Westfälische Wilhelms-Universität Münster

Module Descriptions

for the Master of Science in Business Administration at the University of Münster from winter semester 2020/21

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1. Structure of the Master in Business Administration

	Major	Minor				
1 st semester		 ➤ more classes of the elected Major (in addition to Minor) ➤ basic classes of a different Major 				
2 nd semster	MAJOR 66 CP	≻ additional Minor (z.B. Economics, IS, Research) MINOR 24 CP				
3 rd semester						
4 th semester	Masterthesis 30 CP					

2. Master Program Business Administration – Combination of major and minor subjects

Major Accounting	Major Finance	Major Management	Major Marketing	
	x	x	x	Minor Accounting
x				Supplementary Minor Accounting
X		x	X	Minor Finance
	x			Supplementary Minor Finance
x	x		x	Minor Management
X	x	X		Minor Marketing
			X	Supplementary Minor Marketing
X	x	X	x	Minor Entrepreneurship
x	x	x	x	Minor Information Systems
x	x	x	x	Minor Economics
x	x	x	X	Minor Research

Feasible combinations of major and minor subjects are marked with crosses

3. Module descriptions

Module Offer

ACM

Accounting Center Münster

ACM01	Strategic Management Accounting
ACM02	Financial Accounting
ACM03	International Taxation
ACM04	International Management Accounting and Control
ACM05	Seminar on Accounting I
ACM06	Seminar on Accounting II
ACM07	Enterprise Analysis and Valuation
ACM08	Corporate Taxation I
ACM09	Advanced Accounting on specific topics I
ACM10	Auditing
ACM11	Advanced Financial Accounting under German GAAP and IFRS
ACM12	Advanced Accounting on specific topics II
ACM13	Performance Management and Strategy Execution
ACM14	IFRS and Management Control
ACM15	Electives on Accounting
ACM16	Advanced International Accounting
ACM17	Corporate Taxation II
ACM18	From Data to Insights: Driving Corporate Performance

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	Major Acco	ounting	Mi	nor		
ACM 1) Strategic Management Accounting (6 CP)	ACM 2) Financial Accounting (6 CP)	ACM 3) International Taxation (6 CP)				
	ar Accounting I CP)	4 × 6 CP (4 out of 10) ACM 4) Intern. Mgt. Acc. and Control ACM 7) Enterprise Analysis and Valuation ACM 10) Auditing ACM 11) Adv. Fin. Accounting under German GAAP and IFRS ACM 12) Adv. Accounting on Specific Topics II ACM 16) Adv. International ACCM 18) From Data to Insights: Driving Corp. Perf.				
ACM 6) Seminar Accounting II (12 CP)		ACM 8) Corporate Taxation I ACM 9) Adv. Accountingon Specific Topics I	ACM 10) Auditing ACM 13) Performance Mgt. & Strat. Execution	ACM 14) IFRS and Management Control ACM 15) Electives on Accounting		
Master Thesis (30 CP)						

Major Accounting			Minor Spec. Accounting		
ACM 1) Strategic Management Accounting (6 CP) ACM 2) Financial Accounting (6 CP) ACM 3) International Taxation (6 CP)		International Taxation	Selection 8 out of 13 (at least 4 with *) ACM 8) Corporate Taxation I* ACM 9) Adv. Accounting on specific Topics I ACM 10) Auditing* ACM 4) International Management Accounting		
AC(M <u>:</u>	5) Seminar Accoun (12 CP)	ting l	and Control* ACM 7) Enterprise Analysis and Valuation* ACM 11) Adv. Financial Accounting under German GAAP and IFRS* ACM 12) Adv. Accounting on specific Topics II ACM 16) Adv. International Accounting* ACM 17) Corporate Taxation II* ACM18) From Data to Insights: Driving		
ACM 6) Seminar Account (12 CP)	ting II	ACM13) Performance Management and Strategy Execution ACM 14) IFRS and Management Control* ACM 15) Electives on Accounting		
Master Thesis (30 CP)					

Major	Minor Accounting		
Major Finance Major Management Major Marketing	Accross all semesters 4 x 6 CP (4 out of 13), at least 2 electives with (*) Selection 8 out of 12 ACM 1) Strategic Management Accounting* ACM 2) Financial Accounting* ACM 3) International Taxation* ACM 3) Corporate Taxation 1 ACM 9) Adv. Accounting on specific Topics 1 ACM 10) Auditing ACM 13) Performance Management & Strategy Execution ACM 14) IFRS and Management Accounting and Control ACM 14) IFRS and Management Accounting ACM 14) International Management Accounting ACM 14) International Management Accounting and Control ACM 12) Enterprise Analysis and Valuation ACM 11) Adv. Financial Accounting under German GAAP and IFRS ACM 12) Adv. Accounting on specific Topics II ACM 16) Adv. International Accounting ACM 17) Corporate Taxation II		

Master Thesis

Strategic Management Accounting

C	Module Title english:			Strategic Management Accounting					
Course Program:				Master Business Administration					
1 Module No: ACMo1			01	State: Compulsory	Language of Instruction: English				
2	Turn: each winter semester			Duration: 1 semester	Semester: 1	CP: 6	Workload (h): 180		
	Mod	ule Structur	e:						
	No	Туре	Cour	se		State	Workload	(h)	
3							Presence (h + CH)	Self- Study (h)	
	1	Lecture	Strat	egic Management Accou	nting	Compulsory	30 h (2 CH)	60	
	2	Exercise	Tuto	rial on Strategic Manager	ment Accounting	Compulsory 30 h (2 60 CH)		60	
	 Module Profile: Purpose of the module/integration into curriculum: This course introduces master students into management accounting and control as an integrative corporate function. It is about management accounting concepts and instruments designed to develop, implement, and control corporate and business unit strategies. The course covers theoretical and empirical perspectives and prepares students for taking an active part in strategy development and control in their later career. Importantly, the course takes the perspective of a manager dealing with management accounting instruments instead of the perspective of a functional specialist working in a management accounting department ("controller"). It therefore prepares students for a career not only in management accounting and corporate finance departments, but also for jobs that actively contribute to strategy development such as consultancy, business development, or general management. The course builds on knowledge in management accounting, financial accounting, finance, and management as it is acquired during bachelor studies. It further builds a foundation for other, more specialized accounting and Control", or "IFRS und Controlling". Course content: The objective of this course is to enable students to understand which factors of the firm environment determine strategies, how firms can react to these factors and how they can use managerial accounting instruments to develop and control strategies. In facing real-world problems and challenges, students are expected to consider the trade-offs underlying managerial decisions and the assumptions going along with the use of specific instruments. During the exercise sessions, students are supposed to learn the rigorous application of managerial instruments as well as the economic intuition necessary to make decisions under uncertainty. 								

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Themes	Learning objectives
Intro – The importance of strategic management accounting	Getting to know the differences between operative and strategi management accounting and decision-making versus control.
Corporate objectives	Understanding the concepts of shareholder value and market value of the firm, stakeholder interests, and corporate vision, mission and values.
Economic fundamentals of corporate strategy	Understanding the concepts of corporate cost functions, economies of scale, and economies of scope.
Analyzing markets and competition	Getting familiar with the concepts of market definition, competitor analyses, market structure, short- and long-run pric and vertical integration.
Analyzing the value chain, make or buy decisions, and corporate diversification	Linking the economic theories of transaction costs and holdup problems to "make or buy" decisions; understanding diversification decisions of firms in context of internal financing and business unit portfolio considerations (i.e., consultancy matrix models).
Strategic planning and sales forecasting	Getting to know forecasting and scenario methods.
Strategic cost management	Linking management accounting concepts such as target costir operating leverage, and dynamic break-even analyses to strate development.
Strategic investment and capacity decisions	Getting familiar with investment evaluations, cost of capital estimation, and resource allocation within the firm.
Value-based management	Learning the principles of value-based management.
Comprehensive performance measurement systems	Understanding the importance of non-financial performance measures and the balanced scorecard for decision-making.
Strategic Benchmarking	Learning how to use benchmarking, success-factor analyses, p projects and field experiments for strategy implementation.
Capstone: cognitive biases in strategic decision making and strategic reporting	Understanding core decision biases and de-biasing techniques with regard to core strategic decision processes and reporting.
• understand which factors strategy.	his module, students are able to of the firm environment determine corporate and business unit t to dynamic environmental conditions.

- how firms can react to dynamic environmental conditions.
- ٠ select and use appropriate management accounting instruments for strategy development and control.
- recognize the trade-offs underlying managerial decisions and the assumptions going along with the use of specific instruments. •
- understand how empirical methods and insights help in fostering learning and continuous improvement with regard to management accounting and control. •

	 Soft skills: On successful completion of this module, students are able to handle the core terminology of strategy development and control in English language. develop clear and logical arguments to convince others of the value of a particular concept. critically transfer academic theory and empirical insights into concrete real-world challenges. connect the dots between management accounting concepts and those in related fields of studying such as corporate strategy, corporate governance, financial accounting, or corporate finance. 							
6		Description of possible electives within the modules: none						
7	Exam	ination: Final Module Exam	1					
	Relev	vant Work:					1	
8	No	Number and Type; Connect	tion to Course		Duration		Part of final mark in %	
	1	Final written exam			120 min.		100 %	
		y Work:				1		
9	No	Number and Type; Connect	tion to Course				Duration	
	1	Case study					max. of 7 pages	
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP A	CP Assignment:						
	Presence (see part 3)		No 1		1.	00	СР	
11			No 2		1.	1.00 CP		
	Relevant Work (see part 8)		No 1 3-		3.00 CP			
	Study Work (see part 9)		No 1 1.		.00 CP			
	Tota	ıl	6 CP					
12	Weight of the module grade for the overall grade: 6/120 (5%)							
13	Module Prerequisites: none							
14		e nce: ence is strongly recommend	ed to warrant lea	arnin	g success.			
	Mobi	lity/Acknowledgement:						
15	Use	of the module for other cou	rse programs		ster Information hematics, Mas			

16	Responsible Lecturer: Professor Dr. Martin Artz	Department: University of Münster, School of Business and Economics
17	Misc.:	

Financial Accounting

Mo	odule Title english: Financial Accounting									
Cou	Course Program: Master Business Administration									
1	Mod	ule No: ACM	02	State: Compulsory	State: Compulsory Language of Instruction: German, partly English					
2	Turn seme	: each winte ester	r	Duration: 1 semester	Semester: 1	CP: 6	Wor	kload (h): 1	80	
	Module Structure:									
	No Type Course					State		Workload	(h)	
3								Presence (h + CH)	Self- Study (h)	
	1 Lecture International Financial Reporting (in English) Compulsory 30 h (2 CH)							60		
	2 Lecture Financial Reporting under German GAAP (in Compulsory 30 h German)						30 h (2 CH)	60		
4	well Cour The f discu recos with	as under Ge se content: focal point o usses in part gnition, mea preparing co	rman f this ticula isurei onsol	nd deepens knowledge GAAP. module is financial acc r the principles of IFRS nent and disclosure of idated financial statem ctical exercises and cas	counting according and German GAAF balance sheet iter ents. Evidence fro	g to IFRS an 9, the finand ns. Moreov m empirica	d Geri cial sta er, the	man GAAP. atements a e course de arch is pres	It nd the als	
5	Learning outcomes: Academic: After completing the course, students have a profound knowledge of the IFRS and German GAAP, their development as well as their enforcement. They are capable of understanding financial statements and evaluating accounting options offered by the standards. In addition, students know the differences to the national financial accounting system (German GAAP) and they are able to assess potential consequences when adopting IFRS for the first time. Soft skills: 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	Description of possible electives within the modules:							·		
0			ossib	lve practical problems i	in a differentiated	way.				
7	none	2		lve practical problems i	in a differentiated	way.		·		

	No	Number and Type; Connect	ion to Course		Duration		Part of final mark in %	
	1	Written exam "Internationa Reporting"	l Financial		60 min.		50 %	
	2	Written exam "Financial Re German GAAP""	porting under		60 min.		50 %	
9	Stud	Study Work: none						
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP A	ssignment:						
	Droe	sence (see part 3)	No 1			1.00 (<u>P</u>	
11	Pres	sence (see part 3)	No 2 1.00		1.00 (<u>P</u>		
	Rele	evant Work (see part 8)	No 1			2.00	CP	
			No 2			2.00	CP	
	Total					6 CP		
12		sht of the module grade for t o (5%)	he overall grad	e:				
13	Mod none	ule Prerequisites:						
14		ence: ence is strongly recommende	ed to warrant le	arnin	g success.			
	Mobility/Acknowledgement:							
15	Use	of the module for other cou	rse programs	ter Informat hematics, M		stems, Master Physics		
16		oonsible Lecturer: essor Dr. Peter Kajüter, Prof. h	Dr. Hans-Jürgen		Department: School of Business and Economics			
17	Misc	.:						

International Taxation

Mo	Module Title english:		International Taxation					
Cou	Course Program:		Master Business Administration					
1	Mod	ule No: ACMo3	State: Compulsory Language of Instruction: German					
2	Turn: seme	each winter ester	Duration: 1 semester	Semester: 1	Semester: 1 CP: 6 Workload (h): 18			
	Modu	ule Structure:						
	No	Туре	Course		State	Workload	(h)	
3						Presence (h + CH)	Self- Study (h)	
	1	Lecture / Exercise	International Taxation		Elective	60 h (4 CH)	120	
	2	Lecture / Exercise	International Taxation	and Tax Planning	Elective	60 h (4 CH)	120	
4	In ord and u gove gove their rever rules upon Gern Interi fact t tax o juriso leadi meth distri to pro profit with profit with cours and t	der to enter new ma undertake foreign di rnments, these inter rnments want to attr country. Besides th uses since all enterp . The course is dealing national tax law, the hany. Se content: national taxation de hat the tax authoriti n every transaction dictions to one and ng to economic inef lods used to handle ibuted among involve offit shifting. The inter ts of a multinational a lower tax burden. ent companies from ents of internationa egal form choice of fis es is to provide stud therefore to build th	ntegration into curricul rkets or exploit location rect investments. Seen rnational transactions a ract investments of fore at, the entrance of a col orises are subject to tax ing with German interna- te course assumes that rals with two main issue tes of each nation that i which is not purely don the same transaction lo ficiency. In this respect double taxation issues red jurisdictions in diffe ernational business con l enterprise can be shift In this respect the cour- implementing unintend l taxation it is further di foreign inbound and ou- ents with an understan e fundamentals for inte- rial where cases and ex-	advantages, firms from the perspecti re very important s ign enterprises lea mpany through an ation. Every govern tional tax law. Sin it is known how na es. The first one is o s involved in an im- bestic. The access wers the gains fron the course explair and it is further di rent settings. The text gives rise to s ed from a state wit se covers a series o led tax minimizing scussed which imp bound direct invest ding of German int rnational tax planr	ive of the ir subjects. Fi inbound in iment sets ce internat ational com double taxa ternational of at least t n internation sunilatera scussed ho second ma everal arrai of German strategies, pact corpor stments. Th ernational ing strateg	volved rst of all, ther job crea- vestment ra- its own taxa- ional taxatio panies are t ation arising business wi- wo different onal trade, tl al and bilater ow taxing rig jor theme is ngements in x rate to cou- regulations t ate taxation tate taxation to main goal corporate ta- gies. The lect	ation in ises tax tion on builds caxed in from the ill levy a tal hus ral hts are related which intries trying to he core has on l of the tx law ture is	

5	Learning outcomes: Academic: Students are able to assess the fiscal impact of international corporate structures. For this, the students apply the tax rules competently in order to determine the tax burden of international companies. Participants are familiar with national tax laws and international tax treaties, which are applied at the same time. Soft skills: 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	Description of possible electives within the modules: You can choose either "International Taxation" or "International Taxation and Tax Planning". The language of the course will either be German or English. In every year of study only one of the alternatives will be offered.							
7	Examination: Final Module Exam							
	Rele	vant Work:						
8	No	Number and Type; Connect	ion to Course	Duration		Part of final mark in %		
	1	Final written exam		120 min.		100 %		
9	Stud	y Work: none						
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP Assignment:							
			No 1 or		2.00	СР		
11	Pres	sence (see part 3)	No 2		2.00	2.00 CP		
	Rele	evant Work (see part 8)	No 1		4.00	4.00 CP		
	Tota	al			6 CP			
12		ght of the module grade for t o (5%)	he overall grade	:				
13	Mod none	ule Prerequisites:						
14		ence: ence is strongly recommende	ed to warrant lea	arning success.				
	Mob	ility/Acknowledgement:						
15	Use	of the module for other cou	rse programs	Master Inform Mathematics,		ystems, Master Physics		

16	Responsible Lecturer: Professor Dr. Christoph Watrin	Department: School of Business and Economics
17	Misc.:	

International Management Accounting and Control

Mod	Module Title english:			International Management Accounting and Control						
Cou	rse Pr	ogram:		Master Business Adn	ninistration					
1	Mod	ule No: ACM	04	State: Elective	Language of Instruction: German					
2		: each sumn ester	ner	Duration: 1 semester	Semester: 2	CP: 6 Workload (h): 180				
	Module Structure:									
	No Type Course					State	Workload	(h)		
3	Presence (h + CH)						Presence (h + CH)	Self- Study (h)		
	1 Lecture International Manageme Control				counting and	Compulsory	/ 45 h (3 CH)	75		
	2	Exercise		l on International Mana ting and Control	agement	Compulsory	/ 15 h (1 CH)	45		
4	In an with ente currec cons quess shou dept the r This sem this of Cour The of know stud busis trans man acco man the corport the currec cons the sem this of cours the sem the sem	increasingl several issu rprises are e encies induc ider both ta tion to what ild be conside h understan iational part course build ester. Hence course. se content: course Intern vledge abou ents learn a ness activiti slation, parti agerial acco ourse, stud will learn th orations hav tion to that,	y interna es that n exposed t e the new x and con- t extent n dered by ding abc- icularitie is upon t e, introdu national t manage bout cros- es, offsh icularitie ompared unting is ents will he specific re to face the stud	ntegration into curricu tional business enviro nake management con to various economic, le ed for foreign currency ntrol requirements. Mo national preferences re multinational enterpri- but the design of mana es of national manager the course "Concepts a ctory knowledge of ma Management Accounti ement accounting in m ss-border investments oring, performance eva s in international budg onal enterprises. On the l internationally (comp have a profound know ic challenges of international e and will be able to ap ents will be aware of n will be capable of eval	nment, multinatio trol more difficult. egal and cultural er translation. Transf reover, difference: garding participati ses. These and ma gement control sys nent accounting tra- nent accounting tra- later accounting tra- ent accounting tra- ne other hand, cou arative manageme ermany and the US ledge of internatio ational manageme ply this knowledge ational specifics in	For example nvironments. fer prices have s in national ion in the bud stems in multi aditions in di gement contro- tring and con- parts on the of prises. Amony M&A, interna subsidiaries pricing as we intry specifics ent accounting shal manager nt accounting to practical n managerial	, multination Different te to be set to cultures raise dgeting proce es require a tinational fir fferent courn ol? in the 1si trol is requir one hand g other topic tional reloca foreign cur ell as risk s in manage g). In particio . After comp nent accoun g that multir problems. I accounting	nal o se the ess in in- ms and tries. t ed for ed for cs, tion of rency rial ular, oleting ting. national n		

	heist	Jective.						
	The	mes	Learning objectives					
	Inte firm	rnationalisation of s			ss of internationalisation and the challenges nagement accounting and control			
		agerial accounting in tinational enterprises	To be able to explain the specific requirements for management control systems in a multinational enterprise To be able to apply the concepts and tools discussed to practical problems of multinational enterprises					
		parative agement accounting	To learn differences in management accounting across countries To be aware of the strengths and weaknesses of different national approaches to management accounting To be able to evaluate the state of management accounting in Germany from an international perspective					
5	Lear	ning outcomes:						
6		Description of possible electives within the modules: none						
7	Examination: Final Module Exam							
	Relevant Work:							
8	No	Number and Type; Co	nnection to Course	Du	ration	Part of final mark in %		
	1	Final written exam		120	o min.	100 %		
9	Stud	y Work: none						
10	The c	equisites for Credit Poi redit points will be gra pleted.	nts: anted after all relevant w	ork an	id study work h	ave been successfully		
	CP A	ssignment:						
	Droc	conco (coo part a)	No 1		1.50 (<u>P</u>		
11	Pres	sence (see part 3)	No 2		0.50	CP		
	Rele	want Work (see part 8) No 1		4.00	СР		
	Tota	ıl			6 CP			
12	Weig 6/12	t ht of the module grad o (5%)	e for the overall grade:					
13	Mod none	ule Prerequisites:						

concepts critically and to assess managerial accounting in German firms from an international perspective.

14	Presence: Presence is strongly recommended to warrant learning success.					
	Mobility/Acknowledgement:					
15	Use of the module for other course programsMaster Information Systems, Master Mathematics, Master Physics					
16	Responsible Lecturer: Professor Dr. Peter Kajüter		Department: School of Business and Economics			
17	Misc.:					

Seminar on Accounting I

Module Title english: Seminar on Accounting I								
Course Program: Master Business Administration								
1	1 Module No: ACMo5			State: Compulsory	tate: Compulsory Language of Instruction: German, partly E			
2	Turn: each summer semester			Duration: 1 semester	Semester: 2	CP: 12	Workload (h): 360	
	Modu	le Structure	:					
	No	Туре	Cou	rse		State	Workload (h))
3						Presence (h + CH)	Self- Study (h)	
	1	Seminar	Sen	ninar on Business Taxa	tion	Elective	30 h (2 CH)	330
	2 Seminar Management Accounting & Control S				& Control Seminar	Elective	30 h (2 CH)	330
	3	Seminar	Sen	ninar on International A	Accounting	Elective	30 h (2 CH)	330
	4	Seminar	Sen	ninar on Accounting an	d Auditing	Elective	30 h (2 CH)	330
4	In thi Cours In thi pape plenu The to curre respe- integ	s module stu se content: s module stu r or by solvin um. Therefore opics dealt w nt research re ectively theor ration of inte	dent g cas e stuc ith o esult etica rnati	/integration into currie s deal with varying, cu s deal with varying, cu se studies. The results dents form groups in or riginate from the field s can be integrated int l and methodological onal aspects. Within th e module ACMo6.	rent topics concer rrent topics conce are presented and der to discuss and of research of the o the lectures. The analyses are conse	rning acco defended d exchang institute/c e students equently s	unting by writ in groups in t e their researc hair in questic own empirica upported as w	he h results. on so that Il ell as the
5	Learning outcomes: Academic: After completing the module, students are able to write a scientific work and to defend their arguments in a critical scientific discussion. Depending on the topic, they apply qualitative and analytical or formal and methodological instruments. Furthermore, they master key competences relevant in this context, whereas the primary focus is based on students' communication and rhetoric skills. Soft skills: Having passed the module students are able to analyze theoretical questions in a profound way							
6	and to identify and solve practical problems in a differentiated way. Description of possible electives within the modules:							
	One o	of the offered		inars has to be choser				

	Rele	vant Work:					
	No	Number and Type; Con	nection to Course	Duration		Part of final mark in %	
-		Seminar on Business T	axation				
-	1	Term paper and presen discussion and defence	tation of the paper and e of the paper	15 pages & max. of 60 min.		100 %	
		Management Accountin	ng & Control Seminar				
8	2	Term paper and presen the paper	tation and discussion of	max. of 15 pages & approx. 30 min.		100 %	
		Seminar on Internation	al Accounting				
	3	Term paper and its pres	sentation	15 pages & app 30 min.	rox.	70 %	
	4	Exam		120 min.		30 %	
		Seminar on Accounting	and Auditing				
-	5	Term paper & presenta the paper	tionan and discussion of	12 pages & app 60 min.	rox.	70 %	
	6	Exam		60 min.		30 %	
9	Study Work: none						
	com	credit points will be gran pleted.	and study work h	nave be	on successfully		
	CPA						
		ssignment:					
		ssignment:	No 1 or		1.00 CF		
	Pres		No 1 or No 2 or		1.00 CF 1.00 CF	0	
	Pres	ssignment: Sence (see part 3)))	
-	Pres		No 2 or		1.00 CF		
-	Pres		No 2 or No 3 or	e under	1.00 CF 1.00 CF		
11	Pres		No 2 or No 3 or No 4 No 1 (depending on choic		1.00 CF 1.00 CF 1.00 CF	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	
-			No 2 or No 3 or No 4 No 1 (depending on choic presence) No 2 (depending on choic	ce under	1.00 CF 1.00 CF 1.00 CF 11.00 C	5 5 5 5 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7 7	
-		sence (see part 3)	No 2 or No 3 or No 4 No 1 (depending on choic presence) No 2 (depending on choic presence) No 3 (depending on choic	ce under	1.00 CF 1.00 CF 1.00 CF 11.00 C 11.00 C	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	
-		sence (see part 3)	No 2 or No 3 or No 4 No 1 (depending on choic presence) No 2 (depending on choic presence) No 3 (depending on choic presence) and	ce under ce under	1.00 CF 1.00 CF 1.00 CF 11.00 C 11.00 C	2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	
-		sence (see part 3)	No 2 or No 3 or No 4 No 1 (depending on choic presence) No 2 (depending on choic presence) No 3 (depending on choic presence) and No 4 No 5 (depending on choic	ce under ce under	1.00 CF 1.00 CF 1.00 CF 11.00 C 11.00 C 11.00 C 8.00 C	2) 2) 2) 2) 2) 2) 2) 2) 2) 2) 2) 2) 2) 2	

12	Weight of the module grade for the overall grade: 12/120 (10%)				
13	Module Prerequisites: none				
14	Presence: Presence strongly recommended, to warrant learning success.				
15	Mobility/Acknowledgement:				
-5	Use of the module for other course programs	non	e		
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics		
17	Misc.: Due to organizational reasons, an early registrati before the binding registration at the registrar's o		, , , , , , , , , , , , , , , , , , , ,		

Seminar on Accounting II

Module Title english: Seminar on Accounting II								
Cou	urse Program: Master Business Administration							
1 Module No: ACMo6			6	State: Compulsory	Language of Instruction: German, partly English			
2	Turn: seme	each winter ster		Duration: 1 semester	Semester: 3	CP: 12	Workload (h	1): 360
	Modu	Ile Structure	:					
	No	Туре	Co	urse		State	Workload (h))
3							Presence (h + CH)	Self- Study (h)
	1	Seminar	Se	minar on Business Taxa	ation	Elective	30 h (2 CH)	330
	2	Seminar	Ma	nagement Accounting	& Control Seminar	Elective	30 h (2 CH)	330
	3	Seminar	Se	minar on Accounting ar	nd Auditing	Elective	30 h (2 CH)	330
4	In this module students deal with varying, current topics concerning accounting by writing a term paper or by solving case studies. Course content: In this module students deal with varying, current topics concerning accounting by writing a term paper or by solving case studies. The results are presented and defended in groups in the plenum. Therefore students form groups in order to discuss and exchange their research results. The topics dealt with originate from the field of research of the institute/chair in question so that current research results can be integrated into the lectures. The students' own empirical respectively theoretical and methodological analyses are consequently supported as well as the integration of international aspects. Within this module students are allowed to choose those courses/modules of the module ACMo5.							
5	Learning outcomes: Academic: After completing the module, students are able to write a scientific work and to defend their arguments in a critical scientific discussion. Depending on the topic, they apply qualitative and analytical or formal and methodological instruments. This second seminar before the master thesis enables students to realize the recognized improvement potentials. Soft skills: 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				le electives within the n ninars has to be chose				
7	Exam	ination: Exa	min	ations for every part of	the module			

	Rele	vant Work:		1		1					
	No	Number and Type; Con	nection to Course	Duration		Part of final mark in %					
		Seminar on Business T	axation								
	1	Term paper andpPreser discussion and defence	ntation of the paper and e of the paper	15 pages & ma 60 min.	ax. of	100 %					
8		Management Accountin	ng & Control Seminar								
	2	Term paper and Presen the paper	tation and discussion of	max. of 15 pag approx. 30 mi		100 %					
		Seminar on Accounting	g and Auditing								
	3	Term paper & presenta paper	tion and discussion of the	12 pages & ap 60 min.	prox.	70 %					
	4	Exam		60 min.		30 %					
9	Stud	ly Work: none									
10	The	equisites for Credit Poin credit points will be gran pleted.	ts: Ited after all relevant work a	and study work	have be	en successfully					
	СР А	ssignment:									
			No 1 or		1.00 Cl	כ					
	Pre	sence (see part 3)	No 2 or		1.00 Cl	D					
			No 3		1.00 Cl	D					
11			No 1 (depending on choice under presence)		11.00 CP						
	Relevant Work (see part 8)		No 2 (depending on choice under presence)		11.00 CP						
			No 3 (depending on choice under presence) and		8.00 CP						
			No 4		3.00 C	Р					
	Tota	al			12 CP						
12		ght of the module grade 20 (10%)	for the overall grade:								
13						Module Prerequisites:					
		Presence: Presence is strongly recommended to warrant learning success.									

15	Mobility/Acknowledgement:						
	Use of the module for other course programs	non	e				
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics				
17	Misc.: Due to organizational reasons, an early registration before the binding registration at the registrar's c	on at	the institute/chair in question is necessary				

Enterprise Analysis and Valuation

Module Title english: Enterprise Analysis and Valuation										
Course Program:				Master Business Adn	Master Business Administration					
1	1 Module No: ACMo7			State: Elective	Language of	Instru	uction: (German		
2	Turn: seme	each summe ester	er	Duration: 1 semester	Semester: 2		CP: 6	Workload	(h): 180	
	Modu	ule Structure	:							
	No	Туре	Cours	e		State	9	Workload (h)	
3								Presence (h + CH)	Self- Study (h)	
	1	Lecture	Enterp	orise Valuation		Com	pulsory	30 h (2 CH)	60	
	2	Lecture	Enterp	orise Analysis		Com	pulsory	30 h (2 CH)	60	
4	In thi and t Withi prese exerc made	The module develops knowledge in the field of enterprise valuation and enterprise analysis. Course content: In this module knowledge about the analysis of financial accounting and valuation is provided and their relation to one another is discussed as well as the relation to other business areas. Within the scope of enterprise analysis for example mathematical-statistical methods are presented. Valuation is primarily based on the basics of financial theory. Extensive practical exercises and case studies are integrated into the lectures. On the whole, students should be made aware of how the various business subdisciplines influence the enterprise value and how they have to be taken into consideration in an enterprise valuation.								
5	Learning outcomes: Academic: After completing the course, students are able to identify and distinguish the different factors of an enterprise's success on the basis of financial accounting. Thus they are capable of evaluating which part of success is sustainable and can be allocated to operating business in order to identify the prior factors to be considered in an enterprise valuation. After having successfully accomplished this module, students are able to apply different decision-theoretical methods and models belonging to financial theory as far as enterprise valuations are concerned. They can further identify the key influencing factors and they are able to quantify the impact on the enterprise value. At the same time students are able to analyze the relations between single business transactions and the enterprise's overall performance. Soft skills: 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.									
	enter busir Soft : Havir	prise value. A ness transact skills: ng passed the	e key in At the s ions an e modu	ncial theory as far as e fluencing factors and t ame time students are d the enterprise's over le students are able to	nterprise value hey are able to able to analyz all performand analyze theor	ations o quai ze the ce. retical	are cor ntify the relation questio	icerned. They impact on th is between si	sfully hods and can e ngle	
6	enter busir Soft Havir and t	prise value. <i>i</i> ness transact skills: ng passed the o identify an ription of po	e key in At the s ions an e modu d solve	ncial theory as far as e fluencing factors and t ame time students are d the enterprise's over le students are able to	nterprise value hey are able to able to analyz rall performane analyze theor a differentiate	ations o quai ze the ce. retical	are cor ntify the relation questio	icerned. They impact on th is between si	sfully hods and can e ngle	

	Rele	vant Work:							
	No	Number and Type; Connect	tion to Course	ion to Course Duration		Part of final mark in %			
8	1	Written exam "Enterprise V	aluation"	60	min.	50 %			
	2	Written exam "Enterprise A	nalysis"	60	min.	50 %			
9	Stud	y Work: none							
10	The o	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP A	ssignment:							
	Dura		No 1		1.00	СР			
11	Presence (see part 3)		No 2		1.00	СР			
	Dala	want Work (cao part 9)	No 1		2.00	СР			
	Relevant Work (see part 8)		No 2		2.00	СР			
	Tota	al			6 CP				
12		sht of the module grade for t o (5%)	he overall grad	e:					
13	Mod none	ule Prerequisites:							
14		ence: ence is strongly recommend	ed to warrant le	arning s	uccess.				
	Mob	ility/Acknowledgement:							
15	Use	of the module for other cou	Master	ster Information Systems					
16		oonsible Lecturer: Dr. Hans-Jürgen Kirsch			Department: School of Business and Economics				
17	Misc	.:							

Corporate Taxation I

Mo	dule Title english:	Corporate Taxation I					
Cou	irse Program:	Master Business Administration					
1	Module No: ACMo8	State: Elective	Language of Instruction: German				
2	Turn: each semester	Duration: 2 semesters	Semester: 2 or 3	CP: 6	Workload (h): 180		
	Module Structure:						

	No	Туре	Course	State	Workload (h)
					Presence (h + CH)	Self- Study (h)
3	1	Lecture	General Fiscal Code (summer term)	Elective	30 h (2 CH)	60
	2	Lecture	Taxation of Asset Succession (winter term)	Elective	30 h (2 CH)	60
	3	Lecture	Tax Planning (summer term)	Elective	30 h (2 CH)	60
	4	Lecture	Tax Accounting (summer term)	Elective	30 h (2 CH)	60
	5	Lecture	Reorganisation Tax Law (summer term)	Elective	30 h (2 CH)	60
	6	Lecture	German International Taxation (summer term)	Elective	30 h (2 CH)	60

Module Profile:

Purpose of the module/integration into curriculum:

The module allows for deeper insights into certain aspects of German tax law. It is helpful, although not necessary to attend, to have some previous tax-related knowledge for some parts of the module. The courses are identical to those from Corporate Taxation II and can be combined with each other.

Course content:

In the lecture "General Fiscal Code" students will gain insights into procedural tax law. The General Fiscal Code (AO) contains basic regulations apllying to all types of taxes like tax procedures, administrative appeals, or regulations regarding fiscal offenses. Therefore, it can be seen as the core of German tax law. The lecture "Taxation of Asset Succession" mainly deals with the inheritance and gift tax law. The inheritance and gift tax is a major capital-based tax, which is 4 characterised by a complex linking of personal and business-related elements. Moreover, the course covers other tax regulations from the income tax act, which are also relevant in the field of asset succession. The lecture "Tax Planning" with integrated exercises deals with the tax optimal design of facts and circumstances. There will be examples showing how the tax burden can be reduced by means of the legal structure of a company, company finance and choice of location. The first part is theoretical and covers aspects of company tax planning based on the Scholes-Wolfson Paradigm and includes findings from the empirical literature. The second part has a practically oriented approach and discusses concrete tax-related design choices. The determination of taxable income is the main topic of the course "Tax Accounting". In this regard, this course introduces students to the basic tax rules and types of determination of taxable income, the principle of book-tax conformity, tax valuation rules, and tax amortization rules. Since there are links to the accounting rules in the German Commercial Code (HGB), it is desirable to have basic knowledge of it. There are exercises included in the course. In "Reorganisation Tax

Law", students are introduced to tax effects of business reorganisation and transformation. They learn to distinguish between the different types of reorganization (merger, splitting, and contribution). In particular, it is imporant to see how such reorganisation can be pursued in a taxneutral way. There are exercises included in the course. Previous knowledge regarding tax law is helpful. However, there will be a short repitition of some very important issues at the beginning of the course. Learning outcomes: Academic: After completing the course, students are able to analyse a business' facts and circumstances from several tax perspectives. They can apply the relevant tax codes in a competent way and they have the basic knowledge to evaluate complex issues and can tax-optimise management decisions. Soft skills: 5 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. The course objective is to also provide an opportunity for students to participate actively in some manner during class. There will be opportunities to test students' knowledge on sample problems, both as a means of reinforcing learning and to prepare students for the written examination. Students are expected to have read and thought about the materials before coming to class and the sessions are approached with this assumption in mind. Description of possible electives within the modules: Students must choose two lecturs in order to obtain a total of 6 CP. It is not possible to choose 6 the same courses as in Corporate Taxation II. Examination: Examinations for every part of the module 7 **Relevant Work:** Part of final mark in % Number and Type; Connection to Course Duration No Final written exam General Tax Code 60 min. 50 % 1 Final written exam Taxation of Asset 2 60 min. 50 % Succesion 8 Final written exam Tax planning 60 min. 50 % 3 Final written exam Tax accounting 60 min. 50 % 4 Final written exam M&A taxes 60 min. 50 % 5 Final written exam German International 6 60 min. 50 % Taxation Study Work: none 9 **Prerequisites for Credit Points:** The credit points will be granted after all relevant work and study work have been successfully 10 completed. **CP Assignment:** 11 No 1 (choice of 2 courses) 1.00 CP

		No 2 (choice of 2 cou	1.00 CP			
	Presence (see part 3)	No 3 (choice of 2 courses)		1.00 CP		
		No 4 (choice of 2 cou	rses)	1.00 CP		
		No 5 (choice of 2 cou	ses)	1.00 CP		
		No 6 (choice of 2 cou	rses)	1.00 CP		
		No 1 (depending on c	hoice under presence)	2.00 CP		
		No 2 (depending on c	hoice under presence)	2.00 CP		
	Relevant Work (see part 8)	No 3 (depending on c	hoice under presence)	2.00 CP		
		No 4 (depending on c	hoice under presence)	2.00 CP		
		No 5 (depending on choice under presence)		2.00 CP		
		No 6 (depending on c	hoice under presence)	2.00 CP		
	Total			6 CP		
12	Weight of the module grade fo 6/120 (5%)	r the overall grade:				
13	Module Prerequisites: none					
14	Presence: Presence is strongly recommer	ded to warrant learning	success.			
	Mobility/Acknowledgement:					
15	Use of the module for other co	er Information Systems				
16	Responsible Lecturer: Professor Dr. Christoph Watrin		Department: School of Business and Economics			
17	Misc.:					

Advanced Accounting on specific topics I

Mo	dule Ti	tle english:	Advanced Accounting on specific topics I					
Cou	irse Pr	ogram:	Master Business Ac	Iministration				
1	Mod	ule No: ACM09	State: Elective	Language of Instr	uction: G	erman, p	artly Englis	sh
2	Turn: seme	each winter ester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Worl	(load (h): 1	80
	Mod	ule Structure:						
	No	Туре	Course			State	Workload	(h)
							Presence (h + CH)	Self- Study (h)
	1	Lecture	Accounting and A	uditing II		Elective	30 h (2 CH)	60
	2	Seminar	Applied Business		Elective	15 h (1 CH)	165	
3	3	Lecture	Company Law II		Elective	30 h (2 CH)	60	
	4	Lecture / Seminar	Leading and Controlling of Corporate Groups			Elective	60 h (4 CH)	120
	5	Seminar	INTOP (in English	INTOP (in English)			60 h (4 CH)	120
	6	Lecture / Seminar	Accounting Theor English)	Accounting Theory (PhD program, in English)				150
	7	Lecture	Value-Added Tax	Value-Added Tax			30 h (2 CH)	60
	8	Lecture / Seminar	Maschine Learnir	Maschine Learning in R (in English)			60 h (2 CH)	120
4	Module Profile: Purpose of the module/integration into curriculum: The module deepens the knowledge about specific topics in the field of accounting. Course content: In this module current topics in the field of accounting are introduced and discussed. The lectures' varying contents depend on current developments. Practical exercises and case studies are integrated into the lectures. Simultaneously, special attention is paid to the reference to current research areas of accounting. Depending on the concrete course offering the lectures' number and contents might differ from semester to semester. However, each winter term lectures to the extent of at least 6 CP will be offered. Within this module students are allowed to choose those courses/modules of the module ACM 12 that have not yet been accomplished.							
5		ning outcomes: emic:						

Students are familiarized with current topics and they can specialize depending on their own field of interest. In addition to theoretical fundamentals, students also learn techniques and methods which qualify for a successful career start in this special area. Because of the close interrelationship between research and teaching students recognize the direct link between economic research and current requirements of the business world. Soft skills: 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. Description of possible electives within the modules: 6 Courses totalling to 6 CP have to be chosen from the course offering. Examination: Examinations for every part of the module 7 **Relevant Work:** Part of final Duration No Number and Type; Connection to Course mark in % In case of a lecture: 1 Exam (3 CP) 60 min. 50 % 2 Exam (6 CP) max. of 120 min. 100 % Applied Business Analysis: Term paper & presentation max. of 40 pages & 100 % 3 approx. 30 min. 8 Leading and controlling of corporate groups: Thesis written in groups & presentation and 7.5 pages per team 4 100 % discussion of thesis member & 20 - 25 min. INTOP: Term paper max. of 12 pages 40 % 5 6 Paper on management decisions in business max. of 20 pages & 60 % simulation INTOP & presentation and discussion max. of 45 min. Accounting Theory: Research paper presentation and discussion & approx. 12. pages & 100 % 7 written critique of research paper presentation approx. 30 min. Study Work: Duration No Number and Type; Connection to Course 9 Machine Learning in R: term paper max. of 15 pages 1 **Prerequisites for Credit Points:** The credit points will be granted after all relevant work and study work have been successfully 10 completed. **CP Assignment:** 11

		No 1 (on choice)		1.00 CP	
		No 2 (on choice)		0.50 CP	
		No 3 (on choice)		1.00 CP	
		No 4 (on choice)		2.00 CP	
	Presence (see part 3)	No 5 (on choice)		2.00 CP	
		No 6 (on choice)		1.00 CP	
		No 7 (on choice)		1.00 CP	
		No 8 (on choice)		0.50 CP	
		No 1 (depending on ch	ioice under presence)	2.00 CP	
		No 2 (depending on cl	noice under presence)	4.00 CP	
		No 3 (depending on cl	noice under presence)	5.50 CP	
	Relevant Work (see part 8)	No 4 (depending on cl	noice under presence)	4.00 CP	
		No 5 (depending on choice under presence)		1.50 CP	
		No 6		2.50 CP	
		No 7 (depending on cl	noice under presence)	5.00 CP	
	Total			6 CP	
12	Weight of the module grade 6/120 (5%)	for the overall grade:			
13	Module Prerequisites: The number of participans of and Controlling of Corporate				
14	Presence: Attendance is strongly recom	mended to warrant lear	ning success.		
	Mobility/Acknowledgement:				
15	Use of the module for other	course programs	Master Information Sys	tems	
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics		
17	Misc.: The seminar "Leading and controlling of corporate groups" consists of a lecture part in the summer term, the writing of a thesis in the summer break and the presentation of the thesis in the winter term. Participation in the lectures is obligatory. Participants need to apply for participation before the summer term at the Chair of Organization, Human Resource Management and Innovation or at the Chair of Management Accounting. The application form is available on the respective websites. The seminar "INTOP" can either be a block course or a weekly course. Beside the success in the simulation game, the final presentation and the term paper will be assessed.				
As places for this course are restricted, an application at the Institute of Accounting and Taxation is necessary.

Auditing

Module Title english: Auditing									
Module Title english:		lie englisn:							
Course Program:			Master Business Administration						
1	Modu	Ile No: ACM10	State: Elective	Language of Instru	uction: Germa	an			
2	Turn: seme	each winter ster	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180		
	Modu	Ile Structure:							
	No	Туре	Course		State	Workload	(h)		
3						Presence (h + CH)	Self- Study (h)		
	1	Lecture / Exercise	Auditing		Compulsory	60 h (4 CH)	120		
4	The m Course In this conce is paid and co areas meth the at	nodule develops an se content: s module knowled erning audits unde dures are introduc d to methods usec organizational struct within the audit o ods audit quality c uditing profession	integration into curric and deepens knowledge r German commercial red and discussed. Wh to obtain audit evide cture is integrated into f financial statements. an be ensured and cou is substantiated by the al Agent Theory). Nume	e In the field of audi ents for audit proce- law is provided. Mor- en introducing the a nce. In addition, kno- the lectures in orde It is further criticall ntrolled. The presen eoretical concepts a	dures in com reover, concre audit process owledge abou er to identify p y examined b tation of the e ubout the effe	ete audit special atte ut the operat possible pro y means of requirement cts of capita	ention tional blem which s for al		
5	Learning outcomes: Academic: After completing the course, students are able to adequately structure and analyze an auditing process. They know how to handle central audit objects, audit procedures as well as selection procedures in order to obtain reasonable results of the audit without conducting a full audit. Moreover, students are sensitized for potential problem areas in the company processes and its organization. In addition, students recognize the need for external audits to guarantee capital market efficiency. They are also able to evaluate the informative value of annual financial statements especially for the investors' forecasts. Soft skills: 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	Desci none	• •	electives within the m	odules:					
7	Exam	ination: Final Mod	lule Exam						

	Rele	vant Work:					
8	No	Number and Type; Connect	ion to Course	D	uration	Part of final mark in %	
	1	Final Written Exam		120 min.		100 %	
9	Stud	y Work: none					
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.						
	CP Assignment:						
11	Pres	sence (see part 3)	No 1		2.00	СР	
	Rele	evant Work (see part 8)	No 1		4.00	СР	
	Tota	al			6 CP	Р	
12		sht of the module grade for th o (5%)	ne overall grad	e:			
13	Mod none	ule Prerequisites:					
14		ence: ence is strongly recommende	d to warrant le	arning s	success.		
	Mob	ility/Acknowledgement:					
15	Use	of the module for other cour	se programs	se programs Master Information Sy		stems	
16		oonsible Lecturer: Dr. Hans-Jürgen Kirsch			Department: School of Bus	iness and Economics	
17	Misc	.:					

Advanced Financial Accounting under German GAAP and IFRS

Mod	dule Ti	tle english:		Advanced Financial Accounting under German GAAP and IFRS					
Cou	rse Pr	ogram:		Master Business Administration					
1	Mod	ule No: ACN	111	State: Elective	Language of Inst	ruction: Germ	ian		
2		: each sum ester	ner	Duration: 1 semester	Semester: 2	CP: 6 V	Vorkload (h)): 180	
	Mod	ule Structu	re:						
	No	Туре	Course			State	Workload	(h)	
3							Presence (h + CH)	Self- Study (h)	
	1	Lecture	Advanc GAAP a	ed Financial Accountin nd IFRS	g under German	Compulsory	30 h (2 CH)	60	
	2	Exercise		ed Financial Accountin nd IFRS Tutorial	g under German	Compulsory	15 h (1 CH)	75	
4	Cour The I IFRS acco acco	se content: modul exam , e. g. leasin unting und unting issu	iines and Ig, financ Er Germai Es regard	wledge in the field of f deepens topics under ial instruments and pro n GAAP and IFRS is dee ing consolidated finan ddressed in the course	German accountir ovisions. Furtherm pened by examini cial statements. P	ng standards ore, knowleds ng numerous	as well as u ge about selected	nder	
5	Acad After unde and the p anal Soft Havi	Learning outcomes: Academic: After completing the course, students have a command of the concepts of financial accounting under German GAAP and IFRS. They are familiar with important aspects of financial accounting and have a basic knowledge about national accounting principles which have to be applied for the preparation of single and consolidated financial statements. Students are further capable of analyzing specific accounting problems conceptually to reach an informed judgement. Soft skills: 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	Desc none		ossible e	lectives within the mo	dules:				
7	Exan	nination: Fi	nal Modu	ile Exam					
8	Rele No	vant Work: Number a	nd Type;	Connection to Course	Duration	Part o	f final mark	in %	

· · · · ·							
	1 Final Written Exam			120	o min.	100 %	
9	Study Work: none						
10	Prerequisites for Credit Points: The credit points will be granted completed.	l after all	relevant wor	k an	id study work h	ave been successfully	
	CP Assignment:						
		No 1			1.00	CP	
11	Presence (see part 3)	No 2			0.50	СР	
	Relevant Work (see part 8)	No 1	No 1		4.50	CP	
	Total				6 CP		
12	Weight of the module grade for 6/120 (5%)	the over	all grade:				
13	Module Prerequisites: none						
14	Presence: Presence is strongly recommend	ded to wa	arrant learnin	g su	ICCESS.		
	Mobility/Acknowledgement:						
15	Use of the module for other comprograms	urse	Master Info	orma	tion Systems		
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch				Department: School of Bus	iness and Economics	
17	Misc.:						

Advanced Accounting on	specific topics II
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Мо	dule Ti	itle english:		Advanced Accountin	vanced Accounting on specific topics II							
Cou	ırse Pr	ogram:		Master Business Ad	Business Administration							
1	Mod	ule No: ACM12	2	State: Elective	Language of Inst	ruction	: Germa	ı, partly Eng	lish			
2		: each summe ester	r	Duration: 1 semester	Semester: 2	CP: 6	Wo	rkload (h): 1	80			
Module Structure:												
	No	Туре	C	ourse			State	Workload	(h)			
								Presence (h + CH)	Self- Study (h)			
	1	Lecture	A	ccounting and Auditin	ng l		Elective	e 30 h (2 CH)	60			
	2	Lecture	Tr	rade and Company La	w I		Elective	e 30 h (2 CH)	60			
	3	Lecture	In	surance Economics	urance Economics				120			
3	4	Seminar	IN	NTOP (in English)	Elective	e 60 h (4 CH)	120					
	5	Seminar	C	ase Studies in Interna	ational Accounting	[Elective	e 30 h (2 CH)	60			
	6	Lecture / Seminar	A	ccounting Research S	counting Research Seminar (PhD)				150			
	7	Lecture / Seminar	Ei	mpirical Accounting R	lesearch		Elective	e 30 h (2 CH)	60			
	8	Lecture / Seminar		ases in Top managem nglish)	ses in Top management Decision Making (in glish)			management Decision Making (in		Elective	e 30 h (2 CH)	150
	9	Lecture / Exercise		lanaging Growth: Org inancial Management	naging Growth: Organizational Design and ancial Management					e 60 h (4 CH)	120	
	10	Lecture / Seminar		lanagement Accounti ourse)	agement Accounting Research (PhD				150			

Purpose of the module/integration into curriculum:

The module deepens the knowledge about specific topics in the field of accounting. Course content:

4

In this module current topics in the field of accounting are introduced and discussed. The lectures' varying contents depend on current developments. Practical exercises and case studies are integrated into the lectures. Simultaneously, special attention is paid to the reference to current research areas of accounting. Depending on the concrete course offering the lectures'

	lectu	number and contents might differ from semester to semester. However, each summer term lectures to the extent of at least 6 CP will be offered. Within this module students are allowed to choose those courses/modules of the module ACM09 that have not yet been accomplished.								
5	Acad Stud of in whic inter ecor Soft Havi	Learning outcomes: Academic: Students are familiarized with current topics and they can specialize depending on their own field of interest. In addition to theoretical fundamentals, students also learn techniques and methods which qualify for a successful career start in this special area. Because of the close interrelationship between research and teaching students recognize the direct link between economic research and current requirements of the business world. Soft skills: 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		cription of possible electives within the modules: rses totalling 6 CP have to be chosen from the course	e offering.							
7	Exar	nination: Examinations for every part of the module								
	Rele No	vant Work: Number and Type; Connection to Course	Duration	Part of final mark in %						
		In case of a lecture:								
	1	Exam (3 CP)	60 min.	50 %						
	2 Exam (6 CP)		max. of 120 min.	100 %						
		INTOP								
	3	Term Paper	max. of 12 pages	40 %						
	4	Paper on management decision in business simulation INTOP & presentation and discussion	max. of 20 pages & max. of 45 min.	60 %						
		Case Studies in International Accounting								
8	5	Presentations	2 x 30 min.	100 %						
		Cases in Top Management Decision Making								
	6	Term Paper	12 pages	100 %						
		Empirical Accounting Research								
	7	Term paper & presentation and discussion	15 - 25 pages & approx. 30 min.	100 %						
		Accounting Research Seminar								
	8	Term Paper & presentation and discussion	10 - 12 pages & approx. 30 min.	100 %						
		Managing Growth: Organizational Design and Financial Management								
	9	Financial plan and written discussion (in groups)	max. of 12 pages per group	70 %						

	10	Case study		max. of 5 pages	30 %	
		Management Accountir	ng Research			
	11	Written reviewer report	& presentation	max. of 25 pages 8 45 min.	k 100 %	
9	Stuc	dy Work: none				
10	The	equisites for Credit Poin credit points will be gran pleted.	ts: ted after all relevant work a	nd study work have	been successfully	
	CP A	Assignment:				
			No 1 (on choice)		1.00 CP	
			No 2 (on choice)		1.00 CP	
			No 3 (on choice)		2.00 CP	
			No 4 (on choice)	2.00 CP		
	_		No 5 (on choice)	1.00 CP		
	Pre	sence (see part 3)	No 6 (on choice)		1.00 CP	
			No 7 (on choice)		1.00 CP	
			No 8 (on choice)		1.00 CP	
			No 9 (on choice)		2.00 CP	
			No 10 (on choice)		1.00 CP	
11			No 1 (depending on choice	2.00 CP		
			No 2 (depending on choice	4.00 CP		
			No 3 (depending on choice under presence) and		1.50 CP	
			No 4		2.50 CP	
			No 5 (depending on choice	e under presence)	5.00 CP	
	Rel	evant Work (see part 8)	No 6 (depending on choice	e under presence)	5.00 CP	
			No 7 (depending on choice	e under presence)	5.00 CP	
			No 8 (depending on choice	e under presence)	5.00 CP	
			No 9 (depending on choice under presence) and		3.00 CP	
			No 10		1.00 CP	
			No 11 (depending on choic	e under presence)	5.00 CP	
	Tot	al			6 CP	

12	Weight of the module grade for the overall gr 6/120 (5%)	ade:				
13	Module Prerequisites: The number of participants for "INTOP" can be restricted.					
14	Presence: Attendence is strongly recommended to warrant learning success.					
	Mobility/Acknowledgement:					
15	Use of the module for other course programs	Maste	r Information Systems			
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch		Department: School of Business and Economics			
17	Misc.: The seminar "INTOP" can either be a block co simulation game, the final presentation and t course are restricted, an application at the Ins	he term	paper will be assessed. As places for this			

Performance Management & Strategy Execution

Мос	dule Ti	tle english:		Performa	ince Manage	ement & Strategy Ex	ecution				
Cou	rse Pr	ogram:		Master B	usiness Adr	ninistration					
1	Mod	u le No: ACM	13	State: El	ective	Language of Instr	uction: Engl	ish			
2	Turn: seme	each winte ester	r	Duration semeste	mester Semester: 1 or 3 CP: 6				Workload (h): 180		
	Mod	ule Structur	e:								
	No	Туре	Cours	e			State	v	Norkload	(h)	
3									Presence (h + CH)	Self- Study (h)	
	1	Lecture	Perfor Execu		inagement 8	Strategy	Compulso		30 h (2 CH)	60	
	2	Exercise		al on Perfo gy Executi		nagement &	Compulso		30 h (2 CH)	60	
4	This strate from imple mode mana perfo mana mode norm The o finan atten cours Cour : The o prob trade the o deles pract beyo and i	course is ab egy. The alig those of con- ementing st ern firms fac agerial align formance ma agement sys ern firms (e. is and value course build ice, and mai ding the co- se after succ se content: objective of lems in firm e-offs underl ourse are th gation of de tices, as wel nd alignmen	out how gnment mpany of rategic is e. The of ment (in nagement stems, p gar, dele s). It co s on kn nagement urse in cessfull this cou s can be ying ma erefore cision ri l as the nt – will on. The of	v to align r problems owners or approache course the course the course the course the course the course the performance gation of co nnects the owledge in that as it is any semes y attending the role o ghts, perfer role of co be manage course reli	get especial upper-level es, has there refore puts a gement conti es (e.g., targ ce evaluatio lecision righ e dots to the n the areas of typically acc ther is possifi g ACM 01 Stru- nable stude ed. Students ncentive des f control sys ormance me rporate cultu gerial short-r	uum: d employees in the ly severe if individu managers. "Getting fore been discussed an emphasis on app rol systems) such as tet setting, budgetir n, or feedback) and ts, development of course ACM o1 Stra of management acco uired during bache ole. However, it is re rategic Managemen nts to understand h are expected to lea sign choices and org tems in firms, the d asurement and peri ure for managerial a un orientation and r, empirical evidenc	al objective things done d as one of f proaches an s performan ng, design o organizatio a corporate ategic Mana bunting, fina lor studies. ecommende t Accounting man and cons ganizational esign of inc formance m lignment. A unethical be	s of (e", i.i. the k d ins ce m f peri- nal c culting gemo ancia Succo d to a s. men sider d des entiv anag majo ehavi	employee e., key challe struments heasurem formance design of ure with s ent Account at account cessfully attend th ht control r the econ sign. Topic ve plans, gement or elemer vior of emp	es differ nges for ent and shared unting. ting, e comic cs of the nt – ployees	
	The	mes			Learning ol	ojectives					

The importance of management control systems for alignment and strategy execution	Getting to know the strategy execution framework for this course; learning the role of action, personal, and outcome controls for strategy implementation purposes.
Theory background: the power (and costs) of incentives and their challenges in corporate practice	Understanding why incentives work to address strategy execution problems; learnings the principles of agency theory and stewardship theory; understanding the role of managerial power in incentive contracts and the hidden costs of control.
Designing incentive systems in practice	Learning the main determinants of incentive systems such as the incentive function, the level of performance measurement, and the type of reward.
Performance Measurement (1): Financial and non-financial performance measures	Learning the benefits and costs of using financial and non- financial performance measures for strategy execution.
Performance Measurement (2): Subjective performance measures	Learning the benefits and costs of using subjective performance measures for strategy execution.
Performance Measurement (3): Comprehensive performance management systems	Understanding how a balanced scorecard can be designed and evaluated for strategy implementation purposes.
Performance Management (1): Defining the performance object	Learning the advantages and disadvantages of performance measurement at different levels in the hierarchy such as individuals, teams, groups, or divisions.
Performance Management (2): Target setting and budgeting	Understanding how targets should be set in organizations and budgets can be used for strategy implementation.
Performance Management (3): Relative performance evaluation	Understanding whether and under which circumstances relative performance measures are useful for strategy implementation.
Performance Management (4): Controllability and subjectivity	Understanding whether and how controllability and fairness concerns matter for performance management.
Performance management in the new economy	Learning the role cultural control elements such as norms, values, identification, and job purpose for strategy implementation.

Learning outcomes:

Academic:

5

On successful completion of this module, students are able to

- understand why a lack of strategy execution often represents an incentive problem.
- understand why and how incentives work and can critically reflect on their downsides.
- design a performance management system (and understand all trade-offs involved).
- select and use appropriate management accounting instruments for strategy execution.
- differentiate between different elements of performance management systems and how their combination works.
- consider the importance and role of non-formal controls and how they relate to formal control systems.

Soft skills:

- On successful completion of this module, students are able to
- come to creative and innovative solutions for unstructured problems.

	• p	 understand, critically reflect, and apply findings from academic literature. present and defend their proposed solution in interactive discussions. critically apply academic theory and empirical insights to concrete real-world challenges. reflect on the course content in the English language and in an international setting. 					
6	Desc none	ription of possible electives	within the mod	ules:			
7	Exan	nination: Final Module Exam					
	Relev No	vant Work: Number and Type; Connect	ion to Course	Du	iration	Part of final mark in %	
8	1 Written exam				min.	75 %	
	2	8 Case studies		ap ea	prox. 1 page ch	25 %	
9	Stud	y Work: none					
10	The o	equisites for Credit Points: redit points will be granted a oleted.	after all relevant	work a	nd study work ł	nave been successfully	
	CP A	ssignment:					
	Brog	sence (see part 3)	No 1		1.00	СР	
11	- THE	sence (see part 3)	No 2 1.		1.00	СР	
	Rele	evant Work (see part 8)	No 1		3.00	СР	
		······	No 2		1.00	1.00 CP	
	Tota	al			6 CP		
12		ht of the module grade for tl o (5%)	he overall grade	:			
13	Mod none	ule Prerequisites:					
14		ence: ence is strongly recommende	ed to warrant lea	arning s	uccess.		
15	Mob	ility/Acknowledgement:					
-)	Use	of the module for other cour	se programs	Master	aster Information Systems		
16		onsible Lecturer: essor Dr. Martin Artz			Department: University of I Business and	Nünster, School of Economics	

17	Misc.:

IFRS and Management Control

Module Title english:				IFRS and Management Control					
Course Program: Master Business Administration 1 Module No: ACM14 State: Elective Language of Instruction: German									
1 Module No: ACM14			4	State: Elective	State: Elective Language of			German	
2	Turn: each winter semester		Duration: 1 semester	Semester: 3		CP: 6	Workload	(h): 180	
	Modu	le Structure	:						
	No	Туре	Cours	se		Stat	e	Workload (h	1)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	IFRS a	and Management Cont	rol	Com	npulsory	45 h (3 CH)	75
	2	Exercise	Tutor	ial on IFRS and Manag	ement Control	Com	pulsory	15 h (1 CH)	45
4	purpo intero data deter meas data. audit Cours In thi and r contr dual integ stude an in that a finan oppo	oses that bot dependencie is used for m mine KPI suc sures. Third, of As a conseq ors to unders se content: s course, pan nanagement olling, accour accounting s rated reporti ents will have formation pre- are of relevar cial accountir rtunities and	th area: s betw heasure th as E disclos uence, stand t rticipar contro inting f systems ng and e a prof ovider nce to a ing on i	d practice. This separa s of accounting pursue een both areas becom ement under IFRS. Seco VA whereby changes in ures required accordir , it is vital for managen he links between IFRS hts shall gain an in-dep l. In this context, topic for construction contra s, fair value measurem segment reporting are found knowledge to as for financial accountin apply IFRS. In addition management control. To backs on integrating fir Learning objectives	e. However, und e more importa ond, IFRS finan n IFRS have a d ng to IFRS often nent accountar and managem oth understand est like the man- cts and project ent and its imp e discussed in sess the releva g. They will lea to that, the stu fhey will be abl nancial and ma	der IF IF ant. F cial s irect i refernts, fi ent c ling o agem c-cont blicati class. ance c dent: le to o nage	RS the in irst, man tatemen effect on r to mana nancial a ontrol. f the inte ent appr trolling, t ions for r . After co of manage ethods o s will be critically ment acc	terfaces and agement account these perfor agement account accountants a erface betwee oach, goodw he use of inter management account f management aware of the appraise the counting.	counting mance bunting and en IFRS ill egrated vs. control, course, unting as at control impact of
	Fund	lamentals		To learn and compre- financial accounting (explain the implication	under IFRS and	man	agement	control; To b	

	Management accounting data for measurement underTo be able to account for inventories, property, plant and equipment, construction contracts and development costs and explain the interfaces with management control systems; To be able to conduct goodwill impairment tests based on management accounting data								
	Management control based on IFRSTo learn about the convergence of financial and management accounting; To be able to evaluate the implications of fair value assessment for the decision facilitating and decision influencing role of management accounting; To understand and comprehend the consequences of IFRS adoption on KPI								
	Management accounting data for IFRS disclosures	To learn about the theor explain how managemen notes, the management	nt accounting da	ta is used for disclosures in the					
5	management accounting mastered the methods of IFRS. In addition, studer can critically assess the Overall, it is possible for	f management accountin ts are familiar with the im possibilities and limits of	ion for financial g, which are nec pact of IFRS on harmonization expertise in inte	reporting. Students have essary for implementation of management accounting. They of accounting under IFRS. mal and external accounting					
6	Description of possible none	electives within the modu	lles:						
7	Examination: Final Mod	ule Exam							
8	Relevant Work:	Connection to Course	Duration	Part of final mark in %					
	1 Final written exam		120 min.	100 %					
9	Study Work: none								
10	Prerequisites for Credit The credit points will be completed.		work and study	work have been successfully					
	CP Assignment:								
	Presence (see part 3)	No 1		1.50 CP					
11		No 2		0.50 CP					
	Relevant Work (see par	t 8) No 1		4.00 CP					
	Total			6 CP					
12	Weight of the module gr 6/120 (5%)	rade for the overall grade							

13	Module Prerequisites: The module "Concepts and Tools of Managemer	ıt Accoui	nting" should have been absolved
14	Presence: Presence is strongly recommended to warrant le	arning s	uccess.
15	Mobility/Acknowledgement: Use of the module for other course programs	Master	Information Systems
16	Responsible Lecturer: Professor Dr. Peter Kajüter		Department: School of Business and Economics
17	Misc.:		

Elective on Accounting

		1							
Мос	dule Ti	tle english:	Elective	on Accountin	g				
Cou	rse Pr	ogram:	Master E	Business Adm	inistration				
1 Module No: ACM15			State: E	lective	Language of Instruc	: tion: Gern	nan		
2	Turn: each semesterDurat seme			-	Semester: 2 or 3	CP: 6	Workloa	d (h):	180
	Mod	ule Structure:							
	No	Туре		Course		State	Work	load	(h)
3							Prese (h +)		Self- Study (h)
	1	Lecture / Exerci Seminar	ise /	on choice (s	ee part 13)	Elective	e 30 - h (2 - CH)		120 – 150
4	Purp The r integ Cour In th	grate related topi se content: e module "Electi	udents the cs. ves on Ac	e possibility to counting" stu	iculum: o realign their individ dents gain knowledg encies between differe	e and skill	Ū		
5	Acad The o lectu ensu Soft Havi	ires. The internat ired. skills: ng passed the m	ional con odule stu	text respective dents are able	ally depend on the c ely a mathematical-st e to analyze theoretic in a differentiated wa	atistical fo al questio	ocus is alw	ays	d way
6		ription of possib ures for 6 CP hav			modules: e course offering.				
7	Exan	nination: Examir	nations fo	r every part of	the module				
	Rele	vant Work:							
8	No	Number and Tyj	oe; Conne	ction to Cours	5e	D	uration	Part fina in %	l mark
	1	passed which b	asically c	onsists of a w	kamination has to be ritten exam. If severa ype of examinations,			100	%

	extent and their weighting lecture	will be publicly a	nnou	nced before the		
9	Study Work: none					
10	Prerequisites for Credit Points: The credit points will be granted completed.	l after all relevant	work	and study work h	ave been successfully	
	CP Assignment:					
	Presence (see part 3)	No 1 (dependin chosen course)		ne concretely	1.0 – 2.00 CP	
11	Relevant Work (see part 8)	No 1 (dependin chosen course)		ne concretely	3.00 – 5.00 CP	
	Study Work (see part 9)	No 1 (dependin chosen course)		ne concretely	0.00 – 1.00 CP	
	Total				6 CP	
12	Weight of the module grade for 6/120 (5%)	the overall grade	:			
13	Module Prerequisites: Courses from the modules ACMo modules. Further courses from co chosen, if not yet chosen within Minor Research and the Minor E minor, if the prerequisites are fu courses/modules being offered choosen.	other majors of th the minor and if ntrepreneurship Illfilled and if pla	e Mas the pr can b ces ar	ter in Business Ac erequisites are fu e chosen, if not alı e available. In prir	dministration can be Ilfilled. Courses from the ready chosen within the nciple also	
14	Presence: Presence is strongly recommend	led to warrant lea	arning	success.		
	Mobility/Acknowledgement:					
15	Use of the module for other course programs none					
16	Responsible Lecturer: Prof. Dr. Hans-Jürgen Kirsch			Department: School of Busine	ess and Economics	
17	Misc.: A course choice must always be Institute for Accounting and Aud			son responsible f	or examination at the	

Advanced International Accounting

	itle english:		Advanced Internation	nal Accounting						
Course P	ogram:		Master Business Adn	ninistration						
1 Mod	ule No: ACM	16	State: Elective	Language of Ins	truction: Engl	ish				
2			Duration: 1 semester	Semester: 2	CP: 6	Workload (h): 180			
Mod	Module Structure:									
No	Туре	Course	9		State	Workload	(h)			
3					Presence (h + CH)	Self- Study (h)				
1	Lecture	Advan	ced International Finar	cial Reporting	Compulsory	7 30 h (2 CH)	60			
2	Exercise	Tutoria Report	l in Advanced Internat ing	ional Financial	Compulsory	20 h (1 CH)	70			
	module dea im reporting ements, IFRS	ls with a		d in International	Financial Rep	orting (ACM	02),			

r						
	Repo state know are a Soft Havi and	r completing the course, study orting Standards and their ap ements and evaluating accou- v the differences to national able to assess national influe skills: ng passed the module stude to identify and solve practica evelop a solution in a team a	plication. The Inting options financial acco Inces on IFRS Ints are able t Il problems re	ey are capable of ur s offered by the star punting systems (Ge practice. co analyze theoretic elated to IFRS applic	nderstandi ndards. In erman GAA al question cation. Mo	ng IFRS financial addition, students AP, US-GAAP) and they ns in a profound way reover, they are able
6	Desc none	ription of possible electives	within the m	odules:		
7	Exan	nination: Examinations for e	very part of th	he module		
	Rele	vant Work:				
	No	Number and Type; Connect Course	ion to	Duration		Part of final mark in %
8	1	Written exam		90 min.		80 %
	2	Case study presentation		1 x approx. 30 pag approx. 25 min.	es, 1 X	20 %
9	Stud	y Work: none				
10	The o	equisites for Credit Points: credit points will be granted a pleted.	after all relev	ant work and study	work have	been successfully
	CP A	ssignment:				
	Dura		No 1		1.00 CP	
11	Pres	sence (see part 3)	No 2		0.50 CP	
	Rel	evant Work (see part 8)	No 1		3.00 CP	
			No 2		1.50 CP	
	Tota	al			6 CP	
12		ght of the module grade for t 0 (5%)	he overall gra	ade:		
13	Mod none	ule Prerequisites:				
14		ence: ence is recommended but no	ot compulsory	<i>I</i> .		
	Mob	ility/Acknowledgement:				
15	Use	of the module for other cou	rse programs	Master Informat	ion Syster	ns

16	Responsible Lecturer: Professor Dr. Peter Kajüter	Department: School of Business and Economics
17	Misc.:	

Corporate Taxation II

Module Title english:			Corporate Taxation II	Corporate Taxation II						
Course Program:		ogram:	Master Business Adm	Master Business Administration						
1 Module No: ACM17			State: Elective	Language of Instr	uction: Ger	man				
2	Turn: each summer semester		Duration: 2 semesters	Semester: 2	CP: 6	Workload (h): 180			
	Mod	ule Structure:								
	No	Туре	Course		State	Workload	(h)			
	1	Lecture	General Fiscal Code (su	General Fiscal Code (summer term)			60			
3	2	Lecture	Taxation of Asset Succe	Taxation of Asset Succession (winter term)			60			
	3	Lecture	Tax Planning (summer	Fax Planning (summer term)			60			
	4	Lecture / Exercise	Tax Accounting (summ	ax Accounting (summer term)			60			
	5	Lecture / Exercise	Reorganisation Tax Law	Reorganisation Tax Law (summer term)			60			
	6	Lecture	German International Taxation (summer term)		Elective	30 h (2 CH)	60			

Module Profile:

Purpose of the module/integration into curriculum:

The module allows for deeper insights into certain aspects of German tax law. It is helpful, although not necessary to attend, to have some previous tax-related knowledge for some parts of the module. The courses are identical to those from Corporate Taxation II and can be combined with each other.

Course content:

4

In the lecture "General Fiscal Code" students will gain insights into procedural tax law. The General Fiscal Code (AO) contains basic regulations apllying to all types of taxes like tax procedures, administrative appeals, or regulations regarding fiscal offenses. Therefore, it can be seen as the core of German tax law. The lecture "Taxation of Asset Succession" mainly deals with the inheritance and gift tax law. The inheritance and gift tax is a major capital-based tax, which is characterised by a complex linking of personal and business-related elements. Moreover, the course covers other tax regulations from the income tax act, which are also relevant in the field of asset succession. The lecture "Tax Planning" with integrated exercises deals with the tax optimal design of facts and circumstances. There will be examples showing how the tax burden can be reduced by means of the legal structure of a company, company finance and choice of location. The first part is theoretical and covers aspects of company tax planning based on the Scholes-Wolfson Paradigm and includes findings from the empirical literature. The second part has a

	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.										
9	Stud	ly Work: none									
	6	Final written exam International German Taxation	60 min.	50 %							
	5	Final written exam M+A taxes	60 min	50 %							
	4	Final written exam Tax accounting	60 min.	50 %							
3	3	Final written exam Tax planning	60 min.	50 %							
	2	Final written exam Tasation of Asset Succession	60 min.	50 %							
	1	Final written exam General tax code	60 min.	50 %							
	Rele No	vant Work: Number and Type; Connection to Course	Duration	Part of final mark in %							
'	LAdi	nination: Examinations for every part of the	mouule								
•	Stud the s	cription of possible electives within the model lents must choose two lecturs in order to ob same courses as in Corporate Taxation I	tain a total of 6 CP.	It is not possible to choose							
	After from have deci Soft Havi and also Ther reinf have	Acter completing the course, students are able to analyse a business' facts and circumstances from several tax perspectives. They can apply the relevant tax codes in a competent way and they have the basic knowledge to evaluate complex issues and can tax-optimise management decisions. Soft skills: 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. The course objective is to also provide an opportunity for students to participate actively in some manner during class. There will be opportunities to test students' knowledge on sample problems, both as a means of reinforcing learning and to prepare students for the written examination. Students are expected to have read and thought about the materials before coming to class and the sessions are approached with this assumption in mind.									
	to have basic knowledge of it. There are exercises included in the course. In "Reorganisation Tax Law", students are introduced to tax effects of business reorganisation and transformation. They learn to distinguish between the different types of reorganization (merger, splitting, and contribution). In particular, it is imporant to see how such reorganisation can be pursued in a tax- neutral way. There are exercises included in the course. Previous knowledge regarding tax law is helpful. However, there will be a short repitition of some very important issues at the beginning of the course.										
	practically oriented approach and discusses concrete tax-related design choices. The determination of taxable income is the main topic of the course "Tax Accounting". In this regard, this course introduces students to the basic tax rules and types of determination of taxable income, the principle of book-tax conformity, tax valuation rules, and tax amortization rules. Since there are links to the accounting rules in the German Commercial Code (HGB), it is desirable										

	CP Assignment:						
		No 1 (on choice)	No 1 (on choice)				
		No 2 (on choice)		1.00 CP			
		No 3 (on choice)		1.00 CP			
	Presence (see part 3)	No 4 (on choice)		1.00 CP			
		No 5 (on choice)		1.00 CP			
		No 6 (on choice)		1.00 CP			
		No 1 (depending on cho	ice under presence)	2.00 CP			
		No 2 (depending on cho	ice under presence)	2.00 CP			
	Delevent Werk (see next 9)	No 3 (depending on cho	ice under presence)	2.00 CP			
	Relevant Work (see part 8)	No 4 (depending on choice under presence)		2.00 CP			
		No 5 (depending on cho	ice under presence)	2.00 CP			
	No 6 (depending on choice under presence)			2.00 CP			
	Total			6 CP			
Ì	Weight of the module grade for 6/120 (5%)	r the overall grade:					
Ì	Module Prerequisites: none						
	Presence: Presence is strongly recommen	nded to warrant learning s	uccess.				
Ī	Mobility/Acknowledgement:						
	Use of the module for other c	ourse programs Master	Information Systems				
	Responsible Lecturer: Professor Dr. Christoph Watrin		Department: School of Business	and Economics			
٦	Misc.:						

From Data to Insights: Driving Corporate Performance

Module Title english:				From Data to Insights: Driving Corporate Performance						
Cou	rse Pr	ogram:		Master Business Administration						
1	1 Module No: ACM18			State: Ele	State: Elective Language of Instruction: English					
2	Turn: each summer semester			Duration:	1 semester	Semester: 2 CP: 6 Workload (h):): 180	
	Mod	ule Structur	e:							
	No	Туре	Cour	se			State		Workload	(h)
3									Presence (h + CH)	Self- Study (h)
	1	Lecture		Data to Ins ormance	sights: Driving	Corporate	Compulso	ry	30 h (2 CH)	60
	2	Exercise		Data to Ins ormance	sights: Driving	Corporate	Compulso	ry	30 h (2 CH)	60
4	Purp The a in pra- regan organ causs There empl (valu long- desig used time softw Cour The c broad data the e progl cours	ability and s actice and, i rd to manag nizations to al relationsl efore, this cr nasis on app e-drivers) o term financo gn for perfor to find solu programmin vare and pro se content: sourse addru d range of to issues, con mpirical est ramming, st se also prep	kill to d in light ement detect nips in ourse c olied e n nonfi ial perf mance ttions f ng in cl ogramn esses r opics in cepts o timatio atistics ares fo	collect, clea of current of accounting critical per firms to im overs data mpirical me nancial per formance. A and growth for manager ass using S ning langua nanagerial the area o of performa n of value of s, group wo or doctoral s	developments , the task at h formance mea prove manage driven perforr thods. A parti formance mea yn additional f n. The course i nent problems TATA as the p ge is not requ problems and f performance nce measuren trivers. Studer rk, and the En	estigate, and inte , will likely get mo and is to use stru sures and perform rial decision-make nance measurem cular emphasis is asures and their so ocus lies on how is based on case s. All students are rimary software. A the use of data to management is o nent and applied nts acquire a broa glish language. Marea of managem	ore importai ctured and mance drive ing and ma ent in mode s put on the ubsequent to investiga studies to s e expected t Any pre-kno o find soluti covered, su business st d range of s	nt ir unsers, nagern effe imp te o how o d wle ons ch a atis skill o m	n the future structured (and to ide gement cor firms with a ect of actio bact on sho organizatio w how data o (guided) dge of the s for them. as dealing stics, as we ls related t	2. With data in ntify ntrol. an ons ort- and onal c can be real- STATA A with ell as o y, the
	The	mes			Learning objectives					

Foundations of empirical	Understand how business models can be transferred into				
performance measurement	frameworks being useful for data analytics. Discussion of challenges of modern data analytics.				
Hypotheses-driven problem decomposition and analyses	Understand how to address practical problems with theory- driven data analytics.				
Using descriptive data for decision-making and strategic control	Understand the importance and benefits of univariate analyses (i.e., differentiated group comparisons) for decision-making support.				
Using (multivariate) cross- sectional regression analysis for decision-making	Understand the importance and benefits of multivariate regressions (economic interpretation, importance of controls, regression diagnostics, interaction effects).				
Using (multivariate) panel regression analyses for decision-making	Understand the importance and benefits of panel regressions (economic interpretation, importance of controls, regression diagnostics), including fixed and random effects models.				
Using non-linear regression models (e.g., logit) for decision- making	Understand the importance and benefits of logit regressions (economic interpretation, importance of controls, regression diagnostics).				
Analyzing structural breaks in firms	Understand the logic and importance of difference, and difference-in-difference research designs.				
Managing an own data analytics project	Understand how to manage and merge data from various sources, how to clean up data, and to prepare multi- dimensional datasets for analyses.				
Data analytics in practice	Understand approaches and challenges of modern data analytics in management accounting practice (including standard solutions such as "Tableau").				
Learning practical skills for data analytics	Learning the basics of the standard software package STATA.				
 apply fundamentals and theor consider the trade-offs that inf apply concepts of business sta differentiate between prediction which approach. link empirical research method data analytics). Soft skills: On successful completion of this r conduct data management and work successfully in a team enfront of others. find creative and innovative so 	ies regarding the measurement of performance within firms. Fluence the interpretation and choice of performance measures. atistics to performance management. on and causality approaches and understand when to use ds to their application in practice (in light of recent trends in				
	performance measurement Hypotheses-driven problem decomposition and analyses Using descriptive data for decision-making and strategic control Using (multivariate) cross- sectional regression analysis for decision-making Using (multivariate) panel regression analyses for decision-making Using non-linear regression models (e.g., logit) for decision- making Analyzing structural breaks in firms Managing an own data analytics project Data analytics in practice Learning practical skills for data analytics Con successful completion of this r apply fundamentals and theor consider the trade-offs that infi apply concepts of business state differentiate between prediction which approach. link empirical research method data analytics). Soft skills: On successful completion of this r on successful completion of this r conduct data management and work successfu				

- •
- solve unfamiliar problems based on theoretical frameworks and structured approaches. understand, critically reflect on, and apply findings from academic literature. reflect on the course content in the English language and in an international setting.

6	Description of possible electives within the modules: none										
7	Examination: Final Module Exam										
	Relevant Work:										
8	No	Number and Type; Connecti	on to Course Duration		ation	Part of final mark in %					
	1	Written assignment			max	x. of 15 pages	100 %				
9	Stud No	Study Work: No Number and Type; Connection to Course Duration									
,	1	Presentation in group					45 min.				
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.										
	CP A	ssignment:	1								
	Pres	sence (see part 3)	No 1			1.00	o CP				
11			No 2 1.00		o CP						
	Rele	evant Work (see part 8)	No 1 2.50			+ CP					
	Stu	dy Work (see part 9)	No 1 1.50			CP					
	Tota	al	6 CP)					
12		ght of the module grade for th o (5%)	ne overall gra	ade:							
13	Mod none	ule Prerequisites:									
14		ence: ence is strongly recommende	d to warrant	learning	g su	ccess.					
	Mob	ility/Acknowledgement:									
15		of the module for other cour grams	er Information Systems								
16	Responsible Lecturer: Professor Dr. Martin Artz				Department: University of Münster, School of Business and Economics						
17	Misc Prep an a	.: aration of this course (e.g., p pplication before course start	urchasing so . Details are	ftware l announ	icen Iced	ces, licensing on the Chair'	g Harvard cases) requires s webpage.				

Module Offer

FCM

Finance Center Münster

FCM01	Introduction to Advanced Finance
FCM02	Behavioral Finance
FCM03	Derivatives I
FCM04	Financial Intermediation I
FCM05	Advanced Corporate Finance
FCM06	Corporate Governance and Responsible Business Practices
FCM07	Asset Pricing
FCM08	Financial Intermediation II
FCM09	Financial Research Seminar
FCM10	Case Studies in Finance
FCM11	Emirical Lab I
FCM12	Empirical Lab II
FCM13	Advanced Finance on Specific Topics I
FCM14	Advanced Finance on Specific Topics II
FCM15	Electives in Finance
FCM16	Seminar Advanced Finance

Ν	Major Finance	e		
6 CP FCM 1) Introduction to Advanced Finance	6 CP FCM 2) Behavioral Finance	6 CP FCM 3) Derivatives I		
6 CP FCM 4) Financial Intermediation I	24 CP (SS and WS) FCM 5) Advanced Co FCM 6) Corporate Go FCM 7) Asset Pricing FCM 8) Financial Inte	wernance		
6 CP FCM 10) Case Studies in Finance	FCM 0) Financial Internetineuration in FCM 11) Empirical Lab I FCM 12) Empirical Lab II FCM 13) Adv. Finance on spec. Topics I FCM 14) Adv. Finance on spec. Topics II FCM 15) Elective in Finance		- 12 CP FCM 9) Financial Research Seminar	

Thesis 30 CP

Ν	Major Finance	Supplementary Minor Finance		
6 CP FCM 1) Introduction to Advanced Finance	6 CP 6 CP FCM 2) FCM 3) Behavioral Finance Derivatives 1		6 CP FCM 11) Emprical Lab I	6 CP FCM 12) Empirical Lab II
6 CP FCM 4) Financial Intermediationi I	24 CP (SS and WS) FCM 5) Advanced Co FCM 6) Corporate Go FCM 7) Asset Pricing FCM 8) Financial Inte	overnance	12 CP FCM 16) Seminar A	dvanced Finance
6 CP FCM 10) Case Studies in Finance	FCM 13) Adv. Finance on Spec. Topics I FCM 14) Adv. Finance on Spec. Topics I FCM 15) Elective in Finance		- 12 LP FCM 9) Financial Research	Seminar
		Thesis 30 () P	

Minor Finance

Choose from below 4 x 6 CP (4 out of 9), at least 2 electives with (*)

FCM 1)	Introduction to Advanced Finance*
FCM 2)	Behavioral Finance*
FCM 3)	Derivatives I*
FCM 4)	Financial Intermediation I*
FCM 5)	Advanced Corporate Finance
FCM 6)	Corporate Governance
FCM 7)	Asset Pricing
FCM 8)	Financial Intermediation II
FCM13)	Adv. Finance on Spec. Topics I

Introduction to Advanced Finance

Module Title english:				Introduction to Advanced Finance					
Cou	Course Program:			Master Business Admir	nistration				
1	1 Module No: FCM01			State: Compulsory	struction: English				
2	Turn: each winter semester			Duration: 1 semester	Semester: 1	CP: 6	Workload (i	h): 180	
	Modu	ule Structure	:						
	No	Туре	Cour	se		State	Workload	(h)	
3							Presence (h + CH)	Self- Study (h)	
	1	Lecture	Intro	duction to Advanced Fina	ance	Compulsory	30 h (2 CH)	60	
	2	Exercise	Tuto	rial on Introduction to Ad	vanced Finance	Compulsory	30 h (2 CH)	60	
4	This i Finan deep Cours In the inves conta inves multi finan supp	module prov ace master pi ened, so tha se content: e module the stment topics ains, for exar stment decisi -factor asset ce part focus lemented by	ides th rogram t all st s stude s, but a nple, t ions (p pricin ses on		in finance for me of the Bachelor rel of knowledge pts in finance. T ntals of corporate ent, decision ma ion between risk rivations and em	program are r for the follow he class mair e finance. The king (utility the and return, a upirical tests). ation. The lec	efreshed an ving classes hly focuses of investment neory) and and single a . The corpora :ture is	d on : part nd ate	
5	Acad The s stude theor also g mode perfo inves main other class	finance part focuses on optimal capital structure theory and valuation. The lecture is supplemented by a tutorial which consists of exercises and case studies. All classes are taught in English. Learning outcomes: Academic: The students become familiar with the main concepts in finance. In the investment part, the students gain knowledge about financial markets, in particular debt and equity. The students theoretically learn how to construct a portfolio and apply this knowledge in a case study. They also gain a fundamental understanding of the different asset pricing models and apply these models to evaluate portfolio performance. Both of these skills, portfolio construction and performance evaluation, are essential skills for students obtain a good understanding of the main determinants of capital structure decisions. They learn how to value a firm, using among other techniques the asset pricing models introduced in the investment part. This part of the class provides (some of) the relevant skills for students, who aim for a career in the finance department of an international corporation, consulting, or valuation (e.g., private equity).							

	more advanced classes of the program. Therefore, they possess the ability to connect the different fields of finance with each other. Furthermore, students can associate current problems with the relevant context and analyze them in a structured manner. They are able to explain and apply compiled knowledge from academic papers. They are familiar with the mathematical (e.g. optimization under constraints) and statistical (e.g. OLS regression) tools which are frequently used. Soft skills: The students complete case studies in small teams, which are presented to the class. In this process, they practice their team-working skills, academic writing skills, and presentation skills.										
6	Description of possible electives within the modules: none										
7	Exan	nination: Examinations for ev	very part of the	module							
	Rele	vant Work:				I					
	No	Number and Type; Connecti	ion to Course	Duration		Part of final mark in %					
8	1	Final written exam		120 min.		80 %					
	2	Case studies including pres	entation	2 x 10 - 15 pages & approx. 10 Min.		20 %					
9	Stud	y Work: none									
10	The c comp	equisites for Credit Points: credit points will be granted a pleted.	after all relevar	it work and study wo	ork have	e been successfully					
	CP Assignment:										
	Pres	sence (see part 3)	No 1	1.00 CF							
11			No 2	1.00 CP							
	Rele	evant Work (see part 8)	No 1	-	3.00 CP						
	Tota	ıl	No 2		1.00 CP 6 CP						
12		tht of the module grade for th 0 (5%)	ne overall grad	e:							
13	Module Prerequisites: Students are required to have a basic knowledge about financial topics as provided in the Bachelor Finance courses at the University of Muenster or in the textbook "Principles of Corporate Finance", 9th Edition, by Brealey, Myers and Allen.										
14		ence: ence is strongly recommende	ed to warrant le	arning success.							
15	Mob	ility/Acknowledgement:									

	Use of the module for other course programs	Economics, Master Information s, Master Mathematics, Master Physics		
16	Responsible Lecturer: Prof. Nadja Guenster		Department: School of Business and Economics	
17	Misc.:			

Behavioral Finance

Module Title english:		Be	Behavioral Finance Master Business Administration							
Course Program:			М	laster Business Admi						
1	Mod	ule No: FCMc	D2 St	tate: Compulsory	mpulsory Language of Instruction: English			English	sh	
2	Turn: each winter semester Duratio			uration: 1 semester	Semester:	L	CP: 6	P: 6 Workload (h)		
	Module Structure:									
	No	Туре	Course			State	9	Workload (h)	
3								Presence (h + CH)	Self- Study (h)	
	1	Lecture	Behavio	oral Finance		Com	pulsory	30 h (2 CH)	60	
	2	Exercise	Tutorial	on Behavioral Financ	e	Com	pulsory	30 h (2 CH)	60	
		porating beh	navioral in	d predict financial de sights on individual j	cision making udgment and	g and f I decis	inancia ion mal	king. First, sys	by stematic	
4	error expla finan impli relev cons ("Ver visiti	porating beh s in individua ained. Afterw icial context ications for fi ance of beha iderations wi rtiefungssem ng researche	navioral in al decision vards, the and suppo inancial m avioral fino ill be discu ninar"), wh	sights on individual j n making will be pres consequences of the orted by empirical an narkets (esp. security dings in the context o ussed. The lecture wi nich comprises exerci as practitioners. This	cision making udgment and ented and fre biases and h d experiment prices and tu f the market II be support se sessions, s module will	g and f I decise equent eurist al rese ernove efficie ed by a case s	inancia ion mal- ly used ics will l earch fir r) will be ncy hyp a semina tudies a	I market data king. First, sys heuristics wi be discussed adings. Finally considered othesis and a ar and lectures f	by stematic Il be in a y, the and the arbitrage	
4	error expla finan impli relev cons ("Ver visiti	porating beh s in individua ained. Afterwa icial context ications for fi ance of beha iderations wi rtiefungssem ng researche mes	navioral in al decision vards, the of and suppo inancial m avioral finc ill be discu innar"), wh ers as well	sights on individual j n making will be pres consequences of the orted by empirical an narkets (esp. security dings in the context o ussed. The lecture wi nich comprises exerci as practitioners. This Learning object	cision making udgment and ented and fre biases and h d experiment prices and tu f the market II be supporte se sessions, s module will	g and f I decise equent eurist al rese irnove efficie ed by a case s be tau	inancia ion mał ly used ics will ł earch fir y will be ncy hyp a semina tudies a ight in E	I market data king. First, sys heuristics wi be discussed idings. Finally considered othesis and a ar and lectures f inglish.	by stematic II be in a y, the and the arbitrage rom	
4	error expla finan impli relev cons ("Ver visiti The Mot	porating beh s in individua ained. Afterw icial context ications for fi ance of beha iderations wi rtiefungssem ng researche	avioral in al decision vards, the of and suppo inancial m avioral fino ill be discu inar"), wh ers as well c concepts	sights on individual j n making will be pres consequences of the orted by empirical an narkets (esp. security dings in the context o ussed. The lecture wi nich comprises exerci as practitioners. This Learning object	cision making udgment and ented and free biases and h d experiment prices and tu f the market II be supporte se sessions, s module will ctives the key pers	g and f l decise equent eurist cal rese efficie ed by a case s be tau	inancia ion mał ly used ics will ł earch fir y will be ncy hyp a semina tudies a ight in E	I market data king. First, sys heuristics wi be discussed idings. Finally considered othesis and a ar ind lectures f inglish.	by stematic II be in a y, the and the arbitrage rom	
4	error expla finan impli relev cons ("Ver visiti The Mot Beh Syst	porating beh s in individua ained. Afterw icial context ications for fi ance of beha iderations w tiefungssem ng researche mes ivation/Basio	avioral in al decision vards, the and suppo inancial m avioral find ill be discu- inar"), wh ers as well c concepts ince	sights on individual j n making will be pres consequences of the orted by empirical an narkets (esp. security dings in the context o ussed. The lecture wi nich comprises exerci as practitioners. This Learning object s of To understand be able to eval	cision making udgment and ented and fre biases and h d experiment prices and tu f the market II be support se sessions, s module will :tives the key pers uate it in the systematic d	g and f l decis equent e urist al rese efficie ed by a case s be tau pective light c	inancia ion mak ly used ics will be acch fir y will be ncy hyp a semina tudies a ght in E e of beh of the tra-	I market data king. First, sys heuristics wi be discussed adings. Finally considered othesis and a ar and lectures f anglish. avioral finand aditional app	by stematic II be in a y, the and the arbitrage rom ce and to roaches	
4	error expla finan impli relev cons ("Ver visiti The Mot Beh Syst deci	porating beh s in individua ained. Afterw icial context ications for fi ance of beha iderations wi tiefungssem ng researche mes ivation/Basic avioral Finan rematic error	avioral in al decision vards, the o and suppo inancial m avioral fino ill be discu- ninar"), wh ers as well c concepts ace	sights on individual j n making will be pres consequences of the orted by empirical an narkets (esp. security dings in the context o ussed. The lecture wi nich comprises exerci as practitioners. This Learning objec s of To understand be able to eval dual To learn about	cision making udgment and ented and free biases and h d experiment prices and tu f the market II be supporte se sessions, s module will tives the key pers uate it in the systematic d making by ind the consequ	g and f d decisis equent eurist al rese efficie ed by a case s be tau pectivic light c eviation ences	inancia ion mak ly used ics will be acch fir i) will be ncy hyp a semina tudies a ught in E e of beh of the tra ons from ls.	I market data king. First, sys heuristics wi be discussed othesis and a considered othesis and a ar and lectures f inglish. avioral finant aditional app n rational jud	by stematic II be in a y, the and the arbitrage rom ce and to roaches gment	
4	error expla finan impli relev cons ("Ver visiti Mot Beh Syst deci Inve	porating beh s in individua ained. Afterw icial context ications for fi ance of beha iderations wi tiefungssem ng researche mes ivation/Basic avioral Finan rematic error	avioral in al decision vards, the e and suppo inancial m avioral fino ill be discu ill be discu innar"), wh ers as well c concepts the s in indivio	sights on individual j n making will be pres consequences of the orted by empirical an narkets (esp. security dings in the context o ussed. The lecture wi nich comprises exerci as practitioners. This Learning object s of To understand be able to eval dual To learn about and decision makin	cision making udgment and ented and free biases and h d experiment prices and tu f the market Il be supporte se sessions, s module will ctives the key pers uate it in the systematic d naking by ind the consequ ng for investo	g and f d decisis equent eurist al rese efficie ed by a case s be tau pective light c eviatic ividua ences rs, e.g	inancia ion making ios will be arch fir) will be ncy hyp a semina tudies a ight in E e of beh of the tra- ons from ls.	I market data king. First, sys heuristics wi be discussed idings. Finally considered othesis and a ar and lectures f inglish. avioral finand aditional app n rational judger espect to retir	by stematic II be in a y, the and the arbitrage rom ce and to roaches gment in rement	

5	Learning outcomes: Academic: The students will attain a modern view on financial markets, where not only perfectly rational decision makers (homo oeconomicus) act, but also real decision makers with all their flaws and weaknesses. The students become equipped to apply this perspective (behavioral economics) to many other fields, for example to discuss the effectiveness of incentive schemes or the design of contracts and products. By discussing current studies as well as the implementation of small experiments in the lecture and exercise sessions, the students will achieve strong skills of advanced research methodology. Soft skills: 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. By the incorporation of literature from psychology, students are exposed to an interdisciplinary approach and learn to look at class content from different perspectives. As lecture and tutorial are taught in English, the students' 'Business English' is improved.								
6	Desc none	ription of possible electives	within the modules	:					
7	Exam	ination: Final Module Exam							
		vant Work:							
8	No	Number and Type; Connecti	on to Course	Duration		Part of final mark in %			
	1	Final written exam		120 min.		100 %			
9	Stud	y Work: none							
10	The c	equisites for Credit Points: credit points will be granted a pleted.	fter all relevant wor	k and study v	vork h	ave been successfully			
	CP A	ssignment:							
	Due	(No 1		1.00 (СР			
11	Pres	sence (see part 3)	No 2		1.00 (CP			
	Rele	evant Work (see part 8)	No 1		4.00	СР			
	Tota	ıl			6 CP				
12		t ht of the module grade for th o (5%)	ne overall grade:						
13	Mod none	ule Prerequisites:							
14		ence: ence is recommended to warı	ant learning succes	55.					

15	Mobility/Acknowledgement:		
	Use of the module for other course programs	Master Economics, Master Mathematics, Master Physics	
16	Responsible Lecturer: Prof. Dr. Thomas Langer		Department: School of Business and Economics
17	Misc.:		
Derivatives I

MO	dule Ti	tle english:		Derivatives I					
Cou	ırse Pr	ogram:		Master Business Admin	nistration				
1	Mod	ule No: FCMc	93	State: Compulsory	Language o	Language of Instruction: English			
2	Turn seme	: each winter ester		Duration: 1 semester	Semester: 1	L	CP: 6	Workload (h): 180	
	Mod	ule Structure	:						
	No	Туре	Cour	se		State	9	Workload (h)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Deriv	vatives I		Com	pulsory	30 h (2 CH)	60
	2	Exercise	Tuto	rial on Derivatives I		Com	pulsory	30 h (2 CH)	60
4	hedg vanil discr pricil smile	ing continge la products a rete-time bind	nt clai and mo	class "Derivatives I" the ms. The main focus is on ore exotic derivatives. Wi	equity derivation	atives,	, where		
	pract	orial, which r	se also t the m nay co vell as	nodel and the continuou deals with the hedging arket and discuss possi nsist of exercises and ca thorough discussions of	is-time mode of derivatives ble explanations se studies, ta	l of Bla s. Furth ons. T alks of	ack-Sch nermore he lectu f visiting	emphasis is o oles. Besides , we introduc re is supplen g researchers	n the the e the nented by and
5	Learn Acad Upor the s trans deriv mode parti expe deriv Soft	orial, which r titioners as w be held in Eng ning outcome demic: a completion standard opti sfer his or heir vatives pricin els. Furtherm cular the bas	se also t the m may co vell as glish. of the on prio r know g and f ore, th sic con blemer ally.	deals with the hedging arket and discuss possi nsist of exercises and ca	vs the relevar nd continuou . The student ty to deal with thematical to . lus, and the s	l of Bla s. Furth ons. T alks of utions nt tool is time is fam h more pols fre studer	ack-Sch hermore he lectu f visiting from th s from th e, and h hiliar with e comple equently ht has a	emphasis is o oles. Besides , we introduc re is supplen gresearchers he literature. / e equity deriv as the compe th the main c ex option price / used in this lso gained so	n the s the e the nented by and All classes vatives in stence to oncepts of ing area, in me first
5	Learn Acad Upor the s trans deriv mode parti expe deriv Soft Inde	orial, which r titioners as w be held in En- ning outcome lemic: In completion tandard opti sfer his or hele vatives pricin els. Furtherm cular the bas rience in imp vatives critica skills: pendent stuc	se also t the m may covell as glish. of the on prior r know g and t ore, th sic con blemer ally.	deals with the hedging narket and discuss possi nsist of exercises and ca thorough discussions of course the student know :ing models in discrete a ledge to new derivatives thus possesses the abili the student knows the ma cepts of stochastic calcu	vs the relevar nd continuou . The student ty to deal with thematical to lus, and the s	l of Bla s. Furth ons. T alks of utions nt tool is time is fam h more pols fre studer	ack-Sch hermore he lectu f visiting from th s from th e, and h hiliar with e comple equently ht has a	emphasis is o oles. Besides , we introduc re is supplen gresearchers he literature. / e equity deriv as the compe th the main c ex option price / used in this lso gained so	n the s the e the nented by and All classes vatives in stence to oncepts of ing area, in me first

	Rele	vant Work:				
8	No	Number and Type; Connec	tion to Course	Dur	ation	Part of final mark in %
	1	Final written exam		120	min.	100 %
9	Stud	l y Work: none				
10	The	equisites for Credit Points: credit points will be granted pleted.	after all relevan	it work an	d study work ł	ave been successfully
	CP A	ssignment:				
	Pre	sence (see nart 2)	No 1		1.00	СР
I1 Presence (see part 3) No 1 ? Relevant Work (see part 8) No 1 ?	1.00	CP				
	4.00	СР				
	Tota	al			6 CP	
12		ght of the module grade for t o (5%)	the overall grad	e:		
13	Mod none	ule Prerequisites:				
14		ence: ence is strongly recommend	led to warrant le	arning su	ccess.	
	Mob	ility/Acknowledgement:				
15	Use	of the module for other cou	irse programs			ester Information ematics, Master Physics
16		oonsible Lecturer: Dr. Nicole Branger			Department: School of Bu	siness and Economics
17	Misc					

Financial Intermediation I

	odule Title english: ourse Program:		Financial Intermediation	on l		Financial Intermediation I				
Coι	irse Pr	ogram:		Master Business Admi	nistration					
1	Mod	ule No: FCM	04	State: Compulsory	Language of Instruction: English					
2	Turn: each summer semester			Duration: 1 semester	Semester: 2 CP: 6		Workload (h): 180			
	Mod	ule Structur	e:							
	No	Туре	Cours	se li		State	!	Workload (h	1)	
3								Presence (h + CH)	Self- Study (h)	
	1	Lecture	Finar	cial Intermediation I		Com	oulsory	30 h (2 CH)	60	
	2	Exercise	Tutor	ial Financial Intermediat	ion I	Com	oulsory	30 h (2 CH)	60	
	The f econ A cou servi	inancial ser omy. During uple of comp ces. The cou	vices se the las conents urse pro	Integration into curricula ctor is a sector of param t years, the relevance of have changed in order t vides students with know c. They learn about pres	ount importa financial into o guarantee wledge abou	ermed an opt t bank	ation h imal su ing syst	as risen cont pply of finan ems and exp	inuously. cial Ianations	
4	The f econ A cou servi for th theo Cour The c cons bank addit scier know impe mode illust	inancial ser omy. During uple of comp ces. The cou- ne existence retical mode se content: course starts iderations c is like credit tional tutoria ntists and ex- vledge of inf erfectly comp el based. Th irate reasons	vices see the las ponents urse pro of bank els concerni busine al, whici perts. T ormatio petitive eir com s for pho	ctor is a sector of param t years, the relevance of have changed in order t vides students with know s. They learn about prace erning e.g. loans, depos short characterization of ng the existence of bank ss, deposit banking, and h consists e.g. of case st he primary purpose of th nal and institutional ecc financial markets and th petence in solving proble enomena occurring in re-	ount importa financial into to guarantee wledge abou tical implica its and secur f the banking ts lead to the d securitizatio udies and pr nis course is onomics. The ey are able to ems is reveal	ermed an opt t bank tions a itizatio g syste analy on. The resenta to prov y learr o expla	ation h imal su ing syst mising f on. M. Mod sis of in e course ations g vide stu about ain esse	as risen cont pply of finance ems and exp rom different portant divis is completer iven by visitin dents with a the role bank ential financia	inuously. cial lanations sions of d by an ng profound s play in al basics	
4	The f econ A cou servi for th theor Cour The c cons bank addit scier know impe	inancial ser omy. During uple of comp ces. The cou- ne existence retical mode se content: course starts iderations c as like credit tional tutoria ntists and ex- veledge of inf erfectly comp el based. Th trate reasons	vices see the las ponents urse pro of bank- els concerni busine al, whice ormation perts. To ormation betitive eir com	ctor is a sector of param t years, the relevance of have changed in order t vides students with know ts. They learn about prace erning e.g. loans, depos short characterization of ng the existence of bank the existence of banking, and h consists e.g. of case st he primary purpose of th nal and institutional ecc financial markets and th petence in solving proble enomena occurring in re-	ount importa financial into to guarantee wledge abou ttical implica its and secur f the banking ts lead to the d securitizatio cudies and pr is course is nomics. The ey are able to ems is reveal ality.	ermed an opt t bank tions a itizatio g syste analy on. The resenta to prov y learn o expla led by	ation h imal su ing syst trising f on. M. Mod sis of in e course ations g vide stu about about in esse their sk	as risen cont pply of finance ems and exp rom different el based portant divise is completer iven by visitin dents with a the role bank ential financia ill to theoreti	inuously. cial lanations sions of d by an ng profound is play in al basics cally	
4	The f econ A cou servi for th theo Cour . The c cons bank addit scier know impee mode illust	inancial ser omy. During uple of comp ces. The cou- ne existence retical mode se content: course starts iderations c as like credit tional tutoria ntists and ex- veledge of inf erfectly comp el based. Th trate reasons	vices see the las ponents urse pro of bank- els concerni busine al, which ormation petitive eir com ter pho- ter pho- s for pho- Lea To	ctor is a sector of param t years, the relevance of have changed in order t vides students with know s. They learn about prace erning e.g. loans, depos short characterization of ng the existence of bank ss, deposit banking, and h consists e.g. of case st he primary purpose of th nal and institutional ecc financial markets and th petence in solving proble enomena occurring in re-	ount importa financial into to guarantee wledge abou trical implica its and secur f the banking is lead to the d securitizatio cudies and pr his course is onomics. The ey are able to ems is revea ality.	ermed an opt t bank tions a itizatio g syste analy on. The resenta to prov y learn o expla led by	ation h imal su ing syst trising f on. M. Mod sis of in e course ations g vide stu about about in esse their sk	as risen cont pply of finance ems and exp rom different el based portant divise is completer iven by visitin dents with a the role bank ential financia ill to theoreti	inuously. cial lanations sions of d by an ng profound is play in al basics cally	
4	The f econ A cou servi for th theor Cour The c cons bank addit scier know impe mode illust The Basi	inancial ser omy. During uple of comp ces. The cou- ne existence retical mode se content: course starts iderations c cs like credit tional tutoria tists and ex- vledge of inf erfectly comp el based. Th trate reasons mes ics oretical basi existence o	vices see the las ponents urse pro of bank ils conc s with a oncerni busine al, whic perts. T ormatio petitive eir com s for pho Lea To and cs To	ctor is a sector of param t years, the relevance of have changed in order t vides students with know s. They learn about prace erning e.g. loans, depos short characterization of ng the existence of bank ss, deposit banking, and h consists e.g. of case st he primary purpose of th nal and institutional ecc financial markets and th petence in solving proble enomena occurring in re- arning objectives learn basics about e.g. t	ount importa financial into to guarantee wledge abou tical implica its and secur f the banking ts lead to the d securitizatio udies and pr nis course is nomics. The ey are able to ems is reveal ality. he most imp ystem anks in finar	ermed an opt t bank tions a itizatio g syste esenta to prov y learr o expla led by	ation h imal su ing syst rrising f on. m. Mod sis of in e course ations g vide stu about about about their sk	as risen cont pply of finance ems and exp rom different el based nportant divis e is completer iven by visitin dents with a the role bank ential financia ill to theoreti	inuously. cial lanations sions of d by an ng profound is play in al basics cally	

				o learn fundamenta and are able to eva		asset-	backed-securities
	Dep	osits	To understar insurance ar		savings conc	erning	gbank runs, deposit
5	Acad The s expla know mod discu They and depc of th that able	ain analytically v the main bank el-based. They a ussions on the (can critically re practical terms. usit insurance a e banking indus they can explain	solid knowled by a model the ing activities acquire the ab German bankin flect on the (p Furthermore, nd bank runs a stry. Their part n theoretically reflect on the	e role of banks in (i and they can explai ility to competently ng system as well a botential) advantage they are able to tak and apply this to th icular problem-solv phenomena that a	mperfect) cap n the effect o participate i s the various es of financia e a well-foun e current diso ring-compete re observed i	oital m of impo n soci busin l inter ded p cussio nce is n prac	onomics. They are able to harkets. The students ortant contract features etal and scientific less models of banks. mediaries in theoretical osition on the subject of in regarding the regulation demonstrated by the fact ctice. As a result, they are ferent business models of
6	Desc none	• •	ble electives	within the modules	:		
7	Exan	nination: Final I	Module Exam				
	Rele	vant Work:			i		
8	No	Number and T	ype; Connecti	on to Course	Duration		Part of final mark in %
	1	Final written e	xam		120 min.		100 %
9	Stud	y Work: none					
10	The o	equisites for Cre credit points wil pleted.		fter all relevant wor	k and study v	work h	ave been successfully
	CP A	ssignment:					
	Dree		-)	No 1		1.00 (CP
11	Fle	sence (see part	3)	No 2		1.00 (СР
	Rele	evant Work (see	e part 8)	No 1		4.00	СР
	Tota	ıl				6 CP	
12		ht of the modu o (5%)	le grade for th	e overall grade:			
13	Mod none	ule Prerequisite	25:				

14	Presence: Presence is strongly recommended to warrant le	arning suc	ccess.
	Mobility/Acknowledgement:		
15	Use of the module for other course programs		conomics, Master Information , Master Mathematics, Master Physics
16	Responsible Lecturer: Prof. Dr. Andreas Pfingsten		Department: School of Business and Economics
17	Misc.:		

Advanced Corporate Finance

Mo	dule Ti	tle english:		Advanced Corporate	Finance				
Cou	irse Pro	ogram:		Master Business Adn	ninistration				
1	Mod	u le No: FCMo	95	State: Elective	Language of	e of Instruction: English			
2	Turn: seme	each summ ester	er	Duration: 1 semester	Semester: 2	Semester: 2 CP: 6		Workload	(h): 180
	Modu	ule Structure	:						
	No	Туре	Cours	e		Stat	e	Workload (h)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Advan	ced Corporate Finance	!	Com	pulsory	30 h (2 CH)	60
	2	Exercise	Tutori	al on Advanced Corpor	ate Finance	Com	pulsory	30 h (2 CH)	60
4	mark incer groun relax Corpe appli is acc by a Cour s The p that i scent show	et imperfect ntive and sig nds of the m ed and impli orate Finance cation (divic companied b combanied b se content: nrimary purp nfluence con arios by ider m how to att	ion. Esp naling m odule "E cations e). The c lend pol oy a prace of case ose of th porate f tifying c ain the c	on to Finance", this co ecially problems of asy rechanisms are at the e Behavioral Finance" the for financing decisions onsequences are illus icy, management incer- titioner's seminar that studies, guest lectures he course is to develop financing decisions. Th common problems and central goal in corporation ren when market imper-	ymmetric info center of atter e assumption s of corporatic trated by focu ntives and cor trains the int s and discuss a deeper unc e students ar finding approte te finance, mi	rmation of peons ar sing or porat erdisc ions o lersta e ena opriat nimiz	on and th In addit rfectly ra- e discus on severa- e goverr ciplinary of recent nding of bled to a e financi ing the c	ne closely rela ion, and on the itional agents sed (Behavio al important a iance, etc.). T transfer of kr academic lite the various f issess busine ng solutions. ost of capital	ated ne s is ral areas of the lecture nowledge erature. actors ss They are while
	The	nes	Le	arning objectives					
		oduction to porate Financ	ce mo	learn why the classic o odified due to associat od objective function.					
	-	g-Term ncing	pri	understand how information about the term structure is related to the ces of corporate bonds and how interest rate risk can be eliminated by rtfolio immunization.					

	Short-Term Financing		ate the contribution all success in corpo			nd credit management ing.
	Dividend policy and incentive systems	realize hov	hend the principal-a v managerial incent interests with share	ives must be	set in c	
	Mergers and Acquisitions		n appropriate targe			ition targets and to on the acquirer's
5	decisions. They have the patterns to areas that discussed in class produced (empirical tests of correct). Soft skills: The self-preparation of manage themselves a financial problems here the self self self self self self self sel	the compete go beyond wides stude npeting hyp f the studer nd their tim lps them to ials strength	ence to transfer the the lecture example ents with strong con otheses and explan nts for the lecture fa e in a more effective solve problems in a nens the student's c	fundamental s. The multit apetence in a ations, inter cilitates the e and efficien structured v liscussion sk	l interde advance pretatio ability o nt way. way. The kills in th	The analysis of complex interactive character of ne academic context. As
6	Description of possib none	le electives	within the modules	:		
7	Examination: Final M	odule Exam				
	Relevant Work:				1	
8	No Number and Typ		ion to Course	Duration		Part of final mark in %
	1 Final written exa	ım		120 min.		100 %
9	Study Work: none					
10	Prerequisites for Cred The credit points will completed.		after all relevant wor	k and study	work ha	we been successfully
	CP Assignment:					
	Presence (see part 3)		No 1		1.00 C	Р
11			No 2		1.00 C	Р
	Relevant Work (see p	art 8)	No 1		4.00 C	Р
	Total				6 CP	
12	Weight of the module 6/120 (5%)	grade for tl	he overall grade:			

13	Module Prerequisites: Prerequisite is the module "Introduction to Final	nce".	
14	Presence: Presence is strongly recommended to warrant le	arning su	uccess.
	Mobility/Acknowledgement:		
15	Use of the module for other course programs	Master	Economics, Master Information Systems
16	Responsible Lecturer: Prof. Dr. Thomas Langer		Department: School of Business and Economics
17	Misc.:		

Corporate Governance and Responsible Business Practices

Mo	dule Ti	tle english:		Corporate Governanc	e and Responsible	Business I	Practices	
Cou	rse Pr	ogram:		Master Business Adn	ninistration			
1	Mod	ule No: FCM	56	State: Elective	Language of Instruction: English			
2	Turn: seme	: each summ ester	ier	Duration: 1 semester	Semester: 2 CP: 6 Workload (h):): 180
	Mod	ule Structur	e:					
	No	Туре	Course			State	Workload	(h)
3							Presence (h + CH)	Self- Study (h)
	1	Lecture		ate Governance and Re ss Practices	esponsible	Compulso	ry 30 h (2 CH)	60
	2	Exercise		ate Governance and Re ss Practices	sponsible	Compulso	ry 30 h (2 CH)	60
4	Cour: The c relati Spect contr prob the b provi Anot The c these exam focus Amen corpo corpo	ionships bet ial emphasi ol, particula lems is thror oard, gives des an in-de her way to d class discuss e internal go pile, shareh is on the sl rican public orate govern orations and	ween a c s is put c rrly in lar ugh the i an overv epth asse eal with ses differ vernance older act narehold firm, con ance. Th I their div	ernance and Responsi company's owners, its on agency problems th ge companies with diff nstallment of boards c iew of board structure: essment how different agency problems is ma rent types of incentive: e mechanisms we also ivism, anti-takeover pr er-oriented model, on isiderable attention is e class further pays sp verse stakeholders (e.s w stakeholder relation	management, its b at arise from the se fuse ownership. Or f directors. The con- s and composition: board characterist anagerial incentive s and their advanta discuss external g rovisions, or govern e that is today best given to institution lecial attention to t g., employees, own	oard, and o eparation o ne way to ac urse outline s in differer ics relate to s and comp ages and di overnance covernance c exemplifie al difference he interpla ers, credito	other stakeho f ownership a ddress these as the function t countries, a performance pensation pac sadvantages. mechanisms, s. Although the d by the large ces in internat y between prs, environme	nd agency ns of and e. kages. Next to for ne e Anglo- tional
5	Acad After myria effec (1) S c (2) S	ad of issues, tive corpora itudents acq orporate go	this moo both the te govern juire a co vernance	dule successfully, stud eoretical and practical, nance and stakeholder mprehensive understa in the modern corpor- ey governance mechar	, arising out of the relations. There and anding of the probl ation.	current deb re five key c ems of age	oate on creatin objectives: ncy relations	ng and

	(4) S (5) S Soft The s prese skills	Students gain a general app lifferent codes of best pract students obtain a good und pecific company. Students can critically evalu takeholder relations. skills: students complete case stu- ented. In this process, they s. Given the interactive natu learn to summarize and cri	ice. erstanding of how to ate the importance of dies and other assign practice their teamwor re of the tutorial, the	critically analyze co f responsible busin ments in small tea ork, academic writi students train thei	ess practices and ms, which will also be ng and presentation r communication skills.		
6	Desc none	ription of possible elective	s within the modules	:			
7	Exam	nination: Examinations for	every part of the mod	ule			
	Relev	vant Work:					
_	No	Number and Type; Connec	tion to Course	Duration	Part of final mark in %		
8	1	Final written exam		120 min.	70 %		
	2	Case studies, assignments	s, or presentations	45 min.	30 %		
9	Stud	y Work: none					
		Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.					
10	The c comp	redit points will be granted bleted.	after all relevant wor	k and study work h	ave been successfully		
10	The c comp	redit points will be granted	after all relevant wor	k and study work h	ave been successfully		
10	The c comp CP As	redit points will be granted bleted. ssignment:	after all relevant wor	k and study work h			
	The c comp CP As	redit points will be granted bleted.	1		CP		
	The c comp CP As Pres	sence (see part 3)	No 1	1.00	CP CP		
	The c comp CP As Pres	redit points will be granted bleted. ssignment:	No 1 No 2	1.00	CP CP CP		
	The c comp CP As Pres	redit points will be granted bleted. ssignment: sence (see part 3) evant Work (see part 8)	No 1 No 2 No 1	1.00 1.00 3.00	CP CP CP		
10	The c comp CP As Pres Rele Tota	redit points will be granted bleted. ssignment: sence (see part 3) evant Work (see part 8)	No 1 No 2 No 1 No 2	1.00 1.00 3.00 1.00	CP CP CP		
11	The c comp CP As Pres Rele Tota Weig 6/12 Mode We re	evant Work (see part 3) want Work (see part 3) evant Work (see part 3) evant Work (see part 8) al th of the module grade for o (5%) ule Prerequisites: ecommend basic knowledge porate Governance and Res se "Introduction to Advance apprical methods (e.g., acqu	No 1 No 2 No 1 No 2 the overall grade: e in the following top ponsible Business Pr d Finance"), particula	1.00 1.00 3.00 1.00 6 CP ics to students wis actices": 1. Finance arly asset pricing m	CP CP CP CP CP cp cp cp cp cp cp cp cp cp cp cp cp cp		

	Mobility/Acknowledgement:		
15	Use of the module for other course programs	Master Econ	nomics, Master Information Systems
16	Responsible Lecturer: Prof. Nadja Guenster		Department: School of Business and Economics
17	Misc.:		

Asset Pricing

	dule Ti	tle english:		Asset Pricing					
Cou	rse Pro	ogram:		Master Business Adr	ninistration				
1	Modu	u le No: FCMo	7	State: Elective	Language of	f Instruction:	English		
2	Turn: seme	each summester	er	Duration: 1 semester	Semester: 2	CP: 6 Worklo		ad (h): 180	
	Modu	ule Structure	:						
	No	Туре	Cours	e		State	Workload (h)	
3							Presence (h + CH)	Self- Study (h)	
	1	Lecture	Asset	Pricing		Compulsory	30 h (2 CH)	60	
	2	Exercise	Tutori	al Asset Pricing		Compulsory	30 h (2 CH)	60	
		knowledge from the lecture "Introduction of Advanced Finance". Course content: The class provides students with a deeper understanding of the valuation of financial assets. The first part deals with consumption based asset pricing models. We discuss the main puzzles and their solutions in theory. The second part of the class covers predictability of stock returns over time and cross-sectional asset pricing, with a special focus on factor models like the Fama-French three-factor model. The last part deals with the valuation of bonds and currencies and corresponding trading strategies, e.g. the carry trade. The lecture is supplemented by a tutorial, which may consist of exercises and case studies, talks of visiting researchers and practitioners as							
4	The c first p their time three corre which	se content: class provide bart deals wit solutions in and cross-se efactor mode sponding tra h may consis	s stude th consu theory. ectional el. The la iding str st of exe	nts with a deeper unde umption based asset p The second part of the asset pricing, with a s ast part deals with the ategies, e.g. the carry	vanced Finance erstanding of t oricing models class covers poecial focus of valuation of b trade. The lect s, talks of visi	he valuation of . We discuss predictability n factor mode onds and curr ture is supple ting researche	the main puz: of stock retur ls like the Far rencies and mented by a	ssets. The zles and ns over ma-French tutorial,	
5	The c first p their time three corre whicl well a Learr Acad Upon can e reflec indep and e Soft s	se content: class provide bart deals wit solutions in and cross-se factor mode sponding tra h may consis as thorough of hing outcome emic: n completion explain the m ct stylized fac el implement	s stude th consu- theory. ctional el. The la ding str to f exe discussion es: of the c lain puz cts and ation ar insfer th ing stra	nts with a deeper unde umption based asset p The second part of the asset pricing, with a sp ast part deals with the ategies, e.g. the carry rcises and case studie ons of main contributi	vanced Finance erstanding of t rricing models class covers becial focus or valuation of b trade. The lect s, talks of visi ons from the l wes the basic a ent factor mod is. The student	he valuation of . We discuss predictability n factor mode onds and curr ture is supple ting researche literature.	of financial as the main puzz of stock retur ls like the Fan rencies and mented by a ers and praction nodels. The s ent is able to ids-on experie etence to	tudent critically ence in	
	The c first p their time three corre whicl well a Learr Acad Upon can e reflece indep and e Soft s Indep	se content: class provide part deals wit solutions in and cross-se -factor mode sponding tra h may consis as thorough of ning outcome emic: n completion explain the m ct stylized fac el implement pendently tra evaluate trad skills: pendent stud	s stude th consu- theory. ctional el. The la ding stri- to of exe discussion es: of the c lain puz cts and ation ation insfer the ing stra	nts with a deeper unde umption based asset p The second part of the asset pricing, with a sp ast part deals with the ategies, e.g. the carry rcises and case studie ons of main contributi	vanced Finance erstanding of t pricing models class covers p poecial focus of valuation of b trade. The lect s, talks of visi ons from the l wes the basic a ent factor mod is. The student o other asset of	he valuation of . We discuss predictability n factor mode onds and curr ture is supple ting researche literature.	of financial as the main puzz of stock retur ls like the Fan rencies and mented by a ers and praction nodels. The s ent is able to ids-on experie etence to	tudent critically ence in	
5	The c first p their time three corre whicl well a Learr Acad Upon can e reflec mode indep Soft 9 Indep	se content: class provide part deals wit solutions in and cross-se -factor mode sponding tra h may consis as thorough of ning outcome emic: n completion explain the m ct stylized fac el implement pendently tra evaluate trad skills: pendent stud	s stude th consu- theory. ectional el. The la ding stri- to of exe discussion es: of the c lain puz cts and insfer the ing stra ly ssible e	nts with a deeper under umption based asset p The second part of the asset pricing, with a sp ast part deals with the ategies, e.g. the carry rcises and case studie tons of main contributi ourse the student kno zles and most promine asset pricing anomalie ad in empirical studies e findings for stocks to tegies.	vanced Finance erstanding of t pricing models class covers p poecial focus of valuation of b trade. The lect s, talks of visi ons from the l wes the basic a ent factor mod is. The student o other asset of	he valuation of . We discuss predictability n factor mode onds and curr ture is supple ting researche literature.	of financial as the main puzz of stock retur ls like the Fan rencies and mented by a ers and praction nodels. The s ent is able to ids-on experie etence to	tudent critically ence in	

] [1		I		1			
	No	Number and Type; Connect	tion to Course	Du	ration	Part of final mark in %			
	1	Final written exam		12	o min.	100 %			
9	Stud	y Work: none							
10	The	equisites for Credit Points: credit points will be granted pleted.	after all relevan	t work aı	nd study work ł	nave been successfully			
	CP A	ssignment:							
	Dro	conco (coo port o)	No 1		1.00	СР			
11	Pre	sence (see part 3)	No 2	No 2		СР			
	Rel	evant Work (see part 8)	No 1		4.00	СР			
	Tota	al			6 CP				
12		Weight of the module grade for the overall grade: 6/120 (5%)							
13	Mod none	ule Prerequisites:							
14		ence: ence is strongly recommend	ed to warrant le	arning si	uccess.				
	Mob	Mobility/Acknowledgement:							
15	Use	of the module for other cou	rse programs	Master	Economics, Ma	aster Information Systems			
16		Donsible Lecturer: Dr. Nicole Branger			Department: University of Münster, School of Business and Economics				
17	Misc	.:							

Financial Intermediation II

Mo	Iodule Title english:		Financial Intermediat	tion II						
Cou	irse Pro	ogram:		Master Business Adn	ninistration					
1	Modu	u le No: FCMo	8	State: Elective	Language of	of Instruction: German				
2	Turn: seme	each summ ester	er	Duration: 1 semester	Semester: 2 CP: 6		CP: 6	Workload	(h): 180	
	Modu	ule Structure	:							
	No	Туре	Cours	e		State	!	Workload (h)	
3								Presence (h + CH)	Self- Study (h)	
	1	Lecture	Finano	cial Intermediation II		Comp	oulsory	30 h (2 CH)	60	
	2	Exercise	Tutori	al Financial Intermedia	tion II	Comp	oulsory	30 h (2 CH)	60	
4	Course content:The course starts by discussing principle objectives of individual banks. It moves on by introducing the regulatory framework banks have to follow nationally and internationally.Embedded into this regulatory context, methods for precisely measuring the magnitude of liquidity, default, market and operational risk are presented. The primary purpose of this course is to provide students with a profound knowledge of bank management and regulation. They learn about the importance of risk measurement and management and to apply their knowledge about the methods discussed within exercises.ThemesLearning objectives									
		ciples of ban agement		o learn about major objectives of individual banks and about ppropriate methods to assess the success of a bank						
		cs of bank lation		o understand the regulatory framework banks are exposed to as a basic equirement for the following themes.						
	Liqu	idity risk		o learn about methodologies to assess the liquidity risk of banks Illowing regulatory requirements						
	Defa	ult risk) learn about methodologies to assess the default risk of banks Ilowing regulatory requirements					
	Marl	ket risk	To	b learn about methodologies to assess the market risk (including terest rate risk, price risk and foreign exchange risk) of banks following gulatory requirements						

	Ope	rational risk	To learn ab	oout methodologies	to assess th	e defa	ult risk of banks	
				egulatory requirem				
5	Acad Stud mana addit on ba to the scier study signi risks them regul	Learning outcomes: Academic: Students are familiar with theoretical concepts and practical developments of the bank management. They master the calculation and interpretation of different risk measures. In addition, students acquire the ability to make their own qualitative and quantitative statements on bank-specific risks in accordance with the concepts presented and to classify them according to the current context of the applicable regulatory requirements. They are able to contribute to scientific and practical discussions on bank management and banking regulation. Further self- study, in particular with respect to the legal perspective of banking regulation, is prepared and significantly simplified by the foundations established in the course. They recognize bank typical risks and know ways to quantify these risks and their impact and then to reduce them or to pass them. Students can justify methodologically why the regulation of banks in general and individual regulations in particular, are necessary or where the limits are for a reasonable regulation. They master the interplay between national and international regulation.						
6		• •	e electives	within the modules	:			
7	Exam	iination: Final Mo	odule Exam					
8	Relevant Work: No Number and Type; Connect			ion to Course	Duration		Part of final mark in %	
	1	Final written exa	m		120 min.		100 %	
9	Stud	y Work: none						
10	The c	equisites for Cred aredit points will b bleted.		ifter all relevant wo	k and study	work h	ave been successfully	
	CP Assignment:							
	Drog	onco (coo part a)		No 1		1.00	CP	
11	Fles	ence (see part 3)		No 2		1.00 CP		
	Rele	vant Work (see p	art 8)	No 1		4.00 CP		
	Tota	l				6 CP		
12		ht of the module o (5%)	grade for th	ne overall grade:				
13	Stud intro	6/120 (5%) Module Prerequisites: Students are required to have a basic knowledge about financial markets as provided in introductory finance classes and knowledge of the contents of Financial Intermediation I is advisable.						

14	Presence: Presence is strongly recommended to warrant le	arning su	uccess.			
15	Mobility/Acknowledgement:					
-5	Use of the module for other course programs	Master Economics, Master Information Systems				
16	Responsible Lecturer: Prof. Dr. Andreas Pfingsten		Department: School of Business and Economics			
17	Misc.:					

Financial Research Seminar

Mo	Nodule Title english:		Financial	Research Se	eminar	Financial Research Seminar							
Cou	rse Pro	ogram:	Master B	usiness Adm	inistration								
1	Modu	ule No: FCMo	9 State: Co	mpulsory	Language of Inst	ruction: Ge	erman or Engli	sh					
2	Turn: seme	each winter ester	Duration: semester		Semester: 3	CP: 12	Workload (h): 360						
	Modu	ule Structure	:										
	No	Туре	Course			State	Workload (h)					
3							Presence (h + CH)	Self- Study (h)					
	1	Seminar	Seminar Beha	ivioral & Cop	orate Finance	Elective	30 h (2 CH)	330					
	2	Seminar	Seminar Deriv	ate & Financ	ial Engineering	Elective	30 h (2 CH)	330					
	3	Seminar	Seminar Finar	ncial Interme	diation	Elective	30 h (2 CH)	330					
	4	Seminar	Seminar Inter	national Fina	incial Management	Elective	30 h (2 CH)	330					
4	Writing papers, articles, essays or general analyses as well as del engaging in open discussions about financial topics are important financial sector (in particular, financial analysts, consultants and becoming acquainted with a field of research or a body of literatu qualification for creating a master thesis successfully. Course content: In this seminar the students have to author a term paper on a spet their results to a professional audience in a block course. The out financial problems with respect to the research of the lectures ar important financial questions. The students therefore analyze app international literature and generate a brief paper of about 12-16 papers dealing with a similar topic are presented in small teams of participants during a block course afterwards. The participants le argument based on theoretical concepts and critical issues of ind cope with formal, mathematical, and theoretical approaches or en techniques based on advanced scientific instruments and method as well as communication, rhetoric, and team work skills should li- seminar.						r employees i ers). Addition endently is an ncial topic and blems are ong or other curre national and re outcomes o ts and discus velop a coher noice. They ha and statistical sed literature	n the ally, essential d present going nt, f several sed by all ent ive to research					
					i work skills should			g the					
	Ther	nes		Learning ol				g the					
		nes rature researc	:h				g financial top						

5	que: Learn Acad Stud resea Depe statis sche regul Soft Throu com	arch into the sources as well ending on the subject, either stical-econometric skills are dule for processing their ow arly reflect on strengths and skills: ugh the presentation and de nunication skills. As anothe	ate a scientific essay. as the application o the particular mode demonstrated. The s n execution of the es I weaknesses of their fense of the essay, s	f advanced methodolo l analytical mathematic students independently say. They define goals r own work.	etent IT-supported gical tools. al skills or the plan the time of elaboration and			
	Acad Stud resea Depe statis sche regul Soft Throu com	emic: ents can independently creat arch into the sources as well ending on the subject, either stical-econometric skills are dule for processing their ow arly reflect on strengths and skills: ugh the presentation and de nunication skills. As anothe	as the application o the particular mode demonstrated. The s n execution of the es I weaknesses of their fense of the essay, s	f advanced methodolo l analytical mathematic students independently say. They define goals r own work.	gical tools. cal skills or the plan the time of elaboration and			
	Students can independently create a scientific essay. They show their competent IT-supported research into the sources as well as the application of advanced methodological tools. Depending on the subject, either the particular model analytical mathematical skills or the statistical-econometric skills are demonstrated. The students independently plan the time schedule for processing their own execution of the essay. They define goals of elaboration and regularly reflect on strengths and weaknesses of their own work. Soft skills: Through the presentation and defense of the essay, students improve their rhetoric and their communication skills. As another key qualification the team ability is increased by means of group discussions and if necessary with the preparation of group presentations. Description of possible electives within the modules: One of the seminars has to be chosen							
6				:				
7	Exam	ination: Examinations for e	every part of the mod	ule				
	Relev	vant Work:		1	1			
8	No Number and Type; Connection to Course			Duration	Part of final mark in %			
	Writing of an essay, presentation of the essay participation in the seminar			max. 15 pages & max. of 90 min.	100 %			
9	Stud	y Work: none						
10	The c	equisites for Credit Points: redit points will be granted pleted.	after all relevant wor	k and study work have	been successfully			
	CP Assignment:							
			No 1 (on choice)	1.00 CP				
	Droc	ience (see part 3)	No 2 (on choice)	1.00 CP				
11	Fles	sence (see part 3)	No 3 (on choice)	1.00 CP				
			No 4 (on choice)	1.00 CP				
	Rele	want Work (see part 8)	No 1	11.00 CP				
	Tota	ıl		12 CP				

	r					
13	Module Prerequisites: For a successful completion of the Financial Research Seminar, students have to take one of the following three alternatives (prerequisites for admission to examination are given in brackets respectively): Seminar "Behavioral & Corporate Finance" (requires "Advanced Corporate Finance"), seminar "Derivate und Financial Engineering" (requires "Derivate II"), or seminar "Banking and Financial Intermediation" (requires "Financial Intermediation II").					
14	Presence: Presence is strongly recommended to warrant learning success.					
15	Mobility/Acknowledgement:					
-5	Use of the module for other course programs	none	e			
16	Responsible Lecturer: Prof. Dr. Andreas Pfingsten		Department: School of Business and Economics			

Case Studies in Finance

]							
Мос	lule Tit	le english:		Case Studies in Finan	ce					
Cou	rse Pro	ogram:		Master Business Adm	inistrati	on				
1	Modu	Ile No: FCM10)	State: Compulsory	Langu	age of Ins	truction: Ge	erman or Engli	ish	
2	Turn: seme	each winter ster		Duration: 1 semester	Seme	ster: 3	CP: 6	Workload (h): 180	
	Modu	le Structure:								
	No Type Co			se		9	State	Workload (h)	
3								Presence (h + CH)	Self- Study (h)	
	1	Seminar	Sen	ninar Case Studies in F	inance	(Compulsory	30 h (2 CH)	150	
4	Course content: Within the scope of the class "Case Studies in Finance" the students will have to apply their previously acquired knowledge from other courses into real world case studies. The students can choose from several case studies which are generally carried out in cooperation with industry partners and they have to work on those on an obligatory attendance event. The list of topics changes every year. In advance of the case studies the students have to familiarize themselves with the topic and to conduct a literature review.									
5	 Learning outcomes: Academic: The students are in a position to analyze questions from the industry within a fixed time frame. They can structure a problem, identify the key issues and analyze them in detail. Depending on the task, the students apply quantitative and formal analytic methods. Additionally, they are able to organize problem-oriented in a team and to solve the assignment as a team. They can bring forward and explain their arguments both to their team and to the client. Both points represent important key qualifications. During the creation of a solution, they critically reflect on their own approaches and the approaches and arguments of their team members and develop solution-oriented consequences. The students gauge the relevant contents of the self-chosen literature and independently identify their key messages. Soft skills: Presentations, team-working 									
6	Desc none	ription of pos	sible	e electives within the n	nodules	:				
7	Exam	ination: Exa	mina	tions for every part of t	he mod	ule				
	Relev	ant Work:					1			
8	No		Тур	e; Connection to Cours	e	Duration		art of final ma	urk in %	
	1	Exam				60 min	10	00 %		

9	Study Work: none						
10	Prerequisites for Credit Points: The credit points will be granted a completed.	after all relevant	work	and study	work have been successfully		
	CP Assignment:						
11	Presence (see part 3)	No 1			1.00 CP		
	Relevant Work (see part 8)	No 1			5.00 CP		
	Total			6 CP			
12	Weight of the module grade for the overall grade: 6/120 (5%)						
13	Module Prerequisites: Students are expected to have completed some of the modules FCM 01 – FCM 08. Further details are announced at the beginning of the semester.						
14	Presence: Attendance is strongly recommen	ided to warrant l	earni	ng success.			
	Mobility/Acknowledgement:	Mobility/Acknowledgement:					
15	Use of the module for other cour	rse programs	non	e			
16	Responsible Lecturer: Prof. Dr. Andreas Pfingsten			Department: School of Business and Economics			
17	Misc.: For this class a separate registrat	ion via the 'Finar	nce C	enter Müns	ter' homepage is necessary.		

Empirical Lab I

Mod	dule Ti	tle english:	Empirical Lab I						
Cou	rse Pro	ogram:	Master Business Adr	ninistration					
1	Modu	ule No: FCM11	State: Elective	Language of Instru	ction: English				
2	Turn: seme	each winter ester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Vorkload (h): 180		
	Modu	ule Structure:							
	No Туре		Course		State	Workload	(h)		
3						Presence (h + CH)	Self- Study (h)		
	1	Lecture / Exercise	Empirical Lab I		Compulsory	45 h (3 CH)	135		
4	Course content: Core element of the course is to learn how to use databases and statistical software in order to enable students to conduct their own empirical analyses. At the same time, students learn important statistical methods and practice them by applying the learned concepts to practical examples. The lecture is supplemented with presentations and discussions of the methodological background (empirical capital market research, simulations, experimental research) of current research projects at the Finance Center.								
5	Learning outcomes: Academic: The students acquire the skills to conduct fundamental empirical studies using statistical software. In the lecture, basic concepts are taught in order to put the students in a position to acquire more advanced knowledge (as taught e.g. in module FCM12, Empirical Lab II). Soft skills: Students gain first insights into capital market databases - a key competence in investment banking and almost all other business fields, too. 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 strongly interactive character of the lectures and tutorials strengthens the student's discussion-skills in a scientific context. As lhe class is taught in English, the students' Business English' is improved.								
6	Desc none	• •	electives within the m	odules:					
7	Exam	ination: Examinat	ions for every part of th	ne module					
8	Relev	vant Work:		Pa Duration fir in					

	1	Written solutions to exercise during the course. Details of definite weighting scheme fr announced before the start	n the assessment or the final grade	criteri	ia and the	1 x 4 - 5 pages, 1 x 10 - 15 min.	25 %	
	2	Written exam				90 min.	75 %	
	Stud	ly Work:						
9	No	Number and Type; Connect	ion to Course			Duration		
	1	Written solutions to exercis	es			2 x 4 - 5 pages		
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed. CP Assignment:							
	Pre	sence (see part 3)	No 1 1.5		jo CP			
11			No 1		0.	50 CP		
11	Rel	evant Work (see part 8)	No 2		3.0	oo CP		
	Stu	dy Work (see part 9)	No 1		1.0	DO CP		
	Tota	al			6	CP		
12		ght of the module grade for the second se	he overall grade:					
13	Mod none	ule Prerequisites:						
14		ence: ence is strongly recommende	ed to warrant learn	ning su	uccess.			
15	Mob	ility/Acknowledgement:						
-7	Use	of the module for other cour	rse programs	none				
16		o onsible Lecturer: . Dr. Thomas Langer			Departmen School of E	t: Business and Ec	onomics	
17	Miso							

Empirical Lab II

Module Title english:

Empirical Lab II

Cou	rse Pr	ogram:	Master Business Adr	ninistration						
1	Mod	ule No: FCM12	State: Elective	Language of Instru	ction: Englis	sh				
2		each winter ester	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (h): 180			
	Mod	ule Structure:								
	No	Туре	Course		State	Workload	(h)			
3					Presence (h + CH)	Self- Study (h)				
	1	Lecture / Exercise	Empirical Lab II		Compulsory	45 h (3 CH)	135			
4	Module Profile: Course content: This course builds upon the basic course FCM11 (Empirical Lab I). The fundamentals concerning statistical methods and the use of databases and statistical software are extended to more complex models and practical examples in this course. This enables students to perform more extensive empirical analyses. Students learn to apply their knowledge and skills by solving case studies. The lecture is supplemented with presentations and discussions of the methodological background (empirical capital market research, simulations, experimental re-search) of current research projects at the Finance Center.									
5	Learning outcomes: Academic: The students possess the skills to conduct empirical, experimental, or simulation-based studies on their own. These skills exceed the basic knowledge acquired in module FCM11 (Empirical Lab I). More advanced methodological knowledge and practical skills in the use of market databases and statistical software offer many fields of application. Soft skills: Students gain a sound knowledge of how to use capital market databases - a key competence in investment banking and almost all other business fields, too. 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 strongly interactive character of the lectures and tutorials strengthens the student's discussion-skills in a scientific context. As the class is taught in English, the students' Business English' is improved.									
6	Desc none	• •	electives within the m	odules:						
7	Exan	nination: Examinat	ions for every part of th	ne module						
	Rele	vant Work:			I	I				
8	No	Number and Type;	Connection to Course		Duration	Part n fina in %	l mark			

	1	Written solution to a case st the solution during the cours	, ,	<i>,</i> ,		1 X 12 - 15	25 %
		criteria and the definite weig will be announced before th	pages, 1 x 10 - 15 min.				
	2	Written exam	90 min.	75 %			
9	Stu	dy Work: none					
10	The	requisites for Credit Points: credit points will be granted a ppleted.	after all relevant	work a	nd study w	ork have been suc	ccessfully
	CP /	Assignment:					
	Pre	esence (see part 3)	No 1		1	.50 CP	
11	Rel	levant Work (see part 8)	No 1		1	.50 CP	
			No 2				
	Tot	al			6	6 CP	
12		ght of the module grade for th 20 (5%)	ne overall grade	:			
13		dule Prerequisites: ommended: Module 'Empirica	ıl Lab I'				
14		sence: sence is strongly recommende	ed to warrant lea	rning s	uccess.		
	Mot	oility/Acknowledgement:					
15	Use	e of the module for other cour	se programs	none			
16		ponsible Lecturer: . Dr. Thomas Langer			Departme School of	e nt: Business and Eco	onomics
17	Mis	c.:					

Advanced Finance on specific topics I

NU	dule Ti	tle english:		Advanced Finance of	on specific topics I				
Cou	urse Pr	ogram:		Master Business Ad	Aaster Business Administration				
1 Module No: FCM13				State: Elective	Language of Instruction: German or English				ish
2	Turn: each winter semester			Duration: 1 semester	Semester: 1 or 3	CP: 6		Workload	(h): 180
	Mod	ule Structur	e:						
	No	Туре	Cou	ırse		State	w	orkload (h)	
-								esence (h CH)	Self- Study (h)
3	1	Lecture	Adv	vanced Finance on Sp	ecific Topics I	Elective	30	h (2 CH)	60
	2	Lecture	Adv	vanced Finance on Sp	ecific Topics I	Elective	30	h (2 CH)	60
	3	Lecture	Adv	vanced Finance on Sp	ecific Topics I	Elective	60	o h (4 CH)	120
	4	Seminar	٨dv	vanced Finance on Sp	ecific Topics I	Elective	30	h (2 CH)	150
	Purp			:/integration into cur nd deepens knowled		nance, es	pec	ially concer	ning current
4	Purp The r issue Cour In thi conto indiv atter gene Depe	ose of the m nodule exte es. se content: is module, c ents, depend idual course ntion is paid ral, courses	nds a urrent ding o es, tut to the with <u>:</u>		ge in the field of fi finance are prese oments and are ca e studies are integ fit into the currer fered so that one	nted. The rried out b grated. In it research or two eve	cou by d so o n ar	urses have v lifferent tead doing partic eas of finan s must be se	varying chers. In the ular ce. In lected.
4	Purp The r issue Cour In thi conto indiv atter gene Depe seme Learn Acad The s on th theo link l	ose of the m module exte es. se content: is module, c ents, depen- idual courses tition is paid ral, courses ending on th ester. ning outcom emic: students lea leir specific retical founco petween res	nds a urrent ding o es, tut to the with : e spe nes: rned a area o lation earch	nd deepens knowled ; issues in the field of n the current develop orial content and cas 9 fact that the courses 3 CP or 6 CP will be of	ge in the field of fi finance are prese oments and are ca e studies are integ s fit into the currer fered so that one the number and o nt issues and ther learned technique ting a career in thi module, students	nted. The rried out b grated. In it research or two eve content of eby also s es and me s particula	con by d so o n arts con peo tho ar fi	urses have v lifferent tead doing partic eas of finan to must be se urses may va cialized in d ds above th eld. Due to	varying chers. In the ular ce. In dected. ary each ependence e the close
	Purp The r issue Cour In thi conta indiv atter gene Depe sema Learn Acad The s on th theo link l econ	ose of the m module exte es. se content: is module, c ents, depen- idual courses tition is paid ral, courses ending on th ester. hing outcom emic: students lea eir specific retical found between res omic resear ription of po	nds a urrent ding c es, tut to the with <u>:</u> e sper rned a area c dation earch on ossibl	nd deepens knowled issues in the field of n the current develop orial content and cas fact that the courses of CP or 6 CP will be of cific course offerings, about changing current of interest. They have s that qualify for star and teaching in this	ge in the field of fi finance are prese oments and are ca e studies are integ fit into the currer fered so that one the number and o nt issues and ther learned technique ting a career in thi module, students nts of practice.	nted. The rried out b grated. In it research or two eve content of eby also s es and me s particula	con by d so o n arts con peo tho ar fi	urses have v lifferent tead doing partic eas of finan to must be se urses may va cialized in d ds above th eld. Due to	varying chers. In the ular ce. In dected. ary each ependence e the close
5	Purp The r issue Cour In thi conto indiv atter gene Depe seme Learn Acad The s on the theo link l econ	ose of the m module exte es. se content: is module, c ents, depen- idual courses tition is paid ral, courses ending on th ester. hing outcom emic: students lea eir specific retical found between res omic resear ription of po	nds a urrent ding c es, tut to the with <u>:</u> e sper rned a area c dation earch on ossibl	t issues in the field of n the current develop orial content and cas fact that the courses G CP or 6 CP will be of cific course offerings, thout changing current of interest. They have s that qualify for star and teaching in this the actual requireme e electives within the 6 CP have to be chos	ge in the field of fi finance are prese oments and are ca e studies are integ fit into the currer fered so that one the number and o nt issues and ther learned technique ting a career in thi module, students nts of practice.	nted. The rried out b grated. In it research or two eve content of eby also s es and me s particula	con by d so o n arts con peo tho ar fi	urses have v lifferent tead doing partic eas of finan to must be se urses may va cialized in d ds above th eld. Due to	varying chers. In the ular ce. In dected. ary each ependence e the close

	No	Number and Type; Conne	ction to Course	Duration	Part of final mark in %		
	1	Lecture with 3 CP: Final w	ritten exam	60 min.	50 %		
	2	Lecture with 6 CP: alterna	itive 1: Final written exa	m 120 min.	100 %		
	3	Lecture with 6 CP: alterna	tive 2: Written exam an	e 2: Written exam and 60 min.			
	4 case study presentation 45 min.				30 %		
	5	Seminar with 6 CP: Paper with presentation (option		es max. of 15 pages, 25 - 45 min.	100 %		
9	Stud	l y Work: none					
10	The	equisites for Credit Points credit points will be grante pleted.		and study work have be	en successfully		
	CP A	ssignment:					
			No 1 (on choice)		1.00 CP		
	Pro	sence (see part 3)	No 2 (on choice)		1.00 CP		
	rie.	sence (see part 3)	No 3 (on choice)	2.00 CP			
			No 4 (on choice)	2.00 CP			
11			No 1 (depending on choice under presence) 2.00 CP				
			No 2 (depending on c	2.00 CP			
	Rel	evant Work (see part 8)	No 3 (depending on c	hoice under presence)	2.50 CP		
			No 4 (depending on c	hoice under presence)	1.50 CP		
			No 5 (depending on c	hoice under presence)	5.00 CP		
	Tota	al			6 CP		
12		ght of the module grade fo 0 (5%)	r the overall grade:				
13		ule Prerequisites: ommended: Introduction to	Advanced Finance				
14		ence: ence is recommended to w					
45	Mob	ility/Acknowledgement:					
15	Use	of the module for other co	ourse programs non	e			
16		oonsible Lecturer: Dr. Thomas Langer		Department: School of Business and			

		_
17	Misc.:	

Advanced Finance on specific topics II

мо	dule Ti	tle english:		Advanced Finance	on specific topics	II			
Cou	urse Pr	ogram:		Master Business A	Iministration				
1 Module No: FCM14				State: Elective	Language of Instruction: German or English				ish
2	Turn: each winter semester			Duration: 1 semester	Semester: 1 or 3	CP: 6	6 Workload (h): 180		(h): 180
	Mod	ule Structur	e:						
	No	Туре	Cou	ırse		State	w	orkload (h)	
_								esence (h CH)	Self- Study (h)
3	1	Lecture	Adv	vanced Finance on Sp	pecific Topics II	Elective	30	o h (2 CH)	60
	2	Lecture	Adv	vanced Finance on Sp	pecific Topics II	Elective	30	oh (2 CH)	60
	3	Lecture	Adv	vanced Finance on Sp	pecific Topics II	Elective	60	o h (4 CH)	120
	4	Seminar	Adv	anced Finance on S	pecific Topics II	Elective	30) h (2 CH)	150
	Mod Purp	nodule exte		e/integration into cu nd deepens knowled		nance, es	pec	ially concer	ning current
4	Mode Purp The r issue Cour In thi conto indiv atter gene Depe	ose of the m nodule exteres. se content: is module, c ents, depend idual course ntion is paid ral, courses	nds a urrent ding o es, tut to the with		ge in the field of f f finance are prese pments and are ca se studies are inte s fit into the curren ffered so that one	ented. The prried out l grated. In nt researcl or two eve	col by c so h ar ents	urses have v lifferent tea doing partic eas of finan s must be se	varying chers. In the cular ice. In elected.
4	Modi Purp The r issue Cour In thi conta indiv atter gene Depe seme Learn Acad The s on th theo link l	ose of the m module exte es. se content: is module, c ents, depend idual courses tition is paid ral, courses ending on th ester. ning outcom emic: students lea leir specific retical found petween res	nds a urrent ding o es, tut to the with : e spe res: rned a area o lation earch	nd deepens knowled : issues in the field o n the current develo orial content and cas fact that the course 3 CP or 6 CP will be o	ge in the field of fi f finance are prese pments and are ca se studies are inte s fit into the curren ffered so that one , the number and nt issues and then learned techniqu ting a career in th module, students	ented. The irried out I grated. In nt research or two eve content of eby also s es and me is particula	by control of the special spec	urses have v lifferent tea doing partic eas of finan 5 must be se urses may v cialized in d ds above th eld. Due to	varying chers. In the cular ice. In elected. ary each ependence ie the close
	Modi Purp The r issue Cour In thi conto indiv atter gene Depe seme Learn Acad The s on th theo link l econ	ose of the m module exte es. se content: is module, c ents, depend idual courses tition is paid ral, courses ending on th ester. hing outcom lemic: students lea eeir specific retical founco petween res- omic resear ription of po	nds a urrent ding o es, tut to the with t e spe rned a area o lation earch ch on	nd deepens knowled issues in the field o n the current develo orial content and cas fact that the course CP or 6 CP will be o cific course offerings bout changing curre of interest. They have s that qualify for star and teaching in this	ge in the field of fi f finance are prese pments and are ca se studies are inte s fit into the curren ffered so that one , the number and nt issues and then learned techniqu ting a career in th module, students ents of practice.	ented. The irried out I grated. In nt research or two eve content of eby also s es and me is particula	by control of the special spec	urses have v lifferent tea doing partic eas of finan 5 must be se urses may v cialized in d ds above th eld. Due to	varying chers. In the cular ice. In elected. ary each ependence ie the close
5	Modi Purp The r issue Cour In thi conto indiv atter gene Depe seme Learn Acad The s on th theo link l econ	ose of the m module exteres. se content: is module, c ents, dependidual courses idual courses ending on th ester. hing outcom emic: students lea eir specific retical founco petween resso omic resear ription of por ses with a to	urreni ding c es, tut to the with <u>:</u> e sper rned a area c dation earch on ossibl	nd deepens knowled issues in the field o n the current develo orial content and cas fact that the course a CP or 6 CP will be o cific course offerings bout changing curre of interest. They have s that qualify for star and teaching in this the actual requirement e electives within the	ge in the field of fi f finance are prese pments and are ca se studies are inte s fit into the curren ffered so that one , the number and nt issues and then learned techniqu ting a career in th module, students ents of practice.	ented. The irried out I grated. In nt research or two eve content of eby also s es and me is particula	by control of the special spec	urses have v lifferent tea doing partic eas of finan 5 must be se urses may v cialized in d ds above th eld. Due to	varying chers. In the cular ice. In elected. ary each ependence ie the close

	No	Number and Type; Conne	ection to Course	Duration	Part of final mark in %
	1	Lecture with 3 CP: Final w	rritten exam	60 min.	50 %
	2	Lecture with 6 CP: Alterna	tive 1: Final written exam 120 min.		100 %
	3	Lecture with 6 CP: Alterna	ative 2: Written exam a	nd 60 min.	70 %
	4	Case study presentation		45 min.	30 %
	5	Seminar with 6 CP: Paper with presentation (option		lies max. of 15 pages, 25 - 45 min.	100 %
9	Stud	l y Work: none			
10	The	equisites for Credit Points credit points will be grante pleted.		k and study work have be	een successfully
	CP A	ssignment:			
			No 1 (on choice)		1.00 CP
	Pre	sence (see part 3)	No 2 (on choice)		1.00 CP
	110	sence (see part 3)	No 3 (on choice)	2.00 CP	
			No 4 (on choice)	1.00 CP	
11			No 1 (depending on	2.00 CP	
			No 2 (depending on	choice under presence)	2.00 CP
	Rel	evant Work (see part 8)	No 3 (depending on	choice under presence)	3.00 CP
			No 4 (depending on	choice under presence)	1.00 CP
			No 5 (depending on	choice under presence)	5.00 CP
	Tota	al			6 CP
12		ght of the module grade fo 0 (5%)	r the overall grade:		
13		ule Prerequisites: ommended: Introduction to			
14		ence: ence is recommended to w			
15	Mob	ility/Acknowledgement:			
15	Use	of the module for other co	ourse programs	none	
16		oonsible Lecturer: Dr. Thomas Langer		Department: School of Business and	

17	Misc.:

Elective in Finance

Мос	dule Ti	tle english:	Elective in	Finance					
Cou	rse Pr	ogram:	Master Bu	siness Adı	ninistration				
1		ule No:	State: Elec	State: Elective Language of Instruction: German or English					
2	Turn: each semester semes			1	Semester: 2 or 3	CP: 6	Workload (h): 180		
	Mod	ule Structure:							
	No	Туре		Course			State	Workload	(h)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture / Exer Seminar	cise /	on choic	e (see part 13)		Elective	30 - 60 h (2 - 4 CH)	120 – 150
4	Cour	•	tudents the	possibility	to integrate adjacer	ıt subjec	ts to fina	nce into the	eir
5	Acad Stud		edge and ski		cent areas and recos s on the lecture visite		e interdep	oendencies	
6		ription of poss odule, totalling							
7	Exan	nination: Final	Module Exa	m					
	Rele	vant Work:							
	No	Number and T	ype; Connec	tion to Co	urse	Duratio	n	Part of mark i	
		Depending on							
	1	Lecture with 3	CP: Final wr	itten exarr	60 mir		n. 50 %		
8	2	Lecture with 6	CP: Alternat	ive 1: Fina	l written exam	120 mir	1.	100 %	
	3	Lecture with 6	CP: Alternat	ive 2: Writ	ten exam and	60 min	•	70 %	
	4	Case study pre	esentation			45 min.	•	30 %	
	5	Seminar with e presentation (i)/case studies with	max. of 25 ⁻ 45	15 pages min.	5, 100 %	_

9	Study Work: none				
10	Prerequisites for Credit Points: The credit points will be granted completed.	after all relevant	wo	rk and study work have bee	n successfully
	CP Assignment:				
	Presence (see part 3)	No 1 (dependin course)	g (on the concretely chosen	1.00 – 2.00 CP
		No 1 (dependin	g (on choice under presence)	2.00 CP
11		No 2 (dependir	ıg (on choice under presence)	2.00 CP
	Relevant Work (see part 8)	No 3 (dependin	ıg (on choice under presence)	3.00 CP
		No 4 (dependin	ıg (on choice under presence)	1.00 CP
		No 5 (dependin	g (on choice under presence)	5.00 CP
	Total				6 CP
12	Weight of the module grade for t 6/120 (5%)	he overall grade:			
13	Module Prerequisites: You can choose between the mod (Financial Accounting), ACMo3 (In Valuation), you can also choose from accounting or from economi minor and if the prerequisites are modules have not already been of places are available.	nternational Taxa between all finan ics, if these modu e fullfilled. You ca	tic ce ule	n) and ACMo7 (Enterprise A electives. You can choose fu s have not already been cho also choose from the Minor I	nalysis and urther moduls sen within the Research, it these
14	Presence: Presence is strongly recommende	ed to warrant lea	rni	ng success.	
45	Mobility/Acknowledgement:				
15	Use of the module for other cou	rse programs	nc	one	
16	Responsible Lecturer: Prof. Dr. Thomas Langer			Department: School of Business and Ecc	onomics
17	Misc.:				

Seminar Advanced Finance

Module Title english:	Seminar Advanced Finance
Course Program:	Master Business Administration

	Module No: FCM16		State: Compulsory	Language of	Instruction: German or English						
2	Turn: seme	each summester	er	Duration: 1 semester	Semester: 2	CP: 12	Workload (I	h): 360			
	Module Structure:										
	No	Туре	Cou	rse		State	Workload (h	ı)			
3							Presence (h + CH)	Self- Study (h)			
	1	Seminar	Sen	ninar Topics in Financ	e	Compulsory	30 h (2 CH)	330			
4	The r Cours Stud Acco ACM mode	nodule gives se content: ents choose unting"), ACM 07 ("Enterpris ules, module oral program	stud betwo Mo2 (se An s fror of MS	/integration into currents the opportunity even the modules ACN "International Financalysis and Valuation" n the economic masts SBE. On the appropriate	o study courses o1 ("Concepts a al Accounting"),). In addition, stu er's degree or a n teness and pern	nd Tools of Ma ACMo3 ("Inter Idents may stu Todule with 6	nagement national Taxa ıdy additiona CP from the s	ation") and Il ACM tructured			
	uccit	des the respo	nsidi	e lecturer of this moc	ule.						
5	Leari Acad The s	ning outcome emic: students acqu	e s: uire k	nowledge and skills i	n related fields a						
5	Learn Acad The s betw	ning outcome emic: students acqu een the area ription of pos	es: uire k s. The	nowledge and skills i	n related fields a are based on th						
	Learn Acad The s betw Desc none	ning outcome emic: students acque een the area ription of pos	es: uire k s. The ssible	nowledge and skills i e specific skills taugh	n related fields a are based on th modules:						
6	Learn Acad The s betw Desc none	ning outcome emic: students acque een the area ription of pos	es: uire k s. The ssible	nowledge and skills i e specific skills taugh e electives within the	n related fields a are based on th modules:						
6	Learn Acad The s betw Desc none	ning outcome emic: students acque een the area ription of posi- nination: Exa	es: uire k s. The ssible amina	nowledge and skills i e specific skills taugh e electives within the	n related fields a are based on th modules: the module	e content of th		course.			
6 7	Learn Acad The s betw Desc none Exam	ning outcome emic: students acque een the areas ription of posi- nination: Exa vant Work: Number and Writing of an	es: uire k s. The ssible amina I Type	nowledge and skills i e specific skills taugh e electives within the tions for every part o	n related fields a are based on th modules: the module se Durati max. c	e content of th	Part of fin	course.			
6 7	Learn Acad The s betw Desc none Exam Relev No	ning outcome emic: students acque een the areas ription of posi- nination: Exa vant Work: Number and Writing of an	es: uire k s. The ssible amina I Type n ession	nowledge and skills i e specific skills taugh e electives within the tions for every part o e; Connection to Cour	n related fields a are based on th modules: the module se Durati max. c	e content of th on f 15 pages &	Part of fin in %	course.			
6 7 8	Learn Acad The s betw Desc none Exam Relev No 1 Stud	ning outcome emic: students acque een the areas ription of posi- nination: Exa vant Work: Number and Writing of ar discussion of y Work: none equisites for	es: uire k s. The ssible ssible n ess of the e Credi	nowledge and skills i e specific skills taugh e electives within the tions for every part o e; Connection to Cour ay, presentation and contents of the essa	n related fields a are based on th modules: the module se Durati max. c	e content of th on f 15 pages & f 90 min.	Part of fin in % 100 %	nal mark			
6 7 8 9	Learn Acad The s betw Desc none Exam Relev No 1 Stud	ning outcome emic: students acque een the areas ription of posi- nination: Exa vant Work: Number and Writing of ar discussion of y Work: none equisites for credit points	es: uire k s. The ssible ssible n ess of the e Credi	nowledge and skills i e specific skills taugh e electives within the tions for every part o e; Connection to Cour ay, presentation and contents of the essa	n related fields a are based on th modules: the module se Durati max. c	e content of th on f 15 pages & f 90 min.	Part of fin in % 100 %	nal mark			

	Relevant Work (see part 8)	No 1		11.00 CP
	Total			12 CP
12	Weight of the module grade for 12/120 (10%)	r the overall grade	:	
13	Module Prerequisites: none			
14	Presence: Attendance is strongly recomm	ended to warrant	learni	ng sucess.
	Mobility/Acknowledgement:			
15	Use of the module for other co	ourse programs	non	2
16	Responsible Lecturer: Prof. Dr. Thomas Langer			Department: School of Business and Economics
17	Misc.:			

Module Offer

CfM

Center for Management

CfM01	Organizational Development		
CfM02	Management I		
CfM03	Governance		
CfM04	Management II		
CfM05	Market- and Resource-Based View of Strategy		
CfM06	Personnel Economics		
CfM07	HR Management		
CfM08	Management IV		
CfM09	Principles of research, technology and innovation		
CfM10	Selected topics on Management		
CfM11	Seminar I of the Major Management		
CfM12	Seminar II of the Major Management		
CfM13	Strategic Analysis		
CfM 14	Technology and Innovation Strategy		
CfM 15	Corporate Entrepreneurship		
Majo	or Managemen	t	
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6 CP CfM 1) Organizational Development	6 CP (1 out of 2) CfM 2) Management I CfM14) Technology and Innovation Strategy	6 CP CfM 3) Governance	
6 CP (1 out of 2) CfM 4) Management II CfM 5) Market- and Resource- Based View of Strategy	6 CP (1 out of 2) CfM 6) Personnel Economics CfM15) Corporate Entrepreneurship	6 CP CfM 7) HR-Management	
6 CP (1 out of 3) CfM 8) Management III CfM 9) Principles of Research, Technology & Innovation CfM 10) Selected Topics	12 CP CfM 11) Seminar I of the Ma	ijor Management	12 CP CfM 12) Seminar II of the Major Management

Minor	Management
2000 C	100-04-04-04-04-04-04-04-04-04-04-04-04-0

6 CP	6 CP
CfM 3)	CfM 13)
Governance	Strategic Analysis
6 CP (1 out of 2)	6 CP (1 out of 2)
CfM 6)	CfM 4)
Personnel Economics	Management II
CfM15)	CfM 5)
Corporate	Market- and Resource-
Entrepreneurship	Based View of Strategy

Organizational Development

Module Title english: Organizational Development									
Cou	rse Pro	ogram:		Master Business Admin	ministration				
1	Modu	ıle No: CfMo	1	State: Compulsory	Language o	f Inst	ruction:	German	
2	Turn: each winter semester			Duration: 1 semester	Semester: 1		CP: 6	Workload	l (h): 180
	Modu	ule Structure	:						
	No	Туре	Cour	se		State	e	Workload (h)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Orga	nizational Development		Com	pulsory	30 h (2 CH)	60
	2	Seminar	Case	s & Presenation		Com	pulsory	30 h (2 CH)	60
4	mana chan, entire Organ mana Cours In the organ the collectur organ outso exerco case	agement tasl gers to mast e organization nizational De age compani se content: e context of t nisational de ore and fram re students a nizational de purcing, post ise deepens in co-operat	k for or er the onal de evelope es in d he lect velopr t merge t merge t he st ion wit	curately. Therefore, chan ganization. In this regard dynamic environment an sign needs to be examin ment provides the knowl ynamic environments no ture the students learn a nent. In the centre of this ganizational developme jualitative and quantitati nent as well as techniqu der integration or innovati udent's knowledge and h enterprise representat n of the case study result	Is, structure a d achieve a c ed in terms o edge, method d to create a c bout advance s lecture char nt and proces ive methods, es such as ag on managem helps them aj ives. An inter	and pr compe- fits e ds and compe- ed me nge ar ss opt techn gile tra ent. Ir pply th	rocesses etitive ac ffectiver d techni- titive ac thods an d projec imizatio iques an ansforma n this res heir kno	s aren't the or dvantage. Insi- ness and effic ques to orgar dvantage. Ind technique ct manageme in. On top, in nd models of ation, busine spect, a case wledge to a m	tead, the ciency. nize and s of nt build this ss process study eal-live
5	Acad The s in an weak the c decis Soft s Throu	enterprise a nesses and ase study ex ions taken a skills: ugh the case	able to ind ide to devo ercises and the study	e evaluate the organization ntify vulnerabilities. You elop effective and efficie s you are able to apply the solutions developed for exercises you are able to the solutions developed	have the met nt organization is knowledge r debate and o apply this kn	thodio onal s e and defen nowle	cal tools tructure to precis se. dge and	to eliminate s on your own sely present t	these n. Through he

6		Description of possible electives within the modules: none								
7	Examination: Examinations for every part of the module									
	Rele	Relevant Work:								
	No	No Number and Type; Connection to Duration Part of final mark in %								
8	1Essay with presentationpowerpoint slides and approx. 45 min.50 %									
	2	Written exam		120 min.		50 %				
9	Stud	y Work: none								
10	The o	equisites for Credit Points: credit points will be granted a pleted.	after all releva	ant work an	d study work ha	ave been successfully				
	CP A	ssignment:								
	Pres	sence (see part 3)	No 1	1.00 CP		Р				
11		Serve (See pure 3)	No 2		1.00 C	Р				
	Rele	evant Work (see part 8)	No 1		2.00 (P				
	Tota		No 2		2.00 C	<u>P</u>				
12	Weig	th of the module grade for the o (5%)	he overall gra	ade:						
13	Mod none	ule Prerequisites:								
14		ence: ence is strongly recommende	ed to warrant	learning su	ccess.					
	Mob	ility/Acknowledgement:								
15	Use	of the module for other cour	se programs	none						
16		oonsible Lecturer: essor Dr. Gerhard Schewe			Department: School of Bus	iness and Economics				
17	Misc	.:								

Management I

-	Module Title english: Management I								
Course Program:		ogram:		Master Business Admin	iness Administration				
1 Module No: CfMo2				State: Compulsory	Language o	f Inst	ruction:	German	
2	Turn: each winter semester			Duration: 1 semester	Semester: 1	L	CP: 6	Workload	(h): 180
	Mode	ule Structure	:						
	No	Туре	Cour	se		Stat	e	Workload (h	ı)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Strat	egic Management I		Com	pulsory	30 h (2 CH)	60
	2	Lecture	Strat	egic Management II		Com	pulsory	30 h (2 CH)	60
	2LectureStrategic Management IICompulsory30 h (2 CH)60Module Profile:Purpose of the module/integration into curriculum:Strategic Management I: The business administration of start-up companies deals with the foundation and the first dynamic phase of growth. Companies are founded by incumbents (corporate ventures), independently realized (independent ventures) and/or formed with the help of venture capital enterprises. Important characteristics are the scope in strategic decisions during the start-up process and the organizational challenges arising in the first growth phase. Young companies do face a wide range of choices: Sales markets, Procurement markets, Organizational structures, Integration in networks (franchising, licensing etc.). Structural characteristics of the first growth phase are amongst others: Confrontation of the top management with both operative and strategic issues, Existence-threatening finance problems, Poor access to procurement and sales markets. Every professional activity supporting the 								

independently analyze and plan the growth management of young companies. Strategic Management II: The students understand the complete process of planning in the context of a business foundation. Applying the knowledge gained from case studies and exercises the students are qualified for the conceptual realization of a business foundation – from the concretization of targets to the actual implementation of a business plan.

Themes	Learning objectives					
Strategic Management I:						
Corporate growth	To define and to describe the theoretical fundaments of corporate foundation, growth and development supported by empiric case-studi					
Growth typologies & corporate policy	To understand the consistency of targets, strategy and implementation. To compare CVs, IVs and VC-backed ventures and to demonstrate the ideal types of growth initiatives. To illustrate and to consolidate the contents with case studies.					
Corporate growth management	1. To show challenges of a growth management by articulating corporate goals & strategies and afterwards implementing them. To compare growing start-ups & big companies and show the importance of self-sustaining growth by means of the operating cash cycle. 2. To point out the process and the barriers of growth by describing and comparing product-life-, industry- and corporate-life-cycles. 3. To introduce, show ways of designing and to compare instruments of a corporate growth management.					
Strategic Management II						
Entrepreneurship	To learn the basic concepts in the field of business foundation.					
Typology of business foundations	To classify the different types of business foundations and understand each of their specific targets.					
Business idea	To get insights into an entrepreneur's way of thinking, discuss his vision and learn about the business plan.					
Processes and business plan	To learn about the dynamics of markets, get to know the relevance of diligent decision, planning processes and an integrated business plan.					
Corporate structure and financing	To understand the possible legal forms of a company and consider several ways of financing start-ups.					
carry out the planning and vision to the actu dynamic corporate gro verifications. Based o	the complete planning cycle of a business. They are able to independently to f a corporate foundation from the establishment of entrepreneurial goals al implementation of the project. In addition, the students understand bowth on the basis of game theory models, real typologies and empirical n the acquired knowledge, students are independently capable of the ning of the growth management in young companies.					
Description of possib	le electives within the modules:					

7	Exan	nination: Final Module Exam	1						
	Relevant Work: No Number and Type; Connection to Course Duration Part of final mark in %								
8	1	Final written exam	ion to course		min.	100 %			
9	Stud	y Work: none							
10	The o	equisites for Credit Points: redit points will be granted a pleted.	after all relevan	t work an	d study work	have been successfully			
	CP A	ssignment:							
			No 1		1.00	CP			
11	Pres	sence (see part 3)	No 2		1.00	СР			
	Rele	evant Work (see part 8)	No 1	4.00		o CP			
	Tota	ıl			6 CF	6 CP			
12		ht of the module grade for t o (5%)	he overall grad	2:					
13	Mod none	ule Prerequisites:							
14		ence: ence is strongly recommende	ed to warrant le	arning su	ccess.				
	Mob	ility/Acknowledgement:							
15	Use	of the module for other cou	rse programs	none					
16		onsible Lecturer: Dr. Thomas Ehrmann			Department School of Br	: usiness and Economics			
17	Misc	.:			<u> </u>				

Technology and Innovation Strategy

	dule Ti	tle english:		Technology and Innovation Strategy					
Coι	Irse Program: Master Business Administration								
1	Mod	ule No: CfM1	4	State: Elective	tate: Elective Language of Instruction: English				
2	Turn seme	: each winte ester	r	Duration: 1 semester	Semester: 1	CP: 6	CP: 6 Workload (h): 180		
	Mod	ule Structur	e:						
	No	Туре	Cours	e		State	Workload	(h)	
3							Presence (h + CH)	Self- Study (h)	
	1	Lecture	Techr	nology and Innovation S	Strategy	Compulsory	30 h (2 CH)	60	
	2	Exercise	Tutor	al Technology and Inn	ovation Strategy	Compulsory	30 h (2 CH)	60	
	The l			aptures the innovation					
4	The l aspe proce light orien puts curre	ecture holis ects in multir ess and high on strategic tation with an emphasi ent trends in	national nlights h rationa regard to s on firm technol	aptures the innovation companies. The lectur ow the respective step les, behavioral issues, o technological trajecto ns that act in turbulent ogy and innovation ma to the students.	e focuses on eac can be managed organizational co pries and innovat environments. Ir	h step within I. In this vein, ulture influen ion managem 1 addition, the	the innovation the lecture ces, and lea nent. The mo e lecture wil	on sheds dership odule l cover	
5	The l aspe proce light orien puts curre relev Learn Acad The s • or a • or in the s • or a • or a • or curre	ecture holis ects in multir ess and high on strategic tation with an emphasi ent trends in rance of this ining outcom lemic: students develop a prr and innovati understand h nnovation p acquire the c and custome	national hlights h rationa regard to s on firr technol lecture res: ofound to on, man now to n rocess, apabilit r-driven the rele	companies. The lectur ow the respective step les, behavioral issues, o technological trajecto ns that act in turbulent ogy and innovation ma	e focuses on eac can be managed organizational co ries and innovat environments. Ir magement. Gues rtunities and cha hal companies, ind a technology ry patterns of tec ds for new produ	h step within I. In this vein, ulture influen ion managem n addition, the t lectures unce llenges conce among the di chnology-drive	the innovati the lecture ces, and lea eent. The mo e lecture wil derscore the erning techn fferent stag en developm ent,	on sheds dership dule l cover practical ology es of the	
	The l aspe proco light orien puts curre relev Learn Acad The s • c • c • c • c	ecture holis ects in multir ess and high on strategic tation with an emphasi ent trends in rance of this ning outcom lemic: students develop a pro- and innovation p acquire the c and custome comprehend develop an u rription of po	hational hlights h rationa regard to s on firr technol lecture res: ofound to on, man now to n roccess, apabilit r-driven the rele ndersta	companies. The lecture ow the respective step les, behavioral issues, o technological trajector ns that act in turbulent ogy and innovation ma- to the students.	e focuses on eac can be managed organizational co ories and innovat environments. Ir inagement. Gues rtunities and cha hal companies, ind a technology iry patterns of tech ds for new produ	h step within I. In this vein, ulture influen ion managem n addition, the t lectures unce llenges conce among the di chnology-drive	the innovati the lecture ces, and lea eent. The mo e lecture wil derscore the erning techn fferent stag en developm ent,	on sheds dership dule l cover practical ology es of the	
5	The l aspe proce light orien puts curre relev Learn Acad The s • c a • u in • a a • c • c • c	ecture holis ects in multir ess and high on strategic tation with an emphasi ent trends in rance of this ning outcom lemic: students develop a pro- and innovation p acquire the c and custome comprehend develop an u rription of po	national hlights h rationa regard to s on firr technol lecture befound to on, man now to n rocess, apabilit r-driven the rele ndersta	companies. The lecture ow the respective step les, behavioral issues, o technological trajecto ns that act in turbulent ogy and innovation ma to the students.	e focuses on eac can be managed organizational co ories and innovat environments. Ir inagement. Gues rtunities and cha hal companies, ind a technology iry patterns of tech ds for new produ	h step within I. In this vein, ulture influen ion managem n addition, the t lectures unce llenges conce among the di chnology-drive	the innovati the lecture ces, and lea eent. The mo e lecture wil derscore the erning techn fferent stag en developm ent,	on sheds dership dule l cover practical ology es of the	

	1.0					
	No	Number and Type; Connect	tion to Course	Du	ration	Part of final mark in %
	1	Final written exam		120	o min.	100 %
9	Stud	y Work: none				
10	The o	equisites for Credit Points: credit points will be granted pleted.	after all relevant wo	rk ar	nd study work h	ave been successfully
	CP A	ssignment:				
	Dro	sence (see part 3)	No 1		1.00	CP
11	Fle	sence (see part 3)	No 2		1.00	СР
	Rele	evant Work (see part 8)	No 1		4.00	СР
	Tota	al			6 CP	
12		sht of the module grade for t o (5%)	he overall grade:			
13	Mod none	ule Prerequisites:				
14		ence: ence is strongly recommende	ed to warrant learnii	าg รเ	uccess.	
	Mob	ility/Acknowledgement:				
15	Use	of the module for other cou	rse programs no	ne		
16		o onsible Lecturer: Dr. David Bendig			Department: University of <i>I</i> Business and	Nünster, School of Economics
17	Misc	.:				

Governance

			6					
Module Title english:			Governance					
Course Program: Master Business Administration 1 Module No: CfMo3 State: Compulsory Language of Instruction: German								
Modu	i le No: CfMo	3	State: Compulsory	Language of	anguage of Instruction: German			
Turn: each winter semester			Duration: 1 semester	Semester: 1		CP: 6	Workload	(h): 180
Modu	le Structure	:						
No	Туре	Cour	se		State	9	Workload (h)
							Presence (h + CH)	Self- Study (h)
1	Lecture	Gove	ernance		Com	pulsory	30 h (2 CH)	60
2	Seminar	Sem	inar Governance		Com	pulsory	30 h (2 CH)	60
differ comp inves weak comp	ent concepts ensation and tors (e.g. kno nesses of alt anies, mutua nes	s of more d more owledg ernati al, par Le An co	onitoring the managemen e recent corporate govern ge workers). The second ve governance mechanis tnerships, cooperatives arning objectives nalysing and evaluating in rporate governance in pa	nt, the "blessi parce approac part of the lec m like owner- and franchise nstitutional fra nstitutional fra	ing or ches t ture a mana organ	curse" of o protect addresso aged con nization	of incentive ct all firm spe es strengths a npanies, fam s. general and a	cific and ily-owned
Learning outcomes: Academic: The students are able to evaluate various governance structures such as public corporations, owner-managed corporations, family businesses, mutual, nonprofits, cooperatives and franchise organizations. Soft skills:								
Descr none	iption of pos	ssible	electives within the moc	lules:				
Exam	ination: Exa	minat	ions for every part of the	module				
	ant Work:							
	se Pro Modu Turn: seme Modu 1 2 Modu Cours The le first p differ comp inves weak comp The le first p differ comp inves weak comp Stude Descr none	se Program: Module No: CfMo; Turn: each winter semester Module Structure No Type 1 Lecture 2 Seminar Module Profile: Course content: The lecture "Gove first part of the lecd different concepts compensation an- investors (e.g. known weaknesses of alt companies, mutur Themes Governance Learning outcome Academic: The students are a owner-managed cor organizations. Soft skills: Students improve Description of pos- none	se Program: Module No: CfMo3 Turn: each winter semester Module Structure: No Type Cour 1 Lecture Gove 2 Seminar Sem Module Profile: Course content: The lecture "Governance first part of the lecture a different concepts of me compensation and morr investors (e.g. knowledge weaknesses of alternati companies, mutual, par Themes Lee Governance Ar co ar Learning outcomes: Academic: The students are able to owner-managed corporation Soft skills: Students improve their Description of possible none	se Program: Master Business Admir Module No: CfMo3 State: Compulsory Turn: each winter semester Duration: 1 semester Module Structure: Duration: 1 semester No Type Course 1 Lecture Governance 2 Seminar Seminar Governance 2 Seminar Seminar Governance Module Profile: Course content: The lecture "Governance" analyses institutional first part of the lecture addresses corporate governinvestors (e.g. knowledge workers). The second weaknesses of alternative governance mechanis companies, mutual, partnerships, cooperatives and various cooperation de and various govern owner-managed corporations, family businesses organizations. Soft skills: Students are able to evaluate various govern owner-managed corporations, family businesses organizations. Soft skills: Students improve their presentation and commu Description of possible electives within the mod none	se Program: Master Business Administration Module No: CfMo3 State: Compulsory Language of Turn: each winter semester Duration: 1 semester Semester: 1 Module Structure: Duration: 1 semester Semester: 1 Module Structure: Module Structure: Semester: 1 No Type Course Image: Course 1 Lecture Governance Image: Course 2 Seminar Seminar Governance Image: Course of Course of Course of Course of Course of Course on tent: The lecture "Governance" analyses institutional structures with first part of the lecture addresses corporate governance in puld different concepts of monitoring the management, the "blessi componation and more recent corporate governance approactinvestors (e.g. knowledge workers). The second part of the lectweaknesses of alternative governance mechanism like owner companies, mutual, partnerships, cooperatives and franchise Themes Learning objectives Governance Analysing and evaluating institutional franchise Moduers: Analysing and evaluating institutional franchise Moduers: Soft skills: Students are able to evaluate various governance structure owner-managed corporations, family businesses, mutual, nor organizations. Soft skills: Students improve their presentation an	se Program: Master Business Administration Module No: CfMo3 State: Compulsory Language of Instr Turn: each winter semester Duration: 1 semester Semester: 1 Module Structure: Duration: 1 semester Semester: 1 Module Structure: State: Compulsory Language of Instr No Type Course State: Compulsory 1 Lecture Governance Compulsory 2 Seminar Seminar Governance Compulsory Module Profile: Course content: Course content: Course content: The lecture "Governance" analyses institutional structures within a first part of the lecture addresses corporate governance in public codifferent concepts of monitoring the management, the "blessing or compensation and more recent corporate governance approaches t investors (e.g., knowledge workers). The second part of the lecture a weaknesses of alternative governance mechanism like owner-manacompanies, mutual, partnerships, cooperatives and franchise organ Themes Learning objectives Governance Analysing and evaluating institutional framew corporate governance in particular Knowledge and various cooperation designs. The students are able to evaluate various governance structures su owner-managed corporations, family businesses, mutual, nonprofit organizations. Soft skills: <	See Program: Master Business Administration Module No: CfMo3 State: Compulsory Language of Instruction: Turn: each winter semester Duration: 1 semester Semester: 1 CP: 6 Module Structure: State State Compulsory Image: Compulsory CP: 6 Module Structure: State State CP: 6 Module Structure: State State Compulsory 1 Lecture Governance Compulsory 2 Seminar Seminar Governance Compulsory Module Profile: Course content: The lecture "Governance" analyses institutional structures within and betwee first part of the lecture addresses corporate governance in public corporation (different concepts of monitoring the management, the "blessing or curse" recompensation and more recent corporate governance approaches to protect investors (e.g. knowledge workers). The second part of the lecture addresses weaknesses of alternative governance mechanism like owner-managed corporation companies, mutual, partnerships, cooperatives and franchise organization Themes Learning objectives Corporate governance in particular Knowledge about part or the lecture such as pu owner-managed corporation designs. Learning outcomes: Academic: The students are able to evaluate various governance structures such as pu owner-managed corporations, family businesse	See Program: Master Business Administration Module No: CfM03 State: Compulsory Language of Instruction: German Turn: each winter semester Duration: 1 semester Semester: 1 CP: 6 Workload Module Structure: Duration: 1 semester Semester: 1 CP: 6 Workload (h No Type Course State Workload (h Presence (h + CH) 1 Lecture Governance Compulsory 30 h (2 CH) 2 Seminar Seminar Governance Compulsory 30 h (2 CH) 2 Seminar Seminar Governance Compulsory 30 h (2 CH) 3 Seminar Seminar Governance Compulsory 30 h (2 CH) 2 Seminar Seminar Governance Compulsory 30 h (2 CH) 3 Governance" analyses institutional structures within and between enterprist first part of the lecture addresses corporate governance in public corporations. It discust different concepts of monitoring the management, the "blessing or curse" of incentive companies, fam investors (e.g. knowledge workers). The second part of the lecture addresses strengths a corporate governance in particular Knowledge about public corporat a orporate governance in particular K

	No	Number and Type; Connect Course	ion to	Duration		Part of final mark in %
	1	Analysis and presentation governance case study		max. of 50 p max. of 45 m	owerpoint slides & iin.	40 %
	2	Written exam		90 min.		60 %
9	Stud	y Work: none				
10	The o	equisites for Credit Points: credit points will be granted pleted.	after all relev	vant work an	d study work have b	een successfully
	CP A	ssignment:				
	Dro	conco (coo port o)	No 1		1.00 CP	
11	Pres	sence (see part 3)	No 2	No 2		
	Rele	evant Work (see part 8)	No 1 No 2		1.50 CP	
	Tota	al			2.50 CP 6 CP	
12		ght of the module grade for t o (5%)	he overall g	rade:	I	
13	Mod none	ule Prerequisites:				
14		ence: ence is strongly recommend	ed to warran	t learning su	ccess.	
	Mob	ility/Acknowledgement:				
15	Use	of the module for other cou	rse program	s Master I	Public Policy	
16		oonsible Lecturer: Dr. Stephan Nüesch			Department: School of Busines:	s and Economics
17	Misc	.:				

Management II

	Module Title english:			Management II								
Coι	irse Pro	ogram:		Master Business Admi	nistration							
1	Mode	ule No: CfMo	4	State: Compulsory	Language of Instruction: German							
2	Turn: each summer semester			Duration: 1 semester	Semester:	2	CP: 6	Workload (h): 180				
	Module Structure:											
	No	Туре	Cours	se		State	9	Workload (h)			
3								Presence (h + CH)	Self- Study (h)			
	1	Lecture	Strate	egic Management III		Com	pulsory	30 h (2 CH)	60			
	2	Exercise	Case	study exercises		Com	pulsory	30 h (2 CH)	30			
	3	Exercise	Interr	net tutorial		Com	pulsory	oh (oCH)	30			
4	meet	strategy of a them. For th	firm rep nis reas	Integration into curricul presents the link betwee on, strategy marks the c	n its goals an ore element o	of bus	iness m	anagement. I	Prior to			
4	meet the s optio threa weak provi on st Cour Withi are d addit the tl intern	strategy of a them. For the uccessful de ons compreh- tis regarding cnesses rega ides an intro- crategic analy se content: in a lecture of liscussed. The tion to the le heoretical co- net tutorial, verstanding of	firm rep nis reas evelopm ensivel compe rding th duction ysis. qualitat nese me cture, t oncepts which v	presents the link betwee	n its goals an ore element of s, it is essent on of externa ets) as well a In this conte: ques in strate ve analytical is of strategi case studies ts will present demic staff,	of bus tial for al facto as inte xt, the egic m metho c plan s to en at the studen	iness m r a firm t ors (e.g. module anagem ds in st ning an hance t results c nts will s	anagement. I to analyze its opportunities tors (e.g. stre e "Strategic A ent with spec rategic mana d decision m heir understa of their work. gain a deeper	Prior to strategic s and ngths and nalysis" cial focus gement aking. In nuding of Within an			
4	meet the s optio threa weak provi on st Cour Withi are d addit the tl intern unde	strategy of a them. For the uccessful de ons compreh- its regarding snesses rega- ides an intro- rrategic analy se content: in a lecture of liscussed. The tion to the le heoretical co- net tutorial, we restanding of les.	firm rep nis reas evelopm ensivel compe rding th duction ysis. nualitat eese me cture, t oncepts which v the lea	presents the link betwee on, strategy marks the c nent of strategic concept y, including the evaluati titors and relevant mark ne internal value chain). to methods and technic ive as well as quantitative thods represent the base he students will work on . Afterwards, the studen vill be supervised by aca	n its goals an ore element of s, it is essent on of externa ets) as well a In this conte: ques in strate ve analytical is of strategi case studies ts will present demic staff,	of bus tial for al facto as inte xt, the egic m metho c plan s to en at the studen	iness m r a firm t ors (e.g. module anagem ds in st ning an hance t results c nts will s	anagement. I to analyze its opportunities tors (e.g. stre e "Strategic A ent with spec rategic mana d decision m heir understa of their work. gain a deeper	Prior to strategic s and ngths and nalysis" cial focus gement aking. In nuding of Within an			
4	meet the s optio threa weak provi on st Cour : Withi are d addit the tl intern unde studi	strategy of a them. For the uccessful de ons compreh- its regarding snesses rega- ides an intro- rrategic analy se content: in a lecture of liscussed. The tion to the le heoretical co- net tutorial, we restanding of les.	firm rep nis reas evelopm ensivel compe rding th duction ysis. qualitat nese me cture, t oncepts which v the lea	presents the link betwee on, strategy marks the c nent of strategic concept y, including the evaluati titors and relevant mark ne internal value chain). to methods and technic ive as well as quantitative thods represent the base he students will work on . Afterwards, the studen vill be supervised by aca irned analytical methods	n its goals an ore element of s, it is essent on of externa ets) as well a In this conte: ques in strate ve analytical is of strategi case studies ts will present demic staff,	of bus tial for al facto as inte xt, the egic m metho c plan s to en at the studen	iness m r a firm t ors (e.g. module anagem ds in st ning an hance t results c nts will s	anagement. I to analyze its opportunities tors (e.g. stre e "Strategic A ent with spec rategic mana d decision m heir understa of their work. gain a deeper	Prior to strategic s and ngths and nalysis" cial focus gement aking. In nuding of Within an			
4	meet the s optio threa weak provi on st Cours Withi are d addii the tl intern unde studi	strategy of a st	firm rep his reas evelopm ensivel compe rding th duction ysis. qualitat tese me cture, t incepts which v the lea	presents the link betwee on, strategy marks the c nent of strategic concept y, including the evaluati titors and relevant mark ne internal value chain). to methods and technic ive as well as quantitative thods represent the base he students will work on . Afterwards, the studen vill be supervised by aca irned analytical methods	n its goals an ore element of s, it is essent on of externa ets) as well a In this conte: ques in strate we analytical f is of strategi ts will present demic staff, according to f goal setting es of strategio	of bus tial foo I facto as inte st, the egic m methoo c plan s to en s to en s to en s to en s to en s to en s to en g, strat	iness m r a firm t ors (e.g. rnal fact module anagem ds in st ning an hance t results orts will s problem	anagement. I o analyze its opportunities tors (e.g. stre e "Strategic A ent with spec rategic mana d decision m heir understa of their work. gain a deepen s described in	Prior to strategic s and ngths and nalysis" cial focus gement aking. In anding of Within an n the case			

	Stra	tegic planning	To show o	lifferent stages of th	e strategy p	rocess	, including forming,	
				nting and controlling				
		e study exercise ternet tutorial	To impart analysis	a deeper understan	iding of typic	al cha	llenges in strategic	
5	Learning outcomes: Academic: The students have acquired key skills of strategic planning and decision making. They will be able to goal-orientedly apply the appropriate strategic analysis tools and to interpret the results appropriately. After completion of the module they are familiar with the strategic analysis and are confidently able to select the appropriate techniques for the specific problem at hand. In this module, three situations of strategy implementation that occur in their future careers typically are also trained: written report to a business problem (case study essay), the presentation in a small team (group presentation) and subsequent discussion, and finally the stringent and comprehensible presentation of a business decision in a short time with the aim of convincing a jury of one's own idea ('elevator pitch'). By combining technical expertise and communication skills, students acquire basic skills for their future professional career. Soft skills: Students improve their presentation and communication skills.							
6	Desc none		electives	within the modules	:			
7	Exam	nination: Final Mo	dule Exam					
	Relev	vant Work:					1	
8	No	Number and Type	e; Connect	ion to Course	Duration		Part of final mark in %	
	1	Final written exar	n "Strategi	c Management III"	60 min.		100 %	
9	Stud	y Work: none						
10	The c	equisites for Credi credit points will be pleted.		ifter all relevant wor	k and study	work h	ave been successfully	
	CP As	ssignment:						
				No 1		1.00 (CP	
11	Pres	sence (see part 3)		No 2		1.00 (СР	
				No 3		0.00	СР	
	Rele	evant Work (see pa	rt 8)	No 1		4.00	СР	
	Tota	ıl				6 CP		
12		ht of the module ક્ o (5%)	grade for tl	ne overall grade:				
13	Module Prerequisites: none							

14	Presence: Presence is strongly recommended to warrant learning success.						
15	Mobility/Acknowledgement: Use of the module for other course programs Master Information Systems						
16	Responsible Lecturer: Prof. Dr. Thomas Ehrmann		Department: School of Business and Economics				
17	Misc.:						

Market- and Resource-Based View of Strategy

Мо	dule Ti	tle english:		Market- and Resource-	Module Title english: Market- and Resource-Based View of Strategy										
C οι	ırse Pr	ogram:		Master Business Admi	nistration										
1	Mod	ule No: CfMo	05	State: Compulsory	Language of Instruction: English										
2	Turn seme	: each sumn ester	ner	Duration: 1 semester	Semester: 2	iemester: 2 CP: 6 Workload (h									
	Mod	ule Structur	e:												
	No	Туре	Course	3		State	Workload	(h)							
3							Presence (h + CH)	Self- Study (h)							
	1	Lecture	Marke	t- and Resource-Based V	'iew of Strategy	Compulsory	7 30 h (2 CH)	60							
	2	Exercise	Marke (Exerc	t- and Resource-Based V ises)	'iew of Strategy	Compulsor	30 h (2 CH)	60							
4	Strat adva fund discu resou oppo conc endo Cour Majo com	egy defines ntage. The l amental que usses and co urce-based v ortunities an entrates on owment. se content: or topics incl mitments an	an integ ecture " estion ho ombines view. Wh d threat the stre ude man	rated and coordinated s Market- and Resource-B ow firms can achieve a s the two most prominen hereas the market-based s of the external environ ngths and weaknesses c ket and competitive ana trative pricing in dynami	et of decisions a ased View of Stra ustainable comp t views of strateg l view of strategy ment, the resour of the internal res	itegy" respon etitive advan y: the market concentrates ce-based view ource and ca ry and exit, s	ds to the tage. The lea -based and on the v of strategy pability trategic	Module Profile: Purpose of the module/integration into curriculum: Strategy defines an integrated and coordinated set of decisions and actions to gain a competitive advantage. The lecture "Market- and Resource-Based View of Strategy" responds to the fundamental question how firms can achieve a sustainable competitive advantage. The lecture discusses and combines the two most prominent views of strategy: the market-based and the resource-based view. Whereas the market-based view of strategy concentrates on the opportunities and threats of the external environment, the resource-based view of strategy concentrates on the strengths and weaknesses of the internal resource and capability endowment. Course content: Major topics include market and competitive analysis, market entry and exit, strategic commitments and cooperative pricing in dynamic competitions, criteria of strategic resources,							
	dynamic capabilities, and innovative capacity. Learning outcomes: Academic: Students are able to evaluate a firm's competitive situation and to take decisions and actions to (re-)gain a competitive advantage. Soft skills: The students gain theoretical and methodological knowledge, which enables them to explore and seize market opportunities.														
5	(re-)g Soft The s	gain a comp skills: students gai	etitive a n theore	dvantage. tical and methodologica											
5	(re-)§ Soft The s seize	gain a comp skills: students gai e market opp ription of po	etitive a n theore portuniti	dvantage. tical and methodologica	al knowledge, wh										
	(re-)§ Soft The s seize Desc none	gain a comp skills: students gai e market opp ription of po	etitive a n theore portuniti	dvantage. tical and methodologica es.	al knowledge, wh ules:										

	No	Number and Type; Connecti	on to Course	Du	ration	Par	t of final mark in %		
	1	Written exam			o min.	100			
	Study Work: No Number and Type; Connection to Course Duration								
9				4 accien	mont				
	1	According to the teacher: 1 p	Jiesentation of	1 assign	ment	600 wor	30 min. or max. of ds		
10	The o	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP A	ssignment:							
	_		No 1		1	.oo CP			
11	Pres	sence (see part 3)	No 2 1		1.00 CP				
	Rele	evant Work (see part 8)	No 1		3.00 CP				
	Stu	dy Work (see part 9)	No 1 :		1	1.00 CP			
	Tota	al			e	СР			
12		ght of the module grade for th o (5%)	ne overall grade	2:					
13	Mod none	ule Prerequisites:							
14		ence: ence is strongly recommende	d to warrant lea	arning su	ccess.				
15	Mob	ility/Acknowledgement:							
15	Use	of the module for other cour	se programs	Master	Informatio	n System	IS		
16		oonsible Lecturer: Dr. Stephan Nüesch			Departm School o		ss and Economics		
17	Misc	.:							

Personnel Economics

Module Title english: Personnel Economics									
Cou	rse Pr	ogram:		Master Business Admi	nistration				
1	Mod	ule No: CfMo	6	State: Compulsory Language of Instruction: German					
2		: each summ ester	er	Duration: 1 semester	Semester: 2	CP: 6 Workload (h): 18			
	Mod	ule Structure	:						
	No	Туре	Course	e		State	Workload	(h)	
3							Presence (h + CH)	Self- Study (h)	
	1	Lecture	Indust Resou	rial Relations and Intern rces	ational Human	Compulso	ry 30 h (2 CH)	60	
	2	Exercise	Intern	et tutorial and literature	studies	Compulso	ry 30 h (2 CH)	60	
4	Purpose of the module/integration into curriculum: Personnel Economics is a new and important approach to analyse human resources management from an economic point of view. Course content: The main topics of this module are expressed in the title of the lecture: that is industrial relations meaning the variety of relationships between employers and their organised employees, and human resources in an international setting. The lecture includes teaching of theoretical, especially economic foundations of these topics as well as important empirical and institutional facts. The students learn to understand the system of industrial relations in Germany and to compare it with such systems in other countries. They will be able to apply fundamental models of negotiations and learn to improve negotiation outcomes for companies or associations. The knowledge of international human resources enables the students to make personnel decisions in international, transnational and global organisations and it can be used for their own international career planning.								
		mes		arning objectives					
	Indu	ustrial Relatio	ac	understand the German tors, to compare it with ferent negotiation mode	such systems in o				
		rnational nan Resource	es ma	know basic theories and ake personnel decisions an one's own internatior	in and for interna				
5		ning outcome lemic:	es:						

	the s bett hum , tra	Students will understand the system of industrial relations in Germany and can compare it with the systems of other countries. They are able to apply basic negotiation models, thus achieving better negotiation results in companies or associations. The acquired knowledge of international human resource management enables students to make appropriate personnel decisions in inter- , transnational and global companies and can also be used for their own international career planning. Description of possible electives within the modules:							
6	Dese non		s within the modu	les:					
7	Exar	nination: Examinations for	every part of the m	odule					
	Rele No	vant Work: Number and Type; Connec	tion to Course	Duration		Part of final mark in %			
		Exams in exercises:							
8	1	Written papers		3 x 2 - 3 pa	ges	3 x 5.6 %			
Ŭ	2	Short presentation in sma	ll groups	20 min.		16.6 %			
	3	Test exam		90 min.		16.6 %			
		Relevant work for the lectu	ire:						
	4	Written exam		90 min.		50 %			
9	Stuc	ly Work: none							
10	The	equisites for Credit Points: credit points will be granted pleted.	after all relevant v	vork and study	work	have been successfully			
	CP A	ssignment:							
			No 1		1.00	СР			
			No 2		1.00	СР			
11			No 1		0.20	CP each			
	Pre	sence	No 2		0.70	СР			
			No 3		0.70	СР			
			No 4		2.00	СР			
	Tot	al			6 CP				
12		ght of the module grade for 20 (5%)	the overall grade:						
13	Mod non	l ule Prerequisites: e							
14		ence: ence is strongly recommenc	led to warrant lear	ning success.					

Γ

	Mobility/Acknowledgement:						
15	Use of the module for other course programs	Master Information Systems					
16	Responsible Lecturer: Prof. Dr. Alexander Dilger		Department: School of Business and Economics				

Corporate Entepreneurship

Mo	dule Ti	tle english:		Corporate Enteprene	urship				
Cou	irse Pro	ogram:		Master Business Adn	ninistration				
1	Modu	ule No: CfM1	5	State: Elective	Language of Instruction: Engli			English	
2	Turn: seme	each summ ester	ier	Duration: 1 semester	Semester: 2	2	CP: 6	Workload	l (h): 18c
	Module Structure:								
	No	Туре	Course	e		State		Workload (h	ı)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Corpo	rate Entrepreneurship		Comp	oulsory	30 h (2 CH)	60
	2	Exercise	Tutoria	al Corporate Entrepren	eurship	Comp	oulsory	30 h (2 CH)	60
4	Cours The c optio or ga put ir of ch	ins and appr in back flexi n contrast wi ange manag	oaches bility an ith corpo gement, a	repreneurship provides for grown corporates to d innovativeness. Thes orate reality. In addition as well-established con	o take entrepr se entreprene n, the lecture	eneuria urial ac will intr	al actio ctivities roduce	nding of the ns in order to will be analy students to t	different maintai vzed and he topic
4	Cours The c optio or ga put ir of ch activi	se content: course corpo ons and appr in back flexi n contrast wi ange manag ities and cha	oaches bility an ith corpo gement, a ange tho	repreneurship provides for grown corporates to d innovativeness. Thes orate reality. In addition as well-established con	o take entrepr se entreprene n, the lecture	eneuria urial ac will intr	al actio ctivities roduce	nding of the ns in order to will be analy students to t	different maintai vzed and he topic
	Cours The c optio or ga put ir of ch activit Learr Acad This c • a e • c e	se content: course corpo ons and appr in back flexi n contrast wi ange manag ities and cha ning outcom emic: course enab pply entrepr stablished c ritically refle ntrepreneur	roaches i bility an ith corpc rement, a ange tho ess: les stude reneurial company ect on the ship	repreneurship provides for grown corporates to d innovativeness. Thes rate reality. In addition as well-established con roughly. ents to thinking and entrepre	o take entreprene se entreprene n, the lecture o mpanies need neurial activit nts, structure	eneuria urial ac will intr I to refle	al actio ctivities roduce ect on en the	Inding of the ns in order to will be analy students to t entrepreneur	different maintai zed and he topic ial
4 5 6	Cours The c optio or ga put ir of ch activi Learr Acad This c • a e • c e • u	se content: course corpoons and apprint back flexing contrast with ange manage ities and charting outcome enables of the stabilished contract and the stabilished contribution of poons to poly entreprise the stabilished contract and the stabilished	roaches bility an ith corpc rement, a ange tho ess: les stude reneurial company ect on the ship he basic	repreneurship provides for grown corporates to d innovativeness. Thes rate reality. In addition as well-established con roughly.	o take entreprene se entreprene n, the lecture o mpanies need neurial activit nts, structure anagement	eneuria urial ac will intr I to refle	al actio ctivities roduce ect on en the	Inding of the ns in order to will be analy students to t entrepreneur	different maintai zed and he topic ial
5	Cours The c optio or ga put ir of ch activi Learr Acad This c • a • c • e • u U Desc none	se content: course corpoons and apprin back flexi n contrast with ange manage ities and char ning outcome emic: course enab pply entrepristablished course that ritically refleint repreneur inderstand the second s	roaches is bility an ith corpc ement, a ange tho es: les stude reneurial company cot on the ship he basic	repreneurship provides for grown corporates to d innovativeness. Thes rate reality. In addition as well-established con roughly. ents to thinking and entrepre structure e relevancy, requireme concepts of change m	o take entreprener se entreprener n, the lecture v mpanies need neurial activit nts, structure: anagement dules:	eneuria urial ac will intr I to refle	al actio ctivities roduce ect on en the	Inding of the ns in order to will be analy students to t entrepreneur	different maintai zed and he topic ial
5	Cours The c optio or ga put ir of ch activi Learr Acad This c • a • c • u Desc none	se content: course corpoons and apprin back flexi n contrast with ange manage ities and char ning outcome emic: course enab pply entrepristablished course that ritically refleint repreneur inderstand the second s	roaches is bility an ith corpc ement, a ange tho es: les stude reneurial company cot on the ship he basic	repreneurship provides for grown corporates to d innovativeness. These orate reality. In addition as well-established con roughly. ents to thinking and entrepre structure e relevancy, requireme concepts of change m lectives within the mo	o take entreprener se entreprener n, the lecture v mpanies need neurial activit nts, structure: anagement dules:	eneuria urial ac will intr I to refle	al actio ctivities roduce ect on en the	Inding of the ns in order to will be analy students to t entrepreneur	different maintai zed and he topic ial
5 6 7	Cours The c optio or ga put ir of ch activi Learr Acad This c • a • c • u Desc none	se content: course corpoons and apprint back flexing contrast will ange manage ma manage manage mana	roaches i bility an ith corpc ement, a ange tho es: les stud- reneurial company ct on the ship he basic pssible e aminatic	repreneurship provides for grown corporates to d innovativeness. These orate reality. In addition as well-established con roughly. ents to thinking and entrepre structure e relevancy, requireme concepts of change m lectives within the mo	o take entreprener se entreprener n, the lecture v mpanies need neurial activit nts, structure: anagement dules:	eneuria urial ac will intr l to refle :ies give s and d	al actio ctivities roduce ect on o en the differen	Inding of the ns in order to will be analy students to t entrepreneur	different maintai vzed and he topic ial vell- corporat
5	Cours The c optio or ga put ir of ch activi Learr Acad This c • a • c • e • u Desc none Exam	se content: course corpoons and apprint back flexing contrast will ange manage ma manage manage mana	roaches is bility an ith corpc ement, a ange tho es: les stud- reneurial company cot on the ship he basic pssible e aminatic d Type; (repreneurship provides for grown corporates to d innovativeness. These orate reality. In addition as well-established con roughly. ents to thinking and entrepre- structure e relevancy, requireme concepts of change m lectives within the mo ons for every part of the Connection to Course	a take entreprener e entreprener n, the lecture v mpanies need neurial activit nts, structure: anagement dules:	eneuria urial ac will intr l to refle :ies give s and d s and d	al actio ctivities roduce ect on o en the differen	anding of the ns in order to will be analy students to t entrepreneur context of a v t methods of	different maintai vzed and he topic ial vell- corporat

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP Assignment:							
		No 1		1.00 CP				
11	Presence (see part 3)	No 2		1.00 CP				
	Relevant Work (see part 8)	No 1		2.50 CP				
		No 2		1.50 CP				
	Total			6 CP				
12	Weight of the module grade for 6/120 (5%)	r the overall grad	e:					
13	Module Prerequisites: none							
14	Presence: Presence is strongly recommen	ded to warrant le	arning su	iccess.				
15	Mobility/Acknowledgement:							
	Use of the module for other co	ourse programs	none					
16	Responsible Lecturer: Prof. Dr. David Bendig			Department: University of Münster, School of Business and Economics				
17	Misc.:							

HR Management

Мо	dule Ti	tle english:		HR Management					
Cοι	urse Pr	ogram:		Master Business Admi	nistration				
1	Mod	ule No: CfMc	07	State: Compulsory Language of Instruction: German					
2	Turn: each summer semester			Duration: 1 semester	Semester: 2	2	CP: 6	Workload	(h): 180
	Mod	ule Structure	e:						
	No	Туре	Cours	se		State		Workload (h)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	HR I			Comp	oulsory	15 h (1 CH)	30
	2	Lecture	HR II			Comp	oulsory	15 h (1 CH)	30
	3	Seminar		ical Seminar: HR Manag		Electi		30 h (2 CH)	60
	4	Seminar	Pract	ical Seminar: HR Manag	ement II	Electi	ve	30 h (2 CH)	60
4	Com chan the c hum whic organ techn Cour The l the a topic theo case oper	panies are ir ging enviror ompany's hi an resources h is why the nizations. Th niques of str se content: ectures cove nalysis and is ofe- recrui retical and e study exerci ation with or	ncreasin imental uman re- s and its human ie lectu ategic a er the ce evaluat tment, i mpirica ise the s ganizat	students deepen their ki ion representatives. An	palization issu oblem areas n The effectivene ness partner h nas become a ides the basic esource mana tional human r re, the studen ell as retention nel manageme nowledge and intensive pres	nust b ess an has be main c inforn ageme resour- nts are n man ent lite l apply sentat	e addre ad effici ecome t succes mation ent. ce man e educa ageme erature r it on re	essed and ov ency of mana he centre of a s factor for for methods agement. Apa ted regarding nt. The existin are presented eal-life cases	ercome by aging attention, and art from the bg J. In the in co-
5	theoretical and empirical findings of the personnel management literature are presented. In the case study exercise the students deepen their knowledge and apply it on real-life cases in co- operation with organization representatives. An intensive presentation training precedes the following presentation and discussion of the case study results. Learning outcomes: Academic: Students can apply methods and tools concerning the analysis and the evaluation of the quantitative and qualitative personnel structure and the efficiency of staff. With the help of the acquired knowledge they are able to make independent decisions regarding the best set of human resource practices. They understand the relationships between the different fields of human resource management and have a high sensitivity to issues of leadership. Soft skills: The practical seminar enables them to apply this knowledge and in the practical seminar students								

6	Stud	ription of possible elective ents have to select one of agement I or Practical Sem	the two possi	ble Practical S	Seminars (Practical	Seminar: HR
7	Exan	nination: Examinations for	every part of	the module		
	Rele	vant Work:		1		1
	No	Number and Type; Conne Course	ction to	Duration		Part of final mark in %
8	1	Development, presentation of case study solutions	on, defense	approx. 30 p and approx.	oowerpoint slides 45 min.	50 %
	2	Written exam		120 min.		50 %
9	Stud	y Work: none				
10	The o	equisites for Credit Points: credit points will be grante pleted.		vant work an	d study work have b	peen successfully
	CP A	ssignment:				
			No 1		0.50 CP	
	Pres	sence (see part 3)	No 2		0.50 CP	
11		, , , , , , , , , , , , , , , , , , ,	No 3 (on choice)		1.00 CP	
			No 4 (on choice)		1.00 CP	
	Relevant Work (see part 8)		No 1		2.00 CP	
			No 2		2.00 CP	
	Tota	l			6 CP	
12		sht of the module grade for 0 (5%)	r the overall g	rade:		
13	Mod none	ule Prerequisites:				
14		ence: ence isstrongly recommend	ded to warran	t learning suc	cess.	
	Mob	ility/Acknowledgement:				
15	Use	of the module for other co	ourse program	none		
16		onsible Lecturer: essor Dr. Gerhard Schewe			Department: School of Busines	s and Economics

17	Misc.:

Management III

	dule Ti	tle english:		Management III					
Cou	rse Pr	ogram:		Master Business Adn	ninistration				
1	Mod	ule No: CfMc	08	State: Elective	Language of	Instruction:	German		
2				Duration: 1 semester	Semester: 3	CP: 6	Workload	(h): 180	
	Mod	ule Structure	2:						
	No	Туре	Cours	se	State	Workload (h)		
3							Presence (h + CH)	Self- Study (h)	
	1	Lecture	Strate	egic Management IV		Compulsor	30 h (2 CH)	60	
	2	Exercise	Case	Study Exercises		Compulsor	30 h (2 CH)	30	
	3	Exercise	Interr	net Tutorial		Compulsor	oh (oCH)	30	
 analysis of strategy choice in terms of strategic interaction and competitor behavior, invidecisions under uncertainty and innovations management. Detailed case studies and endings illustrate the relevance and practical applicability of the theoretical and concept framework. Course content: Based on empirical evidence and valuable insights from game theory the course provid students with a deepened understanding of the potential for and the different concepts strategic conduct of start-up companies. The lecture's objective is to offer a theoretical fundament and methodological instruments that allow for competent decisions in the p of implementation, support and academic analysis of entrepreneurial activities. 									
4	Base stude strate fund	d on empirio ents with a c egic conduct ament and n	leepene t of star nethodo	ence and valuable insi d understanding of the t-up companies. The le plogical instruments th	pplicability of ghts from gam e potential for cture's objecti at allow for con	the theoretic e theory the and the diffe ve is to offer mpetent dec	al and concep course provide rent concepts a theoretical sions in the p	mpirical otual es of	
4	Base stude strate fund	d on empirio ents with a c egic conduct ament and n plementatio	leepene t of star nethodo	ence and valuable insi d understanding of the t-up companies. The le plogical instruments th	pplicability of ghts from gam e potential for ecture's objecti at allow for co lysis of entrepr	the theoretic e theory the and the diffe ve is to offer mpetent dec	al and concep course provide rent concepts a theoretical sions in the p	mpirical otual es of	
4	Base stude strate funda of im The Price	d on empiric ents with a c egic conduct ament and n plementatio nes ng, costs an tegies in olig	leepene t of star nethodo n, supp	ence and valuable insi ed understanding of the t-up companies. The le ological instruments th ort and academic anal	pplicability of ghts from gam e potential for ecture's objecti at allow for co lysis of entrepr /es	the theoretic e theory the and the diffe ve is to offer mpetent dec reneurial act	al and concep course provide rent concepts a theoretical sions in the p vities.	mpirical otual of rocesses	
4	Base stude strate funds of im Price strate mar	d on empiric ents with a c egic conduct ament and n plementatio mes ng, costs an tegies in olig	leepene t of star nethodo n, supp	ence and valuable insi ed understanding of the t-up companies. The le ological instruments th ort and academic anal Learning objectiv	applicability of ghts from gam e potential for ecture's objecti at allow for con lysis of entrepr ves its into the the e key concepts d to judge and	the theoretic e theory the and the diffe ve is to offer mpetent dec reneurial action oretical back	al and concept course provide rent concepts a theoretical sions in the p vities. ground of the behavior with	mpirical otual es of rocesses lecture. in the	
4	Base stude strate funda of im Prici strate mar Entr	d on empiric ents with a c egic conduct ament and n plementatio mes ng, costs an regies in olig kets	leepene t of star nethodo n, supp id gopoly	ence and valuable insi ed understanding of the t-up companies. The le ological instruments th ort and academic anal Learning objectiv To get first insigh To get to know th entry process and	pplicability of ghts from gam e potential for ceture's objecti at allow for coo lysis of entrepr res Its into the the e key concepts d to judge and ice. e determinants	the theoretic e theory the and the diffe ve is to offer mpetent dec reneurial acti oretical back s of strategic discuss entr s of decision	al and concept course provide rent concepts a theoretical sions in the p vities. ground of the behavior with y strategies ba	mpirical atual of rocesses lecture. in the ased on	

5	Learning outcomes: Academic: Using game theory models and empirical testing, students understand the choice of strategy for start-ups. You are in a position to assess the importance of innovation for the success of start-ups correctly. The acquired knowledge enables students to make appropriate decisions in the implementation, monitoring and scientific analysis of business start-ups (eg financial institutions). Soft skills: In the case study exercises, students apply their knowledge on real world cases.								
6	Desc none	ription of possible electives	within the mod	ules:					
7	Examination: Final Module Exam								
	Relev	vant Work:		I		1			
8	No	Number and Type; Connect	ion to Course		uration	Part of final mark in %			
	1Final written exam60 min.100 %								
9	Stud	y Work: none							
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.								
	CP Assignment:								
			No 1		1.00	СР			
11	Pres	sence (see part 3)	No 2		1.00	СР			
			No 3		0.00	СР			
	Rele	evant Work (see part 8)	No 1		4.00	СР			
	Tota	ıl			6 CP				
12		tht of the module grade for t o (5%)	he overall grade):					
13	Mod none	ule Prerequisites:							
14		ence: ence is strongly recommende	ed to warrant lea	arning s	uccess.				
15	Mobi	ility/Acknowledgement:							
	Use	of the module for other cou	rse programs	none					
16		onsible Lecturer: Dr. Thomas Ehrmann			Department: School of Bus	iness and Economics			

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17	Misc.:	

Principles of Research, Technology and Innovation

Module Title english: Principles of Research, Technology and Innovation											
Со	urse Pr	ogram:	Master Business Adr	ninistration							
1	Mod	ule No: CfMo9	State: Elective	Language of Ins	truction: Gerr	ruction: German					
2	Turn seme	: each winter ester	Duration: 1 semester	Semester: 3	CP: 6	Workload (h)	: 180				
	Mod	ule Structure:									
	No	Туре	e Course		State	Workload	(h)				
3				Pr (h							
	1	Lecture / Exercise	Principles of research, innovation	technology and	Compulsor	y 30 h (2 CH)	150				
4	with analy mast MCM Cour The r respondent organ innov strate organ In the operation	 Purpose of the module/integration into curriculum: In the module "Principles of research, technology and innovation ", basic methods that have already been discussed in the bachelor degree program are applied and deepened, especially with regard to their importance at the top-management level. The acquired knowledge and analytical capabilities also provide additions and enhancements to existing modules of the master degree program in the fields of management (e.g. CfMo7, CfMo8) and marketing (e.g. MCMo2). Course content: The module "Principles of Research, Technology, and Innovation" sensitizes the students with respect to the importance of research as part of a successful innovation management. The content of the course covers the organization and management of innovation processes within an organization. Various management methods and tools for identifying and implementing future innovations are critically discussed with the students and used to analyze companies' innovation strategies as well as the organization and management of innovation processes in the organization. In addition, the lecture will highlight potential barriers and promoters of innovation. In the term paper, the students integrate various areas of knowledge, including strategic and operational dimensions, and learn to apply tools and methods relevant to innovation 									
5	Learning outcomes: Academic: Upon completion of the course, the students are able to take a more holistic view of innovation management. They are able to analyze the innovation strategy of companies as well as the organization and management of innovation processes within the company; to identify innovation and business field opportunities; to develop long-term innovation strategies as well as to apply fundamental methods and instruments of innovation management systematically. Methodological skills: Students learn to use tools and methods of innovation management and to discuss the applicability of those critically. Soft skills: The students participate in economic and political debates on research and innovation topics.										

	comp inter	pelling arguments in support disciplinarily applicable.	of their position. Th	ie acquii	ed commu	inication skills are			
6	Desc none	ription of possible electives	within the modules	:					
7	Exam	nination: Examinations for ev	very part of the mod	ule					
	Relev	vant Work:		1		1			
8	No	Number and Type; Connecti	on to Course	Duratio	n	Part of final mark in %			
0	1	Term paper		8 pages	5	40 %			
	2	Written exam		60 min	•	60 %			
9	Study Work: none								
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.								
	CP Assignment:								
	Pres	sence (see part 3)	No 1		1.00	СР			
11	Pole	evant Work (see part 8)	No 1		2.00	СР			
	Neit	evant work (see part o)	No 2		3.00	СР			
	Tota	ıl		6 CP					
12		sht of the module grade for th o (5%)	ne overall grade:						
13	Mod none	ule Prerequisites:							
14		ence: ence is srongly recommended	d to warrant learnin	g succes	s.				
15	Mobi	ility/Acknowledgement:							
-5	Use	of the module for other cour	se programs none	9					
16		onsible Lecturer: Dr. Jens Leker			partment: nool of Bus	iness and Economics			
17	Misc	.:							

Selected topics on management

Мо	Module Title english: Course Program:		Selected topics on m	anagement							
Co			Master Business Adr	ninistration							
1	Mod	ule No: CfM10	State: Elective	Language of Instru	Instruction: German						
2	Turn: seme	each winter ester	Duration: 1 semester	Semester: 2 or 3	CP: 6	Workload (h): 180				
	Module Structure:										
	No	Туре	Course		State	Workload	(h)				
						Presence (h + CH)	Self- Study (h)				
3	1	Lecture / Seminar	Selected topics on m	Electi	ve 30 h (2 CH)	150					
	2	Seminar	Leading and controll groups*	ing of corporate	Electi	ve 60 h (4 CH)	120				
	3	Seminar	Advanced empirical	management researd	ch Electi	ve 30 h (2 CH)	150				
4	Purp Select issue Court Gene atten inten shou field	cted topics on mar es. The courses ha se content: erally, there are ex- ntion is paid to ada usive small group v Id give students th of business admin	/integration into curric nagement focuses on d ve changing topics acc ercises and case studie upt the courses to curre vork which includes a h ne possibility to unders nistration. The responsi tance to involve the rec	ifferent question whi ording to current dev is integrated in the in nt research topics or high portion of self-st tand and apply scier ble module agent ad	elopments ndividual c n managen rudy. Furth ntific resea ljudicates	and trends. ourses. Partic nent. There is ermore, this c rch results in	ular an ourse				
5	Acad The s Soft They	Learning outcomes: Academic: The students are able to face changing current management problems. Soft skills: They acquire specialize knowledge depending on their practical field of interest. Students are able to establish a relationship between research and practice.									
6	Description of possible electives within the modules: You have to choose courses with a total of 6 CP										
		Examination: Examinations for every part of the module									
7	Exam	nination: Examina	tions for every part of t	he module							

	No	Number and Type; Coni	nection to Course	Dura	ation	Part of final mark in %			
	1	If visiting a lecture: writ	ten exam	120	min.	100 %			
	2	If visiting a case study s paper and presentation		powerpoint slides and 45 min. presentation		100 %			
	3	Leading and controlling	in corporate groups						
	4	Seminar paper in team discussion	& presentation and		pages per team nber & 20 - 25 min.	100 %			
9	Stud	ly Work: none							
10	The	equisites for Credit Point credit points will be gran pleted.		ork a	nd study work have bee	n successfully			
	CP A	ssignment:							
			No 1 (on choice)			1.00 CP			
	Pre	sence (see part 3)	No 2 (on choice)			2.00 CP			
11			No 3 (on choice)			1.00 CP			
			No 1 (depending on o	hoice	e under presence)	5.00 CP			
	Rel	evant Work (see part 8)	No 2 (depending on	choice	e under presence)	5.00 CP			
			No 3 (depending on	choice	e under presence)	4.00 CP			
	Tota	al				6 CP			
12		ght of the module grade to (5%)	for the overall grade:						
13	Mod none	ule Prerequisites:							
14		ence: ence is strongly recomm	ended to warrant learr	ing s	uccess.				
	Mob	ility/Acknowledgement:							
15	Use	of the module for other	course programs n	one					
16		oonsible Lecturer: essor Dr. Gerhard Schewe	2		Department: School of Business an	d Economics			
17	Misc.: * The course "Leading and controlling of corporate groups" is composed of a lecture within the summer term, a seminar paper in team and presentation of a paper and discussion in the following winter term.								

Seminar I of the Major Management

Mo	dule Ti	tle english:		Seminar I of the Majo	r Management						
Cou	rse Pr	ogram:		Master Business Adm	inistration						
1	Mod	ule No: CfM11	L	State: Compulsory	State: Compulsory Language of Instruction: German or English						
2	Turn : seme	each winter		Duration: 1 semester	Semester: 3		CP: 12	2	Workload	l (h): 360	
	Module Structure:										
	No	lo Type Course				St	ate	Wo	rkload (h)		
-								Pre + C	esence (h ːH)	Self- Study (h)	
3	1	Seminar	Ser	ninar Organization and	HR	El	ective	60	h (4 CH)	300	
	2	Seminar	Ser	ninar Strategic Manage	ment	El	ective	60	h (4 CH)	300	
	3	Seminar	ement	El	ective	60	h (4 CH)	300			
	4	Seminar	Ser	ninar Entrepreneurship		El	ective	60	h (4 CH)	300	
4	In ord datas taugl Cour : Durir Orga Entre withi trans analy key c deep know Mana coord and c	der to integra sets with the ht in precedir se content: ng the semina nization and preneurship. n a scientific spose their re vtic technique qualifications wen their know vledge to solv agement and dinate with p defend a coh	te th help ars, s Hum . They disc searc searc , esp vledg ve cu Strat eers, erent	/integration into curric e latest research result of empirical and methor stures, the students are tudents are supposed to an Resources, Business y will be able to autono ussion. Therefore, the s ch findings and prepare d formal-methodologic ecially communication ge, which is beyond the rrent problems in the an tegic Management. The to create precise and c argument, to use feed f the case analysis.	s within the lect odological techn prepared to gen to work on curre s Management, mously draw an tudents organiz e a group presen al instruments. and presentation scope of the pr rea of Organizat student are abl onvincing prese	nqiu ner Str ac tat Beson t ece ion le to enta	ate and probler ategic l ademic hemsel ion. Th sides th echniq eding le and Hi o produ	nile l l ans ns ir Man terr lves ey a ney o ues ctur uma uctiv to p	broad know alyze open in the area o agement an m paper an to discuss pply qualita can handle . Altogether res and use n Resource rely work in rofessional	vledge is issues. of nd d defend it and ative- relevant r students this s, Business groups, to lly present	
5	Learning outcomes: Academic: The students are able to write a scientific term paper and to defend them in scientic discussions. They are able to to select, assess and apply pieces of the research literature, to build a concise, yet coherent argument, and to apply empirical methods to open issues or specific cases. Soft skills: The student are able to productively work in groups, to coordinate with peers, to create precise and convincing presentations, to professionally present and defend a coherent argument, to use										

	feedback from the discussion in class in order to improve their written account of the case analysis.										
6	Description of possible electives within the modules: Students have to select one of the four possible seminars. There cannot be visited the same seminar (eg. Seminar Strategic Management twice) in the modules CfM11 and CfM12. If the number of participants for the Seminar "Organization and HR" is too big, the seminar can be split up into two groups.										
7	Exan	nination: Final Module E	xam								
	Relevant Work:										
	No	Number and Type; Con Course	nection to	Duration	Part of final mark in %						
		Seminar "Organization	and HR"*:								
	1	Seminar paper, Present	ation in group	15 - 20 pages & 90 Min.	100 %						
8		Seminar "Strategic Mar	agement":								
	2	Seminar paper and pres	sentation	approx. 15 - 20 pages and approx. 30 min.	100 %						
		Seminar "Business Mar	nagement"								
	3	Seminar article in group presentation and discu		max. of 50 pages, max. of 50 powerpoint slides, max. of 4 min							
		Seminar "Entrepreneurs	ship"								
	4	Seminar paper (in grou presentation (in group) slides		max. of 30 pages, approx. 30 min., max. of 50 powerpoint slides							
9	Stud	l y Work: none									
10	The	equisites for Credit Poin credit points will be gran pleted.		ant work and study work have	been successfully						
	CP A	ssignment:									
			No 1 (on choice))	2.00 CP						
	_		No 2 (on choice))	2.00 CP						
11	Pre	sence (see part 3)	No 3 (on choice))	2.00 CP						
			No 4 (on choice))	2.00 CP						
			No 1 (depending	g on choice under presence)	10.00 CP						
	Rel	evant Work (see part 8)	No 2 (depending	g on choice under presence)	10.00 CP						
			No 3 (depending	10.00 CP							

		No 4 (depending on	choi	ce under presence)	10.00 CP			
	Total				12 CP			
12	Weight of the module grade 12/120 (10%)	for the overall grade:	:					
13	Module Prerequisites: none							
14	Presence: Attendance is strongly recommended to warrant learning success.							
45	Mobility/Acknowledgement:							
15	Use of the module for other course programs none							
16	Responsible Lecturer: Prof. Dr. David Bendig, Prof. Dr. Thomas Ehrmann, Prof. Dr. Stephan Nüesch, Professor Dr. Gerhard ScheweDepartment: School of Business and Economics				and Economics			
17	Misc.: *The seminar could be devided into two groups if two many students participate in the seminar.							

Seminar II of the Major Management

Mo	Module Title english:			Seminar II of the Major	Managemen	t					
Cou	irse Pr	ogram:		Master Business Admin	nistration						
1	Mod	ule No: CfM1	2	State: Compulsory	Language o	of Instr	ucti	on: Ge	erman		
2	Turn: each winter semester			Duration: 1 semester	Semester:	3	CP	12	Workla	oad (h): 360	
	Mod	ule Structure	e:								
	No	Туре	Cour	se		State	e	Work	load (h)		
•								Prese + CH)	ence (h	Self- Study (h)	
3	1	Seminar	Sem	inar Organization and HI	r Organization and HR				(4 CH)	300	
	2	Seminar	Sem	inar Strategic Manageme	ent	Elect	ive	60 h	(4 CH)	300	
	3	Seminar	Sem	inar Business Managem	ent	Elect	ive	60 h	(4 CH)	300	
	4	Seminar	Sem	inar Entrepreneurship		Elect	ive	60 h	(4 CH)	100	
4	datas taugl Cour Durir Orga Entre withi trans analy key c deep know Mana	Purpose of the module/integration into curriculum: In order to integrate the latest research results within the lecture, student analyse empirical datasets with the help of empirical and methodological technqiues. While broad knowledge is taught in preceding lectures, the students are prepared to generate and analyze open issues. Course content: During the seminars, students are supposed to work on current problems in the area of Organization and Human Resources, Business Management, Strategic Management and Entrepreneurship. They will be able to autonomously draw an academic term paper and defend it within a scientific discussion. Therefore, the students organize themselves to discuss and transpose their research findings and prepare a group presentation. They apply qualitative- analytic techniques and formal-methodological instruments. Besides they can handle relevant key qualifications, especially communication and presentation techniques. Altogether students deepen their knowledge, which is beyond the scope of the preceding lectures and use this knowledge to solve current problems in the area of Organization and Human Resources, Business Management and Strategic Management. So the foundation for independent scientific work ist given.									
5	Acad The s They yet c Soft The s and c	are able to t oherent argu skills: student are a convincing p back from th	able to to select iment, ible to resent	o write a scientific term p ct, assess and apply piec and to apply empirical m productively work in grou ations, to professionally ussion in class in order to	es of the rest ethods to op ups, to coord present and	earch en iss inate v defeno	litera ues with d a c	ature, or spe peers ohere	to build cific cas , to creat nt argum	a concise, es. te precise nent, to use	

6	Description of possible electives within the modules: Students have to select one of the four possible seminars. There cannot be visited the same seminar (eg. Seminar Strategic Management twice) in the modules CfM11 and CfM12. If the number of participants for the Seminar "Organization and HR" is too big, the seminar can be split up into two groups.					
7	Exan	amination: Examinations for every part of the module				
I	Relevant Work: No Number and Type; Connection to Course		Duration	Part of final mark in %		
		Seminar "Organization and HR":*				
	1	Seminar paper, Presentation in group		15 - 20 pages & 90 Min.	100 %	
		Seminar "Strategic Mar	agement":			
8	2	Seminar paper and presentation		approx. 15 - 20 pages and approx. 30 min.	100 %	
		Seminar "Business Management"				
	3	Seminar article in group, group presentation and discussion		max. of 50 pages, max. of 50 powerpoint slides, max. of 4 min		
-		Seminar "Entrepreneurs	ship"			
	4	Seminar paper (in group) and presentation (in group), powerpoint slides		max. of 30 pages, approx. 30 min., max. of 50 powerpoint slides		
9	Stud	dy Work: none				
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.					
	CP Assignment:					
	Presence (see part 3)		No 1 (on choice)		2.00 CP	
			No 2 (on choice)		2.00 CP	
			No 3 (on choice)		2.00 CP	
11			No 4 (on choice)		2.00 CP	
	Relevant Work (see part 8)		No 1 (depending on choice under presence)		10.00 CP	
			No 2 (depending on choice under presence)		10.00 CP	
			No 3 (depending on choice under presence)		10.00 CP	
-			No 4 (depending on choice under presence)		10.00 CP	
	Total				12 CP	
12	Weight of the module grade for the overall grade: 12/120 (10%)					
----	---	--	--	--	--	
13	Module Prerequisites: none					
14	Presence: Attendance is strongly recommended to warrant learning success.					
	Mobility/Acknowledgement:					
15	Use of the module for other course programs none					
16	Responsible Lecturer: Prof. Dr. David Bendig, Prof. Dr. Thomas Ehrmann, Prof. Dr. Stephan Nüesch, Professor Dr. Gerhard Schewe	Department: School of Business and Economics				
17	Misc.: *The seminar could be devided into two groups if two many students participate in the seminar.					

Strategic Analysis

Module Title english:				Strategic Analysis					
Cou	rse Pr	se Program: Master Business Administration							
1	Mod	ule No: CfM1	3	State: Compulsory	Language o	Language of Instruction: German			
2	Turn seme	: each winte ester	r	Duration: 1 semester	Semester: 1	L	CP: 6	Workload	(h): 180
	Mod	ule Structur	e:						
	No	Туре	Cour	se		Stat	е	Workload (h)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Strat	egic Analysis		Com	pulsory	30 h (2 CH)	75
	2	Exercise	Case	Study Exercises		Com	pulsory	30 h (2 CH)	45
4	Cour The l strate stude case	se content: ecture Strate egic manage ents apply th	egic An ement.		g (e.g. MCM12	4)			
	WOIK	management level. The acquired knowledge and analytical capabilities also provide additions and enhancements to existing modules of the master degree program in the fields of management (e.g. CfMo4, CfMo7) and marketing (e.g. MCM14). Course content: The lecture Strategic Analysis deals with qualitative and quantitative analytical methods of strategic management. These form the basis of strategic planning and decision-making. The students apply the theoretical concepts, methods and instruments acquired in the lecture in a case study exercise. In small teams, students give a presentation of their solution after having worked through the case studies. Learning outcomes: Academic: Upon successful completion of the module, students are familiar with strategic analysis and have acquired key qualifications in strategic planning and decision-making. They are able to analyze the strategy of a company by applying suitable methods and instruments and assess the strategy against the background of the industrial context as well as the concrete corporate and environmental situation. In addition, they can reasonably develop forward-looking corporate strategies and critically discuss the suitability of these strategies against the background of different contexts and scenarios. Methodological skills: Students learn how to apply their acquired knowledge in new and unfamiliar situations (e.g. during the case study) and how to arrange it in a multidisciplinary context. In addition, students learn to handle complex information and make independent management decisions. The acquired competences can be							

	Thereby, the students practice solving unknown business problems in a new team situation: they learn how to coordinate their conclusions in the team, to exchange information, to discuss problems in learning groups and to develop solutions collaboratively. The students are guided to present their solutions in a clear and unambiguous way and discuss them appropriately with industry representatives. Through this combination of professional and communicative requirements, students acquire important competencies for their future careers.								
6	Description of possible electives within the modules: none								
7	Examination: Examinations for every part of the module								
	Relevant Work:								
8	No	Number and Type; Connecti Course	on to	Duration			Part of final mark in %		
	1	Presentation		approx. 30 powerpoi		d	100 %		
9	Stud	y Work: none							
10	The o	equisites for Credit Points: credit points will be granted a pleted.	after all releva	nt work ar	ıd study v	vork have	been successfully		
	CP A	CP Assignment:							
	Pres	sence (see part 3)	No 1			1.00 CP			
11		want Work (coo part 9)	No 2 No 1			1.00 CP 4.00 CP			
	Tota	evant Work (see part 8) Il				4.00 Cl			
12		tht of the module grade for th 0 (5%)	ne overall gra	de:	I				
13	Mod none	ule Prerequisites:							
14		ence: ence is strongly recommende	ed to warrant l	earning su	iccess.				
	Mob	ility/Acknowledgement:							
15	Use	of the module for other cour	se programs	Master	Informati	on Systen	15		
16		onsible Lecturer: Dr. Jens Leker			Departr School		ss and Economics		
17	Misc	.:							

Module Offer

MCM

Marketing Center Münster

MCM01	Market-oriented Leadership
MCM02	Applications of Market-oriented Leadership
MCM03	Marketing Strategy (Minor)
MCM04	Advanced Market Research
MCM05	Innovation Management
MCM06	Brand Management
MCM07	Customer Relationship Management and Direct Marketing
MCM09	Sales Management
MCM10	Consumer Behavior
MCM11	Media Marketing
MCM12	Entertainment Media Marketing
MCM13	Integrated Marketing Communications
MCM14	Advanced Marketing on Specific Topics I
MCM15	Advanced Marketing on Specific Topics II
MCM16	Seminar Marketing I
MCM17	Seminar Marketing II
MCM18	Elective

MSc (Marketing Major/Major+Minor)

Semester	Compulsory (36 CP)	Elective (Major: 30 CP; Major + Minor: 54 CP)				
1st semester	 Market-oriented Leadership (6 	 Consumer Behavior (6 CP) 				
	CP) Advanced Market Research (6 CP	 Customer Relationship Management and Direct Marketing (6 CP) 				
	- Auvaliceu Market Research (o Cr	 Sales Management (6 CP) 				
		0 ()				
		Media Marketing (6 CP)				
		 Entertainment Media Marketing (6 CP) 				
		 Innovation Management (6 CP) 				
		 Advanced Marketing on Specific Topics I (6 CP) 				
2nd semester	 Seminar Marketing I (12 CP) 	 Applications of Market-oriented Leadership (6 CP) 				
		 Brand Management (6 CP) 				
		 Integrated Marketing Communications (6 CP) 				
		 Advanced Marketing on Specific Topics II (6 CP) 				
		 Elective (6 CP/12 CP) 				
3rd semester	 Seminar Marketing II (12 CP) 	 Consumer Behavior (6 CP) 				
		 Customer Relationship Management and Direct Marketing (6 CP) 				
		 Sales Management (6 CP) 				
		 Media Marketing (6 CP) 				
		 Entertainment Media Marketing (6 CP) 				
		 Innovation Management (6 CP) 				
		 Advanced Marketing on Specific Topics I (6 CP) 				
		 Elective (6 CP/12 CP) 				
4th semester	1	Master thesis (30 CP)				

MSc (Minor Marketing)

4th semester

Semester	Compulsory (12 CP)	Elective (12 CP)
1st semester		 Advanced Market Research (6 CP)
		 Consumer Behavior (6 CP)
		 Customer Relationship Management and Direct Marketing (6 CP)
		 Sales Management (6 CP)
		 Media Marketing (6 CP)
		 Entertainment Media Marketing (6 CP)
		 Innovation Management (6 CP)
		 Advanced Marketing on Specific Topics I (6 CP)
2nd	 Marketing Strategy (12 CP) 	 Brand Management (6 CP)
semester		 Integrated Marketing Communication (6 CP)
		 Advanced Marketing on Specific Topics II (6 CP)
3rd semester		

Market-oriented Leadership (Major Marketing)

Мо	dule Ti	itle english:	sh: Market-oriented Leadership (Major Marketing)						
Co ι	ırse Pr	ogram:		Master Business Administration					
1	Module No: MCMo1			State: Compulsory	Language o	of Inst	ruction:	English	
2	Turn: each winter semester			Duration: 1 semester	Semester: 1 CP:		CP: 6	Workload (h): 1	
	Module Structure:								
			1	CO		Stat		Workload (h	.
3	No	Туре	Cour	se		State	9	Workload (h Presence (h + CH)) Self- Study (h)
3			Cour	se			e pulsory	Presence	Self- Study

Purpose of the module/integration into curriculum:

4 This course teaches the fundamentals of market-oriented leadership. We discuss the conceptual foundations of market-oriented leadership and provide an overview of the three main resources a firm possesses: products/services (value equity), brands (brand equity), and customer relationships (relationship equity). We discuss the interdependencies between these resources and the impact of contextual factors on the management of the resources. One focus of the course is to highlight the impact of value, brand and relationship equity on firm performance.

	 Course content: Among others, the following topics are covered: Market orientation Customer Lifetime Value and Customer Equity Creating value through products/services (value equity) Creating value through branding (brand equity) Creating value through customer relationships (relationship equity) It is the objective of this course to enable students to discuss the concept of market-oriented leadership and its impact on firm performance. 							
5	 Learning outcomes: Academic: After following this course, you are able to explain the concept of market-oriented leadership, elaborate on how companies create value for their customers and the company through products/services, brands and customer relationships, calculate and explain the customer lifetime value, and apply the concept of market-oriented leadership to real marketing questions. Soft skills: Case discussions improve your problem-solving skills. The critical discussion of research allows you improving your argumentation and communication skills. Moreover, the group work helps you to improve your collaboration and presentation skills. 							
6	Desc none	ription of possible electives	within the modules	:				
7	Exam	ination: Final Module Exam						
	Relev	vant Work:						
8	No	Number and Type; Connecti	on to Course	Duration	Part of final mark in %			
	1	report (in teams)		max. of 50 pages	5 100 %			
	Stud	v Work:						
9	No	Number and Type; Connecti	on to Course		Duration			
	1	according to teacher: max. 2	2 presentations		max. 2 x 30 min.			
10	The c	equisites for Credit Points: redit points will be granted a oleted.	fter all relevant wor	k and study work	have been successfully			
	CP As	ssignment:						
	Dee	ioneo (coo nort -)	No 1	1.00	CP			
11	Pres	ence (see part 3)	No 2	1.00	O CP			
	Rele	want Work (see part 8)	No 1	3.00	O CP			
	Stuc	ly Work (see part 9)	No 1	1.00	O CP			
	Tota	l		6 CI				

12	Weight of the module grade for the overall grade: 6/120 (5%)					
13	Module Prerequisites: none					
14	Presence: Attendance is strongly recommended to warrant learning success.					
45	Mobility/Acknowledgement:					
15	Use of the module for other course programs					
16	Responsible Lecturer: apl. Professor Dr. Sonja Gensler		Department: School of Business and Economics			
17	Misc.:					

Applications of Market-oriented Leadership (Major Marketing)

Mo	dule Ti	tle english:		Applications of Market-oriented Leadership (Major Marketing)					g)
Cou	Course Program: Master Business Administration								
1	1 Module No: MCM 02			State: Elective	Language of Instruction: English				
2	2 Turn: each summer semester			Duration: 1 semester	Semester: 2	CF	CP: 6 Workload (h): 1		i (h): 180
	Mod	ule Structure	•						
	No Type Cours			e		State	w	Workload (h)	
3								resence (h CH)	Self- Study (h)
	1	Lecture	Applio	ations of Market-orien	ted Leadership	Electi	ve 30	o h (2 CH)	150
4	Cours It is i pract Lead is res rever their comb	ical environn ership' by en sponsible for nue but maxin strategies an pination of st	nent. Th abling t implem nize lou d decis rategic	nt for students to be ab nis course deepens the the students to apply it ng-term success. Thus, sions over time. The sir long-term orientation c s the learning process	gained knowled t in a computer-s tactics that do n students will ex nulation program on the one hand	dge of ' simulat ot only operien n there and op	Marke ed en focus ce sue fore e peratio	et-oriented vironment. on short-te ccess or fail onforces the onal tactics	Each team erm lure of on the

	 material focuses on market-oriented business strategies and their influence on corporate success. Main topics: The simulation will cover the following topics: Business strategy and goals, target products/markets and competitive advantage External threats and opportunities concerning customers, competitors, and the environment that a business might face Business' strengths and weaknesses Design and implementations of products to fit a target group, as well as market needs Analytical tools to market strategy development The objective of the course is to give the students the opportunity to develop and assess market-oriented business strategies in a real life environment. 										
5	 Learning outcomes: Academic: Ability to solve a given problem in a realistic situation using learned methods. Deliberate the given problem thoroughly in order to solve it properly. Analyze, evaluate and synthesize the influence of environmental and organizational forces. Anticipate and forecast changes in competitor and customer behavior. Soft skills: Development of presentation and persuasion skills through presenting in front of a large audience, referring to the acquired knowledge and advocating one's point of view. Productively work within groups and coordinate the given tasks within the group and at the same time learn how to deal with group conflicts that may arise. Communicate strategies and decisions within a group. 										
6	Desc none	ription of possible electives	within the modules	:							
7	Exan	nination: Final Module Exam									
	Relev	vant Work:		1							
8	No	Number and Type; Connect			Part of final mark in %						
	1	Group work: presentation, s	simulation game	approx. 30 min	. 100 %						
	Stud	Study Work:									
	No	Number and Type; Connect	ion to Course		Duration						
9	1	written exam			45 min.						
	2	presentation (in group)	approx. 30 min.								
	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.										
10	The o	credit points will be granted a	after all relevant wor	k and study wor	k have been successfully						
10	The c comp	credit points will be granted a	after all relevant wor	k and study wor	k have been successfully						
	The c comp CP A	credit points will be granted a bleted.	after all relevant wor		k have been successfully						
10	The c comp CP A Pres	redit points will be granted a oleted. ssignment:		1.0							

	Study Work (see part 9)	No 2			0.50 CP		
	Total				6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)						
13	Module Prerequisites: Major in Marketing or international students						
14	Presence: Presence is strongly recommende	ed to warr	ant learning su	ccess.			
	Mobility/Acknowledgement:						
15	Use of the module for other cour programs	'se	none				
16	Responsible Lecturer: Professor Dr. Manfred Krafft			Department: University of Münster, School of Business and Economics			
17	Misc.:						

Marketing Strategy (Minor Marketing)

Module Title english: Marketing Strategy (Minor Marketing)									
Cou	urse Pro	ogram:		Master Business Admi	nistration				
1	Mod	ule No: MCN	103	State: Compulsory Language of Instruction: Engli				English	
2	Turn: seme	each summ ester	ner	Duration: 1 semester	Semester:	2	CP: 12	Workload	l (h): 360
	Mod	ule Structur	e:						
	No	Туре	Cours	se		State		Workload (h)
3								Presence (h + CH)	Self- Study (h)
	1	Seminar	Mark	eting Strategy		Comp	ulsory	60 h (4 CH)	300
4	Thus simu one f its pr their • M • M • C • E • E tt • E • E • C • A The c mana	, students w lation progra- nand and op ractical orier influence or Aarket-orien Aarket entry Consumer da Business strate Austernal three hat a busine Business' stra Design and in analytical too objective of fl agement on	vill expe am ther peration ntation. n corpor ted mar ats and eategy ar ats and ess migh engths mpleme ols to m the cour corpora	company growth ad goals, target products opportunities concernin at face and weaknesses entations of products to f arket strategy developm rse is to convey the conc te success, as well as er	of their strat ination of str and and enha ises on mark tion will cove /markets and g customers, it a target gro ent ept and influ nable the stu	tegies a rategic l ances th tet-orier er the fo d comp , compe oup, as ence of	and dec long-te he learn nted bu bllowin; etitive etitors, well as f marke	isions over ti rm orientatio ning process usiness strate g topics: advantage and the envi s market need	me. The n on the through gies and ronment
5	The objective of the course is to convey the concept and influence of market-oriented management on corporate success, as well as enable the students to develop and assess materiated business strategies in a real life environment. Learning outcomes: Academic: • Ability to solve a given problem in a realistic situation using learned methods.								

	 Development of presentation and persuasion skills through presenting in front of a large audience, referring to the acquired knowledge and advocating one's point of view. Productively work within groups and coordinate the given tasks within the group and at the same time learn how to deal with group conflicts that may arise. Communicate strategies and decisions within a group. 							
6	Desc none	• •	within the mo	dules:				
7	Exan	nination: Final Module Exam	1					
	Rele	vant Work:		1		1		
8	No	Number and Type; Connect	ion to Course	Duration		Part of final mark in %		
	1	Group work: presentation, i simulation game	report,	approx. 30 min. & ma 700 words	x. of	100 %		
	Stud No	y Work: Number and Type; Connect	ion to Course		Dui	ration		
9	1	written exam			45	min.		
	2	2 presentations			2 X	30 min.		
10	The com	equisites for Credit Points: credit points will be granted a pleted. ssignment:	after all releva	nt work and study worl	c have	e been successfully		
		•						
		sence (see part 3)	No 1 7.00 No 1 1.00		2.00 CP			
11	Rele	evant Work (see part 8)						
	Stu	dy Work (see part 9)						
	Tota	al	110 2		2.00 CP 12 CP			
12		sht of the module grade for t 20 (10%)	he overall grad	de:				
13		ule Prerequisites: or in Marketing						
14		ence: ndance is strongly recommer	nded to warran	t learning success.				
	Mob	ility/Acknowledgement:						
15	Use	of the module for other cou	rse programs	none				

16	Responsible Lecturer: Professor Dr. Manfred Krafft	Department: School of Business and Economics
17	Misc.:	

Advanced Market Research

Module Title english:				Advanced Market Rese	arch				Advanced Market Research						
Coui	rse Pr	ogram:		Master Business Admin	nistration	of Instruction: English									
L	Mod	ule No: MCM	04	State: Compulsory Language			of Instruction: English								
2	Turn : seme	: each winter ester		Duration: 1 semester	Semester: 1	L	CP: 6	Workload	(h): 180						
	Mod	ule Structure	:												
	No	Туре	Cour	se		Stat	9	Workload (h)						
3								Presence (h + CH)	Self- Study (h)						
	1	Lecture	Adva	nced Market Research		Com	pulsory	30 h (2 CH)	60						
	2	Exercise	Tuto	rial on Advanced Market	Research	Com	pulsory	30 h (2 CH)	60						
	mear	tical compute ningfully, to i	er exer dentify	al research in business of cise, so that the students of correlations and to deri	economics. T s learn to con	he dif Isolida	ferent m ate data	and informat	pplied in ion						
4	mear mark Cour • A • R • L • F • C • C It is t	tical compute ningfully, to i set research p se content: Analysis of va Regression ar cogistic regre factor analysi Cluster analysi Conjoint anal	er exer dentify problem nalysis ssion is sis ysis of this	cise, so that the student: / correlations and to deri n.	economics. T s learn to con ve implicatio nts to apply d	he dif isolida ns wit	ferent m ate data h regarc	ethods are a and informat I to the formu	pplied in ion ilated						

		boration skills. Further, you o p work and meeting the dead		ur proje	ct manag	ement sl	kills by coordinating the				
6	Desc none	ription of possible electives	within the moo	lules:							
7	Exam	nination: Examinations for ev	very part of the	module							
	Relev	vant Work:		1			1				
8	No Number and Type; Connection to Course Duration Part of final ma										
0	1	report (group work)		ap	prox. 30	pages	33 %				
	2	Written exam		90	o min.		67 %				
9	Study Work: none										
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.										
	CP A	ssignment:	1			1					
	Proc	sence (see part 3)	No 1		1.00 CF)				
11		sence (see part 3)	No 2			1.00 CF)				
	Rele	evant Work (see part 8)	No 1			1.50 CF)				
		, , , , , , , , , , , , , , , , , , ,	No 2			2.50 CF)				
	Tota	l	6		6 CP						
12		s ht of the module grade for th o (5%)	ne overall grad	e:							
13	Mod none	ule Prerequisites:									
14		ence: e attendance is strongly reco	ommended to w	varrant l	earning s	uccess.					
	Mobi	ility/Acknowledgement:									
15	Use	of the module for other cour	se programs		r Informa matics, N		ems, Master lysics				
16	Responsible Lecturer: Department: apl. Professor Dr. Sonja Gensler School of Business and Economics										
17	Misc	.:									

Innovation Management

Module Title english: Innovation Management										
Cou	rse Pr	ogram:		Master Business Adr	ninistration					
1	Mod	ule No: MCMo	05	State: Elective Language of Instruction: English				lish		
2	Turn : seme	: each winter ester		Duration: 1 semester	Semester: 1 0	vr 3	CP	: 6	Worklo	ad (h): 180
	Mod	ule Structure	:							
	No	Туре	Cour	se		State	9	Worl	cload (h)	
3								Pres + CH	ence (h)	Self- Study (h)
	1	Lecture	Inno	vation Management		Electi	ive	30 h	(2 CH)	60
	2	Exercise	Tuto	rial on Innovation Man	agement	Electi	ive	30 h	(2 CH)	60
 organizations that excel at identifying, building and commercializing technological innotice the course examines how entrepreneurs can shape their firms so that they continuously and commercialize valuable innovations. Many of the examples also focus on how estate firms can become more entrepreneurial in their approach to innovation. Course content: Main topics: Innovation process Creating an organizational environment that rewards innovation and entrepreneurs Internal and external sources of innovation It is the objective of this course that students learn the main issues in innovation mana order to successfully create value through products and services (value equity) in both 						ntage a cializin	nd g te	then e chnol	ogical in	how to build novations.
4	The c and c firms Cour: Main Main It is t order	nizations that course examin commercializ can become se content: novation pro creating an or nternal and e the objective r to successfu	t excel nes ho e valu more ocess ganiza xterna of this ully cre	wentrepreneurs can s able innovations. Man entrepreneurial in the ational environment th l sources of innovation course that students	mpetitive advar g and commerc shape their firm y of the exampl ir approach to i at rewards innc n learn the main i	ntage a cializin s so th les als nnovat ovation issues	ind g te lat t o fo tion	then e chnol hey co cus o d entr nnova	examine ogical in ontinuou n how es epreneur	mine how to build novations. sly build tablished rship nagement in
5	The c and c firms Cours Main Main It is t order entree Learn Acad After (1) d (2) t (3) a Soft Case you i	nizations that course examined course examined commercializ can become se content: topics: nnovation pro- creating an or neternal and e the objective r to successfue epreneurial and following thi liscuss currer he innovation thallenges of topply these co skills: e discussions mproving you	t excel nes hc e valu more occess ganiza xterna of this ully cre nd est s cour s cour innov. oncepi innov. oncepi	at identifying, buildin ow entrepreneurs can s able innovations. Man entrepreneurial in the ational environment th l sources of innovation course that students eate value through pro	mpetitive advar g and commerce shape their firm y of the example ir approach to i at rewards inner n learn the main i ducts and servi ion managemen uctures to foste Il firms, I situations. ng skills. The cr unication skills.	ntage a cializin s so th les als nnovation issues ces (va nt, er innov	and g te o fo tion in i alue vatio	then e chnol hey ca cus o d entr nnova e equit	examine ogical in ontinuou n how es repreneur ation mar ty) in bot s well as	mine how to build novations. sly build tablished rship hagement in h the arch allows
	The c and c firms Cours Main It is t order entre Learn Acad After (1) d (2) t c (3) a Soft Case you i to im	nizations thai course examin commercializ can become se content: topics: nnovation pro Creating an or nternal and e the objective r to successfue epreneurial an ning outcome lemic: following thi liscuss currer the innovation challenges of apply these co skills: e discussions mproving you prove your co	t excel nes hc e valu more ocess ganiza xterna of this ully cre nd est s cour s cour t topi n proce innov oncepi impro ur argu	at identifying, buildin ow entrepreneurs can s able innovations. Man entrepreneurial in the ational environment th l sources of innovation course that students eate value through pro ablished firms. se, students are able t cs in strategic innovati ess, organizational stru- ation in large and sma is directly to real world we your problem-solvin imentation and comm	mpetitive advar g and commerce shape their firm y of the example ir approach to i at rewards inner n learn the main i ducts and servi ion managemen uctures to foste Il firms, I situations. ng skills. The cr unication skills.	ntage a cializin s so th les als nnovation issues ces (va nt, er innov	and g te o fo tion in i alue vatio	then e chnol hey ca cus o d entr nnova e equit	examine ogical in ontinuou n how es repreneur ation mar ty) in bot s well as	mine how to buil novations. sly build tablished rship hagement in h the arch allows

7	Exam	nination: Final Module Exam								
8	Relev No	vant Work: Number and Type; Connect	ion to Course		Duration	Part of final mark in %				
	1	Written report (group work v	when indicated)) 1	nax. of 50 pages	5 100 %				
9	Stud No	y Work: Number and Type; Connecti presentation	ion to Course			Duration 30 min.				
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.									
	CP A	ssignment:								
	Pres	sence (see part 3)	No 1		1.00	СР				
11		. , 2	No 2			oo CP				
		evant Work (see part 8)				СР				
	Tota	dy Work (see part 9)	6 CI			-				
12		sht of the module grade for th o (5%)	ne overall grade	e:						
13	Mod none	ule Prerequisites:								
14		ence: re attendance is strongly reco	ommended to w	arrant	learning succes	s.				
	Mobi	ility/Acknowledgement:								
15	Use	of the module for other cour	se programs	Mast	ster Information Systems					
16		oonsible Lecturer: essor Dr. Thorsten Wiesel			Department: University of Business and	Münster, School of				
17	Misc This	.: course cannot be taken if the	e Minor 'Entrepr	eneur	ship' has been s	elected.				

Brand Management

Module Title english:

Brand Management

Cou	Course Program:			Master Business Adr	ninistration			
1	Mod	ule No: MCMc	06	State: Elective	Language o	f Instruction	: English	
2	Turn seme	each summe ester	er	Duration: 1 semester	Semester: 2	CP: 6	Workload	(h): 180
	Mod	ule Structure:	:					
	No	Туре	Course	e		State	Workload (h	ı)
3							Presence (h + CH)	Self- Study (h)
	1	Lecture	Brand	Management		Compulsory	/ 30 h (2 CH)	60
	2	Exercise	Tutoria	al on Brand Manageme	ent	Compulsor	30 h (2 CH)	60
4	The r the c bran Cour Topic In C In S C C M T The a chara	nodule Brand ontext of bran d managemen se content: as treated in t ntroduction to wareness, br conceptualiza mportance of trategic optic creation and p Aeans of bran he role of bran aim of this mo acteristics on	I Manage nd man nt are d he mod o the fu and ima tion an brands ons rega oosition d mana nd eler odule is a strate		nto strategies quity). Strateg concepts of br ment) nd equity nsumers, taki ecture and environme and packagir to deal with l	ic and opera rand manage ng brand rel ent ig)	tional implica ment (e.g. bra ationships into	tions of nd o account
5	Acad Upor • u • e b • c Soft Upor • a p • b a	inderstand ar nanagement (isage. evaluate and a prand element levelop integr skills: n completion of pply the know problem solvin pehave in a gr icademic and	of the c ad discu (e.g. bra adopt st ts, and rative st of the c wledge ng and oup con practic	ourse the student is al uss fundamental terms and equity) as well as t trategic options of bran in a digital environmer rategies for brand mar ourse the student is al acquired, to make dec discussion). Istellation in a socially al problems; develop a an audience; deal with	and concepts he psycholog nd management. nagement on a ole to isions and arg r-desirable wa and coordinat	ical and soci ont regarding an operation gue for them y; work effec e strategies	al background the brand arc al level. (competence tively in a gro	hitecture, in up on

	 organize a case analysis and corresponding presentation as well as a paper discussion in a group (project management). participate and lead topic-specific discussions in English. 										
6	Desc none	ription of possible electives	s within the modul	es:							
7	Exan	nination: Final Module Exan	n								
	Relevant Work:										
8	No	Number and Type; Connec	tion to Course	Du	ration	Part of final mark in %					
	1 Written exam 90 min. 100 %										
	Study Work:										
9	No	No Number and Type; Connection to Course Duration									
,	1	1presentation + written assignmentapprox. 20 min. + approx.12 pages									
10	The o	equisites for Credit Points: credit points will be granted oleted.	after all relevant w	vork an	id study work	chave been successfully					
	CP A	ssignment:									
	Dree		No 1 1.0			oo CP					
11	Pres	sence (see part 3)	No 2 1.			.oo CP					
	Rele	evant Work (see part 8)	No 1 2.			.50 CP					
	Stu	dy Work (see part 9)	No 1		1.50	.50 CP					
	Tota	al			6 C	Р					
12	-	sht of the module grade for to (5%)	the overall grade:								
13	Mod none	ule Prerequisites:									
14		ence: ence is highly recommended	d to warrant learnii	ng suco	cess.						
15	Mob	ility/Acknowledgement:									
د.	Use	of the module for other cou	rse programs	one							
16		onsible Lecturer: Prof. Dr. Thorsten Hennig-T	hurau		Departmen School of B	t: Business and Economics					

17	Misc.:

Customer Relationship Management and Direct Marketing

Mo	Module Title english:			Customer Relationsh	ip Management and	d Direct Mark	eting	
Cou	irse Pr	ogram:		Master Business Adr	ninistration			
1	Mod	ule No: MCI	M07	State: Elective	Language of Instru	u ction: Engli	sh	
2	Turn seme	each winte ester	er	Duration: 1 semester	Semester: 1 or 3	CP: 6	Workload (ł	1): 180
	Mod	ule Structu	re:					
	No	Туре	Course	9		State	Workload	(h)
3							Presence (h + CH)	Self- Study (h)
	1	Lecture	Custor Marke	ner Relationship Mana ting	agement and Direct	Compulsor	y 30 h (2 CH)	60
	2	Exercise		al on Customer Relatio gement and Direct Mar		Compulsor	y 30 h (2 CH)	60
4	custo mana the co plan mark the t IT/da resea othe II • I • C II • S The a relat	omers and of agement (C ourse study agement an ilass and ar ning, mana aceting activit hree key coo ata compete arch, case s rs, covered ntroduction concepts ar ift, RFM, CL' nteraction of Goope, man aim of the c ionship ma	compani RM/Cus ents dea id work of expert gement, ties. In a mpetene ence. Thi tudy) ar in the cc in the cc v, camp of custor agemen ourse is nageme	ects for developing and es. Thereby, conceptu tomer Management) a il with current topics, con those in detail in a panel. The participant: implementation, and addition, the participant cies for successful CRM e module consists of t ad follows an interactive purse: ew, basics, and metho of CRM and DiMa (cust aign control, personas ner management and t and controlling in CR to give students a pro nt and direct marketin n companies.	al and methodical b nd direct marketing concepts, and instru group assignment, w s receive a compreh controlling of custor nts acquire knowled A and DiMa: Expertis hree teaching and le ve approach. The fol ds of CRM and DiMa comer experience m. , segmentation, CHA direct marketing M and DiMa found and progress	pasics of cus (DiMa) are p ments of cus which they p ensive over- mer relations lge, experier se, statistics earning form lowing topic anagement, AID etc.) ive understa	tomer relatic resented. Du stomer resent in fro iew of the ship and dire ce, and imp competence ats (lectures s are, among journey map	onship uring nt of ect ulses in e, and , speed g oping,
5	Acad • 5 (• 5	CLV), recen Students are	e able to cy, frequ e able to	evaluate customers u iency, monetary value plan and conduct dire to handle data availab	(RFM)). ect marketing campa	aigns.		

	 Soft skills: Cooperation and collaboration: Some of the tasks consist of group work. Presentation techniques: the tasks must be presented in front of the course. Communication skills: fast capturing, processing, and preparing of content as well as the ad hoc presentation and discussion of it within the scope of the Speed Research Day. Description of possible electives within the modules: 										
6	Desc none		within the m	nod	ules:						
7	Exam	nination: Examinations for ev	very part of t	he	module						
	Relevant Work:										
8	No	Number and Type; Connecti	ion to Course	e	Duration			Part of final mark in %			
	1	Written assignments and pr (in group)	esentations		1 x max. of 20 pa x 20 min.	ges +	+ 1	100 %			
	Stud	y Work:									
9	No	Number and Type; Connect	ion to Cours	е			Du	ration			
	1	presentation					10	min.			
10	The c	equisites for Credit Points: credit points will be granted a pleted.	after all relev	/ant	work and study w	vork	hav	e been successfully			
	CP A	ssignment:									
			No 1 1.00			1.00	CP				
11	Pres	sence (see part 3)	No 2 1			1.00 CP					
11	Rele	evant Work (see part 8)	No 1			3.00 CP					
	Stuc	dy Work (see part 9)	No 1			1.00	.00 CP				
	Tota	ıl				6 CP					
12		ht of the module grade for tl o (5%)	he overall gr	ade	:						
13	Mod none	ule Prerequisites:									
14	Pres Prese	ence: ence is strongly recommende	ed to warrant	t lea	arning success.						
	Mobi	ility/Acknowledgement:									
15		of the module for other cour grams	r se Ma	aste	er Information Sys	tems	5				

16	Responsible Lecturer: Professor Dr. Manfred Krafft	Department: School of Business and Economics
17	Misc.:	

Sales Management

Мо	Nodule Title english:			Sales Management					
Coι	urse Pro	ogram:		Master Business Adr	ninistration				
1	Mode	ule No: MCM	08	State: Elective	Language of I	nstruc	tion: Er	ıglish	
2	Turn: each winter semester			Duration: 1 semester	Semester: 1 0	r 3	CP: 6	Workload	(h): 180
	Modu	ule Structure	:						
	No	No Type Cour		se		State		Workload (h)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Sales	s Management		Comp	oulsory	30 h (2 CH)	60
	2	Exercise	Tuto	rial on Sales Managem	ent	Comp	oulsory	30 h (2 CH)	60
4	Cours Main S C C S S S S S S S S S S S S S S C C S S S S C C S	se content: topics: electing and oordination ales Force O ales Territon ales Force Si he Selling Pr alesperson S Aotivating an all Time Allo valuation an course aims a	Mana and In rganiza y Desig izing ocess Selection d Com cation d Cont at a con	n and Selling Approache on pensating the Sales Fo and Tour Planning rol of Sales Force Perfo nprehensive understa	hannels Marketing 25 orces ormance				
				to current challenges.					nd at

 Presentation skills: assignments have to be presented in front of the class. Communication skills: tutorials include discussion sessions. 						class.	
6	Dese non	cription of possible electives e	within the mod	ules:			
7	Exar	mination: Examinations for e	very part of the	module			
		want Work:		1	_		
	No	Number and Type; Connect		Dura	tion	Part of final mark in %	
8	1	Written assignments and p group)	resentations (in	1 X 5 20 m	- 7 pages & 1 x in.	33 %	
	2	Written exam		90 m	iin.	67 %	
9	Stuc	ly Work: none					
10	The	equisites for Credit Points: credit points will be granted pleted.	after all relevant	work a	nd study work ha	ave been successfully	
	CP A	Assignment:					
	Pro	sence (see part 3)	No 1	No 1		Р	
11		Sence (See part 3)	No 2		1.00 C	Р	
	Rel	evant Work (see part 8)	No 1		1.50 C		
	Tot	al			2.50 C	-	
12		ght of the module grade for t	he overall grade	:			
13		lule Prerequisites:					
14		ence: ence is strongly recommende	ed to warrant lea	arning s	uccess.		
	Mob	ility/Acknowledgement:					
15	Use	e of the module for other cou	rse programs	none			
16		ponsible Lecturer: essor Dr. Manfred Krafft			Department: School of Busi	ness and Economics	
17	Mise						

Consumer Behavior

	Module Title english:		Consumer Behavior						
Coι	irse Pr	ogram:		Master Business Adr	ministration				
1	Mod	u le No: MCN	10	State: Elective	Language of	Instru	ction: Er	nglish	
2	Turn: each winter semester			Duration: 1 semester	Semester: 1 0	or 3	CP: 6	Workload	(h): 180
	Mod	ule Structur	e:						
	No	Туре	Cour	se		Stat	e	Workload (h)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Cons	sumer Behavior		Com	pulsory	30 h (2 CH)	60
	2	Exercise	Tuto	rial on Consumer Beha	vior	Com	pulsory	30 h (2 CH)	60
4	 introduced with the objective to make use of the gained knowledge in marketing. The gained theoretical and conceptual knowledge is applied in the accompanying tutorial via case studies and recent academic publications. Main topics: Information Processing (Introduction) Central Route Processing Peripheral Route Processing Consumer Psychology The objective of the course is to provide students with a deep understanding of consumer behavior in order to increase the success of related marketing activities. 								
	• C The c	eripheral Ro Consumer Ps objective of 1	oute Pro ycholo he cou	ing (Introduction) ssing ocessing gy rse is to provide stude	ents with a deep				studies
5	 C The c beha Learn Acad E h S til Soft : 	eripheral Ro consumer Ps objective of t vior in orden ning outcom emic: ach particip uman beha itudents are hose proble skills: cooperation	oute Pro ycholo the cou to incr to incr es: ant wil vior. able to ms to co and tea	ing (Introduction) ssing ocessing gy rse is to provide stude	ents with a deep lated marketin tanding of the i pries and conce rketing practice project is done	g activ intern epts or via gro	vities. al proce n an abs oup worl	ng of consum sses which do tract level an <.	er etermine d connect
5	 C The c beha beha Learn Acad E h S til Soft : C P 	eripheral Rc consumer Ps objective of i vior in order hing outcom emic: ach particip uman beha itudents are hose proble skills: cooperation resentation	oute Pro ycholo the cour to incr es: ant wil vior. able to ms to co and tea skills:	ing (Introduction) ssing ocessing gy rse is to provide stude rease the success of re l get a detailed unders apply behavioral theo lecision-making in man	ents with a deep lated marketin tanding of the i pries and conce rketing practice project is done prk have to be p	g activ intern epts or via gro	vities. al proce n an abs oup worl	ng of consum sses which do tract level an <.	er etermine d connect

	Rele	vant Work:					
	No	Number and Type; Connect	ion to Course	Duration		Part of final mark in %	
8	1	Group work (written) and p	resentation	max. of 10 pages and 20 min.		67 %	
	2	Written exam		90 mi	n.	33 %	
9	Stud	y Work: none					
10	The o	equisites for Credit Points: redit points will be granted pleted.	after all relevan	t work aı	nd study work ha	ve been successfully	
	CP A	ssignment:					
	Drog	sence (see part 3)	No 1		1.00 CF)	
11	Pres	sence (see part 3)	No 2	No 2 1.00 C		Ρ	
	Relevant Work (see part 8)			2.50 CI)	
		······	No 2		1.50 CP		
	Tota	al			6 CP		
12	Weig 6/12	sht of the module grade for t o (5%)	he overall grad	e:			
13		ule Prerequisites: Inced Market Research has t	o be passed (se	e § 9 Ab	s. 4)		
14		ence: ence is strongly recommende	ed to warrant le	arning si	uccess.		
	Mob	ility/Acknowledgement:					
15	Use	of the module for other cou	rse programs		Information Syst natics, Master Ph		
16		oonsible Lecturer: essor Dr. Manfred Krafft			Department: School of Business and Economics		
17	Misc	.:					

Media Marketing

	dule Ti	tle english:		Media Marketing					
Cou	irse Pro	ogram:		Master Business Adr	ninistration				
1	Mode	ule No: MCM1	11	State: Elective Language of Instruction: English					
2		Turn: each winter semester		Duration: 1 semester	Semester: 1 0	or 3	CP: 6	Workload	(h): 180
	Modu	ule Structure	:						
	No	Туре	Cour	se		Stat	e	Workload (h	i)
3								Presence (h + CH)	Self- Study (h)
	1	Lecture	Medi	a Marketing		Com	pulsory	30 h (2 CH)	60
	2	Exercise	Tuto	ial on Media Marketin	g	Com	pulsory	30 h (2 CH)	60
	 The module Media Marketing deals with the specifics of media markets and the characteristics of the production and consumption of media products. Further it discusses the economic and strategic marketing implications for value creation in media markets. Course content: Topics treated in this module: Key characteristics of media products Typical structures of media markets (e.g., motion pictures industry, music industry, games industry, publishing industry) Distinguishing features of media markets (e.g., network effects) Characteristics of the production and consumption of media products (e.g., the role of creativity and culture) Fundamental marketing strategies for marketing of media products Typical revenue models in media markets Specific marketing challenges for marketing of media products (e.g., multichannel distribution and piracy) Risk management in the media industry 								
4	Cours Topic K T D C C C C F T S d C R T T e a R The a	se content: cs treated in t fey characteri ypical structundustry, publ Distinguishing characteristic reativity and undamental ypical revenu specific market istribution ar tisk managen tim of this mo	his mo stics of ures of ishing featu s of th cultur marke ue moo eting o nd pira nent in odule i	odule: of media products media markets (e.g., n industry) res of media markets e production and cons e) ting strategies for mark lels in media markets hallenges for marketir ncy) the media industry	tion in media n notion pictures (e.g., network e umption of media keting of media ng of media pro stand the chara	narke indu ffects dia pr prod ducts	ts.) oducts (ucts (e.g., m	sic industry, s e.g., the role ultichannel	games of

	Upor • a • t • t • t • t • t • t • t • t • t • t	 academic and practical problems; develop and coordinate strategies and decisions in a group and present them to an audience; deal with potential conflicts. organize a case analysis and corresponding presentation as well as a paper discussion in a group (project management). participate and lead topic-specific discussions in English. 						
6		Description of possible electives within the modules: none						
7	Exan	nination: Final Module Exam	1					
8	Rele No	vant Work: Number and Type; Connect Written exam	tion to Course	Duration 90 min.	Part of final mark in %			
	Stud No	y Work: Number and Type; Connect	tion to Course		Duration			
9	1	Presentation and written as	approx. 20 Min. + 12 pages					
10	The o	equisites for Credit Points: credit points will be granted pleted.	after all relevant wo	rk and study wo	rk have been successfully			
	CP A	ssignment:						
	Dro	sence (see part 3)	No 1 1.00		ро СР			
11		sence (see part 3)	No 2	1.0	оо СР			
	Rele	evant Work (see part 8)	No 1		50 CP			
	Stu Tota	dy Work (see part 9)	No 1		50 CP CP			
				0				
12		ght of the module grade for t o (5%)	he overall grade:					
13	Mod none	ule Prerequisites:						
14		ence: ence is strongly recommend	ed to warrant learnir	ig success.				
15	Mob	ility/Acknowledgement:						

			ister Information Systems, Master thematics, Master Physics		
16	Responsible Lecturer: UnivProf. Dr. Thorsten Hennig-Thurau		Department: School of Business and Economics		
17	Misc.:				

Entertainment Media Marketing

Mo	dule Ti	tle english:		Entertainment Media	Marketing					
Cou	irse Pr	ogram:		Master Business Adr	ninistration					
1	Mod	ule No: MCN	12	State: Elective	Language of In	struction: Enន្	glish			
2	Turn: each winter semester			Duration: 1 semester	Semester: 1 or	3 CP: 6	Workload	l (h): 180		
	Mod	ule Structur	e:							
	No	Туре	Cour	se		State	Workload	(h)		
3								Self- Study (h)		
	1	Lecture	Entei	tainment Media Marke	eting	Compulsory	30 h (2 CH)	60		
	2	Exercise	Tuto	ial on Entertainment N	Nedia Marketing	Compulsory	30 h (2 CH)	60		
4	prod cons brand Cour Topic • R • F • In • R • R • The a	ucts, which umers' and ding and con se content: cs treated in cole of emoti factors influe mportance of cole of comm Aouth, and T aim of this m	are mai the man mmunic this mo tons, im encing t for brand for brand for the brand for		onic benefits. In focusing on asp ory cues media products edia product suc hedonic media r stand the theoret	the module, v ects such as f cess narketing: Ca ical and pract	ve take both nedonic con scades, Woi tical implica	the sumption, rd of tions of		
5	Acad Upor • u c s • u p Soft • Upor • b a	inderstand a ommunicati uccess of he inderstand t oroducts, eva skills: n completior behave in a g ucademic an	n of the and disc on and edonic r he thec aluate a n of the group co d practi	course the student is a cuss consumer behavia information in hedoni media products with a pretical and practical ir and apply this knowled course the student is a postellation in a social cal problems; develop an audience; deal wit	or in an entertain c media marketin n emphasis on b nplications of ma lge and steer ma able to ly-desirable way and coordinate	ng and the fac rands and bra anaging enter rketing activit ; work effectiv strategies an	tors influen anding strate tainment me ies accordir vely in a grou	cing the egies. edia ngly. up on		

	g	 organize a case analysis and corresponding presentation as well as a paper discussion in a group (project management). participate in and lead topic-specific discussions in English. 						
6	Desc none	ription of possible electives	within the moo	lules:				
7	Exam	Examination: Examinations for every part of the module						
	Relev	vant Work:		1		1		
	No	Number and Type; Connect	ion to Course	Duratio	n	Part of final mark in %		
8	1	Written work and presentat groups)	ions (in	1 X 20 r 10 page	nin. + 1 x approx. es	33 %		
	2	Written exam		90 min		67 %		
9	Stud	y Work: none						
10	The c	equisites for Credit Points: credit points will be granted a pleted.	after all relevan	t work aı	nd study work hav	e been successfully		
	CP A	ssignment:						
	Droc	conco (coo part a)	No 1		1.00 CP			
11	- Ties	sence (see part 3)	No 2		1.00 CP			
	Rele	evant Work (see part 8)	No 1	1.50 CP				
	Tota	ıl	No 2		2.50 CP 6 CP			
12		tht of the module grade for to (5%)	he overall grad	e:				
13	Mod none	ule Prerequisites:						
14		ence: ence is strongly recommende	ed to warrant le	arning si	uccess.			
	Mobi	ility/Acknowledgement:						
15	Use	of the module for other cou	se programs	Master	Information Syste	ms		
16		onsible Lecturer: Prof. Dr. Thorsten Hennig-Th	ıurau		Department: School of Busine	ess and Economics		

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17	Misc.:	

Integrated Marketing Communications

Mod	Module Title english:		Integrated Marketing	g Communications							
Cou	rse Pro	ogram:	Master Business Adr	ninistration							
1	Modu	ule No: MCM13	State: Elective	ate: Elective Language of Instruction: English							
2	Turn: seme	each summer ester	Duration: 1 semester	Semester: 2 or 4	CP: 6	Workload (I	1): 180				
	Modu	ule Structure:									
	No	Туре	Course		State	Workload	(h)				
3					Presence (h + CH)	Self- Study (h)					
	1	Lecture/ Exercise	Integrated Marketing	Communications	Compulsory	60 h (4 CH)	120				
4	The c camp exper- segm decis deter there decis Cours This c comr curre imple beha medi exper- of the	ourse teaches stud baigns in multiple of cted to have a com- ientation, targeting- tion making process mine the right com- fore provide the ne- sions as taught in of se content: course aims to intri- nunications. There int advertising indu- ement effective con- vior, market segme a planning, adverti- cted that course pa- e core communicat postrate his/her kn	/integration into curriculations chann mon understanding of g and positioning (STP) sees as taught in consu- munication scheme fo- ecessary understanding channel-management. oduce you to the basic by students get a first i ustry. A strong emphasi nmunications campaig entation and positionin ising creativity and cris articipants will have der ion principles. In addit iowledge of these princ	nanage and assess els. Even though it i classic brand mana as well a basic und mer behavior. The c r multiple communi g and pre-requisites principles underlyin ntroduction into the s is placed on how f ns in diverse contex g, ad message strat is communication. I veloped an awarene ion, it is expected th	is no pre-requisement tools erstanding of lass largely for cation channed for budget ar mg modern ma e structure and to develop, as ts. Topics include tegy, advertisi By the end of ess and deepen hat the learne	isite, stude such as consumer bouses on h els and may ad allocatio arketing d processes sess and lude consu ing plannin; this course, er understai r will be abl	nts are ow to n s of the mer g, . it is nding e to				
5	Acad Stude devel diver mode camp Soft	Learning outcomes: Academic: Students are going to be familiar with the necessary tasks and related tools for planning, developing and managing complex integrated communication campaigns in a multitude of diverse communication channels. Furthermore, students are going to be able to apply theoretical models to communication tasks, enabling them to find the suitable messages for diverse campaign and marketing strategy goals. Soft skills: Cooperation and Collaboration as the project involves group work Time and Process Management									

6	Description of possible electives within the modules: none							
7	Exan	Examination: Final Module Exam						
8	Relevant Work:							
	No	Number and Type; Connecti	on to Course	o Course Duration		Part of final mark in %		
	1	report			max. of 20 pages		100 %	
9	Study Work:							
	No Number and Type; Connection to Course				Duration			
	1 presentations and/or written aissignments				2 x 30 min. or 2 x 600 words or 30 min. + 600 words			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
11	CP Assignment:							
	Pres	sence (see part 3)	No 1			2.00	2.00 CP	
	Rele	evant Work (see part 8)	No 1			3.00	3.00 CP	
	Stu	dy Work (see part 9)	No 1			1.00 (1.00 CP	
	Tota	al				6 CP	6 CP	
12		Weight of the module grade for the overall grade: 6/120 (5%)						
13		Module Prerequisites: none						
14	Presence: Presence is strongly warranted to warrant learning success.							
15	Mobility/Acknowledgement:							
	Use of the module for other course programs none							
16		Responsible Lecturer: Prof. Dr. Raoul Kübler			Univer		rtment: ersity of Münster, School of eess and Economics	
17	Misc.:							
Advanced Marketing on Specific Topics I

Module Title english: Advanced Marketing on Specific Topics I										
Cou	urse Pr	ogram:		Master Business Adr	ninistration					
1	Mod	ule No: MCN	N14	State: Elective	Language of Instr	uction: Englis	h			
2	Turn seme	: each winte ester	r	Duration: 1 semester	Semester: 1 or 3	CP: 6): 180			
	Mod	ule Structur	e:							
	No	Туре	Cours	se		State	Workload	(h)		
3							Presence (h + CH)	Self- Study (h)		
	1	Lecture	Adva	nced Marketing on Spe	Compulsory	30 h (2 CH)	60			
	2	Exercise	Tutor Topic	ial on Advanced Marke s I	eting on Specific	Compulsory	30 h (2 CH)	60		
4	subje mark curre profe	ects could e ceting quest ent results o essors will te	ntail th ions. Th f resear each thi	Course content: In this module, different current question in marketing will be treated by students. Possible subjects could entail the marketing of services, Social Media Marketing or industry-specific marketing questions. The topics are also related to the professor's field of research, so that current results of research can be integrated and discussed in class. Regularly also guest professors will teach this class and bring in international relevant fields of research. The number						
		rofessors will teach this class and bring in international relevant fields of research. The number f offered classes and the content vary from semester to semester. earning outcomes: cademic: pon completion of the course the student is able to recognize and assess questions related to specific marketing topics of practical or scientific interest. apply industry- or topic-specific instruments, tools, and methods to solve questions and problems related to the specific topics. off skills: pon completion of the course the student is able to assess research and teaching in the context of the specific topics,								
5	Upor • r • a • a Soft Upor • a	lemic: a completion ecognize an nterest. apply indust problems rel skills: a completion assess resea use social ar	n of the d asses ry- or to ated to n of the urch and nd/or cu	course the student is s questions related to pic-specific instrumen the specific topics. course the student is	ternational relevant emester to semeste able to specific marketing ts, tools, and methe able to xt of the specific to situations, and	fields of rese r. topics of prac ods to solve q	also guest arch. The nu	umber		
5	Upor • r • a • a Soft Upor • a • u	lemic: a completion ecognize an nterest. apply indust problems rel skills: a completion assess resea use social ar participate a participate a	n of the d asses ry- or to ated to n of the urch and nd/or cu nd lead	course the student is s questions related to pic-specific instrumen the specific topics. course the student is I teaching in the conte ultural skills in various	ternational relevant emester to semeste able to specific marketing ts, tools, and methe able to xt of the specific to situations, and ions in English.	fields of rese r. topics of prac ods to solve q	also guest arch. The nu	umber		
	Upor • r i • a Soft Upor • a • u • F Desc none	lemic: a completion ecognize an nterest. apply indust problems rel skills: a completion assess resea use social ar participate a ription of pro-	n of the d asses ny- or to ated to n of the urch and nd/or cu nd lead	ne content vary from so course the student is as questions related to pic-specific instrumen the specific topics. course the student is l teaching in the conte ultural skills in various topic-specific discuss	ternational relevant emester to semeste able to specific marketing ts, tools, and methe able to xt of the specific to situations, and ions in English. odules:	fields of rese r. topics of prac ods to solve q	also guest arch. The nu	umber		

	No	Number and Type; Connec	tion to Course	Durati	ion	Part of final mark in %			
	1	Written report and present work)	ation (group	appro 20 mi	x. 12 pages and n.	33 %			
	2	Written exam		90 mi	n.	67 %			
9	Stud	y Work: none							
10	The	equisites for Credit Points: credit points will be granted pleted.	after all relevan	t work a	nd study work hav	ve been successfully			
	CP Assignment:								
	Dees		No 1	No 1					
11	Pres	sence (see part 3)	No 2		1.00 CP	•			
	Rele	evant Work (see part 8)	No 1		1.50 CP				
			No 2		2.50 CF)			
	Tota	al			6 CP				
12		ght of the module grade for o (5%)	the overall grad	e:					
13	Mod none	ule Prerequisites:							
14		ence: ence is strongly recommenc	led to warrant le	arning s	uccess.				
	Mob	ility/Acknowledgement:							
15	Use	of the module for other cou	urse programs	none					
16		oonsible Lecturer: Prof. Dr. Thorsten Hennig-1	Thurau		Department: School of Busin	ess and Economics			
17	Misc	:							

Advanced Marketing on Specific Topics II

Мо	odule Title english:			Advanced Marketing	on Specific Topic	s II			
Cοι	urse Pr	ogram:		Master Business Adn	ninistration				
1	Mod	ule No: MCN	M15	State: Elective	Language of Ins	struction: Engl	ish		
2	Turn seme	: each sumr ester	ner	Duration: 1 semester	Semester: 2	CP: 6): 180		
	Mod	ule Structur	e:						
	No	Туре	Course	2		State	Workload	(h)	
3								Self- Study (h)	
	1	Lecture	Advan	ced Marketing on Sspe	Compulsory	30 h (2 CH)	60		
	2	Exercise	Tutoria Topics	ıl on Advanced Marketi II	ng on Sspecific	Compulsory	30 h (2 CH)	60	
4	subje mark curre profe	ects could b ceting quest ent results o essors will te	e for exa ions. The f researc each this	class and bring in inte	services, Social M I to the professor [*] d discussed in cla rnational relevant	Marketing or ir 's field of rese ass. Regularly t fields of rese	dustry-spec arch, so tha also guest	ific t	
5	Acad Upor • r iii • a p Soft Upor • a	lemic: a completion ecognize an nterest. apply indust problems rel skills: a completion assess resea use social an	interest. apply industry- or topic-specific instruments, tools, and methods to solve questions and problems related to the specific topics. oft skills: pon completion of the course the student is able to						
		oarticipate a		tural skills in various s opic-specific discussio	ituations, and	pics,			
6	• p	ription of p	nd lead t		ituations, and ons in English.				
6	• p Desc none	ription of p	nd lead t	opic-specific discussio	ituations, and ons in English. dules:	μics,			

	No	Number and Type; Connect Course	ion to	Duration		Part of final mark in %	
	1	Written report and presenta work)	ation (group	approx. 1 approx. 2	2 pages and 20 min.	33 %	
	2	Written exam		90 min.		67 %	
9	Stud No	y Work: Number and Type; Connect	tion to Course	9		Duration	
	1	none					
10	The o	equisites for Credit Points: credit points will be granted pleted.	after all releva	ant work ar	id study work	have been successfully	
	CP A	ssignment:					
	Pro	sence (see part 3)	No 1 1.00			CP	
11		Sence (See part 5)	No 2		1.00	CP	
	Rele	evant Work (see part 8)	No 1		1.50		
			No 2		2.50		
	Tota	al			6 CP	•	
12		ght of the module grade for t o (5%)	he overall gra	ıde:			
13	Mod none	ule Prerequisites:					
14		ence: ence is strongly recommend	ed to warrant	learning su	iccess.		
15	Mob	ility/Acknowledgement:					
-5	Use	of the module for other cou	rse programs	none			
16	Resp Univ	oonsible Lecturer: Prof. Dr. Thorsten Hennig-T	hurau		Department School of Bu	: Isiness and Economics	
17	Misc	.:					

Seminar Marketing I

Mo	dule Ti	tle english:		Seminar Marketing I				
Cou	rse Pro	ogram:		Master Business Adm	inistration			
1	Modu	ule No: MCM1	16	State: Compulsory	Language of	nstruction: G	erman or Engl	lish
2	Turn: seme	each summe ester	er	Duration: 1 semester	Semester: 2	CP: 12	Workload (h): 360	
	Modu	ule Structure	:					
	No	Туре	Cou	rse		State	Workload (h)
3							Presence (h + CH)	Self- Study (h)
	1	Seminar	Sen	ninar Marketing		Compulsory	30 h (2 CH)	330
5	and c order subje curre analy Learr Acad Stude prese eithe Soft s They	or case studie to exchange edts are from nt research ro- vsis from stud- ning outcome emic: ents are able ent and defer r qualitative- skills: master releva	es tha resea esult dents to pr d it i analy ant s	arketing will be treated at are also relevant for p discuss research result arch of the chair/insstii s into the seminar and and the integration of oduce a scientific pape n a critical discussion. rtical or formal-method kills, especially commu	practice. Studer ts. The results v tute who is offe discuss it. Emp international as er oer a written They employ - c ical instruments nication-, prese	nts organize th vill be present ring the semir irical and/or t spects is supp case study sol lepending on 5.	nemselves in ed and discu har, in order to heoretical- m orted. ution and the the research	groups in ssed. The o integrate ethodical ey can question -
6	Desc none		ssible	e electives within the m	odules:			
7	Exam	iination: Fina	al Mo	dule Exam				
	Relev	/ant Work:						
8	No	Number and	Туре	e; Connection to Course	e Duration		Part of fin in %	al mark
	1	Academic paper	aper (1, dis	or case studies, cussion, feedback	approx. 1 approx. 2	2 pages and o min.	100 %	
9	Study	y Work: none	:					

10	Prerequisites for Credit Points: The credit points will be granted completed.	l after all relevant work	and study work have been successfully				
	CP Assignment:						
11	Presence (see part 3)	No 1	1.00 CP				
	Relevant Work (see part 8)	No 1	11.00 CP				
	Total		12 CP				
12	Weight of the module grade for the overall grade: 12/120 (10%)						
13	Module Prerequisites: none						
14	Presence: Attendance is strongly recomme	ended to warrant learni	ng success.				
	Mobility/Acknowledgement:	Mobility/Acknowledgement:					
15	Use of the module for other course programs none						
16	Responsible Lecturer: apl. Professor Dr. Sonja Gensler Thorsten Hennig-Thurau, Profes Krafft, Prof. Dr. Raoul Kübler, Pro Professor Dr. Thorsten Wiesel	sor Dr. Manfred	Department: School of Business and Economics				
17	Misc.:						

Seminar Marketing II

	dule Ti	tle english:		Seminar Marketing II						
C οι	Irse Pro	ogram:		Master Business Adm	inistration					
1		ule No: MCM1	L7	State: Compulsory	Language of I	nstruction: Ge	erman or Engl	ish		
2	Turn : seme	each winter ester		Duration: 1 semester	Semester: 3	CP: 12	Workload (ł	1): 360		
	Mod	ule Structure	:							
	No	Туре	Co	rse		State	Workload (h)		
3							Presence (h + CH)	Self- Study (h)		
	1	Seminar	Sei	ninar Marketing		Compulsory	30 h (2 CH)	330		
5	order subje curre analy Learn Acad Stud prese eithe Soft	r to exchange ects are from nt research r visis from stud ning outcome emic: ents are able ent and defer r qualitative- skills:	e and rese esult dents es: to p nd it anal	Course content: Current questions in marketing will be treated by students through an individual academic paper and or case studies that are also relevant for practice. Students organize themselves in groups in order to exchange and discuss research results. The results will be presented and discussed. The subjects are from research of the chair/institute who is offering the seminar, in order to integrate current research results into the seminar and discuss it. Empirical and/or theoretical- methodical analysis from students and the integration of international aspects is supported. Learning outcomes: Academic: Students are able to produce a scientific paper or a written case study solution and they can present and defend it in a critical discussion. They employ - depending on the research question - either qualitative-analytical or formal-methodical instruments. Soft skills:						
<u> </u>	Description of possible electives within the modules:									
6	Desc none	• •	ssibl	kills, especially commu			rhetorical skil			
6 7	none	• •		e electives within the n			rhetorical skil			
	none Exam	· ·		e electives within the n				Is.		
	none Exam	ination: Fina	al Mo	e electives within the n	nodules:		Part of fin	Is.		
7	none Exam Relev	iination: Fina vant Work: Number and Academic pa	al Mo I Typ aper	e electives within the n	nodules: e Duration	entation- and	Part of fin	Is.		

10	Prerequisites for Credit Points: The credit points will be granted completed.	The credit points will be granted after all relevant work and study work have been successfully completed.					
	CP Assignment:						
11	Presence (see part 3)	No 1	1.00 CP				
	Relevant Work (see part 8)	No 1	11.00 CP				
	Total		12 CP				
12	Weight of the module grade for the overall grade: 12/120 (10%)						
13	Module Prerequisites: none						
14	Presence: Attendance is strongly recomme	nded to warrant learn	ng success.				
	Mobility/Acknowledgement:						
15	Use of the module for other co	urse programs none	2				
16	Responsible Lecturer: apl. Professor Dr. Sonja Gensler Thorsten Hennig-Thurau, Profes Krafft, Prof. Dr. Raoul Kübler, Pro Professor Dr. Thorsten Wiesel	sor Dr. Manfred	Department: School of Business and Economics				
17	Misc.:						

Elective in Marketing

	0017		5000								
Мо	dule Ti	tle english:	Elective in	n Marketing	S						
Cou	rse Pr	ogram:	Master Bu	usiness Adı	ministration						
1	Mod MCN	ule No: 118	State: Ele	ective	Language of Instru	ıction: Germa	n or	English			
2		: each ester	Duration: semester		Semester: 1 or 3	CP: 6 - 12	P: 6 - 12 Workload (h):				
	Mod	ule Structure:									
	No	Туре		Course	State		Workload	(h)			
3								Presence (h + CH)	Self- Study (h)		
5	1	Lecture / Exer Seminar	cise /	on choice	(see part 13)	Compul	sory	30 – 60 h (2 – 4 CH)	150 – 120		
	2	Lecture / Exer Seminar	cise /	on choice	n choice (see part 13)			30 – 60 h (2 – 4 CH)	150 – 120		
	Cour This topic	s into their stud		1	broaden their know	lege and to in	tegra	ate adjacer	nt		
4		mes			g objectives		c	• • •			
		rature research	ar	-	ident research regard						
	vviit		51	argumei	. ,	ing, develop	ing c	onerent			
		up presentation cussion	and	Commu	nication, rhetoric an	d team work s	skills				
	Curi	rent financial to	pics	Advance	Advanced analysis of problems discussed in other courses						
5	Acad In th		ents get kn		nd skills in adjacent Itcomes are depende						
6	Eithe	eription of possi er one module o e not yet been cl	r two modu	ıles 6 CP ea	ach from another mii	nor can be ch	osen	, if the mod	dules		

7	Exan	nination: Examinations for ev	very part of the n	nod	ule		
	Rele	vant Work:			1		1
8	No	Number and Type; Connect	ion to Course		Duration		Part of final mark in %
	1	Depending on chosen modu	ule(s)				100 %
	Stud	y Work:					
9	No	Number and Type; Connect	ion to Course				Duration
	1	none					
10	The o	equisites for Credit Points: credit points will be granted a oleted.	after all relevant	woi	rk and study v	vork	have been successfully
	CP A	ssignment:					
	Pro	sence (see part 3)	No 1 1.		1.00	00 – 2.00 CP	
11	110.	Sence (See part 3)	No 2			1.00	– 2.00 CP
	Rele	evant Work (see part 8)	No 1			3.00	— 10.00 СР
	Tota	al				6 CF)
12		Sht of the module grade for th CP: 6/120 (5%), for 12 CP: 12		:			
13	Cour long from are f	ule Prerequisites: ses from other minors of the as they have not been chose the minor Research can be c ullfilled and places are availa mum of 6 CP can be obtained	n in the minor a hosen, if not yet able. If not the M	nd i ch ino	if the prerequi osen in the m	isites inor l	are fullfilled. also courses Research, the prerequisites
14		ence: ence is strongly recommende	ed to warrant lea	rnir	ng success.		
15	Mob	ility/Acknowledgement:					
	Use	of the module for other cour	se programs	noi	ne		
16		oonsible Lecturer: essor Dr. Thorsten Wiesel			Department: School of Bu		s and Economics
17	Misc	.:					

Minor Entrepreneurship

Minor Entrepreneurshi			
6 CP ENT1 Entrepreneurship 1	6 CP ENT2 Entrepreneurship 2		
6 CP ENT3 Entrepreneurship 3	6 CP ENT4 Entrepreneurship 4		

Мо	Module Title english: Course Program:			Entrepreneurship 1						
Cou	irse Pr	ogram:		Master Business Admir	nistration					
1	Mod	ule No: ENT1		State: Compulsory	Language o	f Inst	ruction:	English		
2		: each winte ester	r	Duration: 1 semester	Semester: 1	L	CP: 6	Workload	(h): 180	
	Mod	ule Structur	e:							
	No	Туре	Cour	se		State	e	Workload (h)	
3								Presence (h + CH)	Self- Study (h)	
	1	Lecture	Inno	vation Management				30 h (2 CH)	60	
	2	Exercise	Tuto	rial on Innovation Manag	ement	Com	pulsory	30 h (2 CH)	60	
4	 innovation-based strategies as a source of competitive advantage and then examine how to build organizations that excel at identifying, building and commercializing technological innovations. The course examines how entrepreneurs can shape their firms so that they continuously build and commercialize valuable innovations. Many of the examples also focus on how established firms can become more entrepreneurial in their approach to innovation. Course content: Main topics: Innovation process Creating an organizational environment that rewards innovation and entrepreneurship Internal and external sources of innovation It is the objective of this course that students learn the main issues in innovation management in order to successfully create value through products and services (value equity) in both 									
		Internal and external sources of innovation is the objective of this course that students learn the m								

6	Desc none	ription of possible electives	within the moo	dules:			
7	Exan	nination: Final Module Exam	l				
	Rele	vant Work:		1			1
8	No	Number and Type; Connect	ion to Course	[Duration		Part of final mark in %
	1	Written report (group work	when indicated) r	nax. of 5	o pages	100 %
9	Stud No	y Work: Number and Type; Connect	ion to Course				Duration
<i>,</i>	1	Presentation		30 min.			
10	The o	equisites for Credit Points: credit points will be granted a pleted.	after all relevan	t work	and stu	dy work	have been successfully
	CP A	ssignment:					
	Drov	conco (coo part a)	No 1 1.00			СР	
11	Presence (see part 3)		No 2			1.00	СР
	Rele	evant Work (see part 8)	No 1			3.00	СР
	Stu	dy Work (see part 9)	No 1	No 1 1.00			СР
	Tota	al	6 CF				
12		ght of the module grade for t o (5%)	he overall grad	e:			
13	Mod none	ule Prerequisites:					
14		ence: /e attendance is strongly reco	ommended to w	varrant	learning	g succes	S.
45	Mob	ility/Acknowledgement:					
15	Use	of the module for other cou	rse programs	Maste	er Inform	ation Sy	rstems
16		oonsible Lecturer: essor Dr. Thorsten Wiesel			Uni		: f Münster, School of d Economics
17	Misc						

Course	, i I EI	le english:		Entrepreneurship 2				
				Master Business Admi	nistration			
		le No: ENT2				Instruction	inglich	
				State: Compulsory	Language of	Instruction: E		
2	emes	each winter ster		Duration: 1 semester	Semester: 1	CP: o	Worklo	ad (h): 0
Mo	odu	le Structure	:				/ [
N	lo	Туре	Cou	rse		State	Workload (h)
3							Presence (h + CH)	Self- Study (h)
1		Lecture	Lect	ture Entrepreneurship 2		Compulsory	30 h (2 CH)	60
2		Exercise	Tuto	orial Entrepreneurship 2		Compulsory	30 h (2 CH)	60
4 4 4 4 4 4 4 5 4 5 4 6 6 6 7 6 7 6 7 6 7 7 7 7 7 7 7 7 7 7	vers ecisi anaş ours ude here de scc ad onte cture and e co once nann	sification of f ions in relati gement have e content: ints learn ba ent e.g.: eveloping an caling of the dvancement ints are conv es. Main obj positioning oncepts of Bi epts to estab hels.	the bu on to e to b sic st d rea busir of the yeyed jective and a lish a	the market entry, the gro usiness segment will be market positioning and re made to establish a ju trategies for positioning ulisation of Value Propos ness model (Business Gr e business model (Busir within the theory based e of the course is to tran litionally for product- and and Customer Equity. Th and control the managen	discussed. Stu the correspon ing company lo and developin ition (Go-to-M rowth) ness Developm lecture, case sform an exist d service-relati ey develop the	udents learn v ding custome ong-term on th g a new estab arket) nent) studies and p ing business i ed value creat e skills necess	which strategi r and channe ie market. lished compa ractical releva dea in a effection students ary to use the	l any. ant guest ctive discover e
0		ing outcome emic:	es:					

	s • T	Due to the systematically con students built up self-confide The interaction with jung four puilt up leadership competen	ence to starting nders and empl	up own	businesses.				
6	Desc none	ription of possible electives	within the mo	dules:					
7	Exan	nination: Final Module Exam	I						
	Rele	vant Work:		1		1			
8	No	Number and Type; Connect	ion to Course	D	uration	Part of final mark in %			
0	1	written composition (in tea	ms)		oprox. 40 ages	100 %			
9	Stud	y Work: none							
10	The o	equisites for Credit Points: credit points will be granted a pleted.	after all relevan	it work a	nd study wo	rk have been successfully			
	CP Assignment:								
	Drog	sence (see part 3)	No 1			00 CP			
11	rie:	sence (see part 3)	No 2		1.	оо СР			
	Rele	evant Work (see part 8)	No 1		4	.oo CP			
	Tota	al	6 CF			CP			
12		ght of the module grade for t o (o%)	he overall grad	e:					
13	Mod none	ule Prerequisites:							
14		ence: ndance is strongly recommer	ided in order to	enhanc	e the learnir	ng success.			
	Mob	ility/Acknowledgement:							
15	Use	of the module for other cou	rse programs	none					
16		consible Lecturer: essor Dr. Thorsten Wiesel				nt: of Münster, School of and Economics			
17	Misc								

Мо	dule Ti	tle english:		Entrepreneurship 3						
Cοι	irse Pr	ogram:		Master Business Admi	nistration					
1	Module No: ENT ₃			State: Compulsory	Language o	of Instruction: English				
2	Turn: each summer semester			Duration: 1 semester	Semester:	2	CP: 6	6 Workload (h): 18		
	Mod	ule Structure	:							
	No	Туре	Cours	se		State		Workload (h)	
3								Presence (h + CH)	Self- Study (h)	
	1	Lecture	Entre	preneurship 3		Compu	ulsory	30 h (2 CH)	60	
	2	Exercise	Entre	preneurship 3		Compu	ulsory	30 h (2 CH)	60	
4	from meth arisin Cour Stud • e • p • s • d • p The c gues exist mode enter	an enterprise ods for mode ing in the com se content: ents learn the nterprise arc process mode pecific proces ata modeling crocess imple content will b t lectures. The ing business eling techniq prise IT oper	e archin eling al text of e basic hitectu eling te ess moo g and d enenta e provi e prim idea, t ues, ar ations	velopment (custom deve tecture to an IT architecti I relevant processes and process implementation techniques of enterprise ure framework, chnique using a common deling for processes succ lata management tion respecting cloud off ded using theory-based ary goal of the module is o structure them approp nd to be able to decide th in a competent manner the enterprise is well-pr	ure will be stu I will be enab e modeling, i n tool, n as SCM, CR erings and IT lectures, cas to analyze th riately, to be ne core quest and on the ba	udied. S bled to a including M, ERP, project se studie he back. come fa tions ari asis of c	g paym mana s, and office miliar sing ir urrent	ts learn abou the core que ent gement tech practice-ori processes fo with relevan the context	niques. ented or an t of	
5	Acad Upor • to	ning outcome emic: o completeion o distinguish o apply appro o assess curr	n of the enterp	e module, students are a	ble					

	 Practice-oriented discussion of case studies in small groups improve problem-solving competencies, team work, as well as presentation and communication skills of the students. The systematic study of core decisions when it comes to enterprise-internal technology creates students' certitude in realizing their own enterprise. An exchange with young founders and startup employees empowers the socialization of a "new work" culture and to build up leadership competences. 								
6		Description of possible electives within the modules: none							
7	Exam	nination: Final Module Exam							
	Relev	vant Work:							
8	No	Number and Type; Connecti	on to Course Duration		ation	Part of final mark in %			
0	1	written composition (in tear	ns) approx. 40 pages		•	100 %			
9	Stud	y Work: none							
10	The c	equisites for Credit Points: credit points will be granted a pleted.	ifter all relevant wo	ork and	d study work h	ave been successfully			
	CP Assignment:								
			No 1		1.00 (CP			
11	Pres	sence (see part 3)	No 2		1.00 (CP			
	Rele	evant Work (see part 8)	No 1		4.00	СР			
	Tota	ıl			6 CP				
12		t ht of the module grade for th o (5%)	ne overall grade:						
13		ule Prerequisites: e, Module Entrepreneurship I	is recommended						
14	Being	ence: g present is strongly recomm ing outcome.	ended, so as not to	o miss	any group wo	rk and to improve the			
	Mobi	ility/Acknowledgement:							
15	Use	of the module for other cour	se programs no	пе					
16		onsible Lecturer: Dr. Gottfried Vossen				Münster, School of d Economics			

		_
17	Misc.:	

Mod	Module Title english:		Entrepren	Entrepreneurship 4						
Cour	rse Pr	ogram:		Master Bu	isiness Admi	ess Administration				
1	Mod	ule No: ENT	۲4	State: Cor	State: Compulsory Language of Instruction: English					
2	Turn: each summer Durat			Duration:	1 semester	Semester: 2	CP:	6	Workload (I	1): 180
	Mod	ule Structu	re:							
	No	Туре	Course				State		Workload	(h)
3									Presence (h + CH)	Self- Study (h)
	1	Lecture			ng Growth: Organizational Design and I Management			ulsory	30 h (2 CH)	60
					naging Growth: Organizational ancial Management			ulsory	30 h (2 CH)	60
	Purp This perio	course cov ods of stron	module /i ers orgar ig organiz	nizational ar zational gro	wth. Formal	hallenges man organizational o	lesign, m	anagei	ment contro	
4	Purp This perior orga arou infor thes and this tutol rese man stud Coun The orga how that	pose of the course cov ods of stron re) sophisti- nizational r ind", finance rmal feedba e approach for preventi- tension for rials, works arch, and a agement, fi ies. rse contents course deal nizational of management are applica	module/i ers organ g organiz cated fin- routines, ing of ac ack are no es and ir ing comp growth is hops tau very inte inancial a swith to design of ent contro ble in ne	nizational ar zational gro ancial mana alignment, tivities via p ot suitable a struments l banies from ght by gues ractive teac accounting, pics being r fast-growin ol can suppo w ventures,	nd financial of wth. Formal of agement are and liquidity personal network that a certain si have also face being agile a bic of this co thing style. The and corporation relevant to most firms, finan- ort or preven- the interplation	hallenges man	lesign, m environme uch as "m monitorine of the o imiting cr dynamic e le relies o e introduc s on knov s acquire in compa nd contro anagemen unting an	anager ents to nanage ng of e rganiza reativit enviror on a mi ction o vledge ed durin anies s ol of a s nt cont	ment contro ensure ment by wa mployees of ation. Howe y and freed nments. Ma x of lecture f concepts in general ng bachelo uch as the growing bu rol instrum	ol, and alk- or lom anaging s, from siness, ents
4	Purp This perici (mor orga arou infor thes and this tutol rese man stud Coun The orga how that the l	pose of the course cov ods of stron re) sophisti- nizational r ind", finance rmal feedba e approach for preventi- tension for rials, works arch, and a agement, fi ies. rse contents course deal nizational of management are applica	module/i ers orgar g organiz cated fin- routines, ing of ac ack are no es and ir ing comp growth is hops tau very inte inancial a : Is with to design of ent contro ble in neent st	nizational ar zational gro ancial mana alignment, tivities via p ot suitable a hstruments l struments from s the key top ght by gues eractive teac accounting, pics being r fast-growin ol can suppo w ventures, art-ups and	nd financial of wth. Formal agement are and liquidity personal netw at a certain si have also fac being agile a bic of this co t speakers, of thing style. T and corporat relevant to m of or prevent the interplat new venture	challenges man organizational of critical in such of . Approaches so vorks, personal ize and structur ced critique for ind adaptive to urse. The modu case studies, th he course build te finance as it anaging growth notal planning a t innovation, may y between accoo is are confronte	lesign, m environm- uch as "m monitorin e of the o imiting cr dynamic o le relies o e introduc s on knov s acquire in compa nd contro anagemen unting an d with.	anager ents to nanage ng of e rganiza reativit enviror on a mi ction o wledge ed durin anies s ol of a s ol of a s nt cont d the b	ment contro ensure ment by wa mployees of ation. Howe y and freeconnents. Ma x of lecture f concepts in general ng bachelo uch as the growing bu rol instrum pusiness m	alk- or ever, lom nagin s, from r siness ents odel, o

	analytics, alignment by culture). Management control of innovation Recognize management control concepts that are needed to steer innovation projects, performance measurement of innovation and technological development.								
	Valuation and value-based management of customer- centric online business mode	Get to know cor valuation of cus els (e.g., customer	Get to know concepts of management control and the valuation of customer-centric (e-commerce) online models (e.g., customer lifetime modeling) contrasting those with traditional approaches to business valuation.						
	Financial planning for growth and investor acquisition	start-up environ	ancial business plannin ment; anticipate potent the do's and don'ts of a	ial investor reactions					
	The regulatory and organisational environment of start-ups and new ventures.	of Understanding	gulatory side of start-up: the necessity for organiz the growth stages of ne	zational and structural					
5	Academic: On successful completion of t understand which challen face. select, apply, and develop evaluate the findings of p understand that the mana structure and control at a Soft skills: On successful completion of t identify creative and inno solve unfamiliar problems understand, critically refle work and coordinate work connect the dots between	ges fast-growing, te o methods of manag rior academic literat gement of entreprer certain size and con his module, student vative solutions for u with theoretical fra ct, and apply findin in a team environm academic insights a	chnology-driven start-up ement control to overco ure and apply them in a neurial initiatives and in nplexity. ts are able to unstructured problems. meworks and a structur gs from academic literat ent.	me these challenges. real-world context. novation require ed approach. ture.					
		Description of possible electives within the modules: none							
6		ves within the modu	ıles:						
6 7									
	none	or every part of the n		Part of final mark in %					
	none Examination: Examinations for Relevant Work:	or every part of the n	nodule	Part of final mark in % 70 %					

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP Assignment:							
		No 1		1.00 CP				
11	Presence (see part 3)	No 2		1.00 CP				
	Relevant Work (see part 8)	No 1		3.00 CP				
	Kelevalit work (see part 8)	No 2		1.00 CP				
	Total			6 CP				
13 14	6/120 (5%) Module Prerequisites: none Presence: Participation is not mandatory,	but highly	recommended.					
	Mobility/Acknowledgement:							
15	Use of the module for other co programs	ourse	none					
16	Responsible Lecturer: Professor Dr. Martin Artz			Department: University of Münster, School of Business and Economics				
17	Misc.: Additional and more detailed information is provided on the Chair's webpage.							

Minor Information Systems

Mir Informatio	
6 LP IS01-IM2: IM Tasks and Techniques	6 LP IS02-LPR1: Supply Chain Management and Logistics
6 LP IS03-IM3: IM Theories	6 LP IS04-LPR3: Retail

Minor Information Systems -	Module 1 - Mo	dule 4
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Мос	dule Ti	itle englisi	1:	Minor Information Sy	stems - Module 1 - M	odule 4				
Cou	rse Pr	ogram:		Master Business Adm	ninistration					
1	Mod ISo4	ule No: ISo	01 -	State: Elective	te: Elective Language of Instruction: English					
2	Turn	: each sem	nester	Duration: 1 semester	Semester: 1 or 2 CP: 6 Workload (h): 180					
	Mod	ule Structi	ure:			I				
	No Type Course				State	Workload	(h)			
							Presence (h + CH)	Self- Study (h)		
3	1	Lecture	IM3 / -P -Bl1 / -B	cture to module ISo1 – ISo4 (-IM 1 / -IM 2 / - I3 / -PM 1 / -PM2 / -PM3 / -BN 1 / -BN2 / -BN3 / I1 / -BI2 / -BI3 / -ISD1 / -ISD2 / -ISD3 / -LPR1 / - PR2 / -LPR3 / SCIS1) Minor Information Systems						
	2 Exercise Tutorial on lecture to module I -IM2 / -IM3 / -PM 1 / -PM2 / -P -BN3 / -Bl1 / -Bl2 / -Bl3 / -ISD1 LPR1 / -LPR2 / -LPR3 / SCIS1) / Systems				PM3 / -BN 1 / -BN2 / 1 / -ISD2 / -ISD3 / -	N 1 / -BN2 / CH) / -ISD3 / -				
	Cour The t Varia Bl ₃ /	ante "ISo1	t: ne lecture – ISo4 (-I	e and the tutorials dep IM 1 / -IM2 / -IM3 / -P/ D3 / -LPR1 / -LPR2 / -LI Learning object	M1 / -PM2 / -PM3 / -E PR3 / SCIS1)" belegt v	8N1 / -BN2 /				
4	Info	: Managing ormation Ag anization			Building on the basic knowled of business and management, the reqirements for business/management in the information society are examined.					
	IM2: IM: Tasks and Techniques			for IT-managers.	Overview of the tasks of information management and challenges for IT-managers. Relevant management methods and techniques will be taught. Deepening and broadening of the learnt in case studies.					
	IM3	: Theories		information mar IT-strategy, valu	Introduction into the scientific discussion to and into theories of information management. Competitive advanteges by the use of IT, IT-strategy, value added and productivity of IT-use, organization theory of information systems, IT-sourcing, IT-organization, IT-					

PM1: Information Modelling	Conceptual modelling (process-, data and organization-modelling, etc.). The focus is not the modelling, but the analysis of the requirements for the use of such models in practice and the methodical. approaches, who support the use of modells.	
PM2: Enterprise Architecture Management	Motivation and positioning of the management of enterprise architectures, modelling of enterprise architectures, methodical frameworks for the development of architectures.	
PM3: Workflow Management	Foundations, conceptual definition and technical implementation of workflow management, workflow management systems.	
BN1: Interorganizational Systems	Interorganizational systems and networks in a business environment.	
BN2: Information Security	Theoretical and practical concepts of information security, security strategies, privacy.	
BN3: Network Economy	Foundations of network economy.	
Bl1: Management Information Systems and Data Warehousing	Problems, goals, solutions, techniques, tools and applications of management information sytems and data warehousing.	
BI2: Data Analytics 1	Multivariate statistical methods, main subject is the uncontrolled learning	
BI3: Data Analytics 2	Multivariate statistical methods, main subject is the uncontrolled learning	
ISD1: Logic Specification and Programming	Logic, prolog, constraint solving, management systems for business rules, temporal logic and model testing, datalog and deductive data banks	
ISD2: Data Integration	Problems, goals, solutions, techniques and tools of data integration	
ISD3: Advanced Concepts in Software Engineering	Advanced applications of software engineering, e.g. for EAI, web applications, middleare, web services, etc.	
LPR1: Supply Chain Management and Logistics	Foundations of supply chain management, modelling, design, planning and implementation of supply chains, information sytems for supply chain management	
LPR2: Production Planning and Control	Demand management, material management, inventory control, planning- and capacity management, data models and information sytems for production, cost engineering and smart factory	
LPR3: Retail	Business processes of retail, process- and data modelling, ERP- systems for retail	
SCIS1: Selected Chapters in Information Systems	Guest lecturers broaden or deepen subjects of IS	
Learning outcomes: Academic: Students get deepened knowledge in modelling, design, application and analysis of different enterprise information systems. In the tutorials, besides the application of taught knowledge, the work in teams and presentation skills are important.		

6	Description of possible electives within the modules: The modules IS01 – IS04 can be absolved in the variants "IS01 – IS04 (-IM1 / -IM2 / -IM3 / -PM1 / - PM2 / -PM3 / -BN 1 / -BN2 / -BN3 / -BI1 / -BI2 / -BI3 / -ISD1 / -ISD2 / -ISD3 / -LPR1 / -LPR2 / -LPR3 / SCIS1)" if this variant has not already been absolved.							
7	Examination: Examinations for every part of the module							
	Rele	vant Work:		Part of				
	No	Number and Type; Connection to Course	Duration	final mark in %				
	1	IM1: Managing the Information Age Organization: final written exam	max. of 120 min.	100 %				
	2	IM2: IM: Tasks and Techniques: final written exam	max. of 120 min.	100 %				
	3	IM3:IM Theories: in groups of 3 - 5 participants: presentation, written assignments, approx. 12 comments on weekly literature	1 x approx. 20 min. + 1 x approx. 5 pages + 12 x approx. 0.5 pages	40 %				
	4	IM3: IM Theories: written exam	max. of 120 min.	60 %				
	5	PM1: Information Modeling: written exam	max. of 120 min.	100 %				
	6	PM2: Enterprise Architecture Management: Case Study with EAM-Software, presentation	approx. 40 pages, approx. 40 min.	40 %				
8	7	PM2: Enterprise Architecture Management: written exam	max. of 120 min.	60 %				
	8	PM3: Workflow Management: final presentation	1 x 30 min.	50 %				
	9	PM3: Workflow Management: written exam	max. of 120 min.	50 %				
	10	BN1: Interorganizational Systems: in groups of 3 - 5 students, presentation, written assignments, approx. 12 comments on weekly literature	1 x approx. 20 min. + 1 x approx. 5 pages + 12 x approx. 0.5 pages	50 %				
	11	BN1: Interorganizational Systems: written exam	max. of 120 min.	50 %				
	12	BN2: Information Security: written assignment	approx. 10 pages	20 %				
	13	BN2: Information Security: oral exam	approx. 20 min.	80 %				
	14	BN3: Network Economics: final written exam	max. of 120 min.	100 %				
	15	Bl1: Management Information Systems and Data Warehousing: written exam	max. of 120 min.	100 %				
	16	Bl2: Data Analytics 1: written exam	max. of 120 min.	100 %				
	17	BI3: Data Analytics 2: case study with R-Software, report, presentation	approx. 15 pages, approx. 40 min.	40 %				

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	18	BI3: Data Analytics 2: written exam	max. of 120	o min.	60 %				
	19	ISD1: Logic Specification and Programming: written exam	max. of 120	o min.	100 %				
	20	ISD2: Data Integration: case study, report, presentation	approx. 40 30 min.	pages, approx.	40 %				
	21	ISD2: Data Integration: written exam	max. of 120	o min.	60 %				
	22	ISD3: Advanced Concepts in Software Engineering: 4 Software Artefakts in groups of approx. 5 students	4 x ca. 20 p of 45 lines/	ages with code page	30 %				
	23	ISD3: Advanced Concepts in Software Engineering: written exam	max. of 120	o min.	70 %				
	24	LPR1: Supply Chain Management and Logistics: written exam	max. of 120	o min.	100 %				
	25	LPR2: Production Planning and Control: final written exam	max. of 120	o min.	100 %				
	26	LPR3: Retail: final written exam	max. of 120	max. of 120 min.					
	27	SCIS1: Selected Chapters in Information Systems: max. of 120 written exam		o min.	100 %				
	Study Work:								
	No	Number and Type; Connection to Course	Duration						
	1	IM2: Tasks and Techniques: Answering case study quest	approx. 10 page	es					
	2	PM1: Information Modeling: 10 exercises in group, prese (might be split up in 4 parts)	10 x 4 - 8 pages of max. of 80 m						
	3	PM3: Workflow-Management: case study with presentati be split up in 4 parts)	total of max. of min.	80					
	4	BN3: Network Economics: in groups of 3 - 5 participants: presentation, written assignment, approx. 12 comments (weekly) reading	1 x 20 min. +1 x approx. 5 pages 0.5 pages	5 + 12 X					
9	5	Bl1: Management Information Systems and Data Wareho exercises, 1 presentation	4 x approx. 10 pages, 1 x approx. 20 min.						
	6	ISD1: Logic Specification and Programming: exercises every ap fortnight, to solve in groups ma			otal				
	7	LPR1: Supply Chain Management and Logistics: case stu Chain Design (written assignment in group, presentatior study Supply Chain Planning (written assignment in grou presentation)	approx. 40 page each, approx. 30 each						
	8	LPR2: Production Planning and Control: case study work (in Groups, presentation and written assignment) approx. 30 min. + approx. 5 pages							

	9LPR3: Retail: case study work (in groups, presentation and written assignment), summaries of guest lectures (in groups, presentation)approx. 30 min. + approx. 5 pages, 5 min.			
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.			
	CP Assignment:			
		No 1	1.00 CP	
	Presence (see part 3)	No 2	1.00 CP	
		No 1 (depending on choice under presence)	4.00 CP	
		No 2 (depending on choice under presence)	3.00 CP	
		No 3 (depending on choice under presence) and	1.50 CP	
		No 4	2.50 CP	
		No 5 (depending on choice under presence)	3.00 CP	
	Relevant Work (see part 8)	No 6 (depending on choice under presence) and	2.50 CP	
		No 7	1.50 CP	
		No 8 (depending on choice under presence) and	1.50 CP	
		No 9	1.50 CP	
11		No 10 (depending on choice under presence) and	2.00 CP	
		No 11	2.00 CP	
		No 12 (depending on choice under presence) and	1.00 CP	
		No 13	3.00 CP	
		No 14 (depending on choice under presence)	2.50 CP	
		No 15 (depending on choice under presence)	2.50 CP	
		No 16 (depending on choice under presence)	4.00 CP	
		No 17 (depending on choice under presence) and	2.50 CP	
		No 18	1.50 CP	
		No 19 (depending on choice under presence)	3.00 CP	

16	Responsible Lecturer: Department: Prof. Dr. Stefan Klein School of Business and Economics		s and Economics		
15	Use of the module for Master Information Systems other course programs				
	Mobility/Acknowledgement:				
14	Presence: Presence is strongly recommended to warrant learning success.				
13	Module Prerequisites: Recommended: Module Info coordinator of the Master In		and a consultation	through the study	
12	Weight of the module grade 6/120 (5%)	for the overall grade:			
	Total			6 CP	
		No 9 (depending on choic	No 9 (depending on choice under presence)		
		No 8 (depending on choice under presence)		1.00 CP	
		No 7 (depending on choice under presence)		2.00 CP	
		No 6 (depending on choice under presence)		1.00 CP	
	Study Work (see part 9)	No 5 (depending on choice under presence)		1.50 CP	
		No 4 (depending on choic	-	1.50 CP	
		No 3 (depending on choic	•	1.00 CP	
		No 2 (depending on choic		1.00 CP	
		No 1 (depending on choic	e under presence)	1.00 CP	
		No 27 (depending on choi presence)	ce under	2.50 CP	
		No 26 (depending on cho presence)	ice under	2.50 CP	
		No 25 (depending on choi presence)	ce under	3.00 CP	
		No 24 (depending on cho presence)	ice under	2.00 CP	
		No 23		1.50 CP	
		No 22 (depending on cho presence) and	ice under	2.50 CP	
		No 21		1.50 CP	
		No 20 (depending on cho presence) and	ice under	2.50 CP	

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17	Misc.:	

Minor Volkswirtschaftslehre

Minor Volkswirtschaftslehre		
6 LP VWL012-VWLMWP1 Unternehmens- kooperation: Mergers & Akquisitionen	6 LP VWL02-VWLMWP18: Zeitreihenanalyse (Time Series Analysis)	
6 LP VWL03-VWLMWP19: Finanzmarkt- ökonometrie (Financial Econometrics	6 LP VWL04-VWLMWP4: Finanzwissenschaft	

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Minor Economics - Module 1 - Module 4

Mo	dule T	itle englis	h:	Minor Economics - Module 1 - Module 4						
Course Program: Master Business Administration										
1	Mod VWL	l ule No: VV .04	VL01 -	State: Elective	Language of Instruction: German, partly English			sh		
2	Turn	each ser	nester	Duration: 1 semester	Semester: 1 or 2	CP: 6	Workload (h): 180			80
	Mod	ule Struct	ure:							
	No	Туре	Course	2			Sta	te	Workload	(h)
									Presence (h + CH)	Self- Study (h)
3	1	Lecture	VWLMI VWLMI VWLMI / -MWI VWLMI VWLMI VWLMI	Lecture to module VWL01 – VWL04 (-VWLMP3 / - /WLMP4 / -VWLMWP1 / -VWLMWP2 / -VWLMWP3 / - /WLMWP4 / -VWLMWP5 / -VWLMWP6 / -VWLMWP7 / - /WLMWP4 / -VWLMWP9 / -VWLMWP10 / -VWLMWP11 / -MWLMWP12 / -VWLMWP13 / -VWLMWP16 / - /WLMWP17 / -VWLMWP18 / -VWLMWP19 / - /WLMWP20 / -VWLMWP22 / -VWLMWP23 / - /WLMWP24 / -VWLMWP25 / -VWLMWP26 / - /WLMWP27)					30 h (2 CH)	60
	2	Exercise	VWLM VWL M -VWLM MWLM VWLM VWLM	WP1 / -VWLMWP2 / - WP5 / -VWLMWP6 / - WP9 / -VWLMWP10 / WP12 / -VWLMWP13 WP17 / -VWLMWP13 WP20 / -VWLMWP22 WP24 / -VWLMWP25	1 VWL01 – VWL04 (-VWLMP3 / -VWLMP4 / - 1 / -VWLMWP2 / -VWLMWP3 / -VWLMWP4 / - 5 / -VWLMWP6 / -VWLMWP7 / -VWLMWP8 / 9 / -VWLMWP10 / -VWLMWP11 / - 12 / -VWLMWP13 / -VWLMWP16 / - 17 / -VWLMWP18 / -VWLMWP19 / - 20 / -VWLMWP22 / -VWLMWP23 / - 24 / -VWLMWP25 / -VWLMWP26 / - 27)				30 h (2 CH)	60
	3	Lecture	Lecture VWLM	e to module VWL01 – P2 / -VWLMWP13 / -V	module VWL01 – VWL04 (-VWLMP1 / - -VWLMWP13 / -VWLMWP15 / -VWLMWP21)			ctive	30 h (2 CH)	150
	4	Seminar	VWLM		to module VWL01 – VWL04 (-VWLMWP28 / - 229 / -VWLMWP30 / -VWLMWP31 / - 232 / -VWLMWP33)				30 h (2 CH)	150
4	Module Profile: Course content: The topics of the courses depend on the chosen Module VWL01 – VWL04 in the variation,,VWL01 -									

VWLMWP23 / -VWLMWP24 / -VWLMWP26 / -VWL-MWP27 / -VWLMWP28 / -VWLMWP29 / -VWLMWP30 / -VWLMWP31 / -VWLMWP32 / -VWLMWP33)":

Themes	Learning objectives		
VWL MP1 Microeconomics	This course introduces students to microeconomic theory at an intermediate level. The course will cover the following subjects: Consumer theory, theory of the firm, partial and general equilibrium theory, as well as basics of game theory and information economics.		
VWLMP2 Advanced Macroeconomics	The course Advanced Macroeconomics gives an introduction to advanced topics and methods of modern macroeconomic theory. The module is based on the Bachelor courses in macroeconomics.		
VWL MP3 Empirical Methods	Deepening of empirical methods based on the methods learn during the bachelor.		
VWL MP4 Economics of Regulation	The course will show how to regulate network industries. The advantages and disadvantages of various regulatory instruments will be presented. Students will learn how to assess the impact of regulatory instruments in selected network industries and how to implement these instruments in practice. There is a special emphasis on the problems that may occur in the implementation process.		
VWL MWP1 Economic Policy	The aim of the course is to provide students with an in-depth analysis of economic policy relevant welfare concepts, the influence of democratic decision-making methods on the outcome of economic policy, problems that arise due to self- interest of politicians and bureaucrats and modern policy measures such as nudges. Thereby the methodological competence for the analysis of economic policy issues and the methodological competence for the analysis of economic policy in a democracy are strengthened. Furthermore, the aim is that students develop the ability to evaluate theoretical models for their applicability to specific policy issues.		
VWL MWP2 Advanced Microeconomics I	Together with the course "Advanced Microeconomics II", the course "Advanced Microeconomics I" aims at a comprehensive and formal training in microeconomics. Its structure and topics are comparable to that of internationally renowned Graduate schools. "Advanced Microeconomics I" deals with the implications and effects of uncertainty. For tha purpose partial equilibrium insurance models and Arrow- Debreu models are discussed.		
VWL MWP3 Advanced Microeconomics II	Advanced Microeconomics II introduces students to static and dynamic game theory, market failures (e.g. externalities, market power, asymmetrical information) and basic welfare analysis.		
VWL MWP4 Public Economics	Public finances, theory of federalism, market failure, justification for government intervention		

VWL MWP5 Mathematical Methods	Students are introduced into methods of solving dynamic economic models. This includes methods to solve differentia equations of first and second order and for systems of differential equations. Also methods of dynamic optimization will be presented.
VWL MWP6 International Macroeconomics	This course offers a systematic introduction to the structure modern macroeconomic models of the open economy based on sound microfoundations. These models explain capital flows on the basis of the fundamental intertemporal decisio of households, firms and the government with respect to the consumption, savings and investment allocations. The theoretic framework thus developed is used to analyze the consequences of such diverse factors as excessive governments budget deficits, international capital flows, or demographic change on the balance-of-payments and the dynamics of international indebtedness. Moreover, many classic subjects in international money and finance are re- evaluated and its welfare implications rigorously assessed using these kinds of models, such as issues relating to the optimality of currency areas, the choice of an exchange rate regime, or aspects of international monetary policy coordination.
VWL MWP7 Applied Energy Economics	The module "Applied Energy Economics" will look at practic issues of the energy sector. The lecture discusses current problems in energy and environmental policy and emphasiz technical and business-management aspects of the energy system in Germany and Europe. If possible, the exercise wil be in conjunction with a subject-specific excursion. Lecture and exercise are offered in block courses.
VWL MWP8 Environmental Economics	The module "Environmental Economics" will look at the impacts of human economic activities on the environment. The course emphasizes the impact of the energy system on the environment, e.g. in terms of air pollution and greenhou gas emissions. Welfare-economic basics of environmental economics, environmental-economic target setting and thei implementation by means of eco-political instruments with regards to local and global pollutants will be discussed. Als determination of costs and benefits of environmental- economic regulation will be analyzed.
VWL MWP9 Climate Change Economics	The module "Climate Change Economics" emphasizes the development of greenhouse gas emissions and respective regulatory policies. It will discuss problems of international climate politics as well as national and international attemp to mitigate climate change, such as the European Emissions Trading System. Focus is placed on economic consequences of different emission reduction policies. Students will gain insight into economic forecasting models used for impact assessment. The course gives an introduction into climate modelling, covering simple partial models, Input-Output models as well as Computable General Equilibrium (CGE) Models.

VWL MWP10 Advanced Transport Economics	The knowledge that has been previously acquired within the bachelor-module Principles of Transport Economics is deepened in this module. In particular, theoretical and empirical knowledge is expanded and intensified. A detailed analysis of different transport carriers is made, in which the latest research results are taken into account. Moreover, further issues with regard to transport economics and policy are examined in detail. Beyond that, the aim is that students develop the ability to evaluate theoretical models for their applicability with respect to specific policy issues.
Organization	In this module, an in-depth analysis of static and dynamic oligopolies, product differentiation and price discrimination, cartels, mergers and strategic behavior in markets with market power of firms is provided. Thereby students improve their methodological skills for the analysis of markets where market power is an issue and of issues of competition policy. In addition, students develop the ability to evaluate theoretical models for their applicability with respect to specific policy measures.
Mergers & Acquisitions	Mergers & Acquisitions are a widespread phenomenon in the world's globalized economy. Merging and/or acquiring firms accelerate external corporate growth, facilitate foreign marke entries and help to gain knowledge and new technologies. Thus, managing both the M&A process and the subsequent post merger integration has become an important task in the field of strategic management. Besides M&A, enterprises create an increasing part of their output in co-operation with other enterprises. They are developing strategic alliances, joint ventures and 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 o 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 an- its including exercises pursue a comparative view on mergers & acquisitions and co-operation as alternative ways to achieve external corporate growth. Students should comprehend, that managing the boundaries of the firm is an integrative process, which cannot be restrained to acquisition activities.
VWL MWP13 Advanced Sports Economics	Advanced Sports Economics is focused on the theoretical and empirical analysis of sports markets with respect to competition, players' labor markets, as well as public interventions subsidies for sports facilities.
Company Law	Introduction to Trade and Company Law. The lecture in Trade Law is based on skills obtained earlier within the scope of the lecture in Civil Law. In detail, the lecture will deal with the term of the trader, the commercial register, the company law, types of representation, and other particularities of the trade law. In the field of Company Law I the lecture presents the German types of partnerships (GbR, OHG and KG). The lecture

	in Company Law II introduces the German types of incorporations (GmbH and AG) to the students. In Company Law I as well as in Company Law II, the main topics and learning objectives are types of representation and different kinds of liabilities.
VWL MWP15 Internatinoal Public Economics	In this course students will discuss scientific papers in publ economics. The main focus is on the methodology of recent research in this field. This includes mathematical models ar estimation procedures. The course aims at research- orientated master students and graduate students.
VWL MWP16 Fiscal Policy	This course will cover three main subjects: (1) Financial equalisation between the states (horizontal equilisation) as well as between the federal government and the states, (2) financial equilisation at local level in North Rhine-Westphali (3) public debt and derivatives.
VWL MWP17 Applied Microeconometrics	The most common methods of modern microeconometrics a going to be discussed and used in software packages.
VWL MWP18 Time Series Analysis	This module introduces the basic methodological devices required for understanding the time series analysis approaches used in empirical economics.
VWL MWP19 Financial Econometrics	Topics: Asset-price dynamics and volatility, asset prices and returns, stochastic processes, testing efficient-market hypotheses, volatility processes, GARCH-processes, models with stochastic volatility, present-value models and rational bubbles, Capital Asset-Pricing model. Educational objective The primary goal consists in the problem-oriented use of econometric techniques for empirically analyzing a plethora of phenomena in international financial markets. In the classes the students learn to use appropriate statistical software packages. By analyzing real-world data sets, students learn how to handle frequently encountered pitfall typically emerging in applied econometric work, apart from theoretical modelling. By analyzing real-world data sets, the students learn how to handle frequently encountered pitfall typically emerging in applied econometric work.
VWL MWP20 Practical Course in Economic Research	This module aims to teach scientific empirical work. Contextual emphases are getting to know different sources of data, collecting and editing data and introducing usual statistic software. The students are able to relate to the content of the module as they are working with the software simultaneously to the lecture. They will be tested in an exam As part of this module, students will be conducting an independent empirical study which will be presented in a seminar paper. Therefore, the scientific evaluation of the relevant literature and its documentation are required as we as the compilation and analysis of appropriate data.
VWL MWP21 Advanced Macroeconomics (PhD-Level)	The module is part of the structured PhD program at MSBE. PhD students not enrolled in the program and VWL Master students are allowed to attend classes as well, and can obtain an a)-certificate or 6 CP, respectively. The course offe

	a discussion of themes and methods of modern macroeconomic theory. Central topics are macroeconomic dynamics with emphasis on solution methods for optimization problems; VAR modeling, identification and estimation techniques; and theory and empirics on DSGE models.
VWL MWP22 Business Ethics and Normative Economics	The module offers an introduction into the foundations of economic ethics, covering the ethics of economic institutions like the market, competition, or money, as well as particular ethical requirements that can be ascribed to economic agent such as consumers or corporations. One of the main aims is to understand, why the particular sphere of the economy raises specific ethical challenges.
VWL MWP23 Selected Issues in Economics I	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics o other fields.
VWL MWP24 Selected Issues in Economics II	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics o other fields.
VWL MWP25 Selected Issues in Economics III	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics o other fields.
VWL MWP26 Selected Issues in Economics IV	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics o other fields.
VWL MWP27 Current Issues in Economics	This module provides the opportunity working on selected economic theories and problems which are out of the standard syllabus. For instance topics can be related to current economic-political topics or a theoretical topic or publication or from the field of econometrics and statistics o other fields.
VWL MWP28 Specialization in Economics 1	The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource
	economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.
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VWL MWP29 Specialization in Economics 2	The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application- related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.
VWL MWP30 Specialization in Economics 3	The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application- related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.
VWL MWP31 Specialization in Economics 4	The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application- related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.
VWL MWP32 Specialization in Economics 5	The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are

		examined depending on the topic theoretically or application- related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.				
	VWL MWP33 Specialization in Economics 6	The Economic Chairs offer an adequate number of seminars each semester. Seminars serve the in-depth discussion of selected questions and problems of economics, which are examined depending on the topic theoretically or application- related with the help of current literature and the learned methodological spectrum. The following topics are covered regularly: - Dynamic macroeconomics - Energy and resource economics - Public finance - Industrial economics - Money theory and politics - Econometrics and statistics - Business cooperation - Transport economics - Quantitative economic history - Economic policy The students can choose freely from the offer and, by suitable combination with other modules, either built a specialized focus profile or complete a variety of topics.				
	VWL MWP35 Econometrics	Participants will learn the most common estimation methods used in econometrics. They will apply them to various models (regression models, time series, spatial data, qualitative dependent data, efficiency analysis, panel data,) in the exercises. Topics: Method of moments Maximum likelihood estimation Instrumental variables GMM Indirect inference Learning objectives: Understand and apply standard econometric estimation techniques in various contexts.				
5	Learning outcomes: Academic: Students get deepened knowledge in different areas of economics. They can choose a broad variety of couorses or spezialise. In the seminars they get competences in scientific writing and the presentation of scientific content.					
6	VWLMP2 / -VWLMP3 / -VWLMP4 / VWLMWP5 / -VWLMWP6 / -VWLM VWLMWP14 / -VWLMWP15 / -VWL VWLMWP20 / -VWLMWP21 / -VWL MWP27 / -VWLMWP28 / -VWLMW	within the modules: be absolved in the variants "VWLo1 - VWLo4 (-VWLMP1 / - -VWLMWP1 / -VWLMWP2 / -VWLMWP3 / -VWLMWP4 / - WP8 / -VWLMWP9 / -VWLMWP10 / -VWLMWP11 / -VWLMWP12 / - MWP16 / -VWLMWP17 / -VWLMWP18 / -VWLMWP19 / - _MWP22 / -VWLMWP23 / -VWLMWP24 / -VWLMWP26 / -VWL- P29 / -VWLMWP30 / -VWLMWP31 / -VWLMWP32 / -VWLMWP33 / LMWP44 / -VWLMWP45)" if this variant has not already been				

7	Examination: Examinations for every part of the module										
	No Number and Type: Connection to Course Duration										
	No	Number and Type; Connection to Course	Duration	Part of final mark in %							
	1	VWL MP1 Microeconomics: final written exam	60 min.	100 %							
	2	VWL MP2 Macroeconomics: final written exam	60 min.	100 %							
	3	VWL MP3 Empirical Methods: final written exam	90 min.	100 %							
	4	VWL MP4 Economics of Regulation: final written exam	90 min.	100 %							
	5	VWL MWP1 Economic Policy: final written exam	90 min.	100 %							
	6	VWL MWP2 Advanced Microeconomics I: final written exam	60 min.	100 %							
	7	VWL MWP3 Advanced Microeconomics II: final written exam	60 min.	100 %							
	8	VWL MWP4 Public Economics: final written exam	90 min.	100 %							
	9	VWL MWP5 Mathematical Methods: final written exam	60 min.	100 %							
	10	VWL MWP6 International Macroeconomics: assignments	3 x 6 - 10 pages	30 %							
	11	VWL MWP6: International Macroeconomics: written exam	90 min.	70 %							
	12	VWL MWP7 Applied Energy Economics: final written exam	60 min.	100 %							
	13	VWL MWP8 Environmental Economics: final written exam	60 min.	100 %							
8	14	VWL MWP9: Climate Change Economics: final written exam	60 min.	100 %							
0	15	VWL MWP10 Advanced Transport Economics: final written exam	90 min.	100 %							
	16	VWL MWP11 Industrial Organization: final written exam	90 min.	100 %							
	17	VWL MWP12 Business Coopeation: Mergers & Acquisitions	15 pages and 90 min.	100 %							
	18	VWL MWP13 Advanced Sports Economics: final written exam or presentation and discussion of a literature article in sports economics as an alternative to the written exam	90 min.	100 %							
	19	VWL MWP14 Trade and Company Law: 2 written exams	60 min. each	50 %							
	20	VWL MWP15 International Public Economics: 8 home assignments	8 x approx. 3 öages	100 %							
	21	VWL MWP16 Fiscal Policy: final written exam	60 min.	100 %							
	22	VWL MWP17 Applied Microeconometrics: final written exam	90 min.	100 %							
	23	VWL MWP18 Time Series Analysis: final written exam	90 min.	100 %							
	24	VWL MWP19 Financial Econometrics: final written exam	90 min.	100 %							
	25	VWL MWP31 Practical Course in Economic Research: academic paper	15 pages	70 %							
	26	VWL MWP31 Practical Course in Economic Research: presentation	30 min.	30 %							

27	VWL MWP21 Advanced Macroeconomics (PhD-level): assignments	2 X :	10 - 15 pages	66.7 %	
28	VWL MWP21 Advanced Macroeconomics (PhD-level): written exam	60 I	nin.	33.3 %	
29	VWL MWP22 Business Ethics and Normative Economics: 60 min. final written exam				
30	VWL MWP23 Selected Issues in Economics 1: final written exam	max min	к. of 120 ·	100 %	
31	VWL MWP24 Selected Issues in Economics 2: final written exam	max min	к. of 120 ·	100 %	
32	VWL MWP25 Selected Issues in Economics 3: final written exam	max min	к. of 120 ·	100 %	
33	VWL MWP26 Selected Issues in Economics 4: final written exam	max min	к. of 120 ·	100 %	
34	VWL MWP27 Current Issues ini Economics: assignment or presentation	pag	k. of 10 es or max. o min.	40 %	
35	VWL MWP27 Current Issues in Economics: written exam	max	. of 90 min.	60 %	
36	VWL MWP28: Specialization in Economics 1	pag	x. of 20 es and max. o min.	100 %	
37	VWL MWP29: Specialization in Economics 2	pag	c. of 20 es and max. o min.	100 %	
38	VWL MWP30: Specialization in Economics 3	pag	x. of 20 es and max. o min.	100 %	
39	VWL MWP31: Specialization in Economics 4	pag	k. of 20 es and max. o min.	100 %	
40	VWL MWP32: Specialization in Economics 5	pag	k. of 20 es and max. o min.	100 %	
41	VWL MWP33: Specialization in Economics 6	pag	x. of 20 es and max. o min.	100 %	
Stud	y Work:				
No	Number and Type; Connection to Course		Duration		
1	none				
The o	equisites for Credit Points: credit points will be granted after all relevant work and study v pleted.	vork	have been su	ccessfully	

	No 1 (on choice) and	1.00 CP
	No 2	1.00 CP
Presence (see part 3)	No 3 (on choice)	1.00 CP
	No 4 (on choice)	1.00 CP
	No 1 (depending on choice under presence)	4.00 CP
	No 2 (depending on choice under presence)	4.00 CP
	No 3 (depending on choice under presence)	4.00 CP
	No 4 (depending on choice under presence)	4.00 CP
	No 5 (depending on choice under presence)	4.00 CP
	No 6 (depending on choice under presence)	4.00 CP
	No 7 (depending on choice under presence)	4.00 CP
	No 8 (depending on choice under presence)	4.00 CP
	No 9 (depending on choice under presence)	4.00 CP
Relevant Work (see part 8)	No 10 (depending on choice under presence)	1.00 CP
	No 11	3.00 CP
	No 12 (depending on choice under presence)	4.00 CP
	No 13 (depending on choice under presence)	4.00 CP
	No 14 (depending on choice under presence)	4.00 CP
	No 15 (depending on choice under presence)	4.00 CP
	No 16 (depending on choice under presence)	4.00 CP
	No 17 (depending on choice under presence)	4.00 CP
	No 18 (depending on choice under presence)	
	No 19 (depending on choice under presence)	
	No 20 (depending on choice under presence)	4.00 CP
	No 21 (depending on choice under presence)	4.00 CP
	No 22 (depending on choice under presence)	4.00 CP
	No 23 (depending on choice under presence)	4.00 CP
	No 24 (depending on choice under presence)	4.00 CP
	No 25 (depending on choice under presence)	4.00 CP
	No 26 (depending on choice under presence)	3.50 CP
	No 27	1.50 CP

		No 29 (depending on c	hoice under presence)	4.00 CP					
		No 30 (depending on c	hoice under presence)	4.00 CP					
		No 31 (depending on cl	noice under presence)	4.00 CP					
		No 32 (depending on c	hoice under presence)	4.00 CP					
		No 33 (depending on c	1.50 CP						
		No 34		2.50 CP					
		No 35 (depending on c	noice under presence)	5.00 CP					
		No 36 (depending on c	hoice under presence)	5.00 CP					
		No 37 (depending on c	noice under presence)	5.00 CP					
		No 38 (depending on c	hoice under presence)	5.00 CP					
		No 39 (depending on c	hoice under presence)	5.00 CP					
		No 40 (depending on c	hoice under presence)	5.00 CP					
	Total			6 CP					
12	Weight of the module grade for the overall grade: 6/120 (5%)								
13	Module Prerequisites: For certain modules, e.g. Advanced Transport Economcis, the basic module of the Bachelor should have been absolved.								
14	Presence: Presence is strongly recomm	nended to warrant learnir	g success.						
	Mobility/Acknowledgement	:							
15	Use of the module Master Economics for other course programs								
16	Responsible Lecturer: Professor Dr. Johannes Beck	er	Department: School of Business and	Economics					
17	Professor Dr. Johannes Becker School of Business and Economics Misc.:								

Minor Business Research

6 CP 6 CP PhD1 PhD2 Advanced Regression Dynamic Capital Modelling Market Theory 6 CP 6 LP PhD3 PhD4 Research project part A A another Theory or (or another Theory or Methods course) Methods course)	PhD1 Advanced Regression Modelling PhD2 Dynamic Capital Market Theory 6 CP PhD3 Research project part A 6 LP PhD4 Research project part B	Minor Research			
PhD3 PhD4 Research project part Research project part A b (or another Theory or (or another Theory or	PhD3 PhD4 Research project part Research project part B (or another Theory or (or another Theory or	PhD1 Advanced Regression	PhD2 Dynamic Capital		
		PhD3 Research project part A (or another Theory or	PhD4 Research project part B (or another Theory or		

Minor Business Research Module 1

Мо	dule Ti	tle english:	Minor Business Resear	ch Module 1							
Cοι	urse Pro	ogram:	Master Business Admir	nistration							
1	Modu	ule No: PhD1	State: Compulsory	Language of Instru	uction: Eng	lish					
2	Turn: seme	each ester	Duration: 1 semester	Semester: 1 or 2	CP: 6	Workload (h): 180				
	Modu	ule Structure:	<u></u>								
	No	Туре	Course		State	Workload	(h)				
3						Presence (h + CH)	Self- Study (h)				
	1 Lecture / Seminar "Methods"- course from the doctoral program					ive 30 h (2 CH)	150				
5	or for a possible later doctorate. Course content: One course from the "Methods" section of the doctoral program must be chosen. The topics of the course depend on the chosen course from the doctoral program. An updated course overview of the doctoral program for the respective semester is found in the "Learnweb". Learning outcomes: Academic: The specific achieved competences depend on the chosen course from the doctoral program.										
-	Stud		cific knowledge, importa								
6			ble electives within the r lethods" section of the d		available.						
7	Exam	iination: Exami	nations for every part of	the module							
Relevant Work: No Number and Type; Connection to Course Duration Part of final mail						rt of final mark	in %				
	1	Depending on	chosen course:		100	0 %					
9	Stud	y Work: none									
10		Study Work: none Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully									

	CP Assignment:						
11	Presence (see part 3) No 1			1.00 CP			
	Relevant Work (see part 8)	No 1		5.00 CP			
	Total			6 CP			
12	Weight of the module grade for the overall grade: 6/120 (5%)						
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.						
14	Presence: Attendance is strongly recommended to warrant learning success.						
	Mobility/Acknowledgement:						
15	Use of the module for other cour	se programs	none		—		
16	Responsible Lecturer: Professor Dr. Martin Artz			Department: School of Business and Economics			
17	Misc.:						

Minor Business Research Module 2

Module Title english:				Minor Business Research Module 2											
Coι	Course Program: Master Business Administration														
1	Modu	ule No: PhD2	Sta	ate: Compulsory	Language of Instru	ction: Engli	ish								
2	Turn: seme	each ester	Du	ration: 1 semester	Semester: 1 or 2	CP: 6	Workload (1): 180							
	Modu	ule Structure:													
	No	Туре		Course		State	Workload	(h)							
3							Presence (h + CH)	Self- Study (h)							
	1 Lecture / Seminar Research-oriented course			ourse	Elective	30 h (2 CH)	150								
4	scientific methods and theories and to prepare students for a science-related professional activity or for a possible later doctorate. Course content: One course from the sections "Methods" or "Theory" from the doctoral program or a research- oriented master's course must be chosen. An overview for the respective semester can be found in the "Learnweb". The topics of the course depend on the chosen course from the doctoral program or the chosen research-oriented master's course.														
5	Learning outcomes: Academic: The specific achieved competences depend on the chosen course. Students obtain specific knowledge, important for a science-related professional activity or for a possible later doctorate.														
6	Modu	ules from the se	ctio	e lectives within the n ns "Methods" and "TI d master's courses ac	heory" from the doct	oral progra	m are availa	ole as							
7	Exam	ination: Exami	nati	ons for every part of t	he module			Examination: Examinations for every part of the module							
8	Relevant Work: none														
	Study Work:														
	Stud		! 												
9	Stud No	y Work:	/pe;	Connection to Cours	e	Durat	tion								

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.					
	CP Assignment:					
11	Presence (see part 3)	No 1		1.00 CP		
	Relevant Work (see part 8)	No 1		5.00 CP		
	Total			6 CP		
12	Weight of the module grade for the overall grade: 6/120 (5%)					
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.					
14	Presence: Attendance is strongly recommended to warrant learning success.					
	Mobility/Acknowledgement:					
15	Use of the module for other course programs none					
16	Responsible Lecturer: Professor Dr. Martin Artz			Department: School of Business and Economics		
17	Misc.:					

Minor Business Research Module 3 - 4

Mod	Module Title english: Minor Business Research Module 3 - 4								
Cou	rse Pro	ogram:	Master Business Admir	istratio	on				
1	Modu	l e No: PhD3/4	State: Elective	Langu	lage of Instr	uction: Er	nglish		
2	Turn: seme		Duration: 2 semesters	Seme	ster: 2	CP: 12	Workload ((h): 360	
	Modu	le Structure:							
	No	Туре	Course			State	Workload (h	1)	
3							Presence (h + CH)	Self- Study (h)	
	1	Project Seminar	Applied research project part A			Elective	30 h (2 CH)	150	
	2	Project Seminar	Applied research proje	ct part	В	Elective	30 h (2 CH)	150	
4	 The Minor Business Research serves to equip students with knowledge of state-of-the-a scientific methods and theories and to prepare students for a science-related professio or for a possible later doctorate. Course content: Students independently complete an individual research project which can, for instance of a larger project at a department chair or part of a research-oriented activity with a part organization. The research project is worth 12 CP. Alternatively, two additional courses Business Research Modules 3a and 4a) from the sections "Methods" or "Theory" of the program may be completed. 						ed profession n, for instance ity with a part anal courses (I	nal activity , be part :ner Minor	
5	Learning outcomes: Academic: Students gain specific experience in research, important for a science-related professional activity or a possible later doctorate.								
6	Description of possible electives within the modules: Modules from the sections "Methods" and "Theory" from the doctoral program are available if the research project is not selected.								
7	Exam	ination: Examina	tions for every part of th	ne mod	ule				
	Relev	ant Work:			1	i			
8	No		e; Connection to Course		Duration		art of final ma	rk in %	
	1	Research project	, interim and final repor	t	max. of 30	pages 10	00 %		
9		/ Work:							
7	No	Number and Typ	e; Connection to Course	•		Du	ration		

	[
	1 According to the teacher									
10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.									
	CP Assignment:									
	Presence (see part 3)	No 1		1.00 CP						
	Flesence (see part 3)	No 2		1.00 CP						
11	Relevant Work (see part 8)	No 1		10.00 CP						
	Study Work (see part 9)	No 1		-						
	Total			12 CP						
12	Weight of the module grade for the overall grade: 6/120 (5%)									
13	Module Prerequisites: Prerequisites depend on the chos field, strong interest in research.	en course. Recomr	nended: Good	d knowledge in the respective						
14	Presence: Attendance is strongly recommended to warrant learning success.									
	Mobility/Acknowledgement:									
15	Use of the module for other course programs none									
16	Responsible Lecturer: Professor Dr. Martin Artz			Department: School of Business and Economics						
17	Misc.:									

Minor Business Research Module 3a

Mod	lule Ti	tle english:	Minor Business Research Module 3a							
Cou	rse Pro	ogram:	Master Business Administration							
1	Modu	ıle No: PhD3a	State: Elective Language of Instruction: English							
2	Turn: seme	each ester	Duration: 1 semester	Semester: 1 or 2			: 6 Workload (h): 180		: 180	
	Modu	le Structure:]						
	No	Туре	Course					Workload	Workload (h)	
3								Presence (h + CH)	Self- Study (h)	
	1	Lecture / Seminar	"Methods"- or "Theor doctoral program	y"- cours	e from the		Electiv	re 30 h (2 CH)	150	
4	The A scien or for Cours One o The t	Ainor Business R tific methods an a possible later se content: course from the s opics of the cour	e/integration into curr esearch serves to equi d theories and to prepa doctorate. sections "Methods" or ' se depend on the chos e doctoral program for	p studen are stude 'Theory" en cours	nts for a scie from the doc e from the do	ence-r toral	related program al progr	professional m must be ch ram. An upda	iosen. ted	
5	Learning outcomes: Academic: The specific achieved competences depend on the chosen course from the doctoral program. Students obtain specific knowledge, important for a science-related professional activity or for a possible later doctorate.									
6	Description of possible electives within the modules: Modules from the sections "Methods" and "Theory" from the doctoral program are available.							e.		
7	Examination: Examinations for every part of the module									
8	Relevant Work: No Number and Type; Connection to Course Duration 1 Depending on chosen course:						Part	of final mark %	in %	
9	Study Work: No Number and Type; Connection to Course 1 According to the teacher									

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP Assignment:							
	Presence (see part 3)	No 1		1.00 CP				
11	Relevant Work (see part 8)	No 1		5.00 CP				
	Study Work (see part 9)	No 1		-				
	Total			6 CP				
12	Weight of the module grade for the overall grade: 6/120 (5%)							
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.							
14	Presence: Attendance is strongly recomm	ended to warrant	learniı	ng success.				
	Mobility/Acknowledgement: Use of the module for other course programs							
15								
16	Responsible Lecturer: Professor Dr. Martin Artz			Department: School of Business and Economics				
17	Misc.:							

Minor Business Research Module 4a

Мо	dule Ti	tle english:	Minor Business Research Module 4a								
Cοι	ırse Pr	ogram:	Master Business Administration								
1	Mod	ule No: PhD4a	State: Elective Language of Instruction: Englis								
2	Turn seme	each ester	Duration: 1 semester	Semester: 1 or 2		СР: е	5 N	/orkload (h): 180			
	Mod	ule Structure:									
	No Type		Course			9	State	Workload	(h)		
3								Presence (h + CH)	Self- Study (h)		
	1	Lecture / Seminar	"Methods"- or "Theor doctoral program	y"- cours	e from the	E	Elective	e 30 h (2 CH)	150		
4	Purpose of the module/integration into curriculum: The Minor Business Research serves to equip students with knowledge of state-of-the-art scientific methods and theories and to prepare students for a science-related professional activit or for a possible later doctorate. Course content: One course from the sections "Methods" or "Theory" from the doctoral program must be chosen. The topics of the course depend on the chosen course from the doctoral program. An updated course overview of the doctoral program for the respective semester is found in the "Learnweb".							nosen. Ited			
5	Learning outcomes: Academic: The specific achieved competences depend on the chosen course from the doctoral program. Students obtain specific knowledge, important for a science-related professional activity or for a possible later doctorate.										
6	Description of possible electives within the modules: Modules from the sections "Methods" and "Theory" from the doctoral program are available.							.e.			
7	Exan	nination: Examin	ations for every part of	the mod	ule						
8	Relevant Work: No Number and Type; Connection to Course Duration							of final mark	in %		
	1	Depending on c	nosen course:				100 %	o 			
		y Work:	Compation to Course								
9	No Number and Type; Connection to Course 1 According to the teacher						Duration				
			e teacher								

10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.							
	CP Assignment:							
	Presence (see part 3)	No 1		1.00 CP				
11	Relevant Work (see part 8)	No 1		5.00 CP				
	Study Work (see part 9)	No 1		-				
	Total			6 CP				
12	Weight of the module grade for the overall grade: 6/120 (5%)							
13	Module Prerequisites: Prerequisites depend on the chosen course. Recommended: Good knowledge in the respective field, strong interest in research.							
14	Presence: Attendance is strongly recomme	Presence: Attendance is strongly recommended to warrant learning success.						
	Mobility/Acknowledgement:							
15	Use of the module for other course programs none							
16	Responsible Lecturer: Professor Dr. Martin Artz		Department: School of Business and Economics					
17	Misc.:							

Master's Thesis

MO	dule Ti	tle english:	Master's Thesis	Master's Thesis							
Co	urse Pro	ogram:	Master Business Ad	Master Business Administration							
1	Mod BWL	ule No: MA	State: Compulsory	Langua	ge of Inst	ruction: Ger	erman or English				
2	Turn: seme	each ester	Duration: 1 semest	er Semest	er: 4	CP: 30	Workload (h): 900				
	Mod	ule Structur	e:								
	No Type C		Course			State	Workload (h)				
3						Presence (h + CH)	Self- Study (h)				
	1	Lecture	Preparation course ar	id thesis		Compulsory	30 h (2 CH)	870			
4	Cour The p prepa	aration and erning scier	of the thesis is accompa the connecting challeng tific research technique	es, students s. The prepa	learn abo ration of t	out the most he thesis in	t important th cludes resear	ings ching and			
4	Cour The p prepa conc form deve meth Learn Acad Stud basis	se content: preparation aration and erning scier ulating the o lopment of ods and teo hing outcon emic: ents are abl	the connecting challeng ntific research technique current state of research scientifically based state chniques is concluded by nes: e to deal with and solve ded knowledge and the f	es, students s. The prepa the formula ements. The v a science-b a specific pr echniques a	learn abo ration of th handling pased jud	out the most the thesis in e research q of the proble gement. their major i	: important th cludes resear uestion and t em through ad	ings ching and he dequate ne on the			
	Cour: The p prepa- conc form deve meth Learn Acad Stud basis prod	se content: preparation aration and erning scier ulating the o lopment of ods and teo hing outcom emic: ents are abl s of deepen uce a scient ription of po	the connecting challeng ntific research technique current state of research scientifically based state chniques is concluded by nes: e to deal with and solve	es, students s. The prepa the formula ements. The v a science-b a specific pr echniques a v.	learn abo ration of th handling based jud roblem in ind metho	out the most the thesis in e research q of the proble gement. their major i	: important th cludes resear uestion and t em through ad	ings ching and he dequate ne on the			
5	Cour: The p prepa- conc form deve meth Acad Stud basis prod	se content: preparation aration and erning scier ulating the e lopment of ods and teo ning outcom emic: ents are abl s of deepen- uce a scient ription of po	the connecting challeng ntific research technique current state of research scientifically based state chniques is concluded by nes: e to deal with and solve ded knowledge and the to ific paper independently	es, students s. The prepa the formula ements. The v a science-b a specific pr echniques a v.	learn abo ration of th handling based jud roblem in ind metho	out the most the thesis in e research q of the proble gement. their major i	: important th cludes resear uestion and t em through ad	ings ching and he dequate ne on the			
5	Cour: The p prepa- conc form deve meth Learn Acad Stud basis prod Desc none	se content: preparation aration and erning scier ulating the e lopment of ods and teo ning outcon emic: ents are abl s of deepen- uce a scient ription of pre- nination: Fit	the connecting challeng ntific research technique current state of research scientifically based state chniques is concluded by nes: e to deal with and solve ded knowledge and the f ific paper independently ossible electives within	es, students s. The prepa the formula ements. The v a science-b a specific pr echniques a v. the modules	learn abo ration of th handling based jud roblem in ind metho	but the most the thesis in e research q of the proble gement. their major i od of their pr	: important th cludes resear uestion and t em through ad	ings ching and he dequate ne on the dents can			
5 6 7	Cour: The p prep: conc form deve meth Learn Acad Stud basis prod Desc none Exam	se content: preparation aration and erning scier ulating the e lopment of ods and teo ning outcon emic: ents are abl s of deepen- uce a scient ription of pre- nination: Fit	the connecting challeng ntific research technique current state of research scientifically based state chniques is concluded by nes: e to deal with and solve ded knowledge and the t ific paper independently possible electives within nal Module Exam	es, students s. The prepa the formula ements. The v a science-b a specific pr echniques a v. the modules	ration of th handling based judg roblem in and metho	but the most the thesis in e research q of the proble gement. their major i od of their pr	: important th cludes resear uestion and t em through ad in a limited tir ofession. Stu	ings ching and he dequate ne on the dents can			
5 6 7	Cour: The p prepa- conc form deve meth Acad Stud basis prod Desc none Exam 1	se content: preparation aration and erning scier ulating the e lopment of ods and teo ning outcom emic: ents are abl s of deepen- uce a scient ription of pr innation: Fin vant Work: Number ar Master's th	the connecting challeng ntific research technique current state of research scientifically based state chniques is concluded by nes: e to deal with and solve ded knowledge and the t ific paper independently possible electives within nal Module Exam	es, students s. The prepa the formula ments. The / a science-t a specific pr echniques a /. the modules	beam about the first of the fir	the in major i but the most research q of the proble gement. their major i bd of their pr bages 10	: important th cludes resear juestion and t em through ad in a limited tir rofession. Stu	ings ching and he dequate ne on the dents can			

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10	Prerequisites for Credit Points: The credit points will be granted after all relevant work and study work have been successfully completed.						
	CP Assignment:						
11	Presence (see part 3)	No 1		2.00 CP			
	Relevant Work (see part 8)	No 1		28.00 CP			
	Total			30 CP			
12	Weight of the module grade for the overall grade: 30/120 (25%)						
13	Module Prerequisites: The student should have 60 CP	when beginning t	o wr	ite the thesis.			
14	Presence: Presence is strongly recommen	ded to warrant lea	ırnin	g success.			
	Mobility/Acknowledgement:						
15	Use of the module for other course programs none						
16	Responsible Lecturer: Department: Prof. Dr. Hans-Jürgen Kirsch School of Business and Economics						
17	Misc.:						
L							