, intermediary services in the sharing economy. Digital platform markets are shaped by digital technologies and exhibit distinct economic features in terms of market and competition mechanisms as compared to traditional markets. Especially due to the high concentration tendencies, new competition law issues and challenges arise for cartel authorities. High-profile antitrust proceedings brought by the European Commission and German Federal Cartel Office against dominant tech players like google, amazon, apple and facebook all over the world.

Furthermore, responsibility and liability (fake news, infringement of intellectual property, criminal content) are important questions that are the subject of legal policy debates and legislative activities. At the European level, for example, the Digital Markets Act and the Digital Services Act are being discussed.

The collection and exploitation of data forms a crucial basis for many business models in the digital economy. However, in the case of personal data in particular, the requirements of data protection law and in particular of the General Data Protection Regulation must be observed, for example with regard to issues of privacy protection in Big Data, profiling, web tracking or cloud computing. As part of the European data strategy, drafts for an EU Data Act and Data Governance Act are central legislative projects of the EU Commission to enable increased development of artificial intelligence and cloud computing in the future through data exchange models.

Fundamental questions also arise with regard to recent developments in the fields of "entrepreneurial strategies and competition" and "sustainability and law".

Intended Learning Outcomes:

After participating in the seminar, students will be able to

- (1.) understand the basic features of the functioning and legal framework for digital platforms and data use,
- (2.) grasp the economic effects of entrepreneurial competition and innovation strategies on markets and economic actors as well as possible efficiencies,
- (3.) apply the learned knowledge in the assessment of current cases and legislative projects in the field of economic activity related to digital technologies and data,
- (4.) analyze the specific challenges in digital platform markets, recognize barriers to competition, identify the need for adaptation and present conclusions in a systematic manner.

Teaching and Learning Methods:

The module takes place as a block seminar and consists of the following units:

- In an introductory course, students are familiarized both with techniques of scientific work, literature research, the examination of a topic and the formalities of preparing a written assignment, and also with the main features of the legal assessment of facts on digital markets.
- The group work is done to draft the written assignment and to prepare the oral presentation.
- In another session, the groups are individually supervised with regard to the preparation of their work. Interim results are discussed and suggestions for the further procedure are given.
- The presentation of the project work with subsequent discussion takes place at a final event.

Media:

presentations, scientific literature

Reading List:

OECD (2022), OECD Handbook on Competition Policy in the Digital Age, <https://www.oecd.org/daf/competition-policy-in-the-digital-age/>

Ezrachi, Competition and Antitrust Law: A Very Short Introduction

Responsible for Module:

Mackenrodt, Mark-Oliver; Prof. Dr. iur. Dr. rer. pol. LL.M. (NYU)

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Innovation & Entrepreneurship / Marketing, Strategy, Leadership & Management (MGT001360): Digital Platforms, Data and the Law (Limited places) (Seminar, 4 SWS)

Mackenrodt M, Pless V

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001362: Advanced Seminar Marketing, Strategy, Leadership & Management: Contemporary and emerging issues for organizations | Advanced Seminar Marketing, Strategy, Leadership & Management: Contemporary and emerging issues for organizations

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Write a 3,500 word essay that demonstrates the range and depth of your thinking skills.

The Management Consultant's Task. Identify a contemporary issue facing one or more organisations. Draw on the skills developed in the lectures to arrive at a deep understanding of the problem and to identify a strategy for tackling it.

- What is the presenting problem?
 - What issues need to be taken into account in order to understand the problem?
 - Analyse the issues/problem using two or more of the approaches discussed in the lectures;
 - What is the real problem?
 - Decide what should be done to tackle it;
- Write an essay showing your analyses and outlining a strategy to tackle the problem (80% of the grade).
- You will present your work (20% of the overall grade) to an academic audience. You should demonstrate that you are able to answer questions on your work.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Fluency in spoken and written English

Content:

Organisations are persistently faced with changing internal and external contextual issues. Changes can thereby be both rapid and profound and often involve interactions between various processes and forces including, but not limited to, the societal, political, economic, and

technological contexts in which organisations operate. This course is designed to edify the application of critical thinking skills in evaluating selected contemporary and emerging issues so that the students can use informed judgment in formation of appropriate business responses.

Intended Learning Outcomes:

This unit will help you avoid making mistakes and ensure you make the best decisions possible in the circumstances. It will do this through developing your critical thinking and analytical skills. Imagine working as a manager in a few years time, or perhaps running your own business. You have a task to do. Rather than jumping immediately to do it, you will be able to analyse the situation from a variety of perspectives, develop understanding of why the current situation has arisen, explore what is actually happening in this situation, and work out the best way forward. That is, you will be able to generate deep insights into what you are facing as a manager and be able to act using forethought and understanding. To achieve this, we will focus on four areas that can help improve our thinking and analytical skills:

- a. Critical thinking skills. We will be focusing on what blinkers we put over our eyes that prevent us thinking things through. This also helps generate self-understanding;
- b. We develop an understanding of other people, through different perspectives of how people function;
- c. We reflect on how to act ethically when dealing with a difficult situation;
- d. Integrative thinking skills. We discuss the method, pros and cons of integrative thinking.

There will be an emphasis on three learning processes throughout the unit. The first is on enhancing awareness and understanding of emerging and contemporary issues for organisations. The second one is understanding ourselves as individuals, and especially identifying what influences our own thought processes. The final learning process is on group discussions. This is because our powers of analysis are multiplied when we work with others. But we also have to be able to listen to and learn from others.

Teaching and Learning Methods:

- The content of the course is transmitted via lectures, supported by power-point presentations, where the instructor provides the theoretical foundations of family and social enterprises.
- A strong focus of the course will be on existing academic literature, which will be discussed in class
- Group work and breakout sessions will be an important part of this module, in which students jointly and critically reflect on the theories and insights presented in the module
- The content of the module is discussed in class by openly exchanging ideas and thoughts, creating a lively learning atmosphere
- Every session contains exercises, in which students apply their learning
- Guest speakers will provide practical insights into the theoretical perspectives discussed in the module
- Other important real-live input will be given through multi-media resources and case studies
- Next to in-class discussion student interaction is also ensured through online technology, such as online polls.

- For their essays students will investigate topics within the subject of this course. Students will receive feedback from the instructor.
- In a final presentation, students present the results of their project thesis

Media:

Powerpoint, Zoom-Sessions, Breakout-Sessions, Online polls and simulations

Reading List:

Basic literature (for detailed reading list, see Moodle): Chatfield, Tom. (2017) Critical thinking. Your guide to effective argument, successful analysis and independent study. London: Brockman, John (2013) Thinking: the new science of decision-making, problem-solving, and prediction in life and markets. Harper-Collins, New York.
Stocchetti, M. and Kukkonen, K. (2010) Critical media analysis: an introduction for media professionals. Peter Lang publishers.
Butt, Trevor (2003) Understanding people. Basingstoke: MacMillan.
Goffman, I. (1990) The presentation of self in everyday life. London: Penguin.
Boltanski, L., & Thévenot, L. (2006). On justification: Economies of worth. Princeton University Press.
Thornton, P. H., Ocasio, W., & Lounsbury, M. (2012). The institutional logics perspective. Oxford University Press.

Responsible for Module:

Richards, Melanie; Prof. Dr. oec.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Innovation & Entrepreneurship / Marketing, Strategy, Leadership & Management (MGT001362): Contemporary and Emerging Issues for Organizations (Limited places) (Seminar, 4 SWS)

Richards M, Safieh M, Zösmair S

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WI001179: Advanced Seminar Marketing, Strategy, Leadership & Management: Sustainable Consumption | Advanced Seminar Marketing, Strategy, Leadership & Management: Sustainable Consumption

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading is based on a written seminar paper (~15 pages, 50 % of the grade), whereas the results and conclusions of the seminar paper need to be presented (20 min, 50 % of the grade) in front of the class. The seminar paper as well as the presentation in front of the class demonstrate that students are able to reproduce and summarize their acquired knowledge about the respective research topic. Furthermore, the seminar paper and the related presentation show that the students are able to critically analyze the key aspects regarding their research question. By presenting their findings in front of the class, students prove that they are able to present the key aspects in a concise manner and that they are able to answer further questions on their presented findings.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Knowledge in microeconomics/consumer economics and/or consumer behavior theories.

Knowledge in empirical research methods.

Content:

Key topics of the seminar may include:

- Current issues in sustainable consumption
- Current issues in consumers and digitalization
- Current issues in consumer research

Intended Learning Outcomes:

After successful participation in the module students will have in-depth knowledge on the tackled focus of the module. Students will be able to (1) write a scientific research paper, (2) procure relevant literature and (3) structure a topic. Additionally, students will be able to (4) present their research findings in front of seminar participants, (5) answer their questions and (6) moderate a following discussion.

Teaching and Learning Methods:

The module is a seminar, in which the students will be assigned state-of-the-art research papers from the recent literature. They are expected to prepare high-quality presentations and write-ups, reflecting their analyses, understanding and insights from reading the papers and related literature. The lecturer will provide guidance and advice all along, from the choice of the initial topic, to tips on reading original literature, on scientific writing, and on giving successful presentations.

Media:

Slides, books, scientific papers

Reading List:

Ethridge, D. (2004). Research Methodology in Applied Economics, 2nd Edition. Ames: Blackwell Publishing.

Reisch, L. (2015). Handbook of research on sustainable consumption. Cheltenham: Elgar.

Relevant literature will be selected and communicated specifically.

Responsible for Module:

Roosen, Jutta; Prof. Dr. Ph.D.

Courses (Type of course, Weekly hours per semester), Instructor:

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WI001290: Advanced Seminar Marketing, Strategy, Leadership & Management: Risk Perception and Communication | Advanced Seminar Marketing, Strategy, Leadership & Management: Risk Perception and Communication

Version of module description: Gültig ab winterterm 2020/21

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading is based, in equal shares, on a written seminar paper (~15 pages) and a presentation in front of the class (~20 min.). Through the seminar paper as well as the presentation the students demonstrate that they are able to develop research questions and a corresponding methodology to analyze topics and issue management in risk perception and communication. They show that they can identify and use appropriate data sources. By presenting their findings in front of the class, students prove that they are able to summarize their key findings in a concise manner and to respond to further questions on their topics.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Consumer Behavior, empirical research methods such as Quantitative and Qualitative Methods in Consumer Research

Content:

This seminar is designed to familiarize students with current research in risk perception and risk communication, in particular with regard to health, environmental and natural risks.

- Review of relevant concepts from the fields of psychology, economics, and marketing
- Individual judgements about risks
- Social mechanisms underlying public discourse and stigma regarding potentially risky technologies
- Overview of media effect research and the role of media
- Communication of risks and crisis

- Public and consumer perception of risks
- Methodological approaches in research on issue management and crisis communication, with a focus on analysis of Twitter and other online data

Intended Learning Outcomes:

At the end of the lecture students will be able to describe how individuals make judgements about risks and relate this knowledge to relevant concepts from psychology, economics and marketing. In addition, students will be able to explain social mechanisms underlying public discourse and stigma regarding potentially risky technologies. Approaches in media effect research build the basis for students to evaluate the role of media in the social amplification of risk. Furthermore, students will be able to critically analyze how information on risks and crisis is perceived by consumers. In this context, students will be able to develop a research design to study issue management and crisis communication. Hence, students will be able to understand and practically apply theories in the field of risk perception and communication.

Teaching and Learning Methods:

During the lectures the contents are delivered via presentations, practical exercises and case studies. Group discussion will play an important role in this course which will be based on research articles and/or book chapters that should be read before the respective class.

Media:

Slides, book chapters, scientific papers

Reading List:

There is no textbook assigned for this course. A detailed reading list will be provided at the beginning of the course.

Kasperson, R. E. (2005). The social contours of risk / 1: Publics, risk communication and the social amplification of risk 1. publ. - London [a.o.]: Earthscan.

Kuran T., Sunstein C.R. (1999). Availability cascades and risk regulation. Stanford Law Review: 683-768.

Nabi, R.L. and Oliver M.B. (eds.) (2009). The SAGE handbook of media processes and effects. SAGE, Los Angeles (CA): Sage.

Tversky, A., Kahneman, D. (1973). Availability: A heuristic for judging frequency and probability. Cognitive Psychology, 5(2): 207–232.

Zinn, J. (2008): Social theories of risk and uncertainty. Blackwell Publishing. USA.

Responsible for Module:

Roosen, Jutta; Prof. Dr. Ph.D.

Courses (Type of course, Weekly hours per semester), Instructor:

For further information in this module, please click [campus.tum.de](#) or [here](#).

Specialization in Management: Operations and Supply Chain Management | Management-Schwerpunkt: Operations and Supply Chain Management

AdvSem-OSCM: Advanced Seminar Operations & Supply Chain Management | Advanced Seminar Operations & Supply Chain Management

Module Description

MGT001350: Advanced Seminar Operations & Supply Chain Management: Production & Supply Chain Management | Advanced Seminar Operations & Supply Chain Management: Production & Supply Chain Management

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours:	Self-study Hours:	Contact Hours:

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The students write a research paper (max. 25 pages) relating to a specific topic within the focus of the module, in which they demonstrate that they can perform a small research project from a discussion of the relevant literature, analysis of problem and solution approaches to the application in examples or cases and the identification of directions for future research. A final presentation (30 minutes with ensuing Q&A) proves that students are able to present their work to a scientific audience in a precise, comprehensible and demonstrative way. Further information will be announced at the beginning of the semester.

Research paper and presentation will be graded as one contribution/examination, individual weighting is not applicable.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

It is expected that participants have an interest in practical problems of production planning, scheduling and logistics, and the quantitative modelling of business problems. Participants should be familiar with Operations Research (OR) techniques.

The modules "Management Science" and "Production and Logistics" or similar modules at other universities are a prerequisite.

It is strongly advised that the participants have previously taken part in the module "Modelling, Optimization and Simulation in Operations Management" or similar modules at other universities.

Content:

Within this seminar, groups of students study a variety of problems with real-world applications. A supervisor with relevant research background guides each group through every step of their progress, from understanding the state-of-the-art literature to the final implementation of their extensions. Using selected scientific publications, the students will understand problems relevant to different industries and investigate various modeling and solution techniques to solve these problems.

Within this process, students develop a wide spectrum of skills, which ultimately prepares them for carrying out a thesis with high academic value.

Intended Learning Outcomes:

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

- Review state-of-the-art in operations and supply chain management approaches related to the module focus.
- Apply literature findings and/or methodologies to examples or case studies.
- Critically evaluate the scientific contributions of the analyzed literature.
- Analyze problems and solution approaches for operations and supply chain management methods and tools in the context of the module focus.
- Develop ideas for future research in relation to the seminar focus.
- Adequately communicate and discuss scientific contributions and research findings within the focus of the module

Teaching and Learning Methods:

The module consists of a seminar. The contents is delivered through presentations by the students. The students improve the acquired knowledge by studying the suggested literature. The students will be supervised by the lecturer when they work on their topic.

Media:

Presentation slides

Technical papers

Reading List:

van Weele, Arjan J., Purchasing and Supply Chain Management, 2014

Research papers

Responsible for Module:

Grunow, Martin; Prof. Dr.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Operations & Supply Chain Management (MGT001350): Production & Supply Chain Management (Seminar, 4 SWS)

Grunow M [L], Grunow M, Pahr A, Schömig-Beißner M, Fatemianaraki S

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WIB19837: Advanced Seminar Operations & Supply Chain Management: Production and Supply Chain Management | Advanced Seminar Operations & Supply Chain Management: Produktion und Supply Chain Management

Version of module description: Gültig ab summerterm 2015

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The students write a research paper (max. 25 pages) relating to a specific topic within the focus of the module, in which they demonstrate that they can perform a small research project from a discussion of the relevant literature, analysis of problem and solution approaches to the application in examples or cases and the identification of directions for future research. A final presentation (30 minutes with ensuing Q&A) proves that students are able to present their work to a scientific audience in a precise, comprehensible and demonstrative way. Further information will be announced at the beginning of the semester.

Research paper and presentation will be graded as one contribution/examination, individual weighting is not applicable

Repeat Examination:

Next semester

(Recommended) Prerequisites:

It is expected that participants have an interest in practical problems of production planning, scheduling and logistics, and the quantitative modelling of business problems. Participants should be familiar with Operations Research (OR) techniques.

The modules "Management Science" and "Production and Logistics" or similar modules at other universities are a prerequisite.

It is strongly advised that the participants have previously taken part in the module "Modelling, Optimization and Simulation in Operations Management" or similar modules at other universities.

Content:

The development of methods and tools for quantitative operations and supply chain management can be challenging. Different contextual factors often require the adaptation of tools and methods. In this module, a specific focus within operations and supply chain management will be studied, and its specific challenges in terms of developing quantitative decision support tools will be addressed.

After a general analysis of the focus area and its main challenges, we identify several specific operations and supply chain management requirements with regard to supporting decision-making in practice. Using different scientific papers, we investigate possibilities to deal with the specific challenges, and see how traditional production planning and control methods and concepts can be utilized in this context.

Intended Learning Outcomes:

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

- Review state-of-the-art in operations and supply chain management approaches related to the module focus.
- Apply literature findings and/or methodologies to examples or case studies.
- Critically evaluate the scientific contributions of the analyzed literature.
- Analyze problems and solution approaches for operations and supply chain management methods and tools in the context of the module focus.
- Develop ideas for future research in relation to the module focus.
- Adequately communicate and discuss scientific contributions and research findings within the focus of the module

Teaching and Learning Methods:

The module consists of a seminar. The contents is delivered through presentations by the students. The students improve the acquired knowledge by studying the suggested literature. The students will be supervised by the lecturer when they work on their topic.

Media:

Presentation slides

Technical papers

Reading List:

van Weele, Arjan J., Purchasing and Supply Chain Management, 2014

Research papers

Responsible for Module:

Grunow, Martin; Prof. Dr.

Courses (Type of course, Weekly hours per semester), Instructor:

For further information in this module, please click [campus.tum.de](#) or [here](#).

Specialization in Management: Finance and Accounting | Management-Schwerpunkt: Finance and Accounting

AdvSem-FA: Advanced Seminar Finance & Accounting | Advanced Seminar Finance & Accounting

Module Description

MGT001358: Advanced Seminar Finance & Accounting: Data Science in Finance | Advanced Seminar Finance & Accounting: Data Science in Finance

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

A written report of the final project accounts for 70% of the final grade, and the presentation of the project accounts for 30% of the final grade. The students are required to generate a project idea after consultation with the course instructor and develop it over a period of six to eight weeks. Students are to demonstrate their command of the methodologies covered in the first part of the course.

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

Interest in application of data science techniques in a finance setting; basic knowledge of python is recommended but not required.

Content:

The main blocks are: 1. Basic semantics of Python 3. 2. Data processing packages and techniques. 3. Data visualisation tools. 4. An Introduction to machine learning. 5. Alternative data sources in finance (NLP based textual analysis, etc.)

Intended Learning Outcomes:

After completion of the course, students should have generated a generic workflow, how upon being confronted with a finance-related topic, to develop a hypothesis, find proper data sources, process the raw data, run statistical instruments on the dataset, and draw conclusions from the outcome. They should also learn how to communicate their ideas and results in an academic manner.

Teaching and Learning Methods:

For the first stage of the course, there will be 6-8 sessions of lectures. The final presentations will be held in a seminar style over one or two days depending on the number of participants.

Media:

Exemplary codes, websites, etc.

Reading List:

Python for Finance - Analyze Big Financial Data by Yves Hilpisch.

Responsible for Module:

Braun, Reiner; Prof. Dr. rer. oec.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Finance & Accounting (MGT001358): Data Science in Finance (Limited places)
(Seminar, 4 SWS)

Braun R, Dong Y

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WIB23005: Advanced Seminar Finance & Accounting: Behavioral and Experimental Economics | Advanced Seminar Finance & Accounting: Behavioral and Experimental Economics

Behavioral & Experimental Economics

Version of module description: Gültig ab summerterm 2017

Module Level: Master	Language: German	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The final grading is based on a research paper (70%) including a presentation (30%). The research paper (11-13 pages) is a written draft of a topic. The research paper will be written in teams, whereas single parts have to be assigned to single team members. By writing the research paper in teams, students demonstrate their ability within a team to manage resources, and deadlines through timely submission of the enumerated tasks. Students demonstrate that they are able to complete the tasks of their project in a team environment.

The research paper reveals the student's acquired abilities in identifying a reasonable and relevant research question in behavioral economics. Moreover, the research paper reveals the student's ability to develop research designs and analytical methods to examine the identified research question. Students show that they are able to interpret and to communicate the results.

Furthermore students are asked to present (20 minutes + 10 minutes discussion) their research paper in front of the class. By presenting their findings in front of the class, students proof that they are able to present the key aspects in a concise manner and that they are able to answer further questions on their presented findings.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Working knowledge of the mandatory basic business courses

Content:

The module offers participants an overview of current issues in behavioral economics and gives them the opportunity to examine one topic in more detail. The module may serve as starting

point for further research, but also prepares participants for issues they are likely to face in their professional lives. Emphasis is put on aspects of experimental economics, social preferences, nudging, herding, and further phenomena of behavioral economics.

Intended Learning Outcomes:

After completing this module, students have an advanced knowledge of the module's core topic. They are able to identify theoretical and practical research questions and to develop research designs and analytical methods to examine the identified research question. In this context, they will compile a literature research and structure their work. Moreover, they are able to interpret and communicate the identified outcomes in an academically suitable way. Besides, the participants will be enabled to objectively analyze other seminar papers. They recognize potential conflicts in working together as a team and they reflect upon these considering varying conditions. They are able to integrate involved persons into the various tasks considering the group situation. Students are able to prepare a certain topic within a given time frame and to present it in clear and comprehensible manner to an audience. They can react and respond to questions and suggestions relating to their subject area brought up by the audience during a discussion.

Teaching and Learning Methods:

This module is a seminar. Students will read, discuss and work with academic research papers. In the course of the module students will write a research paper and present their findings in class. In interactive discussions students react to questions and comments of their classmates. In this interactive seminar atmosphere students get a detailed insight to topics of behavioral economics.

Media:

Books, case descriptions, academic papers, presentation slides

Reading List:

Gneezy, U., & Rustichini, A. (2000). Pay enough or don't pay at all. *The Quarterly Journal of Economics*, 115(3), 791-810.

Frey, B. S., & Oberholzer-Gee, F. (1997). The cost of price incentives: An empirical analysis of motivation crowding-out. *The American economic review*, 87(4), 746-755.

Gneezy, U., & Rustichini, A. (2000). A fine is a price. *The Journal of Legal Studies*, 29(1), 1-17.

Ariely, D., Bracha, A., & Meier, S. (2009). Doing good or doing well? Image motivation and monetary incentives in behaving prosocially. *American Economic Review*, 99(1), 544-55.

Falk, A., & Fischbacher, U. (2006). A theory of reciprocity. *Games and economic behavior*, 54(2), 293-315.

Camerer, C., Babcock, L., Loewenstein, G., & Thaler, R. (1997). Labor supply of New York City cabdrivers: One day at a time. *The Quarterly Journal of Economics*, 112(2), 407-441.

Responsible for Module:

Mohnen, Alwine; Prof. Dr.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Finance & Accounting (WIB23005): Behavioral und Experimental Economics
(Limited places) (Seminar, 4 SWS)

Sittenthaler H, Mückenhausen V

For further information in this module, please click [campus.tum.de](#) or [here](#).

Specialization in Management: Economics and Econometrics | Management-Schwerpunkt: Economics and Econometrics

AdvSem-EE: Advanced Seminar Economics & Econometrics | Advanced Seminar Economics & Econometrics

Module Description

MGT001344: Advanced Seminar Economics, Policy & Econometrics: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Literature Review and Presentation Skills | Advanced Seminar Economics, Policy & Econometrics: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Literature Review and Presentation Skills

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading will be based on a written report (consisting of a literature review) and an oral presentation (20 min) with subsequent discussion, both with an individual and a teamwork component. Both the literature review and the oral presentation are worth 50% of the grade. The literature review and the oral presentation will verify that students can conduct in-depth research and present their results to a wider audience. They will also confirm that they are prepared for their Master Thesis.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Knowledge in microeconomics

Content:

The module deals with issues of governance, fairness and sustainability in the food system.

Key topics of the module may thereby include:

- Locks-ins and levers for facilitating a transitions toward more sustainable food systems;

- Food labels (origin-based labels, animal welfare labels);
 - Food quality standards;
 - Potential paths for a transition to more sustainable food systems
 - Private and public governance in food sectors
 - Fairness in business relationships
 - European and national regulations and policies concerning the food sector
- From a methodological point of view, the focus of this module is on
- Exploratory and Qualitative research methods
 - Scientific writing skills

Intended Learning Outcomes:

After successful completion of this module, students will have in-depth knowledge on how to analyze the scientific literature and present a scientific paper on the governance, fairness and sustainability in agro-food systems. Moreover, students will be able i) procure and screen relevant literature, ii) conduct a systematic review of the scientific literature; iii) present scientific findings in front of their peers and v) entering and moderating a scientific discussion on their topic. The module thereby prepares students for the scientific work to be conducted in their master theses.

Teaching and Learning Methods:

The module is a seminar and provides students with in-depth knowledge of governance, fairness and sustainability grounded in economic theory. The seminar includes a set of lectures on selected topics concerning the governance, fairness and sustainability of food system.

Guided by the instructor(s) through the entire process, students will work alone and/or in groups around a topic in governance, fairness and/or sustainability.

Activities are carried out in parallel and in coordination with one or more foreign universities and students will have the opportunity to collaborate and exchange with students from those universities. The course hence takes place online.

Together with “Advanced Seminar Economics & Policy/Life Sciences & Management – Food system governance, fairness and sustainability, Scientific Writing and Exploratory Research Methods”, this module offers a comprehensive toolkit to prepare students for their master thesis as well as for a career in science.

Media:

PowerPoint presentations, economic textbooks, scientific articles

Reading List:

Barrett, Christopher B. (2021): Overcoming Global Food Security Challenges through Science and Solidarity. In American Journal of Agricultural Economics 103 (2), pp. 422–447. DOI: 10.1111/ajae.12160.

Béné, Christophe; Fanzo, Jessica; Prager, Steven D.; Achicanoy, Harold A.; Mapes, Brendan R.; Alvarez Toro, Patricia; Bonilla Cedrez, Camila (2020): Global drivers of food system (un)sustainability: A multi-country correlation analysis. In PloS one 15 (4), e0231071. DOI: 10.1371/journal.pone.0231071.

Bowie, N. E. (1988). Fair markets. Journal of Business Ethics, 7(1-2), 89-98.

Christopher B. Barrett, Thomas Reardon, Johan Swinnen and David Zilberman (2020): Agri-food Value Chain Revolutions in Low-and Middle-Income Countries. In Journal of Economic Literature, Clapp, Jennifer (2018): Mega-Mergers on the Menu: Corporate Concentration and the Politics of Sustainability in the Global Food System. In Global Environmental Politics 18 (2), pp. 12–33. DOI: 10.1162/glep_a_00454.

Giuliano Martiniello and Ricardo Azambuja: Contracting Sugarcane Farming in Global Agricultural Value Chains in Eastern Africa: Debates, Dynamics, and Struggles.

Glavee-Geo, Richard; Engelseth, Per; Buvik, Arnt (2021): Power Imbalance and the Dark Side of the Captive Agri-food Supplier-Buyer Relationship. In Journal of business ethics : JBE, pp. 1–20. DOI: 10.1007/s10551-021-04791-7.

Gudbrandsdottir, Ingunn Y.; Olafsdottir, Gudrun; Oddsson, Gudmundur Valur; Stefansson, Hlynur; Bogason, Sigurdur G. (2021): Operationalization of Interorganizational Fairness in Food Systems: From a Social Construct to Quantitative Indicators. In Agriculture 11 (1), p. 36. DOI: 10.3390/agriculture11010036.

Hamann, Steffi (2020): The global food system, agro-industrialization and governance: alternative conceptions for sub-Saharan Africa. In Globalizations 17 (8), pp. 1405–1420. DOI: 10.1080/14747731.2020.1730050.

Koen Deconinck (2019): New evidence on concentration in seed markets. In Global Food Security 23, pp. 135–138.

Singh, Sukhpal (2019): The Export Value Chain of Baby Corn in India: Governance, Inclusion and Upgrading. In Agrarian South: Journal of Political Economy 8 ((1–2)), pp. 172–207.

Thompson, Merisa S.; Cochrane, Alasdair; Hopma, Justa (2020): Democratising food: The case for a deliberative approach. In Rev. Int. Stud. 46 (4), pp. 435–455. DOI: 10.1017/S0260210520000017.

Wood, Benjamin; Williams, Owain; Nagarajan, Vijaya; Sacks, Gary (2021): Market strategies used by processed food manufacturers to increase and consolidate their power: a systematic review and document analysis. In Globalization and health 17 (1), p. 17. DOI: 10.1186/s12992-021-00667-7.

Hansman, Christopher; Hjort, Jonas; León, Gianmarco; Teachout, Matthieu (2017): Vertical Integration, Supplier Behavior, and Quality Upgrading among Exporters. Cambridge, MA.

Burchardi, Konrad B.; Gulesci, Selim; Lerva, Benedetta; Sulaiman, Munshi (2019): Moral Hazard: Experimental Evidence from Tenancy Contracts*. In The Quarterly Journal of Economics 134 (1), pp. 281–347. DOI: 10.1093/qje/qjy023.

Responsible for Module:

Menapace, Luisa; Prof. Ph.D.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Economics, Policy & Econometrics /Life Sciences, Management & Policy (MGT001344): Economics of Food Systems in Transition (Governance, Fairness and Sustainability) (Seminar, 4 SWS)

Ola O

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001345: Advanced Seminar Economics, Policy & Econometrics: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Scientific Writing and Exploratory Research Methods | Advanced Seminar Economics, Policy & Econometrics: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Scientific Writing and Exploratory Research Methods

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading will be based on a written report (consisting of a research protocol and related research findings) and an oral presentation (20 min) with subsequent discussion, both with an individual and a teamwork component. Both the written report and the oral presentation are worth 50% of the grade. The report and the oral presentation will demonstrate that students have gained in-depth knowledge on how to conceptualize, plan and conduct a research project. It will thus show that students are prepared to write their Master Thesis.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Knowledge in microeconomics

Content:

The module deals with issues of governance, fairness and sustainability in the food system.

Key topics of the module may thereby include:

- Locks-ins and levers for facilitating a transitions toward more sustainable food systems;
- Food labels (origin-based labels, animal welfare labels);
- Food quality standards;
- Potential paths for a transition to more sustainable food systems
- Private and public governance in food sectors
- Fairness in business relationships

- European and national regulations and policies concerning the food sector

From a methodological point of view, the focus of this module is on

- Exploratory and Qualitative research methods

- Scientific writing skills

Intended Learning Outcomes:

After successful completion of this module, students will have in-depth knowledge on how to conceptualize, plan and conduct a research project concerning good governance, fairness and sustainability in agro-food systems. Moreover, students will be able to i) identify and structure a research topic, ii) build a conceptual framework for qualitative research; iii) applying qualitative research methods to a concrete research question; iv) develop a study instrument; v) conduct interviews for qualitative research; draft a scientific research report. The module thereby prepares students for the scientific work to be conducted in their master theses.

Teaching and Learning Methods:

The module is a seminar and provides students with in-depth knowledge of governance, fairness and sustainability grounded in economic theory. The seminar includes a set of lectures on governance, fairness and sustainability.

Guided by the instructor(s) through the entire process, students will work alone and/or in groups around a topic in governance, fairness and/or sustainability.

Activities are carried out in parallel in coordination with foreign universities and students will have the opportunity to collaborate and exchange with students from those universities. The course takes place online.

Together with “Advanced Seminar Economics & Policy/Life Sciences & Management – Food system governance, fairness and sustainability, Literature Review and Presentation Skills”, this module offers a comprehensive toolkit to prepare students for their master thesis as well as for a career in science.

Media:

PowerPoint presentations, economic textbooks, scientific articles

Reading List:

Barathova, K., Cacchiarelli, L., Di Fonzo, A., Lai, M., Lee, H., Menapace, L., ... & Vandervelde, S. (2020). Pass-through of unfair trading practices in EU food supply chains: methodology and empirical application.

Bowie, N. E. (1988). Fair markets. *Journal of Business Ethics*, 7(1-2), 89-98.

Denzin Lincoln 2017 The SAGE Handbook of Qualitative Research

Gentile, E., Loi, A., Gentile, M., Bruni, M., Berisio, S., Parisi, P., ... & Rieger, L. (2020). Evaluation of Marketing Standards contained in the CMO Regulation, the “Breakfast Directives” and CMO secondary legislation. Final report.

James, H. S. (Ed.). (2013). The ethics and economics of agrifood competition (p. 99). Dordrecht, Netherlands: Springer.

Kvale 1996 Interviews: An Introduction to Qualitative Research Interviewing

Miles Huberman Saldaña 2014 Qualitative Data Analysis: A Methods Sourcebook

MGT001345: Advanced Seminar Economics, Policy & Econometrics: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Scientific Writing and Exploratory Research Methods | Advanced Seminar Economics, Policy & Econometrics: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Scientific Writing and Exploratory Research Methods

Russo et al. (2021) Upfront Costs as Coordination Devices in the European Agri-Food Value Chain, forthcoming.

Responsible for Module:

Menapace, Luisa; Prof. Ph.D.

Courses (Type of course, Weekly hours per semester), Instructor:

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

MGT001353: Advanced Seminar Economics, Policy & Econometrics: The Economics of Central Banking | Advanced Seminar Economics, Policy & Econometrics: Die Ökonomik von Zentralbanken

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: German	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Die Seminarteilnehmer:innen bearbeiten in Teams aus je zwei Studierenden selbständig ein Thema zur Ökonomie der Zentralbanken. Die Prüfungsleistung besteht aus zwei Teilen:

- 1) Präsentation des vom jeweiligen Teilnehmer ausgewählten Themas inkl. anschließender Diskussion.
- 2) Seminararbeit zum behandelten Thema (max. 12 Seiten)

Repeat Examination:

End of Semester

(Recommended) Prerequisites:

Principles of Micro- and Macroeconomics

Content:

This module provides students with an in-depth insight into the various tasks and objectives of national and supranational central banks. The focus is in particular on the Deutsche Bundesbank and its business areas and tasks. The seminar is divided into three thematic blocks: (1) Monetary Policy (2) Financial Stability and (3) Money & Non-Cash Payments.

Intended Learning Outcomes:

After participation in the module event, the students are able to understand both the theoretical and the applied view of the role of central banks in the general economy and are able to discuss them before the background of current topics. Students can therefore (1) identify and (2) conceptualize various important issues related to central banking. Students will be able to (3) identify gaps in understanding of the focus topic and (4) develop suggestions to improve understanding of the field.

In addition, they will be able to improve their presentation skills by presenting their topic to their fellow students (5) and their scientific writing skills by writing the seminar research paper (6). By working in groups, (6) students will also improve on their teamwork skills.

The aim of the seminar is also to build a bridge to the research project "Effects of the EBA stress tests on the assignment of credit ratings to European banks", which is currently being carried out in cooperation with the Deutsche Bundesbank. The seminar will help to transfer the theoretical and empirical research findings to teaching and will possibly serve as a basis for possible future final theses or research work.

Teaching and Learning Methods:

The seminar consists of several lecture dates (on selected practical topics by employees from the Deutsche Bundesbank). These serve as the basis for the subsequent analysis, presentation and creation of a seminar paper by the seminar participants (in teams of two/group work) on a self-selected topic on the economics of central banks. The examination consists of the seminar presentation and the seminar paper.

Media:

Slides, presentation, literature

Reading List:

Mayes, Siklos, Jan-Egbert Sturm (2019). The Oxford Handbook of the Economics of Central Banking. Oxford University Press

Responsible for Module:

Hottenrott, Hanna; Prof. Dr.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Economics, Policy & Econometrics (MGT001353): The Economics of Central Banking (Limited places) (Seminar, 4 SWS)

Hottenrott H, Gschnaidtner C, Römer K

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WIV05001: Advanced Seminar Economics, Policy & Econometrics: Economics of Innovation | Advanced Seminar Economics, Policy & Econometrics: Economics of Innovation [ASEol]

Economics of Innovation

Version of module description: Gültig ab winterterm 2016/17

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The students will work in small groups on one of five topics: Creation of knowledge, diffusion of knowledge, industry and macroeconomic aspects, intellectual property rights, innovation policy. The group work aims at 1) understanding the topic in depth and 2) presenting the most important insights from their topic to classmates. Moreover, the students will derive research gaps in the literature related to their topic and summarize both main insights and research gaps in a presentation (20-30 min. per person) to the class. By presenting in a team, students demonstrate their ability within a team to manage resources, and deadlines through timely submission of the enumerated tasks. Finally, they will submit an extended version of the presentation topic as a written research paper (8.000 to 10.000 words). By writing the research paper, students show their ability to work independently on solving complex scholarly problems related to the Economics of Innovation.

The final grade will be based on the written research paper with a weight of 80% and the presentation with a weight of 20%

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Familiarity with microeconomics

Content:

This module will provide students in-depth insights into the field of the Economics of Innovation. The module will discuss some of the prevailing models in the field of Industrial Organization dedicated to the analysis of the incentives and constraints to innovative activities (R&D activities)

as well their relation with imitation, spillovers, firm size and market structure. The module also comprises a dynamic and knowledge-based view, introducing models involving the direct generation of new knowledge, the catching-up/falling behind dynamics of competition and the role played by market selection between innovative firms. The objective of is also to apply the acquired knowledge to selected topics in the field of innovation research. The students will be asked to write a research paper and to present their work in class.

Intended Learning Outcomes:

This module introduces the students to the main issues in the economics of innovation and advances their understanding of the core concepts and principles in the field. The ultimate objective to enhance both theoretical as well as an applied view on the topic enabling students to understand academic as well as public debate on questions related to the economics behind innovation and technological progress. Upon successful completion of this module, students will be therefore able (1) to identify and (2) conceptualize different important issues related to the Economics of Innovation. They (3) are able to identify gaps in the understanding of the focal topic and (4) developed suggestions for improving the understanding of the field. In addition, by presenting their topic to the class, they will (5) enhance their presentation skills and by writing the research paper (6) their scientific writing skills. Through working in groups, the (6) students will work on their teamwork skills.

Teaching and Learning Methods:

The module is a seminar, in which the students will gain in-depth insights in the Economics of Innovation. The seminar will start with an introductory lecture, which will provide the bases for deeper study of the most relevant topics. The first phase will then concentrate on problem-based learning by reading relevant scientific literature and by discussing these articles in the group. In the second phase, students will individually elaborate a written paper as well as presentations in which they need to show their understanding of their focal topic as well as show their capability to identify research gaps in the discussed literature.

Media:

Reading List:

in general:

- Fagerberg, J., Mowery, D. and Nelson, R. R. (2010), Oxford Handbook of Innovation, Oxford: Oxford University Press
- Hall, B. H. and Rosenberg, N. (2010), Handbook of the Economics of Innovation, Oxford: Elsevier,

specific topics:

- Czarnitzki, D., Hottenrott, H. and Thorwarth, S. (2011) 'Industrial research versus development investment - the implications of financial constraints', Cambridge Journal of Economics, 35, 527-544.
- Jaffe, A., Trajtenberg, M. and Henderson, R. (1993), 'Geographic Localization of

'Knowledge Spillovers as Evidenced by Patent Citations', Quarterly Journal of Economics, 108, 577-598.

- Aghion, P., Dechezleprêtre, A., Hemous, D., Martin, R. and Van Reenen, J. (2016), 'Carbon Taxes, Path Dependency and Directed Technical Change: Evidence from the Auto Industry', Journal of Political Economy, 124 (1).
- Gallini, N. und Scotchmer, S. (2002), 'Intellectual Property: When Is It the Best Incentive System?', in: Jaffe et al. (Eds.), Innovation Policy and the Economy, MIT Press, 51-77.
- Lundval & Borrás (2005), 'Science, technology, and innovation policy', in: Fagerberg, J., Mowery, D. and Nelson, R. R. (eds.), Oxford Handbook of Innovation, Oxford: Oxford University Press, 599-631.

Responsible for Module:

Hottenrott, Hanna; Prof. Dr.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Economics, Policy & Econometrics (WIV05001): Economics of Innovation (Limited places) (Seminar, 4 SWS)

Hottenrott H, Widmann R

For further information in this module, please click [campus.tum.de](#) or [here](#).

Specialization in Management: Energy Markets | Management-Schwerpunkt: Energy Markets

AdvSem-EM: Advanced Seminar Modules Energy Markets | Advanced Seminar Energy Markets

Module Description

MGT001365: Advanced Seminar Energy Market: Applied Economic Analysis of Decarbonization Strategies: Firm's Perspective | Advanced Seminar Energy Market: Applied Economic Analysis of Decarbonization Strategies: Firm's Perspective

Version of module description: Gültig ab summerterm 2022

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The final grade is based on the presentation, which counts with 30%, and the report, assigned 70%.

Case study report: The final study team-report, written in English, should consist of max. 15 pages (excl. references and the title page). Students' work may be theoretical/analytical, empirical, or a literature survey but should include own thoughts and suggestions on the proposed solution. Giving a short (intro)overview regarding the relevant (and topical) literature is always required.

Final presentation: 30 minutes per presentation, 15-20 for a talk and 10 minutes for class-wide discussion.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Content:

Students learn the problematics and frameworks for the energy transition analysis, considering challenges and solutions for individual firms across various industries, e.g. steel, power, O&G.

Intended Learning Outcomes:

The aim of this seminar is to

1. Introduce and provide the understanding of: the decarbonisation; its associated challenges and problems (technical, economic, financial) faced by companies; and investment and market opportunities emerging in Germany and internationally;
2. Explain the scope 1, 2, 3 emissions, emission calculation, standards, and introduce possible decarbonization frameworks through examples;
3. Equip the students with the analytical tools and facts critical in making energy transition decisions and allow them to test their learned skills on the real-world problems.

Teaching and Learning Methods:

Project examples, Intro on analytical tools and important facts, Interactive workshop discussing case studies, Hand-on session about decarbonization modeling approaches, analysis frameworks, solution discussion, In-progress consultation

Media:

Reading List:

- Dejuán, Ó., Lenzen, M., & Cadarso, M. Á. (Eds.). (2017). Environmental and economic impacts of decarbonization: Input-output studies on the consequences of the 2015 Paris Agreements. Routledge.
- Johnston, R. J., Blakemore, R., & Bell, R. (2020). The role of oil and gas companies in the energy transition. Atlantic Council.
- Lenox, M., & Duff, R. (2021). The Decarbonization Imperative: Transforming the Global Economy by 2050. Stanford University Press.
- Peszko, G., Van Der Mensbrugghe, D., Golub, A., Ward, J., Marijs, C., Schopp, A., ... & Midgley, A. (2020). Diversification and cooperation in a decarbonizing world: climate strategies for fossil fuel-dependent countries. World Bank Publications.
- Harvey, H., Orvis, R., & Rissman, J. (2018). Designing climate solutions: a policy guide for low-carbon energy. Island Press.
- Ghosh, N., & Gupta, D. (2022). Decarbonization strategy of businesses, stock return performance and investment styles: a systematic review. Benchmarking: An International Journal.
- Jenkins, J. D., Luke, M., & Thernstrom, S. (2018). Getting to zero carbon emissions in the electric power sector. Joule, 2(12), 2498-2510.
- Green, J., Hadden, J., Hale, T., & Mahdavi, P. (2021). Transition, hedge, or resist? Understanding political and economic behavior toward decarbonization in the oil and gas industry. Review of International Political Economy, 1-28.

- De Cian, E., Dasgupta, S., Hof, A. F., van Sluisveld, M. A., Köhler, J., Pfluger, B., & van Vuuren, D. P. (2020). Actors, decision-making, and institutions in quantitative system modelling. *Technological Forecasting and Social Change*, 151, 119480.
- Rissman, J., Bataille, C., Masanet, E., Aden, N., Morrow III, W. R., Zhou, N., ... & Helseth, J. (2020). Technologies and policies to decarbonize global industry: Review and assessment of mitigation drivers through 2070. *Applied Energy*, 266, 114848.
- Eckerle, K., Whelan, T., DeNeve, B., Bhojani, S., Platko, J., & Wisniewski, R. (2020). Using the Return on Sustainability Investment (ROSI) Framework to Value Accelerated Decarbonization. *Journal of Applied Corporate Finance*, 32(2), 100-107.
- Rockström, J., Gaffney, O., Rogelj, J., Meinshausen, M., Nakicenovic, N., & Schellnhuber, H. J. (2017). A roadmap for rapid decarbonization. *Science*, 355(6331), 1269-1271.
- Peñasco, C., Anadón, L. D., & Verdolini, E. (2021). Systematic review of the outcomes and trade-offs of ten types of decarbonization policy instruments. *Nature Climate Change*, 11(3), 257-265.
- Skoczkowski, T., Verdolini, E., Bielecki, S., Kochański, M., Korczak, K., & Węglarz, A. (2020). Technology innovation system analysis of decarbonisation options in the EU steel industry. *Energy*, 212, 118688.

Responsible for Module:

Ikonnikova, Svetlana; Prof. Ph.D.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Energy Market: Applied Economic Analysis of Decarbonization Strategies: Firm's Perspective (MGT001365) Limited places (Seminar, 4 SWS)

Ikonnikova S

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WI001254: Advanced Seminar Energy Markets: Economics of Energy and Technology | Advanced Seminar Energy Markets: Economics of Energy and Technology

Version of module description: Gültig ab summerterm 2020

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The final examination consist of a seminar paper and an oral in-class presentation. Students are to investigate various energy technologies, their economics and market implications. The seminar paper constitutes the final grade. The final presentation offers the opportunity to improve the grade of the paper.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Content:

- Energy technology driven changes in energy production/supply strategies and in energy trade (domestic / international) over the past decade.
- The impact of technological changes and uncertainties on energy resource and resource-utilizing industries development path and substitutability
- How economic / financial / operational / technical considerations define new technology projects, especially their scale
- New Technologies at Glance:
- Prosumers, Digitization, Sector coupling (Power + Heat)
- Hydrogen & Ammonia (trade, production, utilization)
- Alternative (H2 and battery-based) Mobility
- Smart City: a nexus of technologies (coordination vs. competition of technologies)
- Unconventional Resources (technology that changed resource endowment, supply capabilities, and energy costs)

Intended Learning Outcomes:

After attending this seminar students will be able to:

1. Introduce and provide the understanding of the novel energy-related technologies;
 2. Explain the role of technologies and technology-related uncertainties in energy and associated industries and markets;
 3. Enhance their ability to conduct sound and independent research in the area of energy markets.
- To fulfill these goals, students have to develop a well-structured research agenda and prove their ability to present their findings in written and oral form.

Teaching and Learning Methods:

Seminar meetings in block with discussions of research topics/questions

Media:

Power Point, Zoom

Reading List:

1. Prosumers, digitalization, sector coupling
 - a. Decentralised Energy a Global Game Changer, book by Christoph Burger, Antony Froggatt, Catherine Mitchell, Jens Weinmann
 - b. Espe, E., Potdar, V., & Chang, E., 2018, Prosumer Communities and Relationships in Smart Grids: A Literature Review, Evolution and Future Directions. *Energies*, 11(10).
 - c. Frattini, F., Bianchi, M., De Massis, A., & Sikimic, U. (2013). The Role of Early Adopters in the Diffusion of New Products: Differences between Platform and Nonplatform Innovations. *Journal of Product Innovation Management*, 31(3), 466–488.
 - d. Lüth, A., Zepter, J. M., Crespo del Granado, P., & Egging, R. (2018). Local electricity market designs for peer-to-peer trading: The role of battery flexibility. *Applied Energy*, 229, 1233–1243.
2. Hydrogen
 - a. Hydrogen production, edt. by Muhammet Kayfeci, Ali Kec, ebaşb, Mutlucan Bayatc
 - b. Abhinav Bhaskar & Mohsen Assadi & Homam Nikpey Somehsaraei, 2020, Decarbonization of the Iron and Steel Industry with Direct Reduction of Iron Ore with Green Hydrogen, *Energies Journal*, vol. 13(3), pages 1-23, February.
 - c. Mark Ruth, Melissa Laffen, Thomas A. Timbario, 2009, Hydrogen Pathways: Cost, Well-to-Wheels Energy Use, and Emissions for the Current Technology Status of Seven Hydrogen Production, Delivery, and Distribution Scenarios, Technical Report NREL/TP-6A1-46612.
3. Alternative Mobility
 - a. The future of mobility is at our doorstep, 2019, by Timo Möller, Asutosh Padhi, Dickon Pinner, and Andreas Tschiesner
 - b. Anja Peters, Claus Doll, Fabian Kley, Patrick Plötz, Andreas Sauer, Wolfgang Schade, etc, 2012, Electric mobility concepts and their significance for the economy, society and the environment, Working report no. 153 by the Office of Technology Assessment at the German Bundestag
4. Smart Cities and Regions
 - a. Smart and Sustainable Planning for Cities and Regions, Results of SSPCR 2017, edited by Adriano Bisello, Daniele Vettorato, Pierre Laconte, Simona Costa, 2018 Edition

5. Unconventional

- a. Karel Janda, Ivan Kondratenko, 2018, An Overview of Economic Impacts of U.S. Shale Gas Revolution, MPRA Paper No. 83946

Responsible for Module:

Ikonnikova, Svetlana; Prof. Ph.D.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Energy Markets: Economics of Energy and Technology (WI001254) (Limited places) (Seminar, 4 SWS)

Berdysheva S, Ikonnikova S

For further information in this module, please click [campus.tum.de](#) or [here](#).

Specialization in Management: Life Sciences Management and Policy | Management-Schwerpunkt: Life Sciences Management and Policy

AdvSem-LSMP: Advanced Seminar Life Sciences Management & Policy | Advanced Seminar Life Sciences Management & Policy

Module Description

MGT001344: Advanced Seminar Life Sciences, Management & Policy: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Literature Review and Presentation Skills | Advanced Seminar Life Sciences, Management & Policy: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Literature Review and Presentation Skills

Version of module description: Gültig ab winterterm 2022/23

Module Level: Master	Language: English	Duration: one semester	Frequency: summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading will be based on a written report (consisting of a literature review) and an oral presentation (20 min) with subsequent discussion, both with an individual and a teamwork component. Both the literature review and the oral presentation are worth 50% of the grade. The literature review and the oral presentation will verify that students can conduct in-depth research and present their results to a wider audience. They will also confirm that they are prepared for their Master Thesis.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Knowledge in microeconomics

Content:

The module deals with issues of governance, fairness and sustainability in the food system.

Key topics of the module may thereby include:

-Locks-ins and levers for facilitating a transitions toward more sustainable food systems;

- Food labels (origin-based labels, animal welfare labels);
 - Food quality standards;
 - Potential paths for a transition to more sustainable food systems
 - Private and public governance in food sectors
 - Fairness in business relationships
 - European and national regulations and policies concerning the food sector
- From a methodological point of view, the focus of this module is on
- Exploratory and Qualitative research methods
 - Scientific writing skills

Intended Learning Outcomes:

After successful completion of this module, students will have in-depth knowledge on how to analyze the scientific literature and present a scientific paper on the governance, fairness and sustainability in agro-food systems. Moreover, students will be able i) procure and screen relevant literature, ii) conduct a systematic review of the scientific literature; iii) present scientific findings in front of their peers and v) entering and moderating a scientific discussion on their topic. The module thereby prepares students for the scientific work to be conducted in their master theses.

Teaching and Learning Methods:

The module is a seminar and provides students with in-depth knowledge of governance, fairness and sustainability grounded in economic theory. The seminar includes a set of lectures on selected topics concerning the governance, fairness and sustainability of food system.

Guided by the instructor(s) through the entire process, students will work alone and/or in groups around a topic in governance, fairness and/or sustainability.

Activities are carried out in parallel and in coordination with one or more foreign universities and students will have the opportunity to collaborate and exchange with students from those universities. The course hence takes place online.

Together with “Advanced Seminar Economics & Policy/Life Sciences & Management – Food system governance, fairness and sustainability, Scientific Writing and Exploratory Research Methods”, this module offers a comprehensive toolkit to prepare students for their master thesis as well as for a career in science.

Media:

PowerPoint presentations, economic textbooks, scientific articles

Reading List:

Barrett, Christopher B. (2021): Overcoming Global Food Security Challenges through Science and Solidarity. In American Journal of Agricultural Economics 103 (2), pp. 422–447. DOI: 10.1111/ajae.12160.

Béné, Christophe; Fanzo, Jessica; Prager, Steven D.; Achicanoy, Harold A.; Mapes, Brendan R.; Alvarez Toro, Patricia; Bonilla Cedrez, Camila (2020): Global drivers of food system (un)sustainability: A multi-country correlation analysis. In PLoS one 15 (4), e0231071. DOI: 10.1371/journal.pone.0231071.

Bowie, N. E. (1988). Fair markets. Journal of Business Ethics, 7(1-2), 89-98.

Christopher B. Barrett, Thomas Reardon, Johan Swinnen and David Zilberman (2020): Agri-food Value Chain Revolutions in Low-and Middle-Income Countries. In Journal of Economic Literature, Clapp, Jennifer (2018): Mega-Mergers on the Menu: Corporate Concentration and the Politics of Sustainability in the Global Food System. In Global Environmental Politics 18 (2), pp. 12–33. DOI: 10.1162/glep_a_00454.

Giuliano Martiniello and Ricardo Azambuja: Contracting Sugarcane Farming in Global Agricultural Value Chains in Eastern Africa: Debates, Dynamics, and Struggles.

Glavee-Geo, Richard; Engelseth, Per; Buvik, Arnt (2021): Power Imbalance and the Dark Side of the Captive Agri-food Supplier-Buyer Relationship. In Journal of business ethics : JBE, pp. 1–20. DOI: 10.1007/s10551-021-04791-7.

Gudbrandsdottir, Ingunn Y.; Olafsdottir, Gudrun; Oddsson, Gudmundur Valur; Stefansson, Hlynur; Bogason, Sigurdur G. (2021): Operationalization of Interorganizational Fairness in Food Systems: From a Social Construct to Quantitative Indicators. In Agriculture 11 (1), p. 36. DOI: 10.3390/agriculture11010036.

Hamann, Steffi (2020): The global food system, agro-industrialization and governance: alternative conceptions for sub-Saharan Africa. In Globalizations 17 (8), pp. 1405–1420. DOI: 10.1080/14747731.2020.1730050.

Koen Deconinck (2019): New evidence on concentration in seed markets. In Global Food Security 23, pp. 135–138.

Singh, Sukhpal (2019): The Export Value Chain of Baby Corn in India: Governance, Inclusion and Upgrading. In Agrarian South: Journal of Political Economy 8 ((1–2)), pp. 172–207.

Thompson, Merisa S.; Cochrane, Alasdair; Hopma, Justa (2020): Democratising food: The case for a deliberative approach. In Rev. Int. Stud. 46 (4), pp. 435–455. DOI: 10.1017/S0260210520000017.

Wood, Benjamin; Williams, Owain; Nagarajan, Vijaya; Sacks, Gary (2021): Market strategies used by processed food manufacturers to increase and consolidate their power: a systematic review and document analysis. In Globalization and health 17 (1), p. 17. DOI: 10.1186/s12992-021-00667-7.

Hansman, Christopher; Hjort, Jonas; León, Gianmarco; Teachout, Matthieu (2017): Vertical Integration, Supplier Behavior, and Quality Upgrading among Exporters. Cambridge, MA.

Burchardi, Konrad B.; Gulesci, Selim; Lerva, Benedetta; Sulaiman, Munshi (2019): Moral Hazard: Experimental Evidence from Tenancy Contracts*. In The Quarterly Journal of Economics 134 (1), pp. 281–347. DOI: 10.1093/qje/qjy023.

Responsible for Module:

Menapace, Luisa; Prof. Ph.D.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Economics, Policy & Econometrics /Life Sciences, Management & Policy (MGT001344): Economics of Food Systems in Transition (Governance, Fairness and Sustainability) (Seminar, 4 SWS)

Ola O

For further information in this module, please click campus.tum.de or [here](#).

Module Description

MGT001345: Advanced Seminar Life Sciences, Management & Policy: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Scientific Writing and Exploratory Research Methods | Advanced Seminar Life Sciences, Management & Policy: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Scientific Writing and Exploratory Research Methods

Version of module description: Gültig ab winterterm 2022/23

Module Level: Master	Language: English	Duration: one semester	Frequency: winter semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

Grading will be based on a written report (consisting of a research protocol and related research findings) and an oral presentation (20 min) with subsequent discussion, both with an individual and a teamwork component. Both the written report and the oral presentation are worth 50% of the grade. The report and the oral presentation will demonstrate that students have gained in-depth knowledge on how to conceptualize, plan and conduct a research project. It will thus show that students are prepared to write their Master Thesis.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Knowledge in microeconomics

Content:

The module deals with issues of governance, fairness and sustainability in the food system.

Key topics of the module may thereby include:

- Locks-ins and levers for facilitating a transitions toward more sustainable food systems;
- Food labels (origin-based labels, animal welfare labels);
- Food quality standards;
- Potential paths for a transition to more sustainable food systems
- Private and public governance in food sectors
- Fairness in business relationships

-European and national regulations and policies concerning the food sector

From a methodological point of view, the focus of this module is on

-Exploratory and Qualitative research methods

-Scientific writing skills

Intended Learning Outcomes:

After successful completion of this module, students will have in-depth knowledge on how to conceptualize, plan and conduct a research project concerning good governance, fairness and sustainability in agro-food systems. Moreover, students will be able to i) identify and structure a research topic, ii) build a conceptual framework for qualitative research; iii) applying qualitative research methods to a concrete research question; iv) develop a study instrument; v) conduct interviews for qualitative research; draft a scientific research report. The module thereby prepares students for the scientific work to be conducted in their master theses.

Teaching and Learning Methods:

The module is a seminar and provides students with in-depth knowledge of governance, fairness and sustainability grounded in economic theory. The seminar includes a set of lectures on governance, fairness and sustainability.

Guided by the instructor(s) through the entire process, students will work alone and/or in groups around a topic in governance, fairness and/or sustainability.

Activities are carried out in parallel in coordination with foreign universities and students will have the opportunity to collaborate and exchange with students from those universities. The course takes place online.

Together with “Advanced Seminar Economics & Policy/Life Sciences & Management – Food system governance, fairness and sustainability, Literature Review and Presentation Skills”, this module offers a comprehensive toolkit to prepare students for their master thesis as well as for a career in science.

Media:

PowerPoint presentations, economic textbooks, scientific articles

Reading List:

Barathova, K., Cacchiarelli, L., Di Fonzo, A., Lai, M., Lee, H., Menapace, L., ... & Vandervelde, S. (2020). Pass-through of unfair trading practices in EU food supply chains: methodology and empirical application.

Bowie, N. E. (1988). Fair markets. *Journal of Business Ethics*, 7(1-2), 89-98.

Denzin Lincoln 2017 The SAGE Handbook of Qualitative Research

Gentile, E., Loi, A., Gentile, M., Bruni, M., Berisio, S., Parisi, P., ... & Rieger, L. (2020). Evaluation of Marketing Standards contained in the CMO Regulation, the “Breakfast Directives” and CMO secondary legislation. Final report.

James, H. S. (Ed.). (2013). The ethics and economics of agrifood competition (p. 99). Dordrecht, Netherlands: Springer.

Kvale 1996 Interviews: An Introduction to Qualitative Research Interviewing

Miles Huberman Saldaña 2014 Qualitative Data Analysis: A Methods Sourcebook

MGT001345: Advanced Seminar Life Sciences, Management & Policy: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Scientific Writing and Exploratory Research Methods | Advanced Seminar Life Sciences, Management & Policy: Economics of Food Systems in Transition (Governance, Fairness and Sustainability): Scientific Writing and Exploratory Research Methods

Russo et al. (2021) Upfront Costs as Coordination Devices in the European Agri-Food Value Chain, forthcoming.

Responsible for Module:

Menapace, Luisa; Prof. Ph.D.

Courses (Type of course, Weekly hours per semester), Instructor:

For further information in this module, please click [campus.tum.de](#) or [here](#).

Module Description

WIB14002: Advanced Seminar Life Sciences, Management & Policy: Sustainable Entrepreneurship - Theoretical Foundations | Advanced Seminar Life Sciences, Management & Policy: Sustainable Entrepreneurship - Theoretical Foundations

Version of module description: Gültig ab summerterm 2017

Module Level: Master	Language: English	Duration: one semester	Frequency: winter/summer semester
Credits:* 6	Total Hours: 180	Self-study Hours: 120	Contact Hours: 60

Number of credits may vary according to degree program. Please see Transcript of Records.

Description of Examination Method:

The grading is based on a research paper (max. 7.500 words). The students show that they are able to apply theoretical perspectives to the context of life sciences. Moreover, they develop an argument matching the concept of sustainable entrepreneurship as a promising approach for addressing complex sustainability issues in general and in the field of life sciences in particular. In the research paper students show that they can evaluate different approaches and develop their own ideas for life science-related sustainable ventures.

Repeat Examination:

Next semester

(Recommended) Prerequisites:

Courses in entrepreneurship, corporate sustainability and/or sustainability marketing are recommended.

Content:

Whether it is tackling climate change, resource degradation or social inequalities - responding to sustainability issues constitutes the biggest challenge for businesses in the 21st century. Embracing a great range of industries including food, energy or textiles, the field of life sciences is a key area for sustainability. Since the production of these goods accounts for an extensive use of resources, there is great potential for effecting real improvements on a way towards more sustainable production and lifestyles. The course "Advanced Seminar Life Sciences and Management" will investigate this exciting and ongoing industrial transformation. It will deal with the following topics (all topics will be explained in general and then discussed in the context of life sciences in particular):

- 1) Introduction to Sustainability and Entrepreneurship
- 2) Sustainable Entrepreneurship
- 3) Opportunity Identification
- 4) Development of Double and Triple Bottom Line Solutions
- 5) Forming and Funding of New Sustainable Ventures
- 6) Market Entry
- 7) Sustainable Entrepreneurship and Life Sciences - Reflections and Discussion

Intended Learning Outcomes:

Upon successful completion of this module, students will be able to (1) summarize and (2) evaluate the socio-economic problems society is facing. They will (2) match the concept of sustainable entrepreneurship as a promising approach for addressing complex sustainability issues in general, and in the field of life sciences in particular. More specifically, students will (3) be able to identify the venture creation process from opportunity identification to market entry in the context of sustainability and life sciences. In addition, participants will be able to (4) apply this knowledge to the field of life sciences. Finally, the students will be able to (5) critically evaluate case studies from the field of life sciences and to (6) create own ideas for sustainable ventures in this context.

Teaching and Learning Methods:

The module is a seminar which intends to familiarize the student with the relevant literature and follows an interactive course format with group work assignments and guest lectures. This is the appropriate format for this advanced level module because it encourages the students to go into further detail and to deal with the issues in an integral, interactive and independent way.

Media:

Presentations, slides, cases, links and further literature will be provided via www.moodle.tum.de

Reading List:

Muñoz, P., & Cohen, B. (2018). Sustainable entrepreneurship research: taking stock and looking ahead. *Business Strategy and the Environment*.

The module is based on key scientific papers on each topic. These form the basis for classroom discussions and are to be used for developing an argument in the reflection essay. All articles are provided as pdf files in TUM Moodle (<https://www.moodle.tum.de>).

Responsible for Module:

Belz, Frank-Martin; Prof. Dr. oec.

Courses (Type of course, Weekly hours per semester), Instructor:

Advanced Seminar Life Sciences, Management & Policy / Innovation & Entrepreneurship
(WIB14002): Sustainable Entrepreneurship - Theoretical Foundations (Limited places) (Seminar, 4 SWS)

Belz F, Salvi E

For further information in this module, please click [campus.tum.de](#) or [here](#).