



WESTFÄLISCHE  
WILHELMS-UNIVERSITÄT  
MÜNSTER

## Module Descriptions

for the Bachelor in Business Administration  
of the University of Münster  
from Oct. 14th 2010 in the version from Oct. 1st 2014

# Contents

Contents.....	2
Study Plan .....	4
Foundations of Business Administration .....	5
Foundations of Accounting.....	7
Management Accounting and Control.....	11
Operations Management.....	13
Foundations of Marketing .....	16
Financial Accounting and Taxation .....	19
Corporate Finance.....	21
Operations Research.....	24
Quantitative Marketing .....	27
Management & Governance.....	29
Advanced Accounting .....	31
Advanced Taxation.....	35
Specialization in Finance .....	38
Insurance Economics .....	40
Advanced Marketing.....	43
Advanced Management.....	46
International Financial Management .....	48
Public Firms.....	50
Logistics Management .....	52
Business Cooperation: Governance .....	55
Business Cooperation: Management.....	58
Business Cooperation: Current Cases .....	61
Transport Economics and Logistics .....	63
Information Systems.....	65
Advanced Statistics .....	67
Econometrics I.....	69
Econometrics II.....	71
Selected Topics in Business Administration.....	73
Business Ethics .....	75
Finance & Accounting Seminar .....	77
Integrated Management Seminar.....	80
Microeconomics I.....	85
Macroeconomics I.....	87

Specialization in Economics .....	89
Foundations of Regulation.....	92
Foundations of Economic Policy (for Business) .....	94
International Economics (for Business students) .....	97
Mathematics and IT .....	99
Statistics .....	102
Law .....	104
Business Skills.....	106
Bachelor Thesis (Business Administration) .....	108

# Study Plan

Year	Sem.	Business Administration	Economics	Quantitative Methods, Law, and Business Skills	CP (total)
1	1	<b>BWL1:</b> Foundations of Business Administration (9)	<b>VWL1:</b> Principles of Economics (3)	<b>QRS1:</b> Mathematics and IT (12) <b>QRS2:</b> Statistics I (6) Statistics II (6)	30
	2	<b>BWL2:</b> Foundations of Accounting (9)	Microeconomics I (9)	<b>QRS3:</b> Law (6)	
2	3	<b>BWL3:</b> Management Accounting and Control (6)	<b>VWL2:</b> Macroeconomics I (9)	<b>QRS4:</b> Business Language (3)	30
		<b>BWL4:</b> Operations Management (6)			
		<b>BWL5:</b> Foundations of Marketing (6)			
	4	<b>BWL6:</b> Financial Accounting and Taxation (6)		Business Skills I (3)	
		<b>BWL7:</b> Corporate Finance (6)		Business Skills II (3)	
		<b>BWL8:</b> Operations Research (6) <b>BWL9:</b> Quantitative Marketing (6)			
3	5	<b>BWL10 (6):</b> Management & Governance	1 x 6 LP (1 aus X) Elective in Economics (VWL 6a - VWL 35)		30
		<b>BWL-S1:</b> Finance and Accounting-Sem. (6) 2 x 6 LP (2 aus X) Electives in Business Administration (BWL11 - BWL32)			
		2 x 6 LP (2 aus X) Electives in Business Administration (BWL 11 - BWL 32)			
	6	<b>BWL-S2:</b> Integrated Management-Sem. (6)			
<b>Bachelor Thesis (12)</b>					

# Foundations of Business Administration

<b>Module Title english:</b>		Foundations of Business Administration				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
1	<b>Module No:</b> BWL 1	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German, partly English			
2	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 1, 2	<b>CP:</b> 9	<b>Workload (h):</b> 270	
3	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Introduction to Business Administration	2	30 h (2 CH)	30
	2	Course	Finance (German and English)	3	30 h (2 CH)	45
	3	Course	Investment (German and English)	3	30 h (2 CH)	45
	4	Exercise	Tutorial	1	30 h (2 CH)	30
4	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> The course serves as a natural starting point for every student of economic sciences by identifying and analysing the structure of modern enterprises. Therefore, transmission of basic knowledge and methods for analytic decision making are the course's main objectives. In the following semesters, students will mainly analyze parts of economic institutions isolatedly. Therefore, it is vital to provide a broader perspective on economic theory. Knowledge gained in the fields of investment and finance is meant to support everyday decision making.</p> <p><b>Main topics and learning objectives:</b> The module provides elementary students with an overview of essential economic questions and methods and introduces the diverse functional units a firm is composed of. A profound analysis of investment and finance decisions – including the utilization of associated mathematical tools – serves as basis for further observations: students are expected to reason by using elementary economic concepts, autonomously develop solution approaches, classify tasks into a broader context and solve these especially in the area of investment and finance. The course is divided into two different parts that pursue the following learning objectives:</p>					
5	<b>Learning outcomes:</b>					
	<p><b>Academic:</b> The students will be able to argue with basic business concepts, develop own simple solutions, classify tasks into a broader context and solve them. The knowledge gained from the more in-depth discussed area "Investment and corporate finance" can be used in practical decision-making.</p>					
6	<b>Description of possible electives within the modules:</b> none					
7	<b>Examination:</b> Final Module Exam					
8	<b>Relevant Work:</b>					
	<b>Number and Type; Connection to Course</b>		<b>Duration</b>	<b>Part of final mark in %</b>		

	Final written exam	120 min.	100 %
9	<b>Study Work:</b> <b>Number and Type; Connection to Course</b>		<b>Duration</b>
	none		
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
11	<b>Weight of the module grade for the overall grade:</b> 5.26% (9 of 171 CP)		
12	<b>Module Prerequisites:</b> none		
13	<b>Presence:</b> none		
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems, Bachelor Mathematics, Bachelor Physics, Master Political Science		
15	<b>Responsible Lecturer:</b> Prof. Dr. Andreas Pfingsten	<b>Department:</b> Münster School of Business and Economics	
16	<b>Misc.:</b>		

# Foundations of Accounting

<b>Module Title english:</b>		Foundations of Accounting				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 2	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German, partly English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 1, 2	<b>CP:</b> 9	<b>Workload (h):</b> 270	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Accounting and Annual Financial Statements	3	30 h (2 CH)	60
	2	Course	Foundations of Accounting (German an English)	4	45 h (3 CH)	75
	3	Exercise	Tutorial on Foundations of Corporate Accounting (German and English)	2	30 h (2 CH)	30
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b>  Accounting and Annual Financial Statement: As businesses constantly execute financial transactions including sales, purchase, payments etc. students will learn to book those transactions in the course of the account systems. The accumulation of all transactions is recorded in the annual financial statements. Those provide an overview of the financial condition of an enterprise. All information regarding the business is presented in a structured manner. To filter the required internal and external accounting information from the report, managers and investors must be capable of reading and interpreting financial statements. Students will therefore learn to read annual financial statements and understand them in detail. The first part of the course comprises the fundamentals of financial accounting as part of the organisational bookkeeping and annual reporting. The course will continue with the system of accounting transactions and annual statements. Within the scope of double-entry bookkeeping students will learn to execute accounting transactions on their own. In the fourth part students will organise transactions in standard forms of accounting on their own. The course closes with a comprehensive view as a basis for closing accounts. Foundations of Accounting: Managers and investors require internal and external accounting information for business and investment decisions. This course will enable students to learn about the roles, procedures and shortcomings of the mathematical models in use. In the first half of the semester students gain knowledge on costing systems and cost information for managers' decision-making and control. Thus, students learn on how to gain quantitative information, which is in other classes frequently taken for granted. During the second half of the semester, students gain knowledge about financial accounting principles within Germany which forms the basis for other courses focusing on special accounting issues. Furthermore, it enables students to assess differences between German GAAP and international accounting principles in advanced courses.</p> <p><b>Main topics and learning objectives:</b>  Accounting and Annual Financial Statement: The aim of this course is that students will gain the ability to understand accounting and financial accounting statements. By the end of the course students will be capable of independently booking transactions in the course of the accounting system. Beyond that they will be able to read and interpret annual financial statements. Foundations of Accounting: The aim of this course is that students will be able to understand the principles of both management and financial accounting systems. By the end of the course, it is expected that the students understand</p>					

and are able to apply management accounting systems in different settings. In addition, students will gain an understanding in developing and analysing annual financial statements under German GAAP.

<b>Themes</b>	<b>Learning objectives</b>
Financial accounting as an element of organisational bookkeeping	To learn about the systematisation of organisational bookkeeping
Fundamentals of financial accounting	To study the organisation, legal bases and components of financial accounting
System of accounting and financial statements	To evaluate the financial and profit situation of a business as well as the system of doubleentry-bookkeeping and financial statements
Booking of complex business transactions	To book capital assets, personnel expenditures, inventory, fuel, raw and auxiliary materials as well as legal titles To learn about the structure of standard forms of accounts and standard forms of accounts in industry enterprises
Standard forms of accounts to organise the booking system	To execute a closing account
Purpose of accounting systems	To learn about the objectives of accounting systems and differences between essential terms.
Management accounting systems	To comprehend the scope of internal accounting systems depending on allocated costs and time
Cost-type accounting	To read and have a basic understanding of cost types focusing on mathematical methods and calculatory costs.
Cost-centre accounting	To assess the appropriateness in allocating costs to different costcentres applying the cost distribution sheet.
Cost-object accounting	To learn about a variety of methods to conduct cost-object accounting. To explain techniques which provide information concerning the company's success.
Selected cost accounting systems	To use additional cost accounting systems with a special focus on providing information for decision making.
Basic principles in financial accounting	To appreciate the intention and legal fundamentals of the financial statement considering addressees and legal principles emerging from the literature.
Balance sheet	To evaluate the elements of the balance sheet including both fixed and current assets and equity and debt.
Profit and loss statement	To study the types of profit and loss statements in use. To gain knowledge about the disposition of the net income.
Financial statement analysis	To perform financial statement analysis in order to assess the financial situation (profitability and financial risk) of a company applying the understanding gained before

5

**Learning outcomes:**

**Academic:**

Accounting and Annual Financial Statement:



	<p>During the 90 minutes written examination students have to accomplish various bookings in standard forms of accounts. Finally all of those are merged in the closing account.</p> <p>In the written examination, students are supposed to demonstrate their abilities</p> <ul style="list-style-type: none"> <li>• Understand the fundamentals of financial accounting</li> <li>• Book specific transactions in standard forms of accounts</li> <li>• Read and interpret annual financial statements</li> <li>• Select and identify relevant information from the statement</li> </ul> <p>Foundations of Corporate Accounting:</p> <p>The aim of this course is that students will be able to understand the principles of both management and financial accounting systems. By the end of the course, it is expected that the students understand and are able to apply management accounting systems in different settings. In addition, students will gain an understanding in developing and analysing annual financial statements under German GAAP.</p> <p>In the written examination, students are supposed to demonstrate their abilities</p> <ul style="list-style-type: none"> <li>• to solve problems effectively within a limited period of time,</li> <li>• to transfer and integrate knowledge, methods and theory from lectures and workshops,</li> <li>• to present their solutions in a coherent and sophisticated manner,</li> <li>• to select and identify the most relevant aspects first.</li> </ul>											
6	<b>Description of possible electives within the modules:</b> none											
7	<b>Examination:</b> Examinations for every part of the module											
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Written exam on Accounting and Annual Statements</td> <td>90 min.</td> <td>33.33 %</td> </tr> <tr> <td>Written exam on Foundations of Accounting</td> <td>120 min.</td> <td>67.67 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Written exam on Accounting and Annual Statements	90 min.	33.33 %	Written exam on Foundations of Accounting	120 min.	67.67 %
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10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.											
11	<b>Weight of the module grade for the overall grade:</b> 5.26% (9 of 171 CP)											
12	<b>Module Prerequisites:</b> none											
13	<b>Presence:</b> none											
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems, Bachelor Mathematics, Bachelor Physics, Master Political Science											
15	<b>Responsible Lecturer:</b> Professor Dr. Wolfgang Berens	<b>Department:</b> School of Business and Economics										

<b>16</b>	<b>Misc.:</b>
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# Management Accounting and Control

<b>Module Title english:</b>		Management Accounting and Control				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
1	<b>Module No:</b> BWL 3	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German			
2	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 3, 4	<b>CP:</b> 6	<b>Workload (h):</b> 180	
3	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Cost Accounting and Cost Management	4	45 h (3 CH)	75
	2	Exercise	Cost Accounting and Cost Management	2	15 h (1 CH)	45
4	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	The module extends and deepens students' knowledge in the field of management accounting and control. It builds upon the topics taught in BWL 2. Besides it is recommended to have an in-depth understanding of all topics taught in the first year of the bachelor program.					
	<b>Main topics and learning objectives:</b>					
The module management accounting and control focusses on cost accounting and cost management. One the one hand, insights into management accounting and control as well as cost accounting will be extended and deepened. This involves, among others, cost accounting for decision-making, or particularities of cost accounting in different industries. On the other hand, instruments that can be applied for cost management purposes will be discussed. This involves, among others, target costing and cost estimation tools. In the tutorials, practical problems and case studies that provide advanced insights into the topics of the lecture will be solved.						
	<b>Themes</b>	<b>Learning objectives</b>				
	1. Management Accounting and Control	to be able to explain management accounting and control in its role as a business partner.				
	2. Cost Accounting	<ul style="list-style-type: none"> <li>to be able to distinguish different cost accounting systems as well as their areas of applicability,</li> <li>to be able to make management decisions based on cost information.</li> </ul>				
	3. Cost Management	<ul style="list-style-type: none"> <li>to be able to identify different starting points and instruments for cost management,</li> <li>to be able to apply cost management instruments to practical problems.</li> </ul>				
5	<b>Learning outcomes:</b>					
	<b>Academic:</b>					
	Students who pass this module will have profound knowledge in the field of cost accounting and cost management. They are able to interpret cost information and to make adequate decisions based on cost information. Besides, they are aware of industry specifics with respect to cost accounting and know current developments in these fields. Students will also have a profound understanding of methods and					

	<p>instruments to manage costs and their respective benefits and drawbacks. Furthermore, students will be able to apply the cost management methods and instruments to practical problems.</p> <p><b>Soft skills:</b> After having passed the module, students are able to analyze theoretical questions and to identify and solve practical problems in a differentiated way.</p>								
6	<p><b>Description of possible electives within the modules:</b> none</p>								
7	<p><b>Examination:</b> Final Module Exam</p>								
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>120 min.</td> <td>100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	120 min.	100 %
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none									
10	<p><b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.</p>								
11	<p><b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)</p>								
12	<p><b>Module Prerequisites:</b> Recommended: Knowledge of the content of the module "Foundations of Accounting"</p>								
13	<p><b>Presence:</b> none</p>								
14	<p><b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems, Bachelor Mathematics, Master Physics, Master Business Chemistry</p>								
15	<p><b>Responsible Lecturer:</b> Professor Dr. Peter Kajüter</p>	<p><b>Department:</b> School of Business and Economics</p>							
16	<p><b>Misc.:</b></p>								

# Operations Management

<b>Module Title english:</b>		Operations Management				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 4	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German and English			
<b>2</b>	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 3, 4	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Operations Management	3	30 h (2 CH)	60
	2	Exercise	Tutorial on Operations Management	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	<p>This module gives an introduction into the field of operations management. Selected business cases motivate the themes by demonstrating the potential that can be realized with good operations management. Furthermore, the basic methods of operations management and their practical application are taught. The exercise supports the practice and deepening of the lecture content by applying it to concrete problems. Operations management deals with the management of processes in the production and service sector, and is located in the functional unit operations. For managing the assigned processes it is necessary to continually coordinate with other functional areas. For instance, it is important for inventory management to know the upcoming sales promotions planned by marketing. Regarding other courses, students should have successfully passed the first and the second semester, especially the lectures “Mathematics for Economists” and “Statistics I”. Furthermore, this module is a foundation for the module “Logistics Management”.</p>					
	<b>Main topics and learning objectives:</b>					
	<p>The core objective of this module is to teach the most important qualitative and quantitative methods under the below themes.</p>					
	<b>Themes</b>	<b>Learning objectives</b>				
	Forecasting and Demand Planning	<p>To Describe and compare various types of quantitative and qualitative models. To Determine which forecasting model produces the best forecast for given data. Controlling charts to monitor a forecast.</p>				
Location Planning	<p>To Learn different approaches for location decisions.</p>					
Process Design	<p>To design, model and improve processes by using different approaches.</p>					
Inventory Management	<p>To learn different functions of inventories, objectives of inventory control, and techniques for determining how much to order and when to order.</p>					
Production Planning	<p>To learn the different approaches for production planning like manufacturing resources planning, aggregate planning, master production schedule, materials requirements planning and concepts and criteria for just in time production.</p>					

	Scheduling Operations	To comprehend the objectives and methods of scheduling operations e.g. to allocate workloads to specific work centers and to determine the sequence in which operations have to be performed.							
	Supply Chain Management	To get an overview of drivers, definition, objectives and building blocks of supply chain management. To learn specific methods of supply chain management for product and process design.							
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> The student should demonstrate the ability to reproduce his knowledge about the concepts and methods of Operations Management, to apply that knowledge to a new context, and to integrate and apply the taught themes.</p> <p><b>Soft skills:</b> By preparing and reviewing the lecture contents and tasks given in the exercise in workgroups during their self-study, students improve their team work skill. This is supported by a Learnweb discussion forum that is guided by the chair. Furthermore, this course increases their ability to understand formal texts (like mathematical formulas) and to solve quantitative tasks. Also, students learn how to use software tools that support mathematical calculations.</p>								
6	<b>Description of possible electives within the modules:</b> none								
7	<b>Examination:</b> Final Module Exam								
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>90 min.</td> <td>100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	90 min.	100 %
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none									
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.								
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)								
12	<b>Module Prerequisites:</b> Students should have successfully passed the first and the second semester, especially the lectures “Mathematics for Economists” and “Statistics I”.								
13	<b>Presence:</b> none								
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems								
15	<b>Responsible Lecturer:</b> Prof. Dr.-Ing. Bernd Hellingrath		<b>Department:</b> School of Business and Economics						

<b>16</b>	<b>Misc.:</b>
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# Foundations of Marketing

<b>Module Title english:</b>		Foundations of Marketing				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
1	<b>Module No:</b> BWL 5	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German			
2	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 3, 4	<b>CP:</b> 6	<b>Workload (h):</b> 180	
3	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Foundations of Marketing	3	30 h (2 CH)	60
	2	Exercise	Tutorial on Foundations of Marketing	3	30 h (2 CH)	60
4	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	<p>Marketing management is one of the most challenging and complex areas companies are faced with. The role of marketing is strongly connected with the type of market. Today's markets can be described as buyer markets, i.e. the supply is higher than the demand for products. Companies therefore have to differentiate and provide offerings that are most desired in the market place. Marketing strategies systematically integrate the customers' needs, the company specific resource based view as well as factors that influence competition. Considering those three factors a wide array of choices is offered. Despite its reputation as a "soft" field, marketing combines theories from many disciplines such as economics, mathematics, psychology, sociology, creative arts, and many more. Marketing lectures demand qualitative as well as quantitative skills.</p>					
	<b>Main topics and learning objectives:</b>					
<p>The course is split into two parts. The first part is labeled "Strategic Marketing". It includes an introduction into the discipline of marketing, with an emphasis on an institutional decision-making perspective, and then focuses strategic components of the marketing process. The second part is on marketing mix instruments. After completing this part students will be able to describe and understand basic elements of the marketing and to evaluate ethical issues in marketing. Two separate teaching modes are implemented in this course. The core part is constituted by a traditional lecture, in which all relevant facts will be taught. The course is combined with a special type of tutorial that consists of two parts – an internet-based tutorial as well as a traditional tutorial. In the internet-based tutorial, students are assigned case studies and further tasks in close connection to the progress of the lecture, transferring recently taught knowledge to practical exercises. Students' individual learning is assisted by using web-based learning techniques such as forums. The traditional part of the tutorial is specifically designed to provide individual assistance and guidance and makes use of face to face teaching. Students are therefore expected to continually acquire, process, and apply new knowledge. This course will give students a comprehensive overview on both marketing theory and practice.</p>						
<b>Themes</b>		<b>Learning objectives</b>				
Marketing and Decision-Making		To comprehend the complex relationship of marketing and strategic, institutional decision making.				
Marketing Strategies		To learn to understand marketing as a complex process of strategic decision making steps in a competitive economic system.				



	Strategic Decision Problems	To understand, differentiate, and analyze distinctive components of decision making in marketing practice.							
	Brand Management	To understand basic branding strategies. To describe basic options of branding architecture options (focus is on brand transfer).							
	Product-Development	To describe basic steps when developing new products based on customers' needs,							
	Pricing	To know factors and methods that influence pricing. To compute optimal prices for specific market conditions.							
	Distribution	To describe basic steps when implementing new distribution strategies.							
	Communication	To describe and compare several media types. To describe basic elements when creating communication strategies. To understand factors that influence the effectiveness of advertising campaigns.							
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> The written final examination (90 minutes) will cover all topics discussed in class. In the written final examination, the student should demonstrate the ability • to develop a coherent argument within a limited period of time, • to integrate and apply several concepts.</p> <p><b>Soft skills:</b> Extending Knowledge: Students have an overview of relevant problem areas in marketing Instrumental competence: the knowledge imparted to the students can be applied in the development of marketing strategies and they can develop situation-specific solutions Communication skills: Students learn to exchange information on problems and to develop solutions in teams</p>								
6	<b>Description of possible electives within the modules:</b> none								
7	<b>Examination:</b> Final Module Exam								
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>90 min.</td> <td>100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	90 min.	100 %
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Number and Type; Connection to Course	Duration								
none									
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.								
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)								
12	<b>Module Prerequisites:</b> none								
13	<b>Presence:</b> none								

14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems, Bachelor Mathematics, Master Physics	
15	<b>Responsible Lecturer:</b> Professor Dr. Thorsten Wiesel	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# Financial Accounting and Taxation

<b>Module Title english:</b>		Financial Accounting and Taxation				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 6	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 3, 4	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Financial Accounting I	3	30 h (2 CH)	30
	2	Course	Principles of Corporate Taxation	3	30 h (2 CH)	30
	3	Exercise	Tutorial on Financial Accounting and Taxation	0	30 h (2 CH)	30
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> The course Financial Accounting extends and deepens the contents that have been taught in the field of financial accounting within the compulsory course Foundations of Corporate Accounting.</p> <p><b>Main topics and learning objectives:</b> The Module deepens the knowledge of financial accounting in the field of national as well as international individual financial statements and corporate taxation. The focus of the preparation of annual financial statements is on the recognition and measurement regulations with regard to German accounting principles. These regulations are theoretically dealt with, but the objective is also to get a deeper understanding of the topics in question by means of numerous examples. The corresponding principles and rules of the International Financial Reporting Standards (IFRS) are also presented. Moreover, insights into the main features of consolidated financial statements and auditing are provided. A balanced interplay between a theoretical basis and the application of the contents taught in the course are consistently pursued. In the field of corporate taxation the basic principles of the taxes on earnings law, i. e. income taxes, corporation and trade taxes as well as potentially the basics of further different taxation types (e. g. sales tax) or the tax code are presented. In addition, the procedural tax law can be examined within the course. The economic effects of the tax standards in question are analyzed. The theoretical lecture's contents of the course are illustrated with the help of several exercise elements respectively practice cases. The exercises are presented during the lecture or special exercise lessons might be established or students are previously supposed to develop solutions on their own.</p>					
<b>5</b>	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> After having successfully completed the module, students have a profound knowledge of the preparation of individual financial statements based on the German Commercial Code or the tax law and they are aware of the tax implications of different legal forms. They know crucial differences between the systems of accounting rules under German GAAP and IFRS as well as the differences between individual and consolidated financial statements and the tax accounts. Furthermore, students are able to apply the knowledge acquired to practical accounting problems and to assess the effect of taxes on business decisions.</p> <p><b>Soft skills:</b></p>					

	Having passed the module students are able to analyze theoretical questions in a profound way and to identify and solve practical problems in a differentiated way.		
6	<b>Description of possible electives within the modules:</b> none		
7	<b>Examination:</b> Examinations for every part of the module		
8	<b>Relevant Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>
	Written exam on Financial Accounting I	60 min.	50 %
	Written exam on Principles of Corporate Taxation	90 min.	50 %
9	<b>Study Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	
	none		
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)		
12	<b>Module Prerequisites:</b> Recommended: Modul Foundations of Accounting		
13	<b>Presence:</b> none		
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems		
15	<b>Responsible Lecturer:</b> Professor Dr. Hans-Jürgen Kirsch, Professor Dr. Christoph Watrin		<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>		

# Corporate Finance

<b>Module Title english:</b>		Corporate Finance				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 7	<b>State:</b> Compulsory	<b>Language of Instruction:</b> English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 3, 4	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Corporate Finance	4	30 h (2 CH)	90
	2	Exercise	Corporate Finance	2	30 h (2 CH)	30
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	The module “Corporate Finance” analyses financial decision-making in companies with a special focus on the uncertainty of the consequences. This includes capital investment decisions and the question to what extend equity or debt should be used to finance the firm’s investment projects. The discussion builds on a thorough understanding of the functioning of financial markets and the valuation of securities and corporations. Learning about asset pricing models will concurrently improve the student’s ability to make smart financial decisions. The course lays the groundwork for the elective finance module in the 6th semester which will address the topic “investments” in greater detail. Prerequisite for the course is the comprehension of valuation under certainty.					
	<b>Main topics and learning objectives:</b>					
	The course introduces students to portfolio theory and develops an understanding of basic principles of asset pricing in financial markets (CAPM). Furthermore, capital structure issues are discussed and the Modigliani-Miller irrelevance theorem is put into perspective. Students will learn how companies should optimally satisfy their financial needs and how investment projects and securities can be valued. Additionally, the students will learn to use and select between different concepts of multi-period business valuation. The tutorial will be partly in class, partly as a online-tutorial that gives students the opportunity to discuss exercises with the tutor as exam preparation.					
	<b>Themes</b>		<b>Learning objectives</b>			
	Valuation under uncertainty		To learn about different methods for evaluating alternatives with uncertain consequences and their appropriateness for financial decision-making.			
Portfolio Theory		To understand the risk and return characteristics of combinations of financial securities and the effects of diversification.				
Capital Asset Pricing		To learn about the valuation of securities in capital markets and the standard model of market equilibrium.				
Model Cost of capital and capital structure		To identify the pivotal factors in determining the optimal capital structure. To assess a company’s cost of capital.				
Business Valuation		To use discounted cash flow methods in business valuation.				

	Advanced Business Valuation	To understand multiple period valuation models which allow for changing capital structures and the influence of taxation.							
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> After completing this module the students have fundamental knowledge about asset pricing concepts in capital markets. They are able to explain relationships between risk, return and cost of capital. They can analyze the effects of a change in the capital structure of a company on the value and the risk of this company. The students can choose and employ suitable valuation approaches for the respective task.</p> <p><b>Soft skills:</b> The self-preparation of the students for the lecture facilitates the ability of the students to manage themselves and their time in a more effective and efficient way. The analysis of complex financial problems helps them to solve problems in a structured way. The interactive character of the lectures and tutorials strengthens the student's discussion-skills in the academic context.</p>								
6	<b>Description of possible electives within the modules:</b> none								
7	<b>Examination:</b> Final Module Exam								
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>120 min.</td> <td>100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	120 min.	100 %
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none									
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.								
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)								
12	<b>Module Prerequisites:</b> Basic knowledge in business administration and economics. Recommended modules: Principles of Business, Foundations of Accounting, Financial Accounting and Taxation, Microeconomics I, Macroeconomics I, Statistics								
13	<b>Presence:</b> none								
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems, Bachelor Mathematics, Master Physics								
15	<b>Responsible Lecturer:</b> Professor Dr. Thomas Langer	<b>Department:</b> School of Business and Economics							

16	Misc.:
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# Operations Research

<b>Module Title english:</b>		Operations Research				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 8	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German, partly English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 3, 4	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Introduction to Operations Research	1	30 h (2 CH)	15
	2	Exercise	Tutorial on Introduction to Operations Research	1	30 h (2 CH)	15
	3	Course	Planning and Decision	3	30 h (2 CH)	60
4	Course	Rational Decision Making (English)	3	30 h (2 CH)	60	
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b>            Introduction to Operations Research: Operations Research is an interdisciplinary branch of applied mathematics and formal sciences that uses methods such as mathematical modeling, statistics and algorithms to arrive at optimal or nearly optimal solutions to complex economic problems. It is typically concerned with maximizing (profit, assembly line performance, crop yield, bandwidth, etc) or minimizing (loss, risk, etc.) some objective function. Operations Research helps management to achieve its goals using scientific methods. Prerequisites for this course are basic mathematic knowledge taught in the first semester and basic knowledge in production planning and accounting to cover applications of Operations Research. Planning and Decision: Dynamic market and industry development processes pose a major challenge for strategic firm planning and require special decision-support tools which support the structuring of complex situations.</p> <p><b>Main topics and learning objectives:</b>            Introduction to Operations Research: This course is an introduction to the principles and practice of Operations Research, and its role in human decision making. In particular, the course focuses on mathematical programming techniques such as linear programming (the Simplex Method, Sensitivity Analysis and the formulation of linear programs using special modeling techniques), network optimization (including transportation and assignment problems) and dynamic programming. The treatment of these topics is embedded into basic presentations of data retrieval and forecasting techniques using statistical methods as well as fundamental considerations about modeling. Heuristic algorithms, simulation and project scheduling techniques are further topics of the course. Planning and Decision: This course provides students with the methodical and quantitative skills necessary to deal with strategic planning tasks in firm-specific contexts. It combines theory, empirical evidence, and practical application of modern strategic planning instruments. Areas of thematic priority are game-theory and strategic choice, empirical testing of learning curve effects, a modern capital market-oriented approach to the balanced scorecard, and the long-tail as a strategic challenge of technological innovation within the framework of internet economy.</p>					
<b>Themes</b>		<b>Learning objectives</b>				



Introduction to Operations Research:	
Introduction and basic concepts	To learn about and understand the basic concepts and definitions of planning, decision making, modeling (descriptive, explicative, normative), algorithms and optimization. To understand simulation techniques, its possibilities, advantages and problems To learn about different techniques of modeling activity networks (CPM, PERT, MPM). To find out about the “Critical Path Method” in detail
Data retrieval and forecasting	To become acquainted to the options to acquire necessary data fueling Operations Research models. To classify the use of statistical techniques for forecasting and data retrieval.
Optimization	To learn about marginal and total analysis. To learn about marginal and total analysis. To understand basic concepts of the Simplex algorithm for the solution of linear programs, sensitivity analysis and continuative formulation of mixed integer linear programming models. To comprehend different algorithms for the solution of the transportation and assignment problems To understand Bellman’s principle of optimality
Use of the Excel Solver for Optimization	To model a linear programming problem using Microsoft spreadsheet application Excel. To solve this problem by using the Excel-Add-In “Solver”.
Heuristic algorithms	To understand the limitations and handicaps of optimization. To understand the limitations and handicaps of optimization. To find out about heuristic algorithms to overcome these problems. To apply this knowledge to a concrete application, the traveling salesman problem.
Simulation techniques	To understand simulation techniques, its possibilities, advantages and problems
Project Activity Scheduling	To learn about different techniques of modeling activity networks (CPM, PERT, MPM). To find out about the “Critical Path Method” in detail
Planning and Decision	
Strategic planning	To get first insights into the theoretical background of the lecture.
Benefit from strategic planning	To get to know the key concepts of strategic behavior using the example of partnership selection
Environment analysis	To learn about Porter’s competitive forces, about generic competitive strategies, their determinants and about the appliance of the value map
Business analysis	To understand the idea of the value chain and the concept of de-construction
Learning curve effects	To realize the importance of empirical prerequisites for strategies
Choice of strategy and portfolio management	To combine business analysis and environment analysis and learn to use the instrument of the BCG-matrix
Implementation of strategies	To discuss traditional business ratios and become acquainted to the basic concept of the balanced scorecard
Business models	To appreciate the value of business models and business plans

5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> Each student has to do a written examination. Introduction to Operations Research: During the written examination of 60 minutes the students have to solve small exercises by applying the techniques of Operations Research, that were taught in the lecture. In the written examination, the student should demonstrate the ability • to develop a coherent argumentation within a limited period of time, • to integrate and apply several algorithms and concepts of Operations Research, • to analyse small business cases and to represent them in an Operations Research model.</p> <p><b>Soft skills:</b> The students learn to understand and actively apply arguments. The exercise includes teamwork and the application of presentation skills.</p>															
6	<p><b>Description of possible electives within the modules:</b> The part "Introduction to Operations Research" is mandatory. Either "Planning and Decision" (German) or "Rational Decision Making" (English) has to be absolved.</p>															
7	<p><b>Examination:</b> Examinations for every part of the module</p>															
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10	<p><b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.</p>															
11	<p><b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)</p>															
12	<p><b>Module Prerequisites:</b> none</p>															
13	<p><b>Presence:</b> none</p>															
14	<p><b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics</p>															
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16	<p><b>Misc.:</b></p>															

# Quantitative Marketing

<b>Module Title english:</b>		Quantitative Marketing				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 9	<b>State:</b> Compulsory	<b>Language of Instruction:</b> English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 3, 4	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Market Research	2	30 h (2 CH)	30
	2	Course	Marketing Operations	2	30 h (2 CH)	30
	3	Exercise	Tutorial on Quantitative Marketing	2	30 h (2 CH)	30
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> The course requires basic knowledge of descriptive and inductive statistics.</p> <p><b>Main topics and learning objectives:</b> Market Research: Precise information is an essential prerequisite in order to make reasonable marketing decisions. Thus, correct information is a crucial resource for marketing managers and other business managers. The increasing demand of information makes the acquisition and analysis of information a core challenge in business practice. The European Society for Opinion and Marketing Research (ESOMAR) and the International Chamber of Commerce (ICC) jointly describe market research as the “systematic gathering and interpretation of information about individuals or organizations using the statistical and analytical methods and techniques of the applied social sciences to gain insight or support decision making.” Thus, market research can be regarded as fundamental for the provision of the required information. The focus of the course lies on the process of solving market research problems by applying different methods of analysis. Besides an in-class tutorial, online tools will provide additional in-depth information. After attending this course, participants should be able to conduct market research themselves. An exemplary in-class project will show the planning, execution, analysis, and interpretation of market research surveys. Accordingly, the participation in such surveys is part of the course. Marketing Operations: In Marketing Operations, the quantitative foundation of operational marketing decisions will be treated. Special focus in these sessions is on the modeling of decisions, calibration of market response functions, optimization of the marketing mix and budget allocation, as well as the marketing controlling. Besides an in-class tutorial, online tools will provide additional in-depth information and exercises. Practice cases and experiments will be part both of the lecture and tutorials, too.</p>					
<b>5</b>	<b>Learning outcomes:</b>					
	<p><b>Academic:</b> Market Research: The course gives insights in the theoretical basics of market research. By pointing out the different nature of market research problems and explaining the steps of a market research process, the course aims to enable attendants to conduct market research by themselves. Marketing Operations: After that lecture, the students are aware of the main procedures of market operations, as well as are able to quantitatively consolidate marketing decisions. They get used to critically look at the various methods and tools of budget allocation and demonstrate their capabilities and limitations.</p> <p><b>Soft skills:</b> The module is taught in English. Thus, the business English skills of the students are increased.</p>					

<b>6</b>	<b>Description of possible electives within the modules:</b> none		
<b>7</b>	<b>Examination:</b> Examinations for every part of the module		
<b>8</b>	<b>Relevant Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>
	Written exam on Market Research	60 min.	50 %
	Written exam on Marketing Operations	60 min.	50 %
<b>9</b>	<b>Study Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	
	none		
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
<b>11</b>	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)		
<b>12</b>	<b>Module Prerequisites:</b> The module requires basic knowledge of descriptive and inductive statistics.		
<b>13</b>	<b>Presence:</b> none		
<b>14</b>	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems		
<b>15</b>	<b>Responsible Lecturer:</b> Professor Dr. Manfred Krafft	<b>Department:</b> School of Business and Economics	
<b>16</b>	<b>Misc.:</b>		

# Management & Governance

<b>Module Title english:</b>		Management & Governance				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 10	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Organization and Management	2	30 h (2 CH)	30
	2	Course	Corporate Governance	2	30 h (2 CH)	30
	3	Exercise	Tutorial on Management & Governance	2	30 h (2 CH)	30
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> The module conveys fundamental aspects of Management and Governance</p> <p><b>Main topics and learning objectives:</b> The substantive focus is on the areas of organization, business strategy, human resources management (staffing) and corporate governance. Here, the various concepts will be presented and their strengths and weaknesses will be analysed. These concepts will be illustrated on the basis of selected case studies.</p>					
	<b>Themes</b>			<b>Learning objectives</b>		
	Organisational Design; Strategic Management; Human Ressource Management; Corporate Governance; Two Tier System; Working Council			Understanding of the basics of Organization Management and Corporate Governance		
<b>5</b>	<b>Learning outcomes:</b>					
	<p><b>Academic:</b> The students know different forms of organization, different types of strategies, concepts of human resource management (staffing) and systems of corporate governance. They are in the position to evaluate different management- and process-structures in terms of their efficiency.</p> <p><b>Soft skills:</b> none</p>					
<b>6</b>	<b>Description of possible electives within the modules:</b> none					
<b>7</b>	<b>Examination:</b> Final Module Exam					
<b>8</b>	<b>Relevant Work:</b>					
	<b>Number and Type; Connection to Course</b>		<b>Duration</b>	<b>Part of final mark in %</b>		
	Final written exam		120 min.	100 %		

9	<b>Study Work:</b> <b>Number and Type; Connection to Course</b>   <b>Duration</b> <hr/> none	
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems, Bachelor Mathematics, Master Physics	
15	<b>Responsible Lecturer:</b> Dr. Christoph Brast	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# Advanced Accounting

<b>Module Title english:</b>		Advanced Accounting				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 11	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Advanced Financial Accounting	3	30 h (2 CH)	60
	2	Course	Business Analysis	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b>            Advanced Financial Accounting: Companies are often subject to complex organizational structures. Therefore the individual financial statements of the companies involved are not informative for potential investors who conclusively request a consolidated financial statement to obtain a true and fair view on the group as a whole. Students in this course will learn how to prepare these requested consolidated financial statements in accordance with HGB (German-GAAP) as well as with the International Financial Reporting Standards (IFRS). Furthermore they will gain basic knowledge on IFRS. Knowledge in financial accounting is a prerequisite for this course. Business Analysis: This class incorporates two elements: Financial Statement Analysis on the one hand and Managerial Accounting on the other hand. Financial Statement Analysis is one of the most important valuation methods for companies performed not only by investors but also by internal managers to gain a deep understanding of the current economic situation the considered company faces. Therefore it is important to provide students with a profound understanding of the related techniques and interpretation guidelines. Beyond financial accounting, the students shall deepen their knowledge in managerial accounting and recognize connections between financial and managerial accounting. For this course basic knowledge in accounting is required.</p> <p><b>Main topics and learning objectives:</b>            Advanced Financial Accounting: This lecture focuses mainly on consolidated financial statements prepared under HGB (German-GAAP) and IFRS. Therefore students will learn the basics and fundamentals of consolidated financial statements accompanied by several consolidation techniques like the purchase method, the proportional consolidation and the equity method. These techniques are trained on the basis of practical examples. Moreover legal requirements together with the preparation of consolidated financial statements will be covered as well as the scope of consolidated financial statements. Furthermore, specific questions with regard to consolidated financial statement like deferred taxes will be emphasized. Additionally, students will get a first overview about the International Financial Reporting Standards. By the end of the class students should have gained a deeper knowledge on consolidation, be able to consolidate on their own and understand related problems corporations and audit firms face in their daily work. This course is intended to be a lecture and, as such, the primary responsibility for learning will rest with the students. There will be examples to explain how to apply theory in “real” life. The objective is to develop a working knowledge of the basic principles of IFRS and consolidated financial statements (IFRS and HGB) in order to be able to adopt this knowledge to concrete accounting situations as they apply to corporations and audit firms. Background information in form of additional reading material will be provided. The quality of students learning experience will depend on the extent of their motivation, initiative, preparation for</p>					

class, and attention during class. The instructor's role will be to support the learning experience by providing a course structure, course materials, and lectures. Business Analysis: Referring to Financial Statement Analysis this course will enable students to understand how economic situations and management decisions can influence the company's performance correlated with the impact on key ratios and the related interpretations. By the end of this course, it is expected that students are able to analyse companies on their own resulting in reasoned and founded investment decisions. Referring to Managerial Accounting this course is to develop a deepened understanding of financial and managerial accounting as well as their interrelations. Unlike in Anglophone countries, financial and managerial accounting are distinctive in Germany. This course is intended to be a lecture and, as such, the primary responsibility for learning will rest with the students. There will be examples to explain how to apply theory in "real" life. The objective is to develop a working knowledge of financial statement analysis and managerial accounting in order to be able to adopt this knowledge to concrete "real" life situations as they apply to corporations. Background information in form of additional reading material will be provided. The quality of students learning experience will depend on the extent of their motivation, initiative, preparation for class, and attention during class. The instructor's role will be to support the learning experience by providing a course structure, course materials, and lectures.

<b>Themes</b>	<b>Learning objectives</b>
Advanced Financial Accounting:	
International Accounting	To learn the basics of IFRS
Fundamentals of consolidated financial statements	To understand the idea and necessity of preparing consolidated financial statements
Scope of consolidated financial statements	To get insights to the scope of consolidated financial statement
Consolidation techniques	To learn about consolidation techniques like the purchase method, proportional consolidation as well as the equity method in accordance with HGB and IFRS
Specific aspects related to consolidation	To learn about specific aspects related to consolidation
Business Analysis:	
Fundamentals of Financial Statement Analysis	To learn about the objectives of Financial Statement Analysis like goals, users, database and business ratios.
Financial Analysis	To learn how to perform a pervasive analysis of the financial situation of a company regarding the financial statement.
Profitability Analysis	To learn how to perform a pervasive analysis of the performance of the company regarding the profit and loss statement.
Overall Assessment	To learn how to aggregate the ratios and individual information collected to an overall investment decision.
Fundamentals in business analysis	To learn the basic terminology, the functions and the subareas of business analysis as well as the characteristics of selected management ratios.



	Remit of managerial accounting in business analysis	To briefly recapitulate the basics of managerial accounting. To learn the remits of managerial accounting in business analysis, which are business valuation, performance measurement (ratios like EVA, ROCE, CFROI) and risk analysis.							
	Remit of financial accounting in business analysis	To learn about the remits of financial accounting in business analysis.							
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b></p> <p>During the 60 minute written examination the students usually have to discuss several questions covering topics related to IFRS in general and to consolidation under IFRS and HGB. The students are asked to include their own opinion. The total achievable points for the exam will be 60. In the written examination, the student should demonstrate the ability</p> <ul style="list-style-type: none"> <li>• to integrate and apply the accounting principles for consolidated financial statements according to HGB and IFRS,</li> <li>• to develop a basic knowledge of International Financial Reporting Standards,</li> <li>• to apply the accounting principles for consolidated financial statements to individual cases,</li> <li>• to develop a coherent argument within a limited period of time,</li> <li>• to apply a critical acclaim on the current issue of accounting principles.</li> </ul> <p>The questions typically require an integrative thinking and connection of different topics discussed in class. The students are asked to include their own opinion.</p> <p>Referring to Financial Statement Analysis students should demonstrate the ability</p> <ul style="list-style-type: none"> <li>• to analyse and interpret the economic situation of a company,</li> <li>• to compare and rank companies depending on their financial performance,</li> <li>• to condense different ratios and information to an overall investment decision,</li> <li>• to apply the technical ratios to individual cases.</li> </ul> <p>Referring to Managerial Accounting students should demonstrate the ability</p> <ul style="list-style-type: none"> <li>• to reproduce knowledge,</li> <li>• to apply knowledge to a new content,</li> <li>• to develop a coherent argument within a limited period of time,</li> <li>• to integrate and apply several concepts,</li> <li>• to weigh pros and cons or identify threats,</li> <li>• to apply the concepts to a business case.</li> </ul> <p><b>Soft skills:</b></p> <p>After the successful completion of the module, students are able to analyze sound theoretical issues as well as to identify practical problem areas and solve them adequately.</p>								
6	<p><b>Description of possible electives within the modules:</b></p> <p>none</p>								
7	<p><b>Examination:</b> Final Module Exam</p>								
8	<p><b>Relevant Work:</b></p> <table border="1" data-bbox="217 1697 1436 1816"> <thead> <tr> <th data-bbox="217 1697 874 1756">Number and Type; Connection to Course</th> <th data-bbox="874 1697 1107 1756">Duration</th> <th data-bbox="1107 1697 1436 1756">Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td data-bbox="217 1756 874 1816">Final written exam</td> <td data-bbox="874 1756 1107 1816">120 min.</td> <td data-bbox="1107 1756 1436 1816">100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	120 min.	100 %
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Final written exam	120 min.	100 %							
9	<p><b>Study Work:</b></p> <table border="1" data-bbox="217 1872 1436 1991"> <thead> <tr> <th data-bbox="217 1872 1078 1930">Number and Type; Connection to Course</th> <th data-bbox="1078 1872 1436 1930">Duration</th> </tr> </thead> <tbody> <tr> <td data-bbox="217 1930 1078 1991">none</td> <td data-bbox="1078 1930 1436 1991"></td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	none			
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none									

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems	
15	<b>Responsible Lecturer:</b> Professor Dr. Peter Kajüter, Professor Dr. Hans-Jürgen Kirsch	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# Advanced Taxation

<b>Module Title english:</b>		Advanced Taxation				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 12	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>Module Structure:</b>						
<b>3</b>	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Transaction Tax (Verkehrssteuern)	1	15 h (1 CH)	30
	2	Exercise	Transaction Tax (Verkehrssteuern)	1	15 h (1 CH)	30
	3	Course	Income Tax (Ertragsteuern)	1	15 h (1 CH)	30
	4	Exercise	Income Tax (Ertragsteuern)	1	15 h (1 CH)	30
<b>Module Contents:</b>						
<b>4</b>	<b>Background and relations to other courses:</b>					
	<p>Integrated knowledge of tax law, taxing processes and tax effects on businesses is of great importance for efficient economic and business decisions. This does not only refer to the basic principles necessary to taxation, the different types of taxes, and taxpayers but requires profound skills in determining taxing consequences of alternative complex businesses. With respect to German tax law being one of the most complex and fastest changing ones in the world it is of great importance to consider tax consequences not only in advance but also as precisely as possible. Extending basic knowledge on tax affairs following from the prior lecture "Principles of Corporate Taxation" as the course prerequisite, this course not only focuses on corporate taxation and tax planning in detail but also introduces students to the basics of two further important taxes in everyday life: VAT as a transaction tax as well as inheritance taxes as a necessity for succession planning.</p>					
<b>Main topics and learning objectives:</b>						
<p>This course is separated into two main topics: Choosing a legal form and transaction taxes. On the one hand students extend their prior knowledge in corporate and partnership taxation with respect to continuous business transactions; on the other hand the students are introduced into the basics of both transaction taxes and inheritance taxes for succession planning tasks. Referring to the legal form choice the course identifies the basic taxation principles of private and public firms necessary to determine, understand, and compare the advantages and disadvantages of both types. This provides the basis for efficient tax planning. The goal of this part of the course is to provide students with a deeper understanding of the German taxing process so that they are better prepared to determine and assess the possible tax consequences of any business decisions to be made. The transactions taxes part of the course introduces the basic principles and rules of VAT and inheritance taxes to the students.</p>						
<b>Themes</b>		<b>Learning objectives</b>				
Taxation of partnerships		To comprehend the legal structure and concept of a partnership and its characteristics and to learn tax consequences for partnerships. To learn a variety of detailed tax rules affecting partnerships.				

	<table border="1"> <tr> <td>Taxation of corporations</td> <td>To comprehend the legal structure and concept of a corporation and its characteristics and to learn tax consequences for corporations. To learn a variety of detailed tax rules affecting corporations.</td> </tr> <tr> <td>Choosing a legal form</td> <td>To understand the advantages/disadvantages of partnerships and corporation in alternative business situations by combining the detailed knowledge of tax rules for partnerships and corporations. To compare alternative types of legal form. To assess tax consequences of business decisions for different legal forms. To estimate the optimum legal choice from a tax point of view.</td> </tr> <tr> <td>Hybrid legal forms</td> <td>To learn different legal forms as combinations of the basic partnership and corporation. To comprehend how they combine different qualities of partnerships and corporations. To understand their advantages/disadvantage in alternative business transactions.</td> </tr> <tr> <td>Asset and share deals</td> <td>To distinguish between asset and share deals from a civil and tax law perspective. To learn about tax consequences for the buyer and the seller in a mergers and acquisitions deal. To propose the tax optimum design of a transaction deal.</td> </tr> <tr> <td>Liquidation</td> <td>To learn the tax consequences of a liquidation. To plan liquidations tax efficiently.</td> </tr> <tr> <td>Introduction into VAT</td> <td>To comprehend the concept of VAT. To learn the tax consequences of national, European and Non-European cross-border transactions. To compare alternative transaction designs and determine the different tax consequences</td> </tr> <tr> <td>Succession planning</td> <td>To learn the basic principles of inheritance tax. To learn the basic concepts of business valuation as well as general tax valuation principles. To determine the tax consequences of different succession plans. To propose tax efficient succession plans for partnerships and corporations.</td> </tr> </table>	Taxation of corporations	To comprehend the legal structure and concept of a corporation and its characteristics and to learn tax consequences for corporations. To learn a variety of detailed tax rules affecting corporations.	Choosing a legal form	To understand the advantages/disadvantages of partnerships and corporation in alternative business situations by combining the detailed knowledge of tax rules for partnerships and corporations. To compare alternative types of legal form. To assess tax consequences of business decisions for different legal forms. To estimate the optimum legal choice from a tax point of view.	Hybrid legal forms	To learn different legal forms as combinations of the basic partnership and corporation. To comprehend how they combine different qualities of partnerships and corporations. To understand their advantages/disadvantage in alternative business transactions.	Asset and share deals	To distinguish between asset and share deals from a civil and tax law perspective. To learn about tax consequences for the buyer and the seller in a mergers and acquisitions deal. To propose the tax optimum design of a transaction deal.	Liquidation	To learn the tax consequences of a liquidation. To plan liquidations tax efficiently.	Introduction into VAT	To comprehend the concept of VAT. To learn the tax consequences of national, European and Non-European cross-border transactions. To compare alternative transaction designs and determine the different tax consequences	Succession planning	To learn the basic principles of inheritance tax. To learn the basic concepts of business valuation as well as general tax valuation principles. To determine the tax consequences of different succession plans. To propose tax efficient succession plans for partnerships and corporations.
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Succession planning	To learn the basic principles of inheritance tax. To learn the basic concepts of business valuation as well as general tax valuation principles. To determine the tax consequences of different succession plans. To propose tax efficient succession plans for partnerships and corporations.														
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b></p> <p>The total achievable marks for the two separate exams will be 120 (60 each), divided approximately 1/3 to theoretical and conceptual questions and 2/3 to application-oriented cases. Students can bring their own tax code in which highlighting and cross-references are allowed. The total achieved mark comprises the exact explanation of the solution as well as a clear indication of the relevant tax rule.</p> <p>The total achievable marks for the two separate exams will be 120 (60 each), divided approximately 1/3 to theoretical and conceptual questions and 2/3 to application-oriented cases. Students can bring their own tax code in which highlighting and cross-references are allowed. The total achieved mark comprises the exact explanation of the solution as well as a clear indication of the relevant tax rule.</p> <p>In the written examination, the student should demonstrate the ability</p> <ul style="list-style-type: none"> <li>• to develop a coherent argument within a limited period of time,</li> <li>• to integrate and apply several concepts and tax rules,</li> <li>• to apply the tax concepts and tax rules to individual cases.</li> </ul> <p><b>Soft skills:</b></p> <p>Students acquire knowledge through a combination of lecture, pre-processing and following up on lecture material, exercises. They are responsible for their own instructed search for information, including library, journals, internet etc. The solution of the exercises will be actively discussed in exercise sessions and moderated.</p>														
6	<p><b>Description of possible electives within the modules:</b></p> <p>none</p>														
7	<p><b>Examination:</b> Examinations for every part of the module</p>														
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td> </td> <td> </td> <td> </td> </tr> </tbody> </table>	Number and Type; Connection to Course	Duration	Part of final mark in %											
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	Written exam on Transaction Tax	60 min.	50 %
	Written exam on Income Tax	60 min.	50 %
<b>9</b>	<b>Study Work:</b> <b>Number and Type; Connection to Course</b>		<b>Duration</b>
	none		
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
<b>11</b>	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)		
<b>12</b>	<b>Module Prerequisites:</b> none		
<b>13</b>	<b>Presence:</b> none		
<b>14</b>	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems		
<b>15</b>	<b>Responsible Lecturer:</b> Professor Dr. Christoph Watrin	<b>Department:</b> School of Business and Economics	
<b>16</b>	<b>Misc.:</b>		

## Specialization in Finance

<b>Module Title english:</b>		Specialization in Finance				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 13	<b>State:</b> Elective	<b>Language of Instruction:</b> English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Specialization in Finance	4	30 h (2 CH)	90
	2	Exercise	Tutorial Specialization in Finance	2	15 h (1 CH)	45
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	To evaluate investment strategies, for instance in the field of retirement savings, it is important to disclose and assess the risks associated with these strategies and to understand how to (partially) immunize portfolios against these risks. The comprehension of the pricing of (government) bonds and of options and futures enables an investor to evaluate financial transactions and to discuss the stability and susceptibility of financial markets. As most topics of this course deal with pricing concepts, it builds on the course "Corporate Finance". Furthermore it builds on the statistics courses taught at the early stage of the program.					
	<b>Main topics and learning objectives:</b>					
	The primary purpose of this course is to strengthen students' knowledge about individual investment decisions. Building on earlier courses, the intersection of this knowledge with pricing concepts for capital markets is emphasized. This includes an in depth discussion of interest rates, bond pricing, and portfolio immunization. Furthermore, basic concepts of the pricing of derivatives like futures, forwards, and options are taught. Several practically relevant investment strategies and their replication are discussed. Finally, performance measurement methods are discussed and applied to previously taught topics. In the end, successful students are able to select and apply appropriate techniques to solve complex investment problems. Furthermore students learn to justify their conclusions with appropriate rigor.					
	<b>Themes</b>	<b>Learning objectives</b>				
	Interest rates and bonds	Thorough understanding of bond pricing concept under certainty and assessment of the influence of default risk. Being able to understand interest rate risks and to pursue portfolio immunization.				
	Derivatives	Knowing several classes of derivatives and being able to clearly assess influence factors on derivative prices				
	Structured Products and Investment strategies	Assessment of the use of different investment strategies and complex structured products. Being able to apply concepts of derivative pricing to yield prices for structured products.				
	Performance measurement	Estimate the risk-return trade-off from different points of view.				

5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> The students are able to value bonds under certainty and assess interest rate risks. They know different classes of derivatives and their use in portfolio management. They are able to quantify the influence of relevant factors on the price of options and structured products.</p> <p><b>Soft skills:</b> The self-preparation of the students for the lecture facilitates the ability of the students to manage themselves and their time in a more effective and efficient way. The analysis of complex financial problems helps them to solve problems in a structured way. The interactive character of the lectures and tutorials strengthens the student's discussion-skills in the academic context. They are able to choose and employ different performance and risk-measures in order to evaluate different investment strategies. They are familiar with current developments in portfolio management and can evaluate different investment strategies in the lights of the efficient market hypothesis.</p>								
6	<p><b>Description of possible electives within the modules:</b> none</p>								
7	<p><b>Examination:</b> Final Module Exam</p>								
8	<table border="1"> <thead> <tr> <th data-bbox="209 813 871 904"><b>Relevant Work:</b> Number and Type; Connection to Course</th> <th data-bbox="871 813 1107 904"><b>Duration</b></th> <th data-bbox="1107 813 1444 904"><b>Part of final mark in %</b></th> </tr> </thead> <tbody> <tr> <td data-bbox="209 904 871 965">Final written exam</td> <td data-bbox="871 904 1107 965">90 min.</td> <td data-bbox="1107 904 1444 965">100 %</td> </tr> </tbody> </table>			<b>Relevant Work:</b> Number and Type; Connection to Course	<b>Duration</b>	<b>Part of final mark in %</b>	Final written exam	90 min.	100 %
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none									
10	<p><b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.</p>								
11	<p><b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)</p>								
12	<p><b>Module Prerequisites:</b> none</p>								
13	<p><b>Presence:</b> none</p>								
14	<p><b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems</p>								
15	<p><b>Responsible Lecturer:</b> Professor Dr. Thomas Langer</p>	<p><b>Department:</b> School of Business and Economics</p>							
16	<p><b>Misc.:</b></p>								

# Insurance Economics

<b>Module Title english:</b>		Insurance Economics				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 14	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Insurance Economics	6	60 h (4 CH)	120
<b>4</b>	<b>Module Contents:</b>					
	<b>Main topics and learning objectives:</b>					
	The aim of this course is to enable students to understand the principles and the causal mechanisms of the insurance business. By the end of the course, it is expected that the students are capable in applying management accounting systems in different insurance sectors. In addition, students will gain an understanding in developing and interpreting internal models and risk management systems caused by the regulatory requirements of solvency II. The broad range of topics encourages analytical thinking and conveys a methodical basis in understanding and analysing the complex interactions of the insurance economy. Insurance Economics consists of both lectures and exercises. Lecturers explain and discuss the main concepts and techniques. During lecture each week, exercises are integrated and the students find out the practical use of scientific theory. The incorporation of a variety of different top-class speakers in the insurance field facilitates the transfer between theory and practice. The speaker's role is to encourage the students to take a greater interest in insurance economic issues and to support discussions between students. As part of a symposium, students participate in a workshop in the house of a leading German insurance company.					
	<b>Themes</b>	<b>Learning objectives</b>				
	Basics of insurance economics	To learn about the objectives and the specific particularities of the insurance economy.				
	Property and casualty insurance	To comprehend the calculation of non-life insurance products.				
	Life insurance	To comprehend the calculation of life insurance products and the process of profit bonus.				
	Reinsurance	To learn about the main features of reinsurance and the (dis-)advantages for direct insurers to cooperate with a reinsurance company.				
	Controlling	To learn about a variety of methods to provide information on the companies' success				
Capital investment	To study the regulatory particularities in managing the investments of insurance companies.					
Basic principles in accounting	To appreciate the intention and legal fundamentals of the accounts of insurance undertakings.					



	<table border="1"> <tr> <td>Solvency and risk management</td> <td>To evaluate the elements of Solvency II and the relevant requirements to risk management.</td> </tr> <tr> <td>Value based management</td> <td>To study the requirements for insurance companies to develop branch-specific internal models for gathering data on all relevant and quantifiable risks basing itself on economic criteria.</td> </tr> <tr> <td>Business strategy</td> <td>To value the strategic operation options for insurance companies at the German insurance market.</td> </tr> </table>	Solvency and risk management	To evaluate the elements of Solvency II and the relevant requirements to risk management.	Value based management	To study the requirements for insurance companies to develop branch-specific internal models for gathering data on all relevant and quantifiable risks basing itself on economic criteria.	Business strategy	To value the strategic operation options for insurance companies at the German insurance market.			
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Value based management	To study the requirements for insurance companies to develop branch-specific internal models for gathering data on all relevant and quantifiable risks basing itself on economic criteria.									
Business strategy	To value the strategic operation options for insurance companies at the German insurance market.									
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b>  During the 90 minute written examination students have to deal with about 10 issues concerning both the use of management tools within certain lines of insurance business and value based management of insurance companies. Theory and practical applications from lectures and symposium build the ground of the assessment. In the written examination, students are supposed to demonstrate their abilities</p> <ul style="list-style-type: none"> <li>• to solve problems effectively within a limited period of time,</li> <li>• to transfer and integrate knowledge, methods and theory from lectures and exercises,</li> <li>• to select and identify the most relevant aspects first.</li> </ul> <p><b>Soft skills:</b>  The module promotes interdisciplinary understanding of enterprise-wide management tasks. This is mediated especially through the practice-oriented presentations of executives from the German insurance industry. Second, the lectures fosters discussion skills of students through direct communication with experts and senior executives. Students learn additionally to solve enterprise-wide issues with an effective time management and be made aware of the importance of communication skills and conflict management in workplace decision-making processes.</p>									
6	<p><b>Description of possible electives within the modules:</b>  none</p>									
7	<p><b>Examination:</b> Final Module Exam</p>									
8	<table border="1"> <thead> <tr> <th colspan="3"><b>Relevant Work:</b></th> </tr> <tr> <th><b>Number and Type; Connection to Course</b></th> <th><b>Duration</b></th> <th><b>Part of final mark in %</b></th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>90 min.</td> <td>100 %</td> </tr> </tbody> </table>	<b>Relevant Work:</b>			<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>	Final written exam	90 min.	100 %
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none										
10	<p><b>Prerequisites for Credit Points:</b>  The credit points will be granted after all relevant work and study work have been successfully completed.</p>									
11	<p><b>Weight of the module grade for the overall grade:</b>  3.51% (6 of 171 CP)</p>									
12	<p><b>Module Prerequisites:</b>  none</p>									
13	<p><b>Presence:</b>  none</p>									

14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems	
15	<b>Responsible Lecturer:</b> Professor Dr. Wolfgang Berens	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# Advanced Marketing

<b>Module Title english:</b>		Advanced Marketing				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 15	<b>State:</b> Elective	<b>Language of Instruction:</b> English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Customer Management	3	30 h (2 CH)	60
	2	Course	Services Marketing	3	30 h (2 CH)	60
	3	Course	Retail Management	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b>            Services Marketing: Services Marketing is part of the module “Advanced Marketing” which also comprises Customer Management and a third lecture to be announced.. The course gives an overview of the theories, models, strategies, methods, and instruments of the field. The course will both transfer general marketing approaches into the service context and introduce several facets which are unique to the marketing management of service firms. There are no formal prerequisites for this course above and beyond the mandatory principles of marketing courses. Customer Management: Understanding customers as one of a firm’s central assets and, thus, managing a company’s customer base in a way that fosters customer satisfaction, customer retention and in the end customer equity has become one of the major challenges of market-oriented management today. Companies have to be able to evaluate potential, current and lost customers’ attractiveness and manage them accordingly on an individual basis. Since capabilities of data processing have immensely increased in the last decades, possibilities and complexity of database-driven customer management both grew. Thus, the competency of knowing and managing its customers has become a competitive advantage itself for many companies today. This course builds upon the basic marketing modules “Strategic Marketing”, “Marketing Operations” and “Market Research”.</p> <p><b>Main topics and learning objectives:</b>            Customer Management: The main objectives of this course are threefold. First, the concept of customer relationship management with a holistic view on managing a customer base builds the foundation. The major fields of managing customer acquisition, customer retention and customer reactivation are explained. Second, the customer lifecycle as a universal view on each individual customer is introduced. Each phase is thereby related to one of the core management activities. Finally, concepts and methods of a value-oriented customer management are introduced, explained and discussed. Services Marketing: see Topics Retail Management: The goal of the teaching unit Retail Management is to provide students with theoretical and methodical knowledge in relation to the management of commercial enterprises. Here an insight into the key strategies, theories, methods and instruments is given, which are used for marketing and sales of products and services in commercial enterprises.</p>					
	<b>Themes</b>	<b>Learning objectives</b>				
	Customer Management:					

	Introduction to customer management	To understand the concept of customer management as a holistic management orientation and describe the underlying paradigm shift in marketing
	Basic constructs	To describe and differentiate the central psychological constructs
	Customer lifecycle	To understand the concept of the customer lifecycle and distinguish its different phases and the corresponding customer management instruments
	Implementation	To evaluate companies' structures, organization and system in its suitability for enhancing customer orientation and responsiveness
	Value orientation	To assess and apply methods of value-oriented management of individual customers and customer segments (in particular, the concepts of customer lifetime value and customer equity)
	Service Marketing:	
	What are Services and Why Do they Matter?	To familiarize with the basic terminology and key definitions; to increase awareness of today's role of services.
	A Service Marketing Success Framework	To understand and systematize the components of service marketing success and to link them to the overall framework Customer Satisfaction and Service
	Customer Satisfaction and Service Quality	To work out meaning, importance and relationship of the key outcome constructs customer satisfaction and service quality; to learn about different customer expectations and customer perceptions.
	Managing Customer Satisfaction and Service Quality	To get an overview of different services marketing instruments; to analyze and assess these with regard to specific characteristics of marketing mix variables (product, price, place, promotion) in the services context; to learn about the role of service failure and service recovery.
	Managing Relationships with Service Customers	To understand relevant approaches and theories of customer relationship marketing in a service context, including customer loyalty, lifetime value and equity as well as the commitment-trust theory
	Branding Services	To define brands in the services context; to understand and evaluate basic service branding strategies, to learn about service brand extensions.
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b>  Services Marketing: The general learning objective is to acquire a comprehensive and in-depth theoretical grounding in Services Marketing, which is also directly relevant to management practice.  Customer Management: The general learning objective is to acquire a comprehensive and in-depth theoretical grounding in Customer Management, which is also directly relevant to management practice.  Retail Management: The general learning objective is to acquire a comprehensive and in-depth theoretical grounding in Retail Management, which is also directly relevant to management practice.</p> <p><b>Soft skills:</b>  The module is taught in English. Thus, the business English skills of the students are increased.</p>	
6	<p><b>Description of possible electives within the modules:</b>  2 out of 3 lectures have to be absolved</p>	
7	<p><b>Examination:</b> Examinations for every part of the module</p>	
8	<p><b>Relevant Work:</b></p>	

	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>
	Written exam Customer Management	60 min.	50 %
	Written exam Services Marketing	60 min.	50 %
	Written exam Retail Management	60 min.	50 %
<b>9</b>	<b>Study Work:</b> <b>Number and Type; Connection to Course</b>		<b>Duration</b>
	none		
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
<b>11</b>	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)		
<b>12</b>	<b>Module Prerequisites:</b> Recommended: Modules Foundations of Marketing and Quantitative Marketing		
<b>13</b>	<b>Presence:</b> none		
<b>14</b>	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems		
<b>15</b>	<b>Responsible Lecturer:</b> Univ.-Prof. Dr. Thorsten Hennig-Thurau	<b>Department:</b> School of Business and Economics	
<b>16</b>	<b>Misc.:</b>		

# Advanced Management

<b>Module Title english:</b>		Advanced Management				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 16	<b>State:</b> Elective	<b>Language of Instruction:</b> English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Advanced Management	6	60 h (4 CH)	120
<b>4</b>	<b>Module Contents:</b> <b>Main topics and learning objectives:</b> Strategic Management is characterized by a multitude of models and frameworks. The theoretical foundation and the interdependencies between the different models often get lost. This course provides a coherent theoretical framework that combines the most important theories of strategic management and answers how firms can achieve a sustainable competitive advantage. Through case studies and exercises students learn how firms select a suitable industry, how firms position within this industry, how firms develop and use core competencies, and how firms create efficient governance structures. The students also learn about the importance of leadership in implementing suitable actions in practice.					
<b>5</b>	<b>Learning outcomes:</b> <b>Academic:</b> Students learn to analyze and assess the essential questions in strategic management. The students learn how leadership influences the implementation of strategic actions. <b>Soft skills:</b> By conducting a case study as a team, students develop and strengthen various soft skills. Students learn how to efficiently and effectively work as a team, how individual attitudes, preferences and behaviors influence the quality of team decisions, what kind of communication facilitates or hinders team collaboration.					
<b>6</b>	<b>Description of possible electives within the modules:</b> none					
<b>7</b>	<b>Examination:</b> Examinations for every part of the module					
<b>8</b>	<b>Relevant Work:</b>					
	<b>Number and Type; Connection to Course</b>		<b>Duration</b>	<b>Part of final mark in %</b>		
	Written exam		90 min.	60 %		
Presentation of team case study		45 min.	40 %			
<b>9</b>	<b>Study Work:</b>					
	<b>Number and Type; Connection to Course</b>			<b>Duration</b>		
none						

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> Compulsory attendance of 90% of the presentation time.	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems	
15	<b>Responsible Lecturer:</b> Prof. Dr. Stephan Nüesch	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# International Financial Management

<b>Module Title english:</b>		International Financial Management				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
1	<b>Module No:</b> BWL 17	<b>State:</b> Elective	<b>Language of Instruction:</b> English			
2	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
3	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	International Financial Management	4	30 h (2 CH)	90
	2	Exercise	Tutorial on International Financial Management	2	15 h (1 CH)	45
4	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> The module “International Financial Management” adds an international, multi-country perspective to the modules “Finance” and “Governance and Management”. While these module largely deal with a single-country setting, the module “International Financial Management” focuses on complexities that specifically arise in cross-border financial and managerial decision making.</p> <p><b>Main topics and learning objectives:</b> The module “International Financial Management“ discusses relevant topics for the management of international and multinational enterprises. It covers classical topics in International Finance such as exchange rates and currency markets, derivatives and hedging, valuation of multinational firms, and international portfolio management and asset pricing. Further, this module provides first insights as to how differences in institutional arrangements and cultural norms affect financial decision making and shareholder value across countries.</p>					
5	<b>Learning outcomes:</b>					
	<p><b>Academic:</b> In this module, students obtain the basic knowledge needed to act successfully as managers and investors in a global economy. To this end, they obtain three core competencies. First, after successfully completing this module, students have a profound understanding of the functioning of international financial markets. Second, they understand how and why countries differ in their institutional settings. Third, students can apply this knowledge in cross-border operating, financing, and investment decisions.</p>					
6	<b>Description of possible electives within the modules:</b> none					
7	<b>Examination:</b> Final Module Exam					
8	<b>Relevant Work:</b>					
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>			
	Final written exam	120 min.	100 %			
9	<b>Study Work:</b>					



	<b>Number and Type; Connection to Course</b>	<b>Duration</b>
	none	
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> Recommended: Module Corporate Finance	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics	
15	<b>Responsible Lecturer:</b> Professor Nadja Guenster	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

## Public Firms

<b>Module Title english:</b>		Public Firms				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 19	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Public Firms	3	30 h (2 CH)	60
	2	Exercise	Exercise Public Firms	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b> <b>Background and relations to other courses:</b> The module can be understood by itself, however, see 12. <b>Main topics and learning objectives:</b> Subject of this module are the peculiarities of public firms.					
<b>5</b>	<b>Learning outcomes:</b> <b>Academic:</b> The students recognise the peculiarities of public firms and can apply their general management knowledge on them. <b>Soft skills:</b> The students learn to understand and actively apply arguments. The exercise includes teamwork and the application of presentation skills.					
<b>6</b>	<b>Description of possible electives within the modules:</b> none					
<b>7</b>	<b>Examination:</b> Examinations for every part of the module					
<b>8</b>	<b>Relevant Work:</b>					
	<b>Number and Type; Connection to Course</b>			<b>Duration</b>	<b>Part of final mark in %</b>	
	Written exam on Public Firms			90 min.	50 %	
	Work in Exercises:				50 %	
	Assignments			2 x 2 p.		
Short Präsentation			10 min.			
Test exam			90 min.			
<b>9</b>	<b>Study Work:</b>					
	<b>Number and Type; Connection to Course</b>			<b>Duration</b>		
none						

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> Knowledge of foundations of management and Microeconomics I.	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics	
15	<b>Responsible Lecturer:</b> Prof. Dr. Alexander Dilger	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# Logistics Management

<b>Module Title english:</b>		Logistics Management				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 20	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Logistics Management	3	30 h (2 CH)	60
	2	Exercise	Case Study on Logistics Management	2	30 h (2 CH)	30
	3	Exercise	Tutorial on Logistics Management	1	0 h (0 CH)	30
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	<p>he course "Logistics Management" focuses on the basics of logistics management, i.e. logistics strategy, technical logistic systems, concepts and methods for designing, planning and managing logistics systems, employed information systems, and humanitarian logistics. In addition to the lectures, a case study is executed. Furthermore, exercises concerning the different methods and concepts for planning and managing logistic systems are provided. The term „logistics“ originates from a military context. In the middle of the 1950s it was adapted by the USA civil sector. Since then it has been used for, among others, the coordination and controlled moving of material flows. Students should have passed successfully the 4th semester, especially the lecture "Operations Management".</p>					
	<b>Main topics and learning objectives:</b>					
	<p>he students shall be able to apply the gained skills and expertise to problems related to the management of logistic systems or logistic networks in a business environment.</p>					
	<b>Themes</b>	<b>Learning objectives</b>				
	Logistics Strategy	To learn about the influencing factors and goals of logistics management. To become familiar with the basic strategies in logistics management. strategies.				
	Technical Systems	To analyze different transport and handling systems and recommend solutions for specific cases. To describe, demonstrate and compare several kinds of inventory systems. To understand, apply and analyze presented commissioning systems.				
Inbound Logistics	To learn the concepts and main topics of inbound logistics. To describe and design inbound-strategies.					
Manufacturing Logistics	To understand how to design factory layouts, evaluate manufacturing systems and calculate material flows.					
Outbound Logistics	To weight pros and cons of distribution systems and compare different warehouse location concepts.					
Logistics-related Information Systems	To have a basic understanding of logistic-related information systems, as well as describe their employment and potentials.					

	Humanitarian Logistics	To understand the particular challenges and approaches in humanitarian aid operations.										
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> After completing this module the students possess well-grounded knowledge about logistics management. They are able to differentiate between various logistics systems and analyze them. Furthermore, they can apply the learned concepts and methods onto concrete logistics problems and solve them accordingly. They are also familiar with the specific requirements of different industries, as well as with the newest developments in the field of logistics. Executing the case study allows them to experience and understand the relation between typical decisions and conflicts between goals in realistic logistics scenarios.</p> <p><b>Soft skills:</b> By preparing and reviewing the lecture contents and tasks given in the exercise in workgroups during their self-study, students improve their team work skill. This is supported by a Learnweb discussion forum that is guided by the chair. The case study, which is designed as a group exercise too, provides students with a real life scenario, which increases their understanding of management decisions. After the case study, each group presents its results to the other groups, which enhances the students' presentation and discussion skills.</p>											
6	<b>Description of possible electives within the modules:</b> none											
7	<b>Examination:</b> Examinations for every part of the module											
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Written exam</td> <td>60 min.</td> <td>70 %</td> </tr> <tr> <td>Case Study (paper and presentaiton)</td> <td>15 p. paper + 15 min. presentation</td> <td>30 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Written exam	60 min.	70 %	Case Study (paper and presentaiton)	15 p. paper + 15 min. presentation	30 %
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none												
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.											
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)											
12	<b>Module Prerequisites:</b> Students should have successfully passed the module "Operations Management".											
13	<b>Presence:</b> none											
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Information Systems											

<b>15</b>	<b>Responsible Lecturer:</b> Prof. Dr.-Ing. Bernd Hellingrath	<b>Department:</b> School of Business and Economics
<b>16</b>	<b>Misc.:</b>	

# Business Cooperation: Governance

<b>Module Title english:</b>		Business Cooperation: Governance				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 21	<b>State:</b> Elective	<b>Language of Instruction:</b> German and English			
<b>2</b>	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Business Cooperation: Governance	4	45 h (3 CH)	75
	2	Exercise	Tutorial on Business Cooperation: Governance	2	15 h (1 CH)	45
	3	Course	Business Cooperation: Governance (english)	4	45 h (3 CH)	75
4	Exercise	Tutorial on Business Cooperation: Governance (english)	2	15 h (1 CH)	45	
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b>            Modern information and communication technologies enable enterprises to create an increasing part of their output in co-operation with other enterprises. They are developing strategic alliances, joint ventures, long-term contractual arrangements, co-operatives or mutuals and a lot of other co-operative forms of business. Although business co-operation has a long tradition, it has not been in the focus of economics until recently. New economic insights from institutional economics, the theory of the firm, organization theory and strategic management allow a closer analysis of co-operative arrangements, the reasons for their emergence and how to manage them. The course pursues an integrative view on co-operation by covering rather loose co-operative arrangements like contractual relations as well as joint ventures or strategic alliances and also mergers &amp; acquisitions. Students should comprehend, that managing the boundaries of the firm is an integrative process, which cannot be restrained to acquisition activities.</p> <p><b>Main topics and learning objectives:</b>            The lecture and its including exercises aim to introduce students to the new world of business co-operation. They provide students with the unique opportunity to learn why co-operation gains relevance in business, which economic factors determine business co-operation and which types of co-operation can be distinguished. They will provide criteria, when and how to form an alliance and what peculiarities have to be taken into account. Students should comprehend the difference between usual market relations or internal management techniques and managing co-operation.</p>					
	<b>Themes</b>	<b>Learning objectives</b>				
	Empirics of co-operation	To learn the empirical findings on co-operation. To understand how current economic conditions promote and shape co-operative arrangements. To understand why enterprises co-operate and to assess success factors of co-operation.				
	Analyzing co-operation	To identify and assess the characteristics of co-operative arrangements. To understand the combination of flexibility and stability that shape co-operation.				

	Types of co-operation	To learn about the different types of co-operation. To learn criteria for selecting a special type of co-operation. To assess the circumstances under which a special type of co-operation is advantageous.							
	Mergers & acquisitions	To learn the empirics of mergers and acquisitions. To understand under which circumstances mergers & acquisitions may be advantageous or detrimental compared to co-operative arrangements.							
	Theory of co-operation	To learn theoretical basics on co-operation. To understand how size and efficiency interact. To understand the role of transaction costs and information asymmetries for co-operation. To understand how the theoretical concepts result in decisions on co-operation.							
	International co-operation	To learn peculiarities of international co-operation. To evaluate how these peculiarities impact decisions on co-operation.							
	ICT and co-operation	To learn how new ICT promote co-operation and to assess how to use ICT for successfully managing co-operation.							
	Dynamics of co-operation	To understand the determinants of development of co-operation							
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> Each student has to write the final examination. The examination covers the contents of the course, it is not possible to skip any part of the course, therefore students need to have a comprehensive understanding of treating problems of institutional economics. In the examination the student should demonstrate the knowledge of • of different types of co-operation and their advantages and disadvantages • of theoretical concepts for analyzing co-operative arrangements, • of factors that shape co-operation and should demonstrate the ability • to apply this knowledge to examples, • to give reasons for the selection of a special type of co-operation, • to assess an economic situation and recommend a type of co-operation.</p> <p><b>Soft skills:</b> In this module, students learn particularly the analysis of complex economic circumstances with multiple factors, abstract and lateral thinking. In the exercises, the practical solution competence for applied problems is encouraged.</p>								
6	<p><b>Description of possible electives within the modules:</b> Either the german course/exercise or the english course/exercise have to be absolved.</p>								
7	<p><b>Examination:</b> Final Module Exam</p>								
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>120 min.</td> <td>100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	120 min.	100 %
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none									
10	<p><b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.</p>								



11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics, Bachelor Mathematics, Bachelor Geography	
15	<b>Responsible Lecturer:</b> Prof. Dr. Theresia Theurl	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# Business Cooperation: Management

<b>Module Title english:</b>		Business Cooperation: Management				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 22	<b>State:</b> Elective	<b>Language of Instruction:</b> German and English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Business Cooperation: Management	4	45 h (3 CH)	75
	2	Exercise	Tutorial on Business Cooperation: Management	2	15 h (1 CH)	45
	3	Course	Business Cooperation: Management (english)	4	45 h (3 CH)	75
4	Exercise	Tutorial on Business Cooperation: Management (english)	2	15 h (1 CH)	45	
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	<p>Modern information and communication technologies enable enterprises to create an increasing part of their output in co-operation with other enterprises. They are developing strategic alliances, joint ventures, long-term contractual arrangements, co-operatives or mutuals and a lot of other co-operative forms of business. Although business co-operation has a long tradition, it has not been in the focus of economics until recently. New economic insights from institutional economics, the theory of the firm, organization theory and strategic management allow a closer analysis of co-operative arrangements, the reasons for their emergence and how to manage them. Lecture and exercises pursue an integrative view on co-operation by covering rather loose co-operative arrangements like contractual relations as well as joint ventures or strategic alliances and also mergers &amp; acquisitions. Students should comprehend, that managing the boundaries of the firm is an integrative process, which cannot be restrained to acquisition activities.</p>					
<b>Main topics and learning objectives:</b>						
<p>The lecture and exercises aim to introduce students to the new world of business co-operation. They introduce to the competition policy and management aspects of co-operation. Co-operative arrangements may be subject to competitive law scrutiny. The course will introduce to the economic analysis of competitive impacts of co-operation and how European and national law deal with co-operative arrangements. Moreover, the management of business co-operation is presented. A 6-step management approach towards managing co-operation is brought forward and the peculiarities of managing co-operation are presented.</p>						
<b>Themes</b>		<b>Learning objectives</b>				
Competition and co-operation - examples		To learn that co-operation is subject of legal constraints of competition law.				
The economic impact of co-operations and mergers		To understand the rationale for co-operation and identify possible interferences with competition law.				

	Regulation: Goals and implementation	To understand the economic purpose of governmental regulations and to assess their impacts.							
	Co-operation and competition law	To understand the still rather diffuse positioning of co-operation in competition law. To learn the different European and national provisions of competition law that may apply to co-operative arrangements. To enable to assess the legal relevance of given co-operation cases.							
	Introduction to managing co-operation	To learn the relevance of managing co-operation. To understand shortcomings of usual instruments. To comprehend frequently made mistakes in co-operating.							
	Co-operation Management - requirements, contents, implementation	To understand new requirements for managing co-operation. To understand the constraints of management due to limited leeway for intervening in partner enterprises. To derive the contents of co-operation management. To learn different option for implementing co-operation management in a company.							
	The 5 step management model	To understand the dynamic process of managing a co-operation. To learn the 5-step-management approach and to derive and understand the contents of each step.							
	Selected instruments of co-operation management	To understand some selected instruments in managing co-operation							
	Cases	To evaluate management requirements in selected cases and suggest suitable instruments for managing the co-operation.							
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> Each student has to write the final examination. The examination covers the contents of the course, it is not possible to skip any part of the course, therefore students need to have a comprehensive understanding of treating problems of institutional economics. In the examination the student should demonstrate the knowledge of • legal provisions, that apply to co-operative arrangements, • management tools for managing co-operation. and should demonstrate the ability • to apply this knowledge to examples, • to assess an economic situation and suggest the legal treatment of co-operation, • to suggest managing tools for a given example.</p> <p><b>Soft skills:</b> In this module, students learn particularly the analysis of complex economic circumstances with multiple factors, abstract and lateral thinking. In the exercises, the practical solution competence for applied problems is encouraged.</p>								
6	<p><b>Description of possible electives within the modules:</b> Either the german course/exercises or the english course/exercises have to be absolved.</p>								
7	<p><b>Examination:</b> Final Module Exam</p>								
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none									

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics, Bachelor Mathematics, Bachelor Geography	
15	<b>Responsible Lecturer:</b> Prof. Dr. Theresia Theurl	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

## Business Cooperation: Current Cases

<b>Module Title english:</b>		Business Cooperation: Current Cases				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 23	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Seminar	Business Cooperation Seminar	6	30 h (2 CH)	150
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> Students will learn to analyse actual business cases regarding cooperative activities or mergers and acquisitions with applied economic theories. The seminar draws on courses on business cooperations (Governance and Management), on institutional economics and on the theory of the firm as well as on courses on organization theory and strategic management.</p> <p><b>Main topics and learning objectives:</b> The seminar trains students in applying their knowledge on business co-operation to cases. Each semester a special industry is selected from which the cases are chosen. Such industries are: Automotive industry, services industry, financial industry, or sports industry, to name a few. Students will learn how to analyze a co-operative arrangement. They will evaluate the co-operation by highlighting their success factors or criticizing wrong decisions, respectively as well as recommend improvements. Students have to write an individual essay on a case study assigned to them. They discuss their findings with their assigned research assistant. After writing their essay students have to prepare a 30-minutes presentation of their case study in a group of two or three students. Students also have to be well prepared for discussing the results of the case studies presented to them. The learning experience crucially depends on their motivation for a self-sustained analysis of the case given to them and their preparation of the meetings where the case studies will be presented. The instructor provides the framework for the case studies, some initial readings and facilitates the discussions during the seminar. Research assistants advise and discuss problems with the students during the period of preparing their essay.</p>					
	<b>Themes</b>	<b>Learning objectives</b>				
	Selected case studies	To analyze the selected case. To evaluate the co-operation and to identify success factors and shortcomings. To recommend improvements.				
<b>5</b>	<b>Learning outcomes:</b>					
	<p><b>Academic:</b> Students have to write an individual essay on a case study assigned to them. After writing their essay students have to prepare a 30-minutes presentation of their case study in a group of two or three students. Students also have to be well prepared for discussing the results of the case studies presented to them. In writing the essay students should demonstrate their ability</p> <ul style="list-style-type: none"> <li>• to apply this knowledge to case studies,</li> <li>• to analyze and evaluate the case study,</li> <li>• to give recommendations for improving the co-operation.</li> </ul>					

	<p><b>Soft skills:</b> In addition to the requirements in writing their essay, in preparing their presentation students should demonstrate their ability</p> <ul style="list-style-type: none"> <li>• to productively work in a small group and,</li> <li>• to coordinate their work,</li> <li>• to bring together the best parts of their essays,</li> <li>• to give a concise view of the case study,</li> <li>• to structure their arguments,</li> <li>• to transform their arguments to insightful slides.</li> </ul> <p>This prepares especially for writing the Bachelor thesis.</p>								
6	<p><b>Description of possible electives within the modules:</b> none</p>								
7	<p><b>Examination:</b> Final Module Exam</p>								
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Writing, presentation and defense of a seminar paper plus additional short presentation (2 each for 5 days at 7h small groups with a maximum of 10 participants, attendance time, about 90 minutes.'s Presentation, defense, and feedback)</td> <td>15 pages + 90 min.</td> <td>100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Writing, presentation and defense of a seminar paper plus additional short presentation (2 each for 5 days at 7h small groups with a maximum of 10 participants, attendance time, about 90 minutes.'s Presentation, defense, and feedback)	15 pages + 90 min.	100 %
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10	<p><b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.</p>								
11	<p><b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)</p>								
12	<p><b>Module Prerequisites:</b> none</p>								
13	<p><b>Presence:</b> Attendance is mandatory. An attendance of 90% is required.</p>								
14	<p><b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics, Bachelor Mathematics, Bachelor Geography</p>								
15	<p><b>Responsible Lecturer:</b> Prof. Dr. Theresia Theurl</p>	<p><b>Department:</b> School of Business and Economics</p>							
16	<p><b>Misc.:</b></p>								

# Transport Economics and Logistics

<b>Module Title english:</b>		Transport Economics and Logistics				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 25	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	International Transport Markets	3	30 h (2 CH)	60
	2	Course	Logistics Management	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	<p>International Transport Markets: The lecture “International Transport Markets” is part of the module “Transport Economics and Logistics” together with the lecture “Logistics Management”. The modules “Principles of Transport Economics” and “Transport Economics and Logistics” perfectly complement each other. “International Transport Markets” deals with theoretical questions and contemporary problems of worldwide transportation markets. Logistics Management: The lecture ”Logistics Management“ focuses on the basics of logistics, its strategies, technical logistic systems, concepts and methods for designing, planning and managing logistic systems, and employed information systems. The course is divided into nine main topics, including logistics strategy, logistics systems, inbound logistics, production logistics, outbound logistics, logistic-related IT-systems, and logistic controlling.</p>					
	<b>Main topics and learning objectives:</b>					
<p>International Transport Markets: In the lecture “International Transport Markets” an economic view on international transport problems is established. It examines the specific challenges of sea, road, rail and air transport along the entire value chain. Furthermore economic models and methods are being applied to analyse economic problems in the transport sector. Students should attain profound knowledge of economic theory and practise concerning international transport markets. Logistics Management: The students shall be able to apply the gained skills and expertise to problems related to the management of logistic systems or logistic networks in a business environment.</p>						
	<b>Themes</b>	<b>Learning objectives</b>				
	International transport markets	To obtain an overview of international transport markets and to become acquainted with the different transport sectors. To understand why the demand for transportation products is derived.				
	Logistics management	To know and apply management models and analysis				
<b>5</b>	<b>Learning outcomes:</b>					
	<b>Academic:</b>					
<p>During the written examination students have to deal with different issues. Theory from the lectures is the thematic basis of the assessment. Typically, the written examination requires students to apply the theoretical concepts and methods following the methodology of worked on case studies. Working on class exercises will lead to an understanding of economic concepts and will promote the application to</p>						

	<p>problems of everyday life. Recognising and solving economic problems is the ultimate aim of the exercises and of the course. The same structure of questions and problems is used in the written examination.</p> <p><b>Soft skills:</b> After completing the module, students can assess the systems presented and used in the context of the specific market characteristics and thus overlook the entire logistics value chain, in order to solve logistical tasks in their future career.</p>								
6	<b>Description of possible electives within the modules:</b> none								
7	<b>Examination:</b> Final Module Exam								
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>120 min.</td> <td>100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	120 min.	100 %
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10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.								
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)								
12	<b>Module Prerequisites:</b> Basic knowledge of operations management and micro- and macroeconomics. This module cannot be taken together with the module "Logistics Management". The module "Transport Economics" is not excluded.								
13	<b>Presence:</b> none								
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics, Bachelor Mathematics, Bachelor Geography								
15	<b>Responsible Lecturer:</b> Professor Dr. Gernot Sieg	<b>Department:</b> School of Business and Economics							
16	<b>Misc.:</b>								



# Information Systems

<b>Module Title english:</b>		Information Systems				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
1	<b>Module No:</b> BWL 27	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
2	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
3	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Introduction to Information Sytems	3	30 h (2 CH)	60
2	Course	Specialization Information Systems	3	30 h (2 CH)	60	
4	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	Based on Knowledge about principles of Business Administrations, the students will learn how Data and Processes can be integrated into Information Systems and Information Technology. From the Curriculum of the Bachelor in Information Systems the Lecture “Introduction to Information Systems” is integral part of the Module. Further information about this Lecture are integrated in the Module Compendium of the Bachelor in Information Systems. Special Aspects from this lecture will be discussed in more detail in the second lecture “Specialization: Information Systems”.					
	<b>Main topics and learning objectives:</b>					
	The Students will get an overview of the field of Information Systems. Single aspects will be discussed in more detail:					
	<b>Themes</b>	<b>Learning objectives</b>				
	Data modelling	The relation of Data in Businesses can be visualised via Entity-Relationship-Models. Furthermore the conceptional models can be translated into databases and simple queries on databases with SQL are possible.				
	Process modelling	Business Processes can be modelled with Event-driven Process Chains (EPC). Additionally, the difference between generic Process Modeling Languages such as EPC and semantic Process Modeling Languages such as PICTURE are known.				
	Application Systems	The fields of application for information technology in Businesses are understood.				
	Software Engineering	Methods and Phases of Software Engineering are known and understood.				
5	<b>Learning outcomes:</b>					
	<b>Academic:</b> The participants will get a comprehensive overview of the profile and methods of Information Systems. They are able to describe requirements for Application Systems and Information Technology in words and with conceptual models. They are able to support the design and sourcing of such technologies.					
	<b>Soft skills:</b>					

	The lecture is combined with practical studies, which are integrated into the lecture time and where students work in teams.		
6	<b>Description of possible electives within the modules:</b> none		
7	<b>Examination:</b> Final Module Exam		
8	<b>Relevant Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>
	Final written exam	60 min.	100 %
9	<b>Study Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	
	Participation in excursion; For excused absence: Thesis	1 day / 5 pages	
	Preparation of and participation in mid-presentation	10 min.	
	Preparation of and participation in final presentation	10 min.	
	Complete and punctual handing in of project documentation	approx. 25 pages	
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)		
12	<b>Module Prerequisites:</b> none		
13	<b>Presence:</b> Attendance is highly recommended. The attendance in the following parts of the Lecture “Introduction to Information Systems” is compulsory: - Excursion - Mid-presentation - Final presentation Absence during the excursion must be substituted by a separate thesis. Without a separate thesis, the MTP will not be passed. Absence during presentations has to be excused. The module only can be passed if at least only one presentation is missed due to a excused reason.		
14	<b>Use of the module for other course programs:</b> Bachelor Economics		
15	<b>Responsible Lecturer:</b> Prof. Dr. Dr. h.c. Jörg Becker		<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>		

# Advanced Statistics

<b>Module Title english:</b>		Advanced Statistics						
<b>Course Program:</b>		Bachelor Business Administration PO 2010						
1	<b>Module No:</b> BWL 28	<b>State:</b> Elective	<b>Language of Instruction:</b> English					
2	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180			
3	<b>Module Structure:</b>							
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>		
	1	Course	Advanced Statistics	3	30 h (2 CH)	60		
	2	Exercise	Class Advanced Statistics	3	30 h (2 CH)	60		
4	<b>Module Contents:</b>							
	<p><b>Background and relations to other courses:</b> This module deepens and enhances the material introduced in the module Statistics. It introduces the basic tools required for all more advanced modules in statistics and econometrics, in particular Econometrics 1 and Econometrics 2.</p> <p><b>Main topics and learning objectives:</b></p> <table border="1"> <thead> <tr> <th>Themes</th> <th>Learning objectives</th> </tr> </thead> <tbody> <tr> <td>Probability theory, probability spaces, multivariate random variables, estimation methods, hypothesis testing.</td> <td>To understand and be able to apply probability theory, estimation methods, and hypothesis testing.</td> </tr> </tbody> </table>					Themes	Learning objectives	Probability theory, probability spaces, multivariate random variables, estimation methods, hypothesis testing.
Themes	Learning objectives							
Probability theory, probability spaces, multivariate random variables, estimation methods, hypothesis testing.	To understand and be able to apply probability theory, estimation methods, and hypothesis testing.							
5	<b>Learning outcomes:</b>							
	<p><b>Academic:</b> This module provides a deeper knowledge of probability theory and the statistical foundation of econometrics. Students are being prepared for empirical economic research. They learn to assess the suitability of empirical methods.</p> <p><b>Soft skills:</b> Clear Thinking</p>							
6	<b>Description of possible electives within the modules:</b> none							
7	<b>Examination:</b> Final Module Exam							
8	<b>Relevant Work:</b>							
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>					
	Final written exam	90 min.	100 %					
9	<b>Study Work:</b>							
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>						

	none	
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
<b>11</b>	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
<b>12</b>	<b>Module Prerequisites:</b> Recommended: Module Statistics	
<b>13</b>	<b>Presence:</b> none	
<b>14</b>	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics, Bachelor Mathematics, Bachelor Geography	
<b>15</b>	<b>Responsible Lecturer:</b> Professor Dr. Bernd Wilfling	<b>Department:</b> School of Business and Economics
<b>16</b>	<b>Misc.:</b>	

# Econometrics I

<b>Module Title english:</b>		Econometrics I						
<b>Course Program:</b>		Bachelor Business Administration PO 2010						
1	<b>Module No:</b> BWL 29	<b>State:</b> Elective	<b>Language of Instruction:</b> English					
2	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180			
3	<b>Module Structure:</b>							
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>		
	1	Course	Econometrics I	3	30 h (2 CH)	60		
	2	Exercise	Class Econometrics I	3	30 h (2 CH)	60		
4	<b>Module Contents:</b>							
	<p><b>Background and relations to other courses:</b> This module deepens and enhances the material introduced in the module Empirical Economics.</p> <p><b>Main topics and learning objectives:</b></p> <table border="1"> <thead> <tr> <th>Themes</th> <th>Learning objectives</th> </tr> </thead> <tbody> <tr> <td>Simple linear regression; multiple linear regression; t-test; F-test; omitted variable bias; nonlinearities</td> <td>To understand and be able to apply the econometric methods.</td> </tr> </tbody> </table>					Themes	Learning objectives	Simple linear regression; multiple linear regression; t-test; F-test; omitted variable bias; nonlinearities
Themes	Learning objectives							
Simple linear regression; multiple linear regression; t-test; F-test; omitted variable bias; nonlinearities	To understand and be able to apply the econometric methods.							
5	<b>Learning outcomes:</b>							
	<p><b>Academic:</b> This module provides the elementary econometrics methods required for empirical economics. The linear regression model under standard assumptions is dealt with in a rigorous way. In addition, some violations of the standard assumptions are considered.</p> <p><b>Soft skills:</b> Clear thinking.</p>							
6	<b>Description of possible electives within the modules:</b> none							
7	<b>Examination:</b> Final Module Exam							
8	<b>Relevant Work:</b>							
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>					
	Final written exam	90 min.	100 %					
9	<b>Study Work:</b>							
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>						
	none							

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> Recommended: Modules Statistics, Advanced Statistics.	
13	<b>Presence:</b> recommended	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics, Bachelor Mathematics, Bachelor Geography	
15	<b>Responsible Lecturer:</b> Professor Dr. Bernd Wilfling	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b> This module is taught in the second half of the winter term. It is advisable to attend the module Advanced Statistics in the first half of the term. In addition, it is advisable to attend the module Econometrics 2 in the following summer term.	

## Econometrics II

<b>Module Title english:</b>		Econometrics II						
<b>Course Program:</b>		Bachelor Business Administration PO 2010						
<b>1</b>	<b>Module No:</b> BWL 30	<b>State:</b> Elective	<b>Language of Instruction:</b> English					
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180			
<b>3</b>	<b>Module Structure:</b>							
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>		
	1	Course	Econometrics II	3	30 h (2 CH)	60		
	2	Exercise	Class Econometrics II	3	30 h (2 CH)	60		
<b>4</b>	<b>Module Contents:</b>							
	<p><b>Background and relations to other courses:</b> This module deepens and enhances the material introduced in the modules Empirical Economics and Econometrics I.</p> <p><b>Main topics and learning objectives:</b></p> <table border="1"> <thead> <tr> <th><b>Themes</b></th> <th><b>Learning objectives</b></th> </tr> </thead> <tbody> <tr> <td>Dummy variables and interactions; heteroskedasticity; generalized least squares; autocorrelation; stochastic convergence and limit theorems; stochastic exogenous variables; IV estimation; dynamic models; interdependent equations systems</td> <td>To understand and be able to apply the econometric methods.</td> </tr> </tbody> </table>					<b>Themes</b>	<b>Learning objectives</b>	Dummy variables and interactions; heteroskedasticity; generalized least squares; autocorrelation; stochastic convergence and limit theorems; stochastic exogenous variables; IV estimation; dynamic models; interdependent equations systems
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Dummy variables and interactions; heteroskedasticity; generalized least squares; autocorrelation; stochastic convergence and limit theorems; stochastic exogenous variables; IV estimation; dynamic models; interdependent equations systems	To understand and be able to apply the econometric methods.							
<b>5</b>	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> This module provides the elementary econometrics methods required for empirical economics. The most important violations of the standard assumptions of the linear regression model are considered.</p> <p><b>Soft skills:</b> Clear Thinking</p>							
<b>6</b>	<b>Description of possible electives within the modules:</b> none							
<b>7</b>	<b>Examination:</b> Final Module Exam							
<b>8</b>	<b>Relevant Work:</b>							
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>					
	Final written exam	90 min.	100 %					
<b>9</b>	<b>Study Work:</b>							
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>						
	none							

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> Recommended: Modules Statistics, Advanced Statistics, Econometrics 1.	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics, Bachelor Mathematics, Bachelor Geography	
15	<b>Responsible Lecturer:</b> Professor Dr. Bernd Wilfling	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	



## Selected Topics in Business Administration

<b>Module Title english:</b>		Selected Topics in Business Administration																					
<b>Course Program:</b>		Bachelor Business Administration PO 2010																					
<b>1</b>	<b>Module No:</b> BWL 31	<b>State:</b> Elective	<b>Language of Instruction:</b> German and English																				
<b>2</b>	<b>Turn:</b> each term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180																		
<b>3</b>	<b>Module Structure:</b> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 5%;">No</th> <th style="width: 15%;">Type</th> <th style="width: 45%;">Course</th> <th style="width: 5%;">CP</th> <th style="width: 15%;">Presence (h + CH)</th> <th style="width: 15%;">Self-Study (h)</th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1</td> <td>Course / Exercise</td> <td>Selected Topics in Business Administration</td> <td style="text-align: center;">6</td> <td>60 h (4 CH)</td> <td style="text-align: center;">120</td> </tr> <tr> <td style="text-align: center;">2</td> <td>Seminar</td> <td>Selected Topics in Business Administration</td> <td style="text-align: center;">6</td> <td>30 h (2 CH)</td> <td style="text-align: center;">150</td> </tr> </tbody> </table>					No	Type	Course	CP	Presence (h + CH)	Self-Study (h)	1	Course / Exercise	Selected Topics in Business Administration	6	60 h (4 CH)	120	2	Seminar	Selected Topics in Business Administration	6	30 h (2 CH)	150
No	Type	Course	CP	Presence (h + CH)	Self-Study (h)																		
1	Course / Exercise	Selected Topics in Business Administration	6	60 h (4 CH)	120																		
2	Seminar	Selected Topics in Business Administration	6	30 h (2 CH)	150																		
<b>4</b>	<b>Module Contents:</b> <b>Background and relations to other courses:</b> In this module different subjects will be deepened, eventually also through guest lecturers. The course is given irregularly. <b>Main topics and learning objectives:</b> This module gives the possibility to deal with topics and problems, which are not part of the regular program or to deepen topics and problems of the regular program.																						
<b>5</b>	<b>Learning outcomes:</b> <b>Academic:</b> The module either enhances the horizon of the students by dealing with topics and problems that are not part of the regular program or it deepens their knowledge in certain business topics and problems. <b>Soft skills:</b> If its a seminar. Knowledge of how to work scientifically.																						
<b>6</b>	<b>Description of possible electives within the modules:</b> none																						
<b>7</b>	<b>Examination:</b> Final Module Exam																						
<b>8</b>	<b>Relevant Work:</b> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 10px;"> <thead> <tr> <th style="width: 50%;">Number and Type; Connection to Course</th> <th style="width: 20%;">Duration</th> <th style="width: 30%;">Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>If a course/exercise is absolved: Final written exam</td> <td style="text-align: center;">90 min.</td> <td style="text-align: center;">100 %</td> </tr> <tr> <td>If a seminar is absolved: paper and presentation</td> <td style="text-align: center;">12 pages + 30 min.</td> <td style="text-align: center;">100 %</td> </tr> </tbody> </table>					Number and Type; Connection to Course	Duration	Part of final mark in %	If a course/exercise is absolved: Final written exam	90 min.	100 %	If a seminar is absolved: paper and presentation	12 pages + 30 min.	100 %									
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none																							

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration	
15	<b>Responsible Lecturer:</b> Professor Dr. Peter Kajüter	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# Business Ethics

<b>Module Title english:</b>		Business Ethics				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL 32	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Business ethics I	3	30 h (2 CH)	60
	2	Course	Business ethics II	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> The lecture on Business Ethics serves as an introduction into the most important parts of ethics being central to economic sciences. The module Business Ethics includes one lecture (4 h) which is given for the whole semester.</p> <p><b>Main topics and learning objectives:</b> This course introduces students to basic ethical concepts (consequentialism, deontology and virtue ethics) and applies them to economically relevant issues. Criteria will be developed by which actions can be morally evaluated. The analysis of ethical conflict situations follows game-theoretic modeling and microeconomic concepts. There will be a systematical distinction between institutional-ethical issues of the framework, questions of business ethics and issues of individual ethics in business principal-agent relationships. In terms of corporate practice, important topics such as "Corporate Governance" or "corporate social responsibility" will be theoretically sound. They will be derived from the principles learned and systematically integrated into the overall picture of the economic and business ethics. Questions about the justification and validity issues of business ethics set complete the module.</p>					
<b>5</b>	<b>Learning outcomes:</b>					
	<p><b>Academic:</b> The students learn to recognize moral conflict situations and their description in the term dimensions of ethics. Applying game theory and formal analytical methodology, analytical insight for specific aspects of social and economic relations will be trained. A strong foundation in reality of business issues helps to make use of the content learned in business and everyday life. The literature gives an introduction resp. deeper insight in the relevant economic discourses of ethics.</p> <p><b>Soft skills:</b> The course requires the active participation and collaboration of students. In particular, their language skills and ability to argue in ethical issues should be promoted through discussions and responses. Their sensitivity to ethical issues and solutions will be sharpened. They will be able to better identify and resolve problem areas in business reality.</p>					
<b>6</b>	<b>Description of possible electives within the modules:</b> none					
<b>7</b>	<b>Examination:</b> Final Module Exam					
<b>8</b>	<b>Relevant Work:</b>					

	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>
	Final written exam	90 min.	100 %
<b>9</b>	<b>Study Work:</b> <b>Number and Type; Connection to Course</b>		<b>Duration</b>
	none		
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
<b>11</b>	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)		
<b>12</b>	<b>Module Prerequisites:</b> If this module is absolved, the course "Business ethics I" cannot be absolved as part of the module "Business Skills".		
<b>13</b>	<b>Presence:</b> none		
<b>14</b>	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics, Bachelor Mathematics, Bachelor Geography		
<b>15</b>	<b>Responsible Lecturer:</b> Professor Dr. Christian Müller	<b>Department:</b> School of Business and Economics	
<b>16</b>	<b>Misc.:</b>		

## Finance & Accounting Seminar

<b>Module Title english:</b>		Finance & Accounting Seminar				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL-S1	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German and English			
<b>2</b>	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Seminar	Finance & Accounting Fallstudienseminar	6	30 h (2 CH)	150
	2	Seminar	INTOP	6	30 h (2 CH)	150
<b>4</b>	<p><b>Module Contents:</b></p> <p><b>Background and relations to other courses:</b> In this seminar students have to apply the theoretical knowledge that they have gained in the previous semesters to solve practical problems.</p> <p><b>Main topics and learning objectives:</b> Finance and Accounting Case Study Seminar: The seminar covers several different topics in finance and accounting. The main theme of the seminar varies from year to year. Students will solve case studies in groups.</p> <p>INTOP: INTOP (International Operations Simulation) is the first major business game to deal with the specific problems of multinational companies and worldwide business operations. INTOP derives its special significance from the fact, that the international market became an increasingly vital element of the business environment. The business game INTOP simulates a supply oligopoly with a polypolistic demand structure. Because the participants, functioning as the executive boards of different publicly listed INTOP IV-companies, have the shareholders' capital at their disposal, they have to consider the interests of their investors when establishing a set of objectives. Therefore the participants have the task to maximize their companies' cumulative profit under the constraint of a minimum equity ratio through the adjustment of decisions in the different company division. To take part in INTOP, interested students have to overcome an election process. Based on the written applications' evaluations 20 – 30 students will be elected. Selection criteria are high marks in former exams and an adequate knowledge achieved during previous education. The particular advantage of INTOP is the interdisciplinary aspect of the game: the decision-making process requires a number of truly entrepreneurial, strategic decisions relating to business objectives and operating principles. By providing the participants with a comprehensive set of given data, the business game emphasizes strategy, tactics and operational problems. With INTOP the students have to determine the business size, target markets, marketing and production programs as well as the investment and finance policies and the company's organization. The major objective of INTOP is to enhance the understanding of problems of international business operations in general and of multinational enterprises in particular. The game is structured so as to provide training and education in both the fields of "general business administration" and "international management". In order to solve international entrepreneurial problems, the high level of realism of the game requires an advanced degree of analytical thinking, conceptual abilities and imagination.</p>					

	<b>Themes</b>	<b>Learning objectives</b>
	INTOP:	All participants learn to operate with short-term bank loans, treasury notes, credits from suppliers and non-interest-bearing receivables and liabilities.
	Company Organization	Each team of students (company) has to appoint individual business responsibilities to each student. The following activities must be conducted by each team: marketing/ market research, investment/ raw material purchasing/ production/ warehousing, research & development/ patents, financing/ taxes/ logistics policy, information systems/ annual financial statements.
	Marketing Management	The students achieve skills in following areas: pricing policy, advertising policy, product design and assortment of goods policy, distribution policy and market research
	Production	The students learn to chose the right production program and to calculate the costs of production
	Taxes	The educational objective is to learn how to best reduce tax expenses by applying the following options: inter-company pricing policy and interest policy for the invested capital
	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> Finance and Accounting Case Study Seminar: During the 60 minute written examination the students have to apply quantitative and qualitative concepts learned in class and via the case studies to present solutions to different problems based on the whole course content. In the written examination, the student should demonstrate the ability</p> <ul style="list-style-type: none"> <li>• to develop a coherent argument within a limited period of time,</li> <li>• to integrate and apply several concepts,</li> <li>• to solve practical problems.</li> </ul> <p>INTOP The INTOP business game has various objectives:</p> <ul style="list-style-type: none"> <li>• The participants must determine financial objectives, formulate accompanying strategies and make decisions each quarter according to their long-term strategy</li> <li>• The participants learn to establish the relationship between the decisions and their consequences and new decisions</li> <li>• The learning-by-doing-effect enables the participants to apply their prior knowledge</li> <li>• The students are encouraged to reduce the time for making decisions which helps to focus on the most relevant decision criteria.</li> <li>• Based on experience made throughout the game, the students learn to judge the importance of relevant economic instruments</li> <li>• In order to solve international entrepreneurial problems, the high level of realism of the game requires an advanced degree of analytical thinking, conceptual abilities and imagination.</li> <li>• Inside the group assignment the students should demonstrate the ability to productively work in groups and their ability to coordinate with peers.</li> </ul> <p><b>Soft skills:</b> In addition, students can solve complex problems in a team. They have advanced communication, presentation and conflict resolution skills.</p>	
<b>5</b>		
<b>6</b>	<b>Description of possible electives within the modules:</b> One of the courses has to be absolved.	
<b>7</b>	<b>Examination:</b> Examinations for every part of the module	
<b>8</b>	<b>Relevant Work:</b>	

	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>
	Written exam on Finance & Accounting Case Study Seminar	60 min.	60 %
	Case studies on Finance & Accounting Case Study Seminar	2 x 5 pages	40 %
	seminar paper on INTOP (subject will be given at the beginning of the semester)	12 - 15 pages	60 %
	INTOP Business Simulation Game	6 - 8 rounds á 8 h	20 %
	Presention (INTOP)	20 min. per group	20 %
<b>9</b>	<b>Study Work:</b> <b>Number and Type; Connection to Course</b>		<b>Duration</b>
	none		
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
<b>11</b>	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)		
<b>12</b>	<b>Module Prerequisites:</b> The knowledge of the second year of study, especially in accounting, taxations, and corporate finance is expected. For the INTOP seminar, the number of participants allowed can be limited.		
<b>13</b>	<b>Presence:</b> none		
<b>14</b>	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics		
<b>15</b>	<b>Responsible Lecturer:</b> Professor Dr. Thomas Langer	<b>Department:</b> School of Business and Economics	
<b>16</b>	<b>Misc.:</b>		

# Integrated Management Seminar

<b>Module Title english:</b>		Integrated Management Seminar				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BWL-S2	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German and English			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Seminar	Innovation Management	6	45 h (3 CH)	135
	2	Seminar	Case Study Seminar Strategic Management	6	45 h (3 CH)	135
	3	Seminar	INTOP (English)	6	60 h (4 CH)	120
<b>4</b>	<p><b>Module Contents:</b></p> <p><b>Background and relations to other courses:</b> The module combines and integrates relevant management concepts that have been taught among others in the modules Foundations of Business Administration, Foundations of Marketing, Management Account and Control and Management and Governance and broadens the acquired knowledge by innovationspecific and strategic aspects.</p> <p><b>Main topics and learning objectives:</b></p> <p><b>Innovation Management:</b> The general learning objective is to acquire a comprehensive and in-depth theoretical grounding in Innovation Management, which is also directly relevant to management practice. The main topics are as stated below:</p> <p><b>Case Study Seminar Strategic Management:</b> The goals of this course incorporate the application of general knowledge strategic management as well as specialized issues. So this course combines the broad view of business topics with detailing on certain topics in the field of strategic management. These topics are selected related to current research in the field of Management Accounting and Control. High scientific standards as well as the possibility to implement the corresponding solutions in companies determine the selection process for this course.</p> <p><b>INTOP:</b> INTOP (International Operations Simulation) is the first major business game to deal with the specific problems of multinational companies and worldwide business operations. INTOP derives its special significance from the fact, that the international market became an increasingly vital element of the business environment. The business game INTOP simulates a supply oligopoly with a polypolistic demand structure. Because the participants, functioning as the executive boards of different publicly listed INTOP IV-companies, have the shareholders' capital at their disposal, they have to consider the interests of their investors when establishing a set of objectives. Therefore the participants have the task to maximize their companies' cumulative profit under the constraint of a minimum equity ratio through the adjustment of decisions in the different company division. To take part in INTOP, interested students have to overcome an election process. Based on the written applications' evaluations 20 – 30 students will be elected. Selection criteria are high marks in former exams and an adequate knowledge achieved during previous education.</p> <p>The particular advantage of INTOP is the interdisciplinary aspect of the game: the decision-making process requires a number of truly entrepreneurial, strategic decisions relating to business objectives and operating principles. By providing the participants with a comprehensive set of given data, the</p>					



business game emphasizes strategy, tactics and operational problems. With INTOP the students have to determine the business size, target markets, marketing and production programs as well as the investment and finance policies and the company's organization. The major objective of INTOP is to enhance the understanding of problems of international business operations in general and of multinational enterprises in particular. The game is structured so as to provide training and education in both the fields of "general business administration" and "international management". In order to solve international entrepreneurial problems, the high level of realism of the game requires an advanced degree of analytical thinking, conceptual abilities and imagination.

<b>Themes</b>	<b>Learning objectives</b>
Innovation Management:	
Introduction to Innovation Management	To familiarize with the basic concepts and typology of Innovation Management. To learn about different facets of Innovation Management, its relevance and major goals.
Innovation Management Framework	To understand the framework in which a company's Innovation Management is operating. Thus, it is necessary to differentiate between the macro and micro environment and relevant situational factors.
Innovation Management Strategies	To understand the strategic nature of Innovation Management. To learn about different Innovation Management strategies such as product development strategies, brand strategies, market entry strategies, and cooperation strategies.
Innovation Process	To understand the procedural character of Innovation Management and to internalize the different process phases from initial situation analysis to eventual market launch.
Innovation Organization	To raise awareness that organizational structures, individual roles and corporate cultures have a significant influence on a company's innovativeness.
Case Study Seminar Strategic Management:	
Controlling of Internationalization	To be able to pursue internationalization strategies and handle adequate tools in the field of management accounting and control.
M & A	To be able to judge whether or not deals are beneficial. This includes valuation issues as well as the proper implementation of post merger integration tools to raise value from deals.
Strategic decisions concerning products and markets	To identify which products to bring to which markets. This decision is crucial to almost every business and therefore needs guidance by management accounting and control.
INTOP:	
Company Organization	Each team of students (company) has to appoint individual business responsibilities to each student. The following activities must be conducted by each team: marketing/ market research, investment/ raw material purchasing/ production/ warehousing, research & development/ patents, financing/ taxes/ logistics policy, information systems/ annual financial statements.

	<table border="1"> <tr> <td data-bbox="209 174 531 300">Marketing Management</td> <td data-bbox="531 174 1444 300">The students achieve skills in following areas: pricing policy, advertising policy, product design and assortment of goods policy, distribution policy and market research</td> </tr> <tr> <td data-bbox="209 300 531 389">Production</td> <td data-bbox="531 300 1444 389">The students learn to chose the right production program and to calculate the costs of production</td> </tr> <tr> <td data-bbox="209 389 531 510">Taxes</td> <td data-bbox="531 389 1444 510">The educational objective is to learn how to best reduce tax expenses by applying the following options: inter-company pricing policy and interest policy for the invested capital</td> </tr> <tr> <td data-bbox="209 510 531 613">Financial Management</td> <td data-bbox="531 510 1444 613">All participants learn to operate with short-term bank loans, treasury notes, credits from suppliers and non-interest-bearing receivables and liabilities.</td> </tr> </table>	Marketing Management	The students achieve skills in following areas: pricing policy, advertising policy, product design and assortment of goods policy, distribution policy and market research	Production	The students learn to chose the right production program and to calculate the costs of production	Taxes	The educational objective is to learn how to best reduce tax expenses by applying the following options: inter-company pricing policy and interest policy for the invested capital	Financial Management	All participants learn to operate with short-term bank loans, treasury notes, credits from suppliers and non-interest-bearing receivables and liabilities.
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5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b></p> <p>Innovation Management:  The final written examination (90 minutes) will cover all topics discussed in the lecture and the groups. In dealing with the case studies, students should demonstrate the ability:</p> <ul style="list-style-type: none"> <li>• to apply the theoretical concepts introduced in the lecture to specific business problems,</li> <li>• to deal with novel problems relevant to practice, to self-develop approaches to solve these, and to give well-founded recommendations for management decisions,</li> <li>• to productively work in small groups and further develop own ideas in class.</li> </ul> <p>In the final written examination, students should demonstrate the ability:</p> <ul style="list-style-type: none"> <li>• to develop a coherent argument within a limited period of time,</li> <li>• to integrate and apply different concepts and theories introduced in the course.</li> </ul> <p>Case Study Seminar Strategic Management:  In four different business cases the students have to deal with real company issues and prepare solutions in the area of strategic management. During the 60 minute written examination students have to deal with another short case as well as questions concerning the theoretical background of strategic management. Typically, the written examination requires students to apply the theoretical concepts and methods following the case study methodology. In the written examination as well as during the oral presentations, students are supposed to demonstrate their abilities</p> <ul style="list-style-type: none"> <li>• to solve problems effectively within a limited period of time,</li> <li>• to transfer and integrate knowledge, methods and theory from lectures and workshops,</li> <li>• to present their solutions in a coherent and sophisticated manner,</li> <li>• to select and identify the most relevant aspects first.</li> </ul> <p>INTOP  The INTOP business game has various objectives:</p> <ul style="list-style-type: none"> <li>• The participants must determine financial objectives, formulate accompanying strategies and make decisions each quarter according to their long-term strategy</li> <li>• The participants learn to establish the relationship between the decisions and their consequences and new decisions</li> <li>• The learning-by-doing-effect enables the participants to apply their prior knowledge</li> <li>• The students are encouraged to reduce the time for making decisions which helps to focus on the most relevant decision criteria.</li> <li>• Based on experience made throughout the game, the students learn to judge the importance of relevant economic instruments</li> <li>• In order to solve international entrepreneurial problems, the high level of realism of the game requires an advanced degree of analytical thinking, conceptual abilities and imagination.</li> <li>• Inside the group assignment the students should demonstrate the ability to productively work in groups and their ability to coordinate with peers.</li> </ul> <p><b>Soft skills:</b>  The module Integrated Management Seminar teaches building proper logical reasoning chains, their discussion and defense. Through interactive work in the course also integrative thinking and the transfer of abstract models of business administration will be trained on the specific decision-making</p>								

	situations. Since parts of the module is taught in English, thus, the business English skills of the students are increased.																												
6	<b>Description of possible electives within the modules:</b> Students must absolve either (a) the seminar innovation management or (b) the case study seminar Strategic Management or (c) INTOP.																												
7	<b>Examination:</b> Examinations for every part of the module																												
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10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.																												
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)																												
12	<b>Module Prerequisites:</b> none. The number of participants allowed for INTOP can be restricted.																												
13	<b>Presence:</b> none																												
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics																												
15	<b>Responsible Lecturer:</b> Univ.-Prof. Dr. Thorsten Hennig-Thurau	<b>Department:</b> School of Business and Economics																											

<b>16</b>	<b>Misc.:</b>
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# Microeconomics I

<b>Module Title english:</b>		Microeconomics I				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> VWL 1	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German, partly English			
<b>2</b>	<b>Turn:</b> each term	<b>Duration:</b> 2 terms	<b>Semester:</b> 1, 2	<b>CP:</b> 12	<b>Workload (h):</b> 360	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Principles of Economics (German and English)	1.5	30 h (2 CH)	15
	2	Exercise	Tutorial on Principles of Economics	1.5	30 h (2 CH)	15
	3	Course	Microeconomics	6	60 h (4 CH)	120
4	Exercise	Exercises in Microeconomics	3	30 h (2 CH)	60	
<b>4</b>	<b>Module Contents:</b> <b>Main topics and learning objectives:</b> The course "Principles of Economics" deals with the basics of economic activity, of markets and market failures. The course "Microeconomics" deals with the theory of the household on the one hand (optimal household behavior, demand for goods, factor supply, insurance and uncertainty) and with the theory of the firm on the other (theory of production, least cost combination, supply of goods, factor demand). Moreover, theorems of welfare economics and incomplete markets are discussed. The aim of the exercises is to deepen the theoretical understanding acquired in the courses by providing problem sets that are solved by the students.					
<b>5</b>	<b>Learning outcomes:</b> <b>Academic:</b> Students acquire an overview over the basic concepts of economics. They are able to understand and apply central theories and models. The courses of this module form a basis for more advanced courses.					
<b>6</b>	<b>Description of possible electives within the modules:</b> none					
<b>7</b>	<b>Examination:</b> Examinations for every part of the module					
<b>8</b>	<b>Relevant Work:</b>					
	<b>Number and Type; Connection to Course</b>		<b>Duration</b>	<b>Part of final mark in %</b>		
	Written exam on Principles of Economics		60 min.	25 %		
Written exam on Microeconomics		60 min.	75 %			
<b>9</b>	<b>Study Work:</b>					
	<b>Number and Type; Connection to Course</b>			<b>Duration</b>		
none						

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 7.02% (12 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Mathematics, Bachelor Geography	
15	<b>Responsible Lecturer:</b> Professor Dr. Martin Bohl, Professor Dr. Andreas Löschel	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b> The course “Principles in Economics” is offered in each winter term, the courses “Microeconomics” and “Exercises in Microeconomics “ each summer term.	

# Macroeconomics I

<b>Module Title english:</b>		Macroeconomics I				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> VWL 2	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each winter term	<b>Duration:</b> 1 term	<b>Semester:</b> 3, 4	<b>CP:</b> 9	<b>Workload (h):</b> 270	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Macroeconomics I	6	60 h (4 CH)	120
	2	Exercise	Tutorial on Macroeconomics I	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	The course "Macroeconomics" describes and explains basic economical interrelations. A fundamental understanding of the principles of macroeconomics is essential for the further courses in (macro)economics.					
	<b>Main topics and learning objectives:</b>					
	The primary purpose of the course is to develop an understanding of the economic analysis. The students should be qualified to analyse and evaluate economic development as well as political intervention.					
	<b>Themes</b>		<b>Learning objectives</b>			
	National Accounting		Students should learn how the different factors of the national accounts are composed.			
	Classical / Neoclassical Economics Keynesian Economics Neoclassical Synthesis		Students should learn and understand the difference between the theories.			
	Money Creation		Students should learn how money can be created by the financial sector and what money creation implies for the real sector.			
Economic Policy Implication		Students should learn what are the pros and cons of economic policy implication within the different theories.				
Business Cycle and Growth		Students should learn the difference between a short run business cycle and long run economic growth.				
Monetarism		Students should learn and understand the difference between Monetarism and the theories discussed in the earlier part of the lecture.				
Philips Curve		Students should learn how inflation and unemployment are linked to each other and what are the policy effects				

	Unemployment	Students should learn how unemployment emerges and what might be effective measures to reduce unemployment							
5	<b>Learning outcomes:</b> <b>Academic:</b> After completing the modules, students are familiar with the instruments of macroeconomic analysis and capable to assess states, developments and economic policy measures. <b>Soft skills:</b> Problem solving skill. Development of knowledge, both individually and in team								
6	<b>Description of possible electives within the modules:</b> none								
7	<b>Examination:</b> Final Module Exam								
8	<b>Relevant Work:</b> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>60 min.</td> <td>100 %</td> </tr> </tbody> </table>			Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	60 min.	100 %
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10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.								
11	<b>Weight of the module grade for the overall grade:</b> 5.26% (9 of 171 CP)								
12	<b>Module Prerequisites:</b> Basic knowledge in quantitative methods in economics (mathematics, statistics) necessary. Microeconomics I strongly recommended.								
13	<b>Presence:</b> none								
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics								
15	<b>Responsible Lecturer:</b> Professor Dr. Bernd Kempa, Professor Dr. Ulrich Suntum	<b>Department:</b> School of Business and Economics							
16	<b>Misc.:</b>								



## Specialization in Economics

<b>Module Title english:</b>		Specialization in Economics				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> VWL 6a, VWL 6b, VWL 7a, VWL 8a, VWL 9-VWL 35	<b>State:</b> Elective	<b>Language of Instruction:</b> German and English			
<b>2</b>	<b>Turn:</b> each term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course / Exercise	Foundations of Regulation	6	60 h (4 CH)	120
	2	Course / Exercise	Foundations of Economic Policy	6	60 h (4 CH)	120
	3	Course / Exercise	New Institutional Economics	6	60 h (4 CH)	120
	4	Course / Exercise	Monetary Economics I	6	60 h (4 CH)	120
	5	Seminar	Monetary Economics II	6	30 h (2 CH)	150
	6	Course / Exercise	Foundations of Regional Economics	6	60 h (4 CH)	120
	7	Course / Exercise	Energy Economics I	6	60 h (4 CH)	120
	8	Seminar	Energy Economics II	6	30 h (2 CH)	150
	9	Course / Exercise	Trade Theory and Policy	6	60 h (4 CH)	120
	10	Course / Exercise	Advanced Statistics	6	60 h (4 CH)	120
	11	Course / Exercise	Econometrics I	6	60 h (4 CH)	120
	12	Course / Exercise	Ecnometrics II	6	60 h (4 CH)	120
	13	Course / Exercise	Foundations of Transport Econmics	6	60 h (4 CH)	120
	14	Course	Foundations of Transport Economics and Logistics	6	60 h (4 CH)	120
15	Course	Introduction to quantitative economics history	6	60 h (4 CH)	120	

	16	Course / Exercise	Business Cooperation: Governance	6	60 h (4 CH)	120									
	17	Course / Exercise	Business Cooperation: Management	6	60 h (4 CH)	120									
	18	Seminar	Business Cooperation: Current Cases	6	30 h (2 CH)	150									
4	<b>Module Contents:</b> <b>Main topics and learning objectives:</b> In this module students can choose out of the modules for the Bachelor of Economics (see above). The module descriptions for "International Economics", "Foundations of Regulation", "Foundations of Economic Policy", "New Institutional Economics" can be found on the following pages. The descriptions for the other module can be found in the module descriptions for the Bachelor of Economics.														
5	<b>Learning outcomes:</b> <b>Academic:</b> Deeper insights into economics will be gained.														
6	<b>Description of possible electives within the modules:</b> none														
7	<b>Examination:</b> Examinations for every part of the module														
8	<b>Relevant Work:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;">Number and Type; Connection to Course</th> <th style="width: 20%;">Duration</th> <th style="width: 30%;">Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>If course or course/exercise respectively is absolved: written exam</td> <td>max. 120 min.</td> <td>100 %</td> </tr> <tr> <td>If a seminar is absolved: paper and presentation</td> <td>max. 20 pages + max. 90 min.</td> <td>100 %</td> </tr> </tbody> </table>						Number and Type; Connection to Course	Duration	Part of final mark in %	If course or course/exercise respectively is absolved: written exam	max. 120 min.	100 %	If a seminar is absolved: paper and presentation	max. 20 pages + max. 90 min.	100 %
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10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.														
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)														
12	<b>Module Prerequisites:</b> Recommended: Microeconomics I, Macroeconomics I The modules "Business Cooperation: Governance", "Business Cooperation: Management", "Business Cooperation: Current Cases", "Advanced Statistics", "Econometrics I", "Econometrics II", "Foundations of Transport Economics and Logistics" can only be chosen if not yet chosen as a business elective. Only 2 of these former modules can be chosen at all.														
13	<b>Presence:</b> none														

14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics	
15	<b>Responsible Lecturer:</b> Professor Dr. Thomas Apolte, Professor Dr. Johannes Becker, Professor Dr. Martin Bohl, Professor Dr. Bernd Kempa, Professor Dr. Andreas Löschel, Professor Dr. Christian Müller, Professor Dr. Ulrich Pfister, Professor Dr. Aloys Prinz, Juniorprofessorin Dr. Andrea Schneider, Professor Dr. Gernot Sieg, Juniorprofessor Dr. Torben Stühmeier, Professor Dr. Ulrich Suntum, Prof. Dr. Theresia Theurl, Professor Dr. Bernd Wilfling	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

# Foundations of Regulation

<b>Module Title english:</b>		Foundations of Regulation				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> VWL 6a	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Foundations of Regulation	4	30 h (2 CH)	90
	2	Exercise	Tutorial on Foundations of Regulation	2	30 h (2 CH)	30
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	The lecture „Foundations of Regulation” is based on “Microeconomics I”. “Foundations of Regulation” builds on problems stemming from restraints of competition and shows how these problems can be solved by a reasoned regulation policy. Moreover, the lecture deals with theoretical questions and contemporary problems of competition policy.					
	<b>Main topics and learning objectives:</b>					
	In the lecture students become acquainted with basic theories of regulation. The course begins with the analysis of instruments that are able to solve market failure and their respective field of application. In order to facilitate understanding of the instruments functionality, practical examples are presented, analysed and discussed in detail. Students are also provided with basic knowledge in competition theory and policy. Thus, it is discussed why competition in markets is preferable from a social perspective and why companies try to avoid or reduce it. To enhance understanding, students are getting acquainted with several industrial economics models with different market structures and outcomes. The influence of market behaviour of economic entities is also analysed in detail. Finally, means of competition policy are analysed that are capable of overriding the respective restraints.					
	<b>Themes</b>	<b>Learning objectives</b>				
	Regulation of natural monopolies	To comprehend the emergence of natural monopolies. To understand the potential shortcomings of such monopolies. To know possible instruments that can solve potential shortcomings. To become acquainted with prominent practical examples.				
Strategies of competition policy	To be able to distinguish between different kinds of restraints from competition and to know the strategies of competition policy to remove them. To obtain an overview of national and European cases in competition policy.					
Horizontal agreements	To recognize horizontal agreements as restraints from competition and know about the consequences if they were let unsolved.					
Horizontal mergers	To comprehend how horizontal mergers arise and to be able to evaluate them.					
Vertical commitments and mergers	To recognise vertical commitments and mergers, to know how they evolve and how to be evaluated.					

	Abuses of market power	To determine the different forms of market power abuse and to evaluate the potential consequences.							
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> During the written examination students have to deal with several issues. Theory from the lectures is the basis of the assessment. Typically, the written examination requires students to apply the theoretical concepts and methods following the methodology of worked on case studies. Working on class exercises will lead to an understanding of economic concepts and will promote the application to problems of everyday life. Solving economic problems is the ultimate aim of the exercises and of the course. The same structure of questions and problems is used in the written examination.</p> <p><b>Soft skills:</b> Self confidence in political discussions as well as the competence to present economic issues safely and accurately, and to solve regulatory problems.</p>								
6	<b>Description of possible electives within the modules:</b> none								
7	<b>Examination:</b> Final Module Exam								
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10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.								
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)								
12	<b>Module Prerequisites:</b> none								
13	<b>Presence:</b> none								
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration								
15	<b>Responsible Lecturer:</b> Professor Dr. Gernot Sieg	<b>Department:</b> School of Business and Economics							
16	<b>Misc.:</b>								

## Foundations of Economic Policy (for Business)

<b>Module Title english:</b>		Foundations of Economic Policy (for Business)				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> VWL 6b	<b>State:</b> Elective	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Foundations of Economic Policy	4	30 h (2 CH)	90
	2	Exercise	Tutorial on Foundations of Economic Policy	2	30 h (2 CH)	30
<b>4</b>	<b>Module Contents:</b>					
	<b>Background and relations to other courses:</b>					
	Financial markets regulation, deregulation of utilities in the European Union, reducing carbon dioxide emissions or consumer protection regulation: We are surrounded by economic policy actions. But when are these policy measures really indicated and when do they lack an economic rationale? The course will introduce economic policy instruments and will develop criteria when policy actions are indicated and when these are supposed to be merely to the benefit of politicians.					
	<b>Main topics and learning objectives:</b>					
	The lecture and its exercises aim to explain economic policy that we observe in everyday life. The way how decisions are made and implemented by the actors of economic policy is the focus of this course. Furthermore the lecture and its exercises introduce economic policy instruments like pollution taxes or environmental regulations. Objectives, actors and instruments of economic policy are considered intensively. Students are to comprehend the economic reasoning for policy actions, they should be able assess, when such policy actions are to be applied and what drawbacks might be expected. Confronted with real-life examples they are supposed to evaluate the economic situation and suggest economic policy actions.					
	<b>Themes</b>	<b>Learning objectives</b>				
The need for economic policy	To learn about the basic questions of economic policy illustrated by an example from the news					
Paradigms of economic policy	To learn the difference between the concept of "Ordnungspolitik", which confines economic policy to rule setting tasks, and interventionist economic policy.					
Economic system, economic policy, governmental regulation	To learn about the economic policy goals, its actors and addressees. To understand the working principles of economic policy instruments and to learn the policy decision making process.					
Justification of economic policy in market economies	Starting from the situation of perfect markets students are to understand the reasons for market failure like externalities, subadditivity or information asymmetries. They are also to learn the limits of this allocative reasoning and					

		how distributive arguments are used in economic policy debates. They should learn how to discern allocative from distributive reasoning.						
	Economic policy players	To learn that policy intervention may cause economically detrimental policy failures. To understand the economic incentives of politicians, voters, bureaucrats and lobbyists and how this influences the policy decision making process. To comprehend that economics is a suitable instrument for analysing this process.						
5	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> Each student has to write the final examination. The examination covers the contents of the course, it is not possible to skip any part of the course, therefore students need to have a comprehensive understanding of treating economic policy problems. In the examination the student should demonstrate the knowledge of</p> <ul style="list-style-type: none"> <li>• basic economic policy paradigms,</li> <li>• criteria when economic policy measures should be applied,</li> <li>• the working principles of economic policy instruments,</li> <li>• when economic policy actions may be detrimental</li> </ul> <p>and should demonstrate the ability</p> <ul style="list-style-type: none"> <li>• to apply this knowledge to real-world example,</li> <li>• to construct suitable economic policy measures,</li> <li>• to elaborate the pros and cons of these suggested policy actions.</li> </ul> <p><b>Soft skills:</b> In this module, students learn especially the analysis of complex political-economic circumstances with multiple influences and abstract and lateral thinking. In the exercises, problem-solving skills are trained by examples.</p>							
6	<b>Description of possible electives within the modules:</b> none							
7	<b>Examination:</b> Final Module Exam							
8	<p><b>Relevant Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> <th>Part of final mark in %</th> </tr> </thead> <tbody> <tr> <td>Final written exam</td> <td>90 min.</td> <td>100 %</td> </tr> </tbody> </table>		Number and Type; Connection to Course	Duration	Part of final mark in %	Final written exam	90 min.	100 %
Number and Type; Connection to Course	Duration	Part of final mark in %						
Final written exam	90 min.	100 %						
9	<p><b>Study Work:</b></p> <table border="1"> <thead> <tr> <th>Number and Type; Connection to Course</th> <th>Duration</th> </tr> </thead> <tbody> <tr> <td>none</td> <td></td> </tr> </tbody> </table>		Number and Type; Connection to Course	Duration	none			
Number and Type; Connection to Course	Duration							
none								
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.							
11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)							
12	<b>Module Prerequisites:</b> none							
13	<b>Presence:</b> none							

14	<b>Use of the module for other course programs:</b> Bachelor Business Administration	
15	<b>Responsible Lecturer:</b> Prof. Dr. Theresia Theurl	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	



## International Economics (for Business students)

<b>Module Title english:</b>		International Economics (for Business students)						
<b>Course Program:</b>		Bachelor Business Administration PO 2010						
<b>1</b>	<b>Module No:</b> VWL 7a	<b>State:</b> Elective	<b>Language of Instruction:</b> German					
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 6	<b>Workload (h):</b> 180			
<b>3</b>	<b>Module Structure:</b>							
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>		
	1	Seminar	International Economics	6	45 h (3 CH)	135		
<b>4</b>	<b>Module Contents:</b>							
	<p><b>Background and relations to other courses:</b> The module offers an introduction to several topics and methods of international finance and extends the knowledge of Macroeconomics I.</p> <p><b>Main topics and learning objectives:</b></p> <table border="1"> <thead> <tr> <th><b>Themes</b></th> <th><b>Learning objectives</b></th> </tr> </thead> <tbody> <tr> <td>Composition and interdependencies in international money and financial markets; interdependencies among open economies; foreign exchange rate determination and policy; international monetary system and global consequences of currency and financial crises</td> <td>Ability to understand the dynamics in capital and financial markets; ability to solve problems self-contained</td> </tr> </tbody> </table>					<b>Themes</b>	<b>Learning objectives</b>	Composition and interdependencies in international money and financial markets; interdependencies among open economies; foreign exchange rate determination and policy; international monetary system and global consequences of currency and financial crises
<b>Themes</b>	<b>Learning objectives</b>							
Composition and interdependencies in international money and financial markets; interdependencies among open economies; foreign exchange rate determination and policy; international monetary system and global consequences of currency and financial crises	Ability to understand the dynamics in capital and financial markets; ability to solve problems self-contained							
<b>5</b>	<b>Learning outcomes:</b>							
	<p><b>Academic:</b> The module conveys baseline knowledge in the field of international economics. The aim of the course is to offer a deeper understanding of the functioning of capital and foreign exchange rate markets. Students are enabled to evaluate the states, dynamics and policy arguments self-contained, both model based and empirically founded.</p> <p><b>Soft skills:</b> The analysis of interdependencies conveys the ability to solve problems.</p>							
<b>6</b>	<b>Description of possible electives within the modules:</b> none							
<b>7</b>	<b>Examination:</b> Final Module Exam							
<b>8</b>	<b>Relevant Work:</b>							
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>					
	Final written exam	60 min.	100 %					
<b>9</b>	<b>Study Work:</b>							
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>						

	none	
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
<b>11</b>	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
<b>12</b>	<b>Module Prerequisites:</b> none	
<b>13</b>	<b>Presence:</b> none	
<b>14</b>	<b>Use of the module for other course programs:</b> Bachelor Business Administration	
<b>15</b>	<b>Responsible Lecturer:</b> Professor Dr. Bernd Kempa	<b>Department:</b> School of Business and Economics
<b>16</b>	<b>Misc.:</b>	

# Mathematics and IT

<b>Module Title english:</b>		Mathematics and IT				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> QRS1	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each term	<b>Duration:</b> 1 term	<b>Semester:</b> 1, 2	<b>CP:</b> 12	<b>Workload (h):</b> 360	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course / Exercise	Mathematics for Economics	7	75 h (5 CH)	105
	2	Course	Mathematics Refreshment Course	0	30 h (2 CH)	0
	3	Course	Financial Mathematics	2	15 h (1 CH)	45
	4	Course	Techniques in IT	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b>					
	<b>Main topics and learning objectives:</b>					
	<p>1. Mathematics are fundamental in every kind of quantitative study of business and economics. Mathematical skills are essentially needed, e.g., in Statistics, Operations Management and Finance. There are no prerequisites except a thorough knowledge of school mathematics, in particular differential and integral calculus for functions of one variable. 2. Financial mathematics is one of the most fundamental and traditional instruments of business administration. It is essentially deployed in professional as well as private life. Managers and investors require internal and external financial information taken as a basis for business and investment decisions. That information can be drawn from mathematical finance, which comprises the branches of applied mathematics concerned with financial markets and business accounting. 3. Information systems are used nearly everywhere in the academic study and later on in the job. The typical IT-tool of the manager for his job in planning and making decisions is the spreadsheet software. Therefore the professional use of Excel will be introduced, including the use of the features of Excel that base on the mathematical theories of the module like the solver. Most of the data needed can be found in databases. The students have to learn how to access these databases and to extract data using Access, SQL and ODBC.</p>					
	<b>Themes</b>	<b>Learning objectives</b>				
Systems of linear equations	To understand how to translate linear dependencies between economical variables into systems of linear equations and how to solve them. To find optimal solutions.					
Vectors and operations with vectors	To learn how to mathematize economic profiles by means of vectors and how to do and interpret elementary operations with vectors, such as linear combinations.					
Matrices and operations with matrices	To use matrices as mathematical models of linear economical mappings between groups of economical variables. To do basic operations such as products of matrices, matrix inverses, determinants and eigenvalues of					

	matrices and to understand how these operations are used in quantitative economics.
Series	To characterize economical series by means of implicit and explicit formulas. To sum up finite and infinite series. To understand the interrelation between power series and functions of one variable.
Diferential calculus	To understand how functions of several variables are used in quantitative economics. To learn the role of partial/directed/total derivatives as tools describing variational properties of those functions. To use implicit derivatives. To understand the interrelation between curvature of functions and their second-order-derivatives
Nonlinear Optimization	To use derivatives of functions in optimization of economically motivated differentiable functions. To understand the treatment of differentiable restrictions in optimization (Lagrange-method). Finally, to investigate the influence of exogenous variables on the optimal
Introduction to financial mathematics	To gain an overview over financial mathematics issues
Fundamentals of financial mathematics	To learn about the objective of financial mathematics, calculation of sequences and orders as basic tools as well as the calculation of logarithms
Interest calculation	To accomplish yearly, in the course of the year and constant interest calculation
Annuity computation	To accomplish yearly, eternal and progressive calculation of annuity
Repayment calculation	To accomplish the calculation of amortization by instalments and annuity repayment
Determination of rates, especialle effective interest rates	To understand the nexus of rate and return and the systematisation of capital debt. To accomplish the calculation of rate and return
Excel	To use a spreadsheet program for your own work in study and job. To structure the spreadsheets using the input-process-output way. To know the functions of decision making and finance. To make diagrams in many different ways. To Use Scenarios, Pivot-tables and Solver
Access, SQL and ODBC	To get use of the data in databases. To connect foreign databases with my personal database system. To select and to aggregate data of these databases using the techniques of SQL and QBE

<b>5</b>	<p><b>Learning outcomes:</b></p> <p><b>Academic:</b> The student should demonstrate the ability</p> <ul style="list-style-type: none"> <li>• to do mathematical calculations such as optimizations and solutions of economical equations which are necessary in further economical analyses.</li> <li>• to mathematize economical problems, that is find mathematical structure in those problems</li> <li>• to implement complex mathematical models in professional software like Excel</li> <li>• to use professional software to solve their problems but know the difference between academic and professional use of items</li> </ul> <p><b>Soft skills:</b> Reading and understanding formal texts (like mathematical formulas in economics), Working in small groups (self study) in order to solve mathematical problems, Presentation Skills (when visiting the tutorial), structuring given problems in a formal way, e.g. rows and columns</p>
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6	<b>Description of possible electives within the modules:</b> none		
7	<b>Examination:</b> Examinations for every part of the module		
8	<b>Relevant Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>
	Electronic Exam "Mathematics"	90 min.	58 %
	Written exam Financial Mathematics	30 min.	17 %
	Computerized exam "Techniques in IT" using Excel and Access	60 min.	25 %
9	<b>Study Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	
	none		
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
11	<b>Weight of the module grade for the overall grade:</b> 7.02% (12 of 171 CP)		
12	<b>Module Prerequisites:</b> none		
13	<b>Presence:</b> none		
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics		
15	<b>Responsible Lecturer:</b> Dr. Alfred Brink, Dr. Walter Schmitting, Dr. Ingolf Terveer		<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>		

# Statistics

<b>Module Title english:</b>		Statistics				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> QRS 2	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each term	<b>Duration:</b> 2 terms	<b>Semester:</b> 1, 2	<b>CP:</b> 12	<b>Workload (h):</b> 360	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Statistics I	3	30 h (2 CH)	60
	2	Exercise	Tutorial on Statistics I	3	30 h (2 CH)	60
	3	Course	Statistics II	3	30 h (2 CH)	60
	4	Exercise	Tutorial on Statistics II	3	30 h (2 CH)	60
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> The course Statistics I introduces (a) basic methods to describe empirical data, and (b) some of the basic tool of economic statistics. In conjunction with the course Statistics II this course is required for all more advanced courses and modules in econometrics and statistics.</p> <p><b>Main topics and learning objectives:</b> Statistics I: The main topics are: Basic notation and terminology, data sources, statistics software (R), absolute and relative frequencies, frequency tables, graphics and their manipulation, empirical distribution function, empirical quantiles and quantile function, measures of location and dispersion, aggregation of means and variances, histograms, Simpsons paradox, harmonic and geometric mean, growth rates and factors, index numbers, subindices, high dimensional data: frequencies, conditional distributions, descriptive independence, coefficient of correlation, rank correlation, contingency coefficient, descriptive regression, elementary time series analysis, seasonal adjustment, measures of inequality and concentration. The learning objective is to obtain a passive and active knowledge of all these concepts. The course Statistics II introduces the basics of probability theory and statistical inference. In conjunction with the course Statistics I this course is required for all more advanced courses and modules in econometrics and statistics. Statistics II: The main topics are: Basic notation and terminology, combinatorics, conditional probability, independence, Bayes theorem, random variables, distribution function, quantile function, discrete and continuous random variables, density function, linear transformations of random variables, expectation, variance, Bernoulli distribution, binomial distribution, Poisson distribution, geometric distribution, normal and standard normal distribution, exponential distribution, uniform distribution, joint distribution (bivariate), limit theorems, sample, sample function, statistics, point estimation, interval estimation, hypothesis tests for expectations and proportions, chi square tests of goodness of fit and independence. The learning objective is to obtain a passive and active knowledge of all these concepts.</p>					
<b>5</b>	<p><b>Learning outcomes:</b> <b>Academic:</b> After completion of this module, students will have elementary knowledge of statistical and probabilistic methods, which are used in economics. They know the conventional simple statistical techniques and are able to recognize the conventional manipulation techniques in graphics. You are able to communicate quantitative information using statistical methods. You have the skills for advanced probabilistic events in the field of econometrics and statistics, and in the field of</p>					

	<p>microeconomics. You know the simplest statistical estimator and the basic concepts of statistical hypothesis testing and can apply them in standard situations. You can question the precision of estimates critical. Personal skills are not taught in this module.</p> <p><b>Soft skills:</b> Students learn clear formal thinking and reasoning.</p>		
6	<b>Description of possible electives within the modules:</b> none		
7	<b>Examination:</b> Examinations for every part of the module		
8	<b>Relevant Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>
	Written exam on Statistics I	120 min.	50 %
	Written exam on Statistics II	120 min.	50 %
9	<b>Study Work:</b>		
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	
	none		
10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.		
11	<b>Weight of the module grade for the overall grade:</b> 7.02% (12 of 171 CP)		
12	<b>Module Prerequisites:</b> none		
13	<b>Presence:</b> Recommended		
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics, Bachelor Politics and Economics, Bachelor Economics and Law, Dual Bachelor Economics		
15	<b>Responsible Lecturer:</b> Professor Dr. Bernd Wilfling		<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>		

# Law

<b>Module Title english:</b>		Law				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> QRS 3	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German			
<b>2</b>	<b>Turn:</b> each summer term	<b>Duration:</b> 1 term	<b>Semester:</b> 1, 2	<b>CP:</b> 6	<b>Workload (h):</b> 180	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Civil Law	6	60 h (4 CH)	120
<b>4</b>	<b>Module Contents:</b> <b>Main topics and learning objectives:</b> Introduction to Civil Law, specifically the general part of the German Civil Code, the law of obligations, and sales law. The lecture will essentially deal with the formation of contracts and their potential refutation. In addition, the lecture will provide the students with broad knowledge when it comes to minor's law and legal representation issues. Furthermore, the law of obligations part of the lecture focusses on warranty rights. Eventually, the students will be introduced to sales law which is substantial in business contexts.					
<b>5</b>	<b>Learning outcomes:</b> <b>Academic:</b> Basics of legal methodology will be taught. These include the close and intensive work with the facts of a certain case and the identification of the relevant and corresponding legal norms which are required in order to solve the problems of that certain case. The students will be able to transfer their theoretical knowledge onto practice-oriented cases. <b>Soft skills:</b> The students will be able to present their results in a coherent way					
<b>6</b>	<b>Description of possible electives within the modules:</b> none					
<b>7</b>	<b>Examination:</b> Final Module Exam					
<b>8</b>	<b>Relevant Work:</b>					
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>	<b>Part of final mark in %</b>			
	Final written exam	90 min.	100 %			
<b>9</b>	<b>Study Work:</b>					
	<b>Number and Type; Connection to Course</b>	<b>Duration</b>				
	none					
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.					



11	<b>Weight of the module grade for the overall grade:</b> 3.51% (6 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> recommended	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration, Bachelor Economics	
15	<b>Responsible Lecturer:</b> Professor Dr. Peter Kajüter	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

## Business Skills

<b>Module Title english:</b>		Business Skills				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> QRS 4	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German and English			
<b>2</b>	<b>Turn:</b> each term	<b>Duration:</b> 2 terms	<b>Semester:</b> 3, 4	<b>CP:</b> 9	<b>Workload (h):</b> 270	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Business Languages	3	30 h (2 CH)	60
	2	Seminar	Business Skills I	3	30 h (2 CH)	60
3	Seminar	Business Skills II	3	30 h (2 CH)	60	
<b>4</b>	<b>Module Contents:</b> <b>Main topics and learning objectives:</b> In this module knowledge in business languages and business skills relevant for the work in a company will be gained. As business languages can be chosen: English, Spanish, and French. Alternatively there is the possibility to absolve a basic course in chinese with 4 h per week (instead of 2 h). In Business Skills I and II valuable personal skills for business practiques, like presentation techniques, working in team, and problem-solving. The offer is always changing, therefore only course examples can be given, like Business Simulation Game COMPEX, Personality and Social Competence or scientific working.					
<b>5</b>	<b>Learning outcomes:</b> <b>Academic:</b> After completion of the language courses students have sound knowledge in the relevant business language and the necessary vocabulary. Alternatively students gain basic knowledge in Chinese. <b>Soft skills:</b> Students improve their self-, social- and technical-competence by understanding and applying the themes communication, presentation techniques, elocution, leadership, work- and self-organization and creative techniques. Further they will learn to structure problems, develop solutions and reflect the consequences of economic decisions.					
<b>6</b>	<b>Description of possible electives within the modules:</b> A business language course or Chinese respectively have to be absolved. Business Skills I and II can be chosen from a broad offer.					
<b>7</b>	<b>Examination:</b> Examinations for every part of the module					
<b>8</b>	<b>Relevant Work:</b> none					
<b>9</b>	<b>Study Work:</b>					
	<b>Number and Type; Connection to Course</b>				<b>Duration</b>	
	Written exam in a business language				60 min.	
Final exam Business Skills I				depends on course		

10	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.	
11	<b>Weight of the module grade for the overall grade:</b> 0 %	
12	<b>Module Prerequisites:</b> For business languages English, Spanish, French basic knowledge (from school) in the respective language.	
13	<b>Presence:</b> Depending on course. For business languages, presence is mandatory.	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration	
15	<b>Responsible Lecturer:</b> Professor Dr. Peter Kajüter	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	

## Bachelor Thesis (Business Administration)

<b>Module Title english:</b>		Bachelor Thesis (Business Administration)				
<b>Course Program:</b>		Bachelor Business Administration PO 2010				
<b>1</b>	<b>Module No:</b> BA	<b>State:</b> Compulsory	<b>Language of Instruction:</b> German and English			
<b>2</b>	<b>Turn:</b> each term	<b>Duration:</b> 1 term	<b>Semester:</b> 5, 6	<b>CP:</b> 12	<b>Workload (h):</b> 360	
<b>3</b>	<b>Module Structure:</b>					
	<b>No</b>	<b>Type</b>	<b>Course</b>	<b>CP</b>	<b>Presence (h + CH)</b>	<b>Self-Study (h)</b>
	1	Course	Bachelor Thesis	12	0 h (0 CH)	360
<b>4</b>	<b>Module Contents:</b>					
	<p><b>Background and relations to other courses:</b> The contents of the previous modules will be used in the bachelor thesis.</p> <p><b>Main topics and learning objectives:</b> The bachelor thesis shall demonstrate that the student is able to solve a given, complex problem independently in a given time frame using scientific methods and that he/she is able to describe the solution in a scientific text. The thesis shall not exceed a size of approximately 7000 words in the main text.</p>					
<b>5</b>	<b>Learning outcomes:</b>					
	<p><b>Academic:</b> The students gain experience with the application of the learned material to a complex problem. Moreover, they learn to read the relevant literature and to formulate scientific texts.</p> <p><b>Soft skills:</b> (Among others) writing scientific texts, time management, self-competence</p>					
<b>6</b>	<b>Description of possible electives within the modules:</b> none					
<b>7</b>	<b>Examination:</b> Final Module Exam					
<b>8</b>	<b>Relevant Work:</b>					
	<b>Number and Type; Connection to Course</b>		<b>Duration</b>	<b>Part of final mark in %</b>		
	Bachelor thesis		7000 words	100 %		
<b>9</b>	<b>Study Work:</b>					
	<b>Number and Type; Connection to Course</b>			<b>Duration</b>		
	none					
<b>10</b>	<b>Prerequisites for Credit Points:</b> The credit points will be granted after all relevant work and study work have been successfully completed.					

11	<b>Weight of the module grade for the overall grade:</b> 7.02% (12 of 171 CP)	
12	<b>Module Prerequisites:</b> none	
13	<b>Presence:</b> none	
14	<b>Use of the module for other course programs:</b> Bachelor Business Administration	
15	<b>Responsible Lecturer:</b> Professor Dr. Peter Kajüter	<b>Department:</b> School of Business and Economics
16	<b>Misc.:</b>	