

# **Catalogue of Modules**

## **M. Sc. Business Administration**

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## **Impressum**

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Sem.	Modules						Σ Modules ECTS-Credits	
	required modules			Specialization (elective modules)				
1	International Management and Marketing	International Financial Reporting (IFRS)	Quantitative Tools - Applied Econometrics	Elective Module Dept. A 1x	Elective Module Dept. B 1x	Elective Module Dept. C 1x	30	Profiling Germany for guest students from abroad
2	International B2B Marketing	International Law	General International Framework	Elective Module Dept. A 1x	Elective Module Dept. B 1x	Elective Module Dept. C 1x	30	
3 (Alternative 1)	Abroad						30	
3 (Alternative 2)	BWL-Project (10 CP)		3x Elective Modules Dept. A, B, C which are not visited before (1.Sem) (3 x 5 CP)			Business Informatics for Business Management Master or other THB Master's course	30	
4	Integrative Project			Master's Seminar			30	
	Master's Thesis and Kolloquium						30	

Sem.	Specialization (elective modules) BWL (M.Sc.)		
1 (WS)	<b>Elective Module Dept.A</b>	<b>Elective Module Dept. B</b>	<b>Elective Module Dept. C</b>
	<b>1x</b>	<b>1x</b>	<b>1x</b>
	<b>International Controlling and Accounting in Business Combinations</b>	<b>Marketbased Management (SME) and Informationmanagement</b>	<b>Essentials of Innovation and Technology Management</b>
	<b>International Corporate Governance and Management Control</b>	<b>Finance and Policy</b>	<b>Advanced Topics in Human Resources Management</b>
	<b>Supply Chain Management</b>	<b>Railway Management</b>	<b>Economics of Global Strategic Behaviour</b>
2 (SS)	<b>Elective Module Dept.A</b>	<b>Elective Module Dept. B</b>	<b>Elective Module Dept. C</b>
	<b>1x</b>	<b>1x</b>	<b>1x</b>
	<b>International Controlling in Business Combinations and International Reporting</b>	<b>Resourcebased Management (SME) &amp; E-Business</b>	<b>International Innovation and Technology Management</b>
	<b>International Corporate Governance and Management Control</b>	<b>Special Topics in Finance</b>	<b>Intercultural Team Management</b>
	<b>Value Added Management</b>	<b>Special Topics in Logistics</b>	<b>Quantitative Tools- International Business Forecasting</b>

Brief module label:	International Management
Module description:	<b>International Management and Marketing</b>
Division in teaching sessions, if applicable:	
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, required module
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Dr. Peter Wetzel
Private lecturer:	Dr. Peter Wetzel
Language of instruction:	English
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	150 hours: 50 contact hours, 50 hours of self-study, 50 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<p>Students should obtain a deep understanding of theories and concepts of internationalisation and their practical applying. This Master-course should enable students to analyse relevant determinants in order to evaluate international decisions in consideration of quantitative and qualitative methods and techniques. They are particularly able</p> <ul style="list-style-type: none"> <li>• to apply quantitative and qualitative methods and techniques of international market research;</li> <li>• to differentiate essential options of an international market engagement;</li> <li>• to apply quantitative and qualitative methods of evaluation and selection of international markets;</li> <li>• to use the international marketing mix for going international or being international.</li> </ul>
Contents:	<ul style="list-style-type: none"> <li>• International management and marketing: Definitions, challenges and changes in the global market environment</li> <li>• Determinants of international management and marketing</li> <li>• Strategic dimensions of international organisations</li> <li>• International market research (quantitative and qualitative research techniques, research design, scale development, measurement equivalence and reliability, multi-country data</li> </ul>

	<p>analysis)</p> <ul style="list-style-type: none"> <li>• Options of international market engagements</li> <li>• Quantitative and qualitative methods of evaluation and selection of international markets</li> <li>• International marketing management</li> <li>• Cases in international marketing</li> </ul>
Teaching and learning methods:	Lectures and exercises (case studies); active participation of the students in discussions, working groups and in presenting their results
Literature:	<p>Birn, R.J.: The Handbook of International Market Research Techniques, London 2002</p> <p>Cateora, P.R.; Graham, J.L.: International Marketing, 13<sup>th</sup> ed., New York 2006</p> <p>Craig, C.S.; Douglas, S.P.: International Marketing Research, 3<sup>rd</sup> ed., New York 2005</p> <p>Czinkota, M.R.; Ronkainen, I.A.: International Marketing, 8<sup>th</sup> ed., Mason, Ohio 2006</p> <p>Johansson, J.K.: Global Marketing. Foreign Entry, Local Marketing, and Global Management, 4<sup>th</sup> ed., New York 2006</p> <p>McDaniel, C.; Gates, R.: Marketing Research, w. CD-ROM. With SPSS 11.0 for Windows on CD, 7<sup>th</sup> ed., New York 2006</p> <p>Morrison, A.; Rosenzweig, P.: International Management. Text and cases, 5<sup>th</sup> ed., New York 2003</p> <p>Müller, S.; Gelbrich, K.: Intercultural Marketing, Munich 2004</p> <p>Shenkar, O.; Luo, Y.: International Business, Hoboken 2004</p> <p>Zentes, J.; Swoboda, B.; Schramm-Klein, H. (Publ.): International Marketing, Munich 2006</p>
Additional information:	Guest lecturer with experiences in international management

Brief module label:	IFRS
Module description:	<b>International Financial Reporting (IFRS)</b>
Division in teaching sessions, if applicable:	//
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, required module
Usability of the module:	The module is a prerequisite for the next higher modules.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. rer. pol. Joachim Tanski
Private lecturer:	Prof. Dr. rer. pol. Joachim Tanski
Language of instruction:	German
Prerequisites:	Sound knowledge of German financial accounting system, e.g. min. from Tanski, J.S., Jahresabschluss in der Praxis, Freiburg [Annual Statement of Accounts] (Haufe) 2nd ed. 2012.
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload: approx. 50 contact hours, approx. 40 hours of preparation and follow-up, 7.5 working days = 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination or home assignment
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<ul style="list-style-type: none"> <li>• The students understand and master the important techniques and methods of main standards for independent accounting and evaluation as well as for assessing data submitted to them.</li> <li>• They are able to apply the techniques, methods and evaluation models practically, where they are aware of taking the differences in the interpretation of various countries into consideration.</li> </ul>
Contents:	<ul style="list-style-type: none"> <li>• Basic concept and standards of the International Financial Reporting Standards (IFRS)</li> <li>• Individual questions, especially <ul style="list-style-type: none"> <li>- international financial accounting at the European level while integrating the effects of the convergence process with the US-GAAP, incl. weighing the advantages and disadvantages</li> <li>- Overall study of the International Financial Reporting Standards (IFRS) and the underlying financial accounting philosophy</li> </ul> </li> </ul>



	<ul style="list-style-type: none"> <li>- Main standards incl. The basic concept for accounting and evaluation</li> <li>- Evaluation of inventories, assets and their depreciation, formation and resolution of revaluation reserves, accruals, Cash-flow accounting</li> <li>- Analysis of various evaluation models and the Value Forecasting</li> <li>- Demonstration of method changes</li> <li>- Individual evaluation in the IFRS financial statement</li> <li>- Techniques of Fair Value Accounting including mathematical value finding models and the assessment of significance of these models</li> <li>- Individual financial statement and corporate financial statement</li> <li>- Further development and use of the IFRS at the national, European and international level.</li> <li>• Balancing policy in the IFRS, causes – effects – disclosure (by using qualitative and quantitative methods)</li> </ul>
Teaching and learning methods:	Lecture with accompanying exercises, analysis of published Annual Statement of Accounts
Literature:	<p>Grünberger, David: IFRS 2012, Herne/Berlin (NWB) 10th ed. 2012</p> <p>Pellens, Bernhard: Internationale Rechnungslegung [International Financial Accounting System], Stuttgart (Schäffer-Poeschel) 8th ed. 2011</p> <p>Heuser / Theile: IAS/IFRS Handbuch [Manual], 4th ed., Cologne 2009</p> <p>Lüdenbach, N.: IAS/IFRS – Der Ratgeber zur erfolgreichen Umstellung [The Advisor to Successful Changeover], Freiburg, 6th ed. 2010</p> <p>Tanski, J. S.: Internationale Rechnungslegungsstandards. IAS/IFRS Schritt für Schritt [International Financial Accounting Standards, IAS/IFRS Step-by-Step], Munich, 3rd ed. 2010</p> <p>Tanski, J. S.: Sachanlagen nach IFRS [Material Assets], Munich 2005</p> <p>Tanski, J. S.: Bilanzpolitik und Bilanzanalyse nach IFRS [Balancing Policy and Balancing Analysis] according to IFRS, Munich 2006</p>
Additional information:	Guest lecturers from various companies or auditing firms, excursion to annual conference of European Accounting Association

Brief module label:	Applied Econometrics
Module description:	<b>Quantitative Tools – Applied Econometrics</b>
Division in teaching sessions, if applicable:	
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, required module
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. rer. oec. Michael Stobernack
Private lecturer:	Prof. Dr. rer. oec. Michael Stobernack
Language of instruction:	German
Prerequisites:	Linear Regression and Applied Econometrics in practice
ECTS-Credits:	5
Total workload and its composition:	150 hours, foundation: 50 hours (16 weeks) of attendance (lectures, PC-supported processing of application cases, 100 hours of self-study
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<p>The students will acquire thorough understanding of the strategic value of data and econometrics in order to solve economic problems.</p> <p>They have suitable tools to handle data adequately and to respond to data meaningfully so as to create an improved basis for decisions.</p> <p>In the course the basics of logistic regression and Cox regression are taught, so that the students are able to test and evaluate theories and hypotheses that postulate a non-linear context between different variables, empirically for their validity. The processing primarily demonstrates the adequate use of the relevant econometric methods and suitable interpretation of the results obtained from them.</p>
Contents:	<p>Binomial Logit model (33%)</p> <ul style="list-style-type: none"> <li>• Significance testing of the coefficients</li> <li>• Coefficients of determination</li> <li>• LR test</li> <li>• Multi-collinearity</li> <li>• Outliers in the data</li> </ul> <p>Multinomial Logit model (33%)</p>

	<ul style="list-style-type: none"> <li>• Significance test of the coefficients</li> <li>• Coefficients of determination</li> <li>• LR test</li> </ul> <p>Rate models (33%)</p> <ul style="list-style-type: none"> <li>• Mortality table</li> <li>• Kaplan-Meier estimates</li> <li>• Cox regression</li> </ul>
Teaching and learning methods:	Seminar teaching, processing of application examples using statistical software, preparation by students through self-study
Literature:	<p>Baum, C.; Introduction to Stata, 2011, College Station</p> <p>Blossfeld, H.-P./Golsch, K./Rohwer, G.: Event History Analysis with Stata, 2007, Philadelphia</p> <p>Gujarati, D.N.: Essentials of Econometrics, Boston 2006</p> <p>Hosmer, D.W./Lemeshow, S./May, S.: Applied Survival Analysis, Regression Modelling of Time-to-Event Data, 2<sup>nd</sup> ed. 2008, New York</p> <p>Hosmer, D.W./Lemeshow, S.: Applied Logistic Regression, 2000, New York</p> <p>Kleinbaum, D. G./Klein, M.: Survival Analysis: a self-learning text. 3<sup>rd</sup> ed. 2010, München</p> <p>Long, J. S./Freese, J.: Regression Models for Categorical Dependent Variables Using Stata, College Station 2006</p> <p>Menard, S.W.; Logistic Regression, 2010, Los Angeles</p> <p>Stock, J.H./Watson, M.W.; Introduction to Econometrics, 3<sup>rd</sup> ed. 2011, Boston</p> <p>Wooldridge, J.M.; Econometric Analysis of Cross Section and Panel Data, 2<sup>nd</sup> ed. 2010, Cambridge</p> <p>Vittinghoff, E.; Regression Methods in Biostatistics: Linear, Logistic, Survival and Repeated Measures Models, 2011, New York</p>
Additional information:	Intensive work on the computer

Brief module label:	Profiling Germany
Module description:	<b>Profiling Germany</b>
Division in teaching sessions, if applicable:	//
Duration of module:	One semester, during the Winter Semester
Classification in the curriculum:	BWL MA, Additional module for foreign students
Usability of the module:	The module can also be employed in other (Bachelor's/Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Dipl.-Betriebswirtin (FH) Nina Maria Krech (Qualified MBA)
Private lecturer:	Dipl.-Betriebswirtin (FH) Nina Maria Krech (Qualified MBA)
Language of instruction:	English, and partly German
Prerequisites:	Basic knowledge about Germany
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload: approx. 50 hours of attendance approx. 40 hours of preparation and follow-up, approx. 60 hours of project work
Form of teaching/semester hours per week:	4 semester hours per week/Project/Lecture
Study and examination achievements:	Home assignment and presentation
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students are expected to recall the basic cultural and economic conditions in Germany. During the project work they should discover the specific differences in their countries and analyse the economic facts during the lecture.
Contents:	<ul style="list-style-type: none"> <li>- History and culture of Germany</li> <li>- Political and social structures</li> <li>- Economic structures</li> <li>- Germany in the EU</li> </ul>
Teaching and learning methods:	Lecture and project work
Literature:	<ul style="list-style-type: none"> <li>- Facts about Germany (German Federal Office)</li> <li>- DAAD Destination Germany</li> <li>- Other current information pamphlets will be distributed during the lecture.</li> </ul>
Additional information:	Excursions to historically relevant places and museums

Brief module label:	Intern. B2B-Marketing
Module description:	<b>International Marketing (Business-to-Business-Marketing)</b>
Division in teaching sessions, if applicable:	
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, required module
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Uwe Höft
Private lecturer:	Prof. Dr. Uwe Höft
Language of instruction:	Normally English
Prerequisites:	Previous knowledge of the module "International Management and Marketing"
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload: approx. 50 contact hours, approx. 40 hours of preparation and follow-up, 7.5 working days = 60 hours of preparation for examination
Form of teaching/semester hours per week:	Lecture and business game seminar "Sell the robot" (total 4 semester hours per week)
Study and examination achievements:	Normally written examination of 90 min. duration (or alternatively any form of examinations prescribed in the regulations of studies and examinations)
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students are expected to familiarize themselves with the outline of fundamentals, theories and instruments of the B-to-B Marketing and apply them. Basic understanding of industrial and international markets and the relevant marketing instruments is a prerequisite for successful international market processing.
Contents:	<ul style="list-style-type: none"> <li>• Fundamentals and basic terminology of Business-to-Business Marketing</li> <li>• The buying pattern of organisations (analysis of industrial demand pattern)</li> <li>• Operative B-to-B Marketing (Marketing-Mix Instruments of international B-to-B Marketing) <ul style="list-style-type: none"> <li>○ Product policy</li> <li>○ Services policy</li> <li>○ Price and conditions policy</li> <li>○ Distribution policy/Distribution management</li> <li>○ Communications policy</li> </ul> </li> <li>• Management game seminar (compact seminar) "Sell the</li> </ul>

	robot"
Teaching and learning methods:	Lecture and seminar teaching; management game seminar (compact seminar);
Literature:	<p>Backhaus, Klaus: Industriegütermarketing [Industrial Goods Marketing], 7th ed. 2003</p> <p>Backhaus, Klaus / Voeth, Markus: Industriegütermarketing [Industrial Goods Marketing], 9th ed. 2010</p> <p>Godefroid, Peter / Pförtsch, Waldemar: Business-to-Business-Marketing, 4<sup>th</sup> ed. 2008</p> <p>Baaken, Thomas et al. (Publ.): Business-to-Business-Kommunikation [B2B Kommunikation], 2<sup>nd</sup> ed. 2012</p> <p>Hutt, Michael D./Speh., Thomas W.: Business Marketing Management: B2B, 10th ed. 2010</p>
Additional information:	Supplementing the course, there are an extensive script and as further learning aid a question catalogue; business game "Sell the robot";

Brief module label:	Int. Private & European Law
Module description:	<b>International Private &amp; European Law</b>
Division in teaching sessions, if applicable:	//
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, required module
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. jur. Michaela Schröter
Private lecturer:	Prof. Dr. jur. Michaela Schröter
Language of instruction:	German
Prerequisites:	Knowledge of Law concerning Commercial Business
ECTS-Credits:	5
Total workload and its composition:	150 hours = 50 hours of attendance and 100 hours of self-study
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Study assignments (30%), written examination (70%)
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students acquire knowledge of the German Business Law from the perspective of the intentions of the European Law and from the interrelationship between the place of jurisdiction and applicable law. They will be able to assess the legal facts appropriately.
Contents:	<p>Overview of the principles of the German, European and international private law as well as the international business law. The consider the influence of selected regulations of the European law on the national law with respect to</p> <ul style="list-style-type: none"> <li>• Interaction between IPR and international civil process law (10%)</li> <li>• Basic rules of the general and special part of the IPR (20%)</li> <li>• Main features of the UN CSIG (20%)</li> <li>• Sources of the Community Law (10%)</li> <li>• Legal acts (10%)</li> <li>• Relationship concerning the community related national law (20%)</li> <li>• Jurisdiction (10%)</li> </ul>
Teaching and learning methods:	<ul style="list-style-type: none"> <li>• Lectures</li> </ul>

	<ul style="list-style-type: none"> <li>• Analysis of current cases of verdicts in plenary session</li> <li>• Confrontation with European law related questions in the corporate practice</li> </ul>
Literature:	<p>Selected statutory regulations (current edition)</p> <p>Hakenberg: Europarecht [European Law], Vahlen, 2012</p> <p>Brödermann/Rosengarten: Internationales Privat- und Zivilverfahrensrecht [International Private and Civil Proceedings Law], Vahlen, 2012</p>
Additional information:	



Brief module label:	General Framework
Module description:	<b>General International Framework</b>
Division in teaching sessions, if applicable:	Seminar
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, required module
Usability of the module:	-
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. phil. Ulrich Brasche
Private lecturer:	Prof. Dr. phil. Ulrich Brasche
Language of instruction:	English
Prerequisites:	Basic economics
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload: approx. 50 contact hours, approx. 60 hours of self-study, approx. 40 hours of exam preparation
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written test (90 min.)
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<p>Students</p> <ul style="list-style-type: none"> <li>• Understand different concepts towards globalisation</li> <li>• Analyse the relevance of globalisation for international business</li> <li>• Analyse the role of regulation in market building</li> <li>• Assess the viability of different theories on the impact of internationalization on development, skills, location etc.</li> </ul>
Contents:	<p>1 Introduction to economic integration</p> <p>1.1 Nations, borders, distance</p> <p>1.2 International organisations</p> <p>1.3 Modes of economic integration</p> <p>2 Regulating markets</p> <p>2.1 Economic theory of regulation</p> <p>2.2 Regulatory capture: The example of financial markets</p> <p>3 Globalisation</p> <p>3.1 History and features of globalisation</p> <p>3.2 Globalisation of production</p> <p>3.3 Globalisation of services</p>
Teaching and learning methods:	Mix of lectures and group work; presentations by students; case studies; preparation by working through a reading list

Literature:	<p>Blinder, A. S. (2007). "How Many U.S. Jobs Might Be Offshorable?" CEPS Working Paper (142), pp. 1-12, 34-35</p> <p>Fortwengel, J. (2010), Upgrading through Integration? The Case of the Central Eastern European Automotive Industry, Transcience Journal 2 (1).</p> <p>Gereffi, G. (2006). "The new offshoring and global development of jobs." ILO Social Policy Lectures, pp. 1-16</p> <p>Godart, O., Görg, H. and Görlich, D. (2009). Back to Normal? The Future of Global Production Networks. The Crisis and Beyond. Klodt, H. and Lehment, H. Kiel, IfW Kiel: 119-126.</p> <p>Haar, K., C. Christine Pohl, et al. (2009). A captive commission - the role of the financial industry in shaping EU regulation, Alliance for Lobbying Transparency and Ethics Regulation (ALTER-EU)</p> <p>Head, J. W. (2005). The future of the global economic organizations: an evaluation of criticisms leveled at the IMF, the multilateral development banks, and the WTO. Ardsley, N.Y., pp. 16-30, 46-59</p> <p>Hirst, P. and G. Thompson (1996). Globalization in question: The international economy and the possibilities of governance. Cambridge, pp. 1-17</p> <p>Igan, D., P. Mishra, et al. (2009). "A Fistful of Dollars: Lobbying and the Financial Crisis." IMF Working Paper (287) , pp. 4-8, 26-27</p> <p>Jovanovic, M. (2011). Globalisation: an anatomy. International handbook on the economics of integration, Vol. I: General issues and regional groups. M. Jovanovic. Cheltenham, Northampton, Edward Elgar: 239-276.</p> <p>Levy, F. and K.-H. Yu (2007). "Offshoring Radiology Services to India." Industry Studies Association Working Papers(33)</p> <p>Lloyd, P. E. (2010). "Global economic integration." Pacific Economic Review 15(1): 71–86</p> <p>Nugent, N. (2010). The Government and Politics of the European Union. Basingstoke, pp. 419-430</p> <p>Pelkmans, J. (2006). European integration - Methods and economic analysis. Harlow et al., pp. 2-13, 53-62</p> <p>Pilbeam, K. (2010), Finance and Financial Markets. Houndsmill, Basingstoke, Chapter 18, pp. 459-465</p> <p>Ricketts, M. (2008). Economic regulation: principles, history and methods. International handbook on economic regulation. M. A. Crew and D. Parker. Cheltenham, pp. 34-62</p> <p>Ritzer, G. (2009), Globalization: A Basic Text, Chichester, ch. 8</p> <p>Ritzer, G. (2011), Globalization: The Essentials, Chichester, ch. 3</p> <p>Sturgeon, T. J., J. v. Biesebroeck, et al. (2008). "Value Chains, Networks, and Clusters: Reframing the Global Automotive Industry." ITEC Working Paper Series (08-02), pp. 7-27</p> <p>Most recent papers from EU and research institutes on the development and impact of EU regulation in the resp. fields</p>
Additional information:	Student and learner centred approach

Brief module label:	SA:Int Controlling
Module description:	<b>International Controlling and Group Accounting</b>
Division in teaching sessions, if applicable:	Lecture, exercise
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, elective module Dept. A
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. rer. oec. Hubertus Sievers
Private lecturer:	Prof. Dr. rer. oec. Hubertus Sievers
Language of instruction:	German
Prerequisites:	Basic knowledge of Controlling practices
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload: approx. 50 hours of attendance approx. 40 hours of preparation and follow-up, approx. 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students are able to understand and analyse complex basic conditions and, on the basis of this, to design a group accounting system for globally operating companies.
Contents:	<p>Basics of group accounting</p> <p>2. Consolidation principles</p> <ul style="list-style-type: none"> <li>• Tasks and contents of consolidation principles</li> <li>• True and fair view</li> <li>• Completeness of consolidated financial statement</li> <li>• Uniform evaluation for corporate companies</li> <li>• Consolidation continuity</li> <li>• Uniform accounting periods</li> <li>• Principle of Materiality</li> </ul> <p>3. Obligation of drafting consolidated financial statements</p> <p>4. The consolidation circle</p> <p>5. Capital consolidation</p> <ul style="list-style-type: none"> <li>• Fundamentals</li> <li>• Methods of capital consolidation <ul style="list-style-type: none"> <li>o Full consolidation</li> <li>o Proportional consolidation</li> </ul> </li> </ul>

Teaching and learning methods:	Lectures, seminars, processing case studies
Literature:	<p>IFRS-Portal.com</p> <p>Baetge, Jörg. Konzernabschlüsse [Consolidated Annual Statement of Accounts], Düsseldorf 2002</p> <p>Wirtschaftsprüfer-Handbuch: Konzernrechnungslegung [Group Accounting], Düsseldorf 2002</p> <p>Beatge, Jörg: Konzernbilanzen [Corporate Balances]</p> <p>Heyd, Reinhard: Internationale Rechnungslegung [International Accounting], Stuttgart 2003</p> <p>Coenenberg, Adolf: Jahresabschluss und Jahresabschlussanalyse [Analysis of Annusal Statement of Accounts],</p> <p>KPMG: IFRS</p> <p>KPMG: IFRS Visuell</p> <p>IdW (Publ): International Financial Reporting Standards, Düsseldorf 2005</p> <p>Federmann, R.: IFRS, Berlin 2004</p> <p>Ballwieser, w.: IFRS 2006, Berlin 2006</p> <p>Pronobis, P.: Das Umsatzkostenverfahren im internationalen Vergleich [The Turnover Cost Accounting in International Comparison],</p> <p>Kornwestheim 2007</p> <p>Busse von Colbe, W.: Konzernabschlüsse [Group Accounting], Stuttgart 2006</p>
Additional information:	

Brief module label:	SA:Corporate Governance: Norms & Value Management
Module description:	<b>International Corporate Governance: Standards, Norms and Value Management</b>
Division in teaching sessions, if applicable:	Lecture
Duration of module:	One semester
Classification in the curriculum:	BWL Ma, 1st semester, elective module Dept. A
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Jürgen Schwill Prof. Dr. Joachim Tanski
Private lecturer:	Prof. Dr. Jürgen Schwill Prof. Dr. Joachim Tanski
Language of instruction:	German
Prerequisites:	Sound knowledge of General Business Management and Business Law
ECTS-Credits:	5
Total workload and its composition:	Approx. 150 hours = 60 hours of attendance and 90 hours of self-study
Form of teaching/semester hours per week:	2 semester hours per week, seminar lecture
Study and examination achievements:	Alternatively, a written examination of 90 min. duration must be passed or a project (home assignment) followed by presentation must be undertaken.
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students are enabled to differentiate standards and norms for conducting business in the national and international context. They master the context-related rules and the German Corporate Governance codex in their main assertions. The students are able to critically reflect on the basis of (business) ethical aspects on concrete concepts and models of value management.
Contents:	Part I: Standards and Norms for corporate governance 1. Introduction to the fundamentals of Corporate Management and Corporate Governance 1.1 Corporate Management and Corporate Governance as a necessity 1.2 The individuals in the controlling system and their interests 1.3 Terminology delimitations 1.4 Current events for the CG discussions

	<p>1.5 The relationship of Corporate Governance (CG) and Corporate Social Responsibility (CSR)</p> <p>2. Selected rules of (early) 90s</p> <p>2.1 COSO (USA)</p> <p>2.2 CoCo (Canada)</p> <p>2.3 OECD recommendations (international)</p> <p>3. The German Corporate Governance Codex</p> <p>3.1 The development of the Codex</p> <p>3.2 The liability levels of the Codex</p> <p>3.3 Contents of the Codex</p> <p>4. Risk and chance management as an element of Corporate Governance</p> <p>Part II: Value management – Basics, concepts, models</p> <p>1. Basics of the value management</p> <p>1.1 Ethics</p> <p>1.2 Delimitation of social ethics, business ethics and corporate ethics</p> <p>1.3 On the role of corporate culture and the corporate identity in the context of corporate ethics</p> <p>1.4 Value management</p> <p>1.5 Corporate ethical basic concepts</p> <p>2. Institutional governance structures and approaches to solution of conflict of interests</p> <p>2.1 Model of pure share-orientation (Shareholder-Value approach)</p> <p>2.2 Model of combined shareholder and employee orientation (codetermination approach)</p> <p>2.3 Model of pure employee orientation (Labour Managed Firm approach)</p> <p>2.4 Model of orientation towards all communities (Stakeholder Value approach)</p>
Teaching and learning methods:	Lecture with a combination of media, case discussions
Literature:	<p>Aßländer, M. S.: Grundlagen der Wirtschafts- und Unternehmensethik [Fundamentals of Business and Corporate Ethics], Marburg 2011</p> <p>Dietzfelbinger, D.: Aller Anfang ist leicht. Unternehmens- und Wirtschaftsethik für die Praxis [The Beginning of Everything is Easy. Corporate and Business Ethics for practice], 3rd ed., Munich 2002</p> <p>Friske, C.; Bartsch, E.; Schmeisser, W.: Einführung in die Unternehmensethik. Erste theoretische, normative und praktische Aspekte, Lehrbuch für Studium und Praxis [Introduction to Corporate Ethics. First theoretical, normative and practical aspects, textbook for study and practice], Mering 2005</p> <p>Göbel, E.: Unternehmensethik. Grundlagen und praktische Umsetzung [Corporate Ethics]. Basics and practical implementation, 2nd ed., Stuttgart 2010</p>

	<p>Küpper, H.-U.: Unternehmensethik. Hintergründe, Konzepte und Anwendungsbereiche [Corporate Ethics. Background, Concepts and Application Areas], 2nd ed., Stuttgart 2011</p> <p>Kühlen, B.: Corporate Social Responsibility (CSR). Die ethische Verantwortung von Unternehmen für Ökologie, Ökonomie und Soziales. Entwicklung – Initiativen – Berichterstattung – Bewertung [The ethical responsibility of enterprises for ecology, economy and society. Development – Initiatives, Reporting - Evaluation], Baden-Baden 2005</p> <p>Naef, J.: Eine Management-Ethik – Für eine verantwortungsbewusste Unternehmensführung [Management Ethics – For a responsible corporate governance], Munich 2010</p> <p>Ringleb, H.-M.; Kremer, T.; Lutter, M.; v. Werder, A.: German Corporate Governance Codex. Commentary, Munich 2003</p> <p>Strieder, T.: DCGK German Corporate Governance Codex, Bielefeld 2005</p> <p>Tanski, J. S.; Radtke, C.; Uhlemann, C.: Managerhaftung und Risikomanagement [Management Liability and Risk Management], Munich 2009</p> <p>Warncke, M.: Prüfungsausschuss und Corporate Governance [Board of Examiners and Corporate Governance], Berlin 2005</p> <p>Wieland, J.; Steinmeyer, R.; Grüninger, S. (Publ.): Handbuch Compliance-Management. Konzeptionelle Grundlagen, praktische Erfolgsfaktoren, globale Herausforderungen [Manual of Compliance Management. Conceptual Basics, Practical Success Factors, Global Challenges], Berlin 2010</p> <p>Wilsing, H.-U. (Publ.): German Corporate Governance Codex, Munich 2012</p> <p>Witt, P.: Corporate Governance -Systeme im Wettbewerb [Systems in the Competition], Wiesbaden 2003</p>
Additional information:	Various guest lecturers (e.g. from Grau & Partner, Schering, TUI)

Brief module label:	SA:Supply Chain Management
Module description:	<b>Supply Chain Management</b>
Division in teaching sessions, if applicable:	Lecture and project
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, elective module Dept A
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr.-Ing. habil. Christian Mieke
Private lecturer:	Prof. Dr.-Ing. habil. Christian Mieke
Language of instruction:	German
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload, approx. 50 hours of attendance, approx. 40 hours of preparation and follow-up, approx. 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination and/or presentation
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students learn the basic terminology and tasks related to Supply Chain Management. They understand the integrative focus and the cross-sectional character of Supply Chain Management. In this, particularly the coordination of supply chains across enterprises is underlined. The students acquire knowledge of business management related, and technical fundamentals of the subject. On completion of the subject, they are able to understand the interdisciplinary planning system across enterprises concerning Supply Chain Management. They learn to independently apply the know-how. The students are able to solve problems within SCM and link the economic and technical aspects with each other.
Contents:	Basics of Supply Chain Management: Aims, classification, tasks, trends, strategies, organisational aspects; Supply Chains as special case of enterprise networks, theory of networks and applications from Supply Chains; Sourcing strategies of enterprises, types and evaluation of sourcing strategies, effects on Supply Chain, special challenges through Outsourcing and Off-shoring; designing possibilities



	of Supply Chains; E-Logistics as an element of SCM; Supply Chain Controlling, demand and design possibilities; future trends.
Teaching and learning methods:	The subject is taught mainly through lectures using a combination of media (projector, transparencies, blackboard work and likewise) und integrated exercises. The exercises refer to short case studies and are individually conducted. Furthermore, the students work on the topics extensively and present them to the fellow students. The scripts available on the Intranet and additional sources support independent preparatory and follow-up work.
Literature:	<p>Alicke: Planung und Betrieb von Logistiknetzwerken [Planning and Operation of Logistics Networks]. Berlin; Heidelberg 2005</p> <p>Arndt: Supply Chain Management. Wiesbaden 2005</p> <p>Arnold: Strategische Lieferantenintegration [Strategic Supplier Integration]. Wiesbaden 2004</p> <p>Arnold: Beschaffungsmanagement [Procurement Management]. Stuttgart 1997</p> <p>Bacher: Instrumente des Supply Chain Controlling [Instruments of SCC]. Wiesbaden 2004</p> <p>Busch; Dangelmeier: Integriertes Supply Chain Management [Integrated SCM]. Wiesbaden 2004</p> <p>Corsten; Gössinger: Supply Chain Management. Munich; Vienna 2001</p> <p>Klaus; Krieger: Gabler Lexikon Logistik [Galer Lexicon of Logistics]. Wiesbaden 2000</p> <p>Kuhn; Hellgrath: Supply Chain Management. Berlin; Heidelberg 2002</p> <p>Mieke: Technologiefürhauflklärung in Netzwerken [Technology Foresight in Networks]. Wiesbaden 2006</p> <p>Otto: Supply Chain Controlling. Wiesbaden 2002</p> <p>Pfohl: Risiko- und Chancenmanagement in der Supply Chain [Ris and Chance Management in SCM]. Berlin 2002</p> <p>Pfohl: Netzkompetenz in Supply Chains [Network Competence in SC]. Wiesbaden 2004</p> <p>Piontek: Bausteine des Logistikmanagements [Building-blocks of Logistics Management]. Herne; Berlin 2003</p> <p>Werner: Supply Chain Management. Wiesbaden 2002</p> <p>Wittig: Management von Unternehmensnetzwerken [Management of Enterprise Networks]. Wiesbaden 2005</p> <p>Zillig: Integratives Logistikmanagement in Unternehmensnetzwerken [Integrative Logistics Management]. Wiesbaden 2001</p>
Additional information:	

Brief module label:	SA:Int. Corporate Investment Controlling
Module description:	<b>International Corporate Investment Controlling and international Reporting</b>
Division in teaching sessions, if applicable:	Lecture, seminar
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, elective module Dept. A
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. rer. oec. Hubertus Sievers
Private lecturer:	Prof. Dr. rer. oec. Hubertus Sievers
Language of instruction:	German
Prerequisites:	Basic knowledge of International Controlling practices
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload: approx. 50 hours of attendance, approx. 40 hours of preparation and follow-up, approx. 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<ul style="list-style-type: none"> <li>• The students will acquire sound knowledge through several practical examples for acquisitions of investments based on strategic viewpoints</li> <li>• They will be able to evaluate investments</li> <li>• They possess specialized know-how of currency conversion</li> <li>• They can effectively implement corporate investment controlling with corporate reporting</li> <li>• They possess knowledge about restructuring of corporate groups (e.g. shared service centre)</li> </ul>
Contents:	<ol style="list-style-type: none"> <li>1. Organisation and management of investments</li> <li>2. Evaluation of investments Earning capacity value methods DCF methods</li> <li>3. Reporting in investment structures</li> <li>4. International corporate investment controlling</li> </ol>
Teaching and learning methods:	Lectures, seminars, processing case studies
Literature:	IFRS-Portal.com Funk, W.: Internationale Rechnungslegung und

	<p>internationales Controlling [International Financial Accounting and International Controlling], Stuttgart 2007,  Schacht, U.: Praxishandbuch Unternehmensbewertung [Practical Manual of Enterprise Evaluation], Stuttgart 2005  Voigt, C.: Unternehmensbewertung [Enterprise Evaluation], Stuttgart 2005,  Wall, F.: Planungs- und Kontrollsysteme [Planning and Control Systems], Stuttgart 1999  Mehrmann, E.: Controlling in der Praxis [Controlling in Practice], Stuttgart 2004  Gladen, W.: Kennzahlen- und Berichtssysteme [Operating Figures and Reporting Systems], Stuttgart 2001  Other reference works and case studies for Business Management solutions with SAP  Berens, W.: Due Dilligence bei Unternehmensakquisitionen [Due Diligence in Corporate Acquisitions], Stuttgart 2002</p>
Additional information:	

Brief module label:	SA:Int.Corp.Gov: Implementation-Evaluation
Module description:	<b>International Corporate Governance: Implementation and Evaluation</b>
Division in teaching sessions, if applicable:	Lecture
Duration of module:	One semester
Classification in the curriculum:	BWL Ma, 2nd semester, elective module Dept. A
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Jürgen Schwill Prof. Dr. Joachim Tanski
Private lecturer:	Prof. Dr. Jürgen Schwill Prof. Dr. Joachim Tanski
Language of instruction:	German
Prerequisites:	Sound knowledge of General Business Management and Business Law
ECTS-Credits:	5
Total workload and its composition:	approx. 150 hours = 60 hours of attendance and 90 ours of self-study
Form of teaching/semester hours per week:	2 semester hours per week, seminar lectures
Study and examination achievements:	Alternatively a written examination of 90 min. duration must be passed or a project (home assignment) followed by a presentation must be completed.
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students are able to evaluate, maintain and implement relevant Standards and Norms of Corporate Governance on the basis of special rules. The can implement ethically founded alternatives of action in selected corporate functional areas; critically reflect on the possibilities for certification of the management and generate value management concepts.
Contents:	Part I: Standards and Norms for implementation 1. Corruption and fighting corruption 1.1. Definition and meaning of corruption 1.2. Regulations against corruption 1.3. Prevention and disclosure of corruption 2. Other German Standards and Norms 2.1. Civil rights regulations incl. regulations for Corporate Governance 2.2 Liability law regulations 2.3. Criminal law regulations

	<p>3. Current developments</p> <p>3.1. USA</p> <p>3.2. EU: Development of new guidelines</p> <p>3.3. Germany</p> <p>4. Other rules and regulations</p> <p>4.1. Banks: MAK, Basel II</p> <p>4.2. Internal revision</p> <p>4.3. Cursory study of other examples</p> <p>5. Empirical investigations of Corporate Governance in practice</p> <p>6. Outlook: The future development</p> <p>Part II: Implementation and evaluation of value management</p> <p>1. Implementation of ethically founded alternatives of action in selected corporate functional areas</p> <p>1.1. Approaches for ethical action in procurement and production</p> <p>1.2. Approaches for ethical action in HR management functional areas</p> <p>1.3. Approaches for ethical action in marketing</p> <p>2. Possibilities of certification of management</p> <p>2.1. Evaluation scheme</p> <p>2.2. Auditing the target and intention for action by the management</p> <p>2.3. Auditing stakeholder relationships</p> <p>2.4. Auditing the management system</p>
Teaching and learning methods:	Lecture using a combination of media, case study discussions
Literature:	<p>Behringer, S. (Publ.): Compliance kompakt. Best Practice in Compliance-Management, Berlin 2010</p> <p>Beschorner, T.; Brink, A.; Schumann, O. (Publ.): Unternehmensethik. Forschungsperspektiven zur Verhältnisbestimmung von Unternehmen und Gesellschaft [Corporate Ethics. Research Perspectives to Determine Relationships between Enterprises and Society], Marburg 2007</p> <p>Diekmann, A.: Empirische Sozialforschung. Grundlagen, Methoden, Anwendungen [Empirical Social Research. Fundamentals, Methods, Applications], Hamburg 2007</p> <p>Göbel, E.: Unternehmensethik. Grundlagen und praktische Umsetzung [Corporate Ethics. Fundamentals and Practical Implementation], 2nd ed., Stuttgart 2010</p> <p>Grüniger, S.; Fürst, M.; Pforr, S. et al. (Publ.): Verantwortung in der globalen Ökonomie gestalten. Governanceethik und Wertemanagement. Festschrift für Josef Wieland [Shaping Responsibility in the Global Economy. Governance Ethics and Value Management. Commemorative Publication for Josef Wieland], Marburg 2011</p> <p>Kinne, P.: Integratives Wertemanagement – Methodik zur Steuerungsoptimierung immaterieller Ressourcen im</p>

	<p>mittelständischen Unternehmen [Integrative Value Management – Methods for Controlling Optimization of Immaterial Resources in Medium-scale Enterprises], Wiesbaden 2009</p> <p>Küpper, H.-U.: Unternehmensethik. Hintergründe, Konzepte und Anwendungsbereiche [Corporate Ethics. Background, Concepts and Application Areas], 2nd ed., Stuttgart 2011</p> <p>Kuhlen, B.: Corporate Social Responsibility (CSR). Die ethische Verantwortung von Unternehmen für Ökologie, Ökonomie und Soziales. Entwicklung – Initiativen – Berichterstattung – Bewertung [The Ethical Responsibility of Enterprises for Ecology, Economy and Society. Development – Initiatives – Reporting - Evaluation], Baden-Baden 2005</p> <p>Naef, J.: Eine Management-Ethik – Für eine verantwortungsbewusste Unternehmensführung [A Management Ethics – For a responsible Corporate Governance], Munich 2010</p> <p>Paetzmann, K.: Corporate Governance. Strategische Marktrisiken, Controlling, Überwachung [CG. Strategic Market Risks, Controlling, Monitoring], 2nd ed., Berlin 2012</p> <p>Ringleb, H.-M.; Kremer, T.; Lutter, M.; v. Werder, A.: Deutscher Corporate Governance Kodex. Kommentar [German Corporate Governance Codex. Commentry], Munich 2003</p> <p>Schmidt, M.; Beschorner, T. (Publ.): Werte- und Reputationsmanagement [Values and Reputation Management], Mering 2005</p> <p>Schnell, R.: Methoden der empirischen Sozialforschung [Methods of empirical Social Research], Munich 2007</p> <p>Strieder, T.: DCGK Deutscher Corporate Governance Kodex [German Corporate Governance Codex], Bielefeld 2005</p> <p>Tanski, J. S.; Radtke, C.; Uhlemann, C.: Managerhaftung und Risikomanagement [Management's Liability and Risk Management], Munich 2009</p> <p>Warncke, M.: Prüfungsausschuss und Corporate Governance [Board of Examiners and CG], Berlin 2005</p> <p>Wieland, J. (Publ.): Handbuch Wertemanagement. Erfolgsstrategien einer modernen Corporate Governance [Manual of Value Management. Success Strategies of a modern CG], Hamburg 2004</p> <p>Wieland, J.; Steinmeyer, R.; Grüninger, S. (Publ.): Handbuch Compliance-Management. Konzeptionelle Grundlagen, praktische Erfolgsfaktoren, globale Herausforderungen [Manual of Compliance Management, Conceptual Fundamentals, practical success factors, global challenges], Berlin 2010</p> <p>Wilsing, H.-U. (Publ.): Deutscher Corporate Governance</p>
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	<p>Kodex [German CGC], Munich 2012</p> <p>Witt, P.: Corporate Governance -Systeme im Wettbewerb [CG – Systems in Competition], Wiesbaden 2003</p>
Additional information:	<p>Various guest lecturers (e.g. from Deutsche Bank, KPMG,),  joint visit e.g. to Annual Meeting of the European Accounting Association</p>

Brief module label:	SA:Value Addition Management
Module description:	<b>Value Addition Management</b>
Division in teaching sessions, if applicable:	Lecture, exercise
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, elective module Dept. A
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr.-Ing. habil. Christian Mieke
Private lecturer:	Prof. Dr.-Ing. habil. Christian Mieke
Language of instruction:	German
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	approx. 150 hours = 60 contact hours + 90 hours of self-study
Form of teaching/semester hours per week:	4 semester hours per week/lecture/seminar
Study and examination achievements:	Written examination or oral examination or presentation
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	This course aims to help students understand the challenges and designing possibilities of value addition processes. They acquire knowledge of the concepts and methods concerning work-sharing in performance processes in which several players within the value addition networks may be involved. Special attention is given to planning value addition centres (factories). The students understand the integrative approach of factory planning which brings together the technical, business administrative, planning and organisational aspects. In this, the focus is mainly on the planning system and the control of factory planning projects. On completion of the module, they are able to comprehend the planning systems across functions and the interface character of value additions centres in their new planning, re-planning and enhancement planning. The students can solve the tasks related to problems in optimizing value addition and link with other disciplines.
Contents:	The students are taught the basics of designing and customization of value addition systems. The contents are: <ul style="list-style-type: none"> <li>• Tasks and methods of value addition system design</li> </ul>



	<ul style="list-style-type: none"> <li>• Location planning</li> <li>• Operational analysis</li> <li>• Project planning – Methods and Accessories</li> <li>• Departmental planning, storage and transport planning</li> <li>• Assembly, commissioning</li> </ul> <p>The lectures take up the principle of seminar-type lecture. The teaching content is conveyed through lecture by private lecturers and through a high proportion of self-study. The scope for discussion is planned during the course. The students can, thus, achieve high subject-related and methodical competence. Through discussions the students are trained to achieve direct active competence in the field of factory planning by semester end.</p> <p>The participants independently work out a method of value addition management and present the same to the others (e.g. Value flow analysis, FMEA, and likewise)</p>
Teaching and learning methods:	Lecture, accompanying exercises, presentations
Literature:	<ul style="list-style-type: none"> <li>• Aggteleky, B.: Fabrikplanung – Werksentwicklung und Betriebsrationalisierung [Factory Planning – Factory Development and Operational Rationalization]. Munich; Vienna. Vol. 1-3</li> <li>• Bankhofer, U.: Industrielles Standortmanagement – Aufgabenbereiche, Entwicklungstendenzen und problemorientierte Lösungsansätze [Industrial Location Management – Departments, Development Trends and problem-oriented Approach to Solutions]. Wiesbaden</li> <li>• Grundig, C.-G.: Fabrikplanung – Planungssystematik, Methoden, Anwendung [Factory Planning – Planning System]. Munich; Vienna</li> <li>• Kühn, W.: Digitale Fabrik – Fabriksimulation für Produktionsplaner [Digital Factory – Factory Simulation for Production Planners]. Munich; Vienna</li> <li>• Reichwald, R.; Piller, F.: Interaktive Wertschöpfung – Open Innovation, Individualisierung und neue Formen der Arbeitsteilung [Interactive Value Addition – Open Innovation, Individualization and new Forms of Division of Labour], Wiesbaden.</li> <li>• Warnecke, H.-J.: Die Fraktale Fabrik – Revolution der Unternehmenskultur [The Fractal Factory – Revolution of Corporate Culture]. Reinbek</li> </ul> <p>in their current editions</p> <ul style="list-style-type: none"> <li>• Recommendations for supplementing reading will be announced separately.</li> </ul>
Additional information:	

Brief module label:	SB:Market-oriented. Corporate Governance
Module description:	<b>Market-oriented Corporate Governance</b>
Division in teaching sessions, if applicable:	//
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, elective module Dept. B
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Bernd J. Schnurrenberger
Private lecturer:	Prof. Dr. Bernd J. Schnurrenberger
Language of instruction:	German (certain sections in English)
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload, approx. 50 hours of attendance, approx. 40 hours of preparation and follow-up, approx. 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination or home assignment/presentation
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students analyse the approaches to Corporate Governance and strategic Management in SMEs, the behavioural fundamentals of market-oriented Corporate Governance as well as the basic models of Information Management. Besides the subject specialization, the core idea of the course is also enable the students to master the scientific knowledge of methods. The will generate solutions for particular practical problems of the market-oriented Corporate Governance.
Contents:	<ul style="list-style-type: none"> <li>• Models and approach to Corporate Governance, to normative and behaviour-oriented decision theory</li> <li>• Strategic Corporate Governance, success factor research</li> <li>• Behaviour-oriented aspects of market selection and segmentation, consumer/buyer behaviour</li> <li>• Information Management, Business Intelligence</li> </ul>
Teaching and learning methods:	Lectures, seminars, exercises, case studies
Literature:	<p>Alt, A.: Grundzüge der Unternehmensführung [Main features of Corporate Governance], Munich 2004</p> <p>Balderjahn, I., Scholderer, J.: Konsumentenverhalten und Marketing [Consumer Behaviour and Marketing], Stuttgart 2007</p> <p>Dillerup, R., Stoi, R.: Unternehmensführung [Corporate Governance], 3rd ed., Munich 2011</p> <p>Dillerup, R., Stoi, R.: Praxis der Unternehmensführung –</p>

	<p>Fallstudien und Firmenbeispiele [Corporate Governance – Case Studies and Enterprise Examples], Munich 2008  Huber, A.: Praxishandbuch Strategische Planung [Practical Manual for Strategic Planning], Berlin 2008  Kirsch, W., Seidl, D., van Aaken, D.: Unternehmensführung [Corporate Governance], Stuttgart 2009  Krcmar, H.: Informationsmanagement [Information Management], 5 th ed., Berlin/Heidelberg 2009  Kroeber-Riel, W.; Weinberg, P., Gröppel-Klein, A.: Konsumentenverhalten [Consumer Behaviour], 9th ed, Munich 2008  Macharzina, K./Wolf, J.: Unternehmensführung [Corporate Governance], 7th ed., 2010  Meffert, H., Burmann, Ch., Kirchgeorg, M.: Marketing: Grundlagen marktorientierter Unternehmensführung [Basics of market-oriented Corporate Governance], 10th ed., Wiesbaden 2008  Müller, H.-E.: Unternehmensführung [Corporate Governance], Munich 2010  Rahn, H.-J.: Unternehmensführung [Corporate Governance], 7th ed., Ludwigshafen 2008  Reinemann, H.: Mittelstandsmanagement [Medium-scale Enterprise Management], Stuttgart 2011  Schauf, M. (Hrsg.): Unternehmensführung im Mittelstand [Corporate Governance in medium-scale Enterprises], 2nd ed., Munich/Mering 2009  Stähle, W., Conrad, P., Sydow, J.: Management – eine verhaltenswissenschaftliche Perspektive [A behavioural perspective], 9th ed., Munich 2012 (or older ed.)  Steinmann, H., Schreyögg, G.: Management, 6th ed. Wiesbaden 2005  Stöger, Strategieentwicklung für die Praxis [Strategic Development for the Practice], 2nd ed., Stuttgart 2010  Trommsdorff, V., Teichert, T.: Konsumentenverhalten [Consumer Behaviour], 8th ed., Stuttgart 2011  Wall, F.: Informationsmanagement, Munich 2006  Further recommendation to reference works during the course</p>
Additional information:	<p>Guest lecture by SME, Excursion to SME trade fair or conference, exercises partly software-supported (MS Office, MS Project, Visio and other)</p>

Brief module label:	SB:Corporate Finance and Policy
Module description:	<b>Corporate Finance and Policy</b>
Division in teaching sessions, if applicable:	Lecture
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, elective module Dept. B
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Andreas Wilms
Private lecturer:	Prof. Dr. Andreas Wilms
Language of instruction:	English
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload: approx. 50 contact hours, approx. 40 hours of preparation and follow-up, 7.5 working days = 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week/ Lecture
Study and examination achievements:	Written examination (70%) and Case Study presentation (30%)
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students capture the strategic dimension of finance. They understand the relation between risk and return. They learn tools to appraise investment opportunities and to perform company valuations. The students comprehend the function of capital markets and the characteristics of equity and debt financing; based on this they are able to take financing decisions, also by taking special forms of financing into consideration. The students can apply the different value levers of 'Private Equity' and support 'M&A-Transactions' both in the preparation and in the integration phase.
Contents:	<p>Introduction</p> <ul style="list-style-type: none"> <li>- CFO Agenda and the Finance Function</li> <li>- Finance &amp; Strategy</li> </ul> <p>Basic concepts of the financial sphere:</p> <ul style="list-style-type: none"> <li>- Balance Sheet and Income Statement</li> <li>- Cash Flow</li> </ul> <p>Capital Budgeting</p> <ul style="list-style-type: none"> <li>- NPV, IRR</li> <li>- Advanced forms</li> </ul> <p>Capital Market Theory</p>

	<ul style="list-style-type: none"> <li>- Risk and Return: CAPM</li> <li>- Cost of Capital; Leverage</li> </ul> <p>Capital Markets</p> <ul style="list-style-type: none"> <li>- Function and Structure</li> <li>- Capital Market Strategy</li> <li>- Valuation of Stocks and Bonds</li> </ul> <p>Company Valuation</p> <ul style="list-style-type: none"> <li>- DCF, Multiples</li> <li>- Cross-Border Valuation and International Project Appraisal</li> </ul> <p>Capital Structure</p> <ul style="list-style-type: none"> <li>- Role of Equity</li> <li>- Role of Debt</li> </ul> <p>Dividend Policy</p> <p>Special Forms of Debt Financing</p> <ul style="list-style-type: none"> <li>- Project Finance</li> <li>- Asset Securitization</li> </ul> <p>Private Equity</p> <p>Introduction to Investment Banking</p> <ul style="list-style-type: none"> <li>- Mergers &amp; Acquisitions</li> <li>- Business and Financial Due Diligence</li> <li>- Post-Merger-Integration</li> </ul> <p>Restructuring</p>
Teaching and learning methods:	<ul style="list-style-type: none"> <li>- Lecture using a combination of media (transparencies, blackboard work, projector etc.)</li> <li>- Exercises in the lab, on the computer etc.</li> <li>- Case study discussion</li> <li>- Work out a topic in groups and talk</li> </ul>
Literature:	<ul style="list-style-type: none"> <li>- Ross, St.A.; Westerfield, R.W.; Jaffe, J.F.: Corporate Finance. 7th ed., McGraw-Hill 2005.</li> <li>- Brealey, R.A.; Myers, S.C.: Principles of Corporate Finance. 6th ed., McGraw-Hill 2000.</li> <li>- Copeland, T.E.; Weston, J.F.; Shastri, K.: Financial Theory and Corporate Policy. 4th ed., Addison Wesley 2005.</li> <li>- Koller, T.; Goedhart, M.; Wessels, D.: Valuation: Measuring and Managing the Value of Companies. 5th ed., John Wiley &amp; Sons 2010.</li> <li>- Gaughan, P.A.: Mergers, Acquisitions, and Corporate Restructurings. 4th ed., John Wiley &amp; Sons 2007.</li> </ul>
Additional information:	

Brief module label:	SB:railway management
Module description:	<b>railway logistics and railway engineering</b> - Railways as a system from the business administrative and engineering perspective
Division in teaching sessions, if applicable:	The module includes lectures and seminar contents (processing topic-related cases of planning/projects) and presentation of results.
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester
Usability of the module:	Specialization B (elective modules)
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr.-Ing. Claudia Langowsky, Prof. Dr.-Ing. Wolf-Christian Hildebrand, Prof. Dr. Uwe Höft
Private lecturer:	Prof. Dr.-Ing. Claudia Langowsky, Prof. Dr.-Ing. Wolf-Christian Hildebrand, Prof. Dr. Uwe Höft
Language of instruction:	German
Prerequisites:	Basic knowledge of business administration recommended
ECTS-Credits:	5
Total workload and its composition:	Approx. 150 hours: approx. 45 hours of attendance, approx. 80 hours of case study processing/projects, approx. 25 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	30% case study processing/projects incl. presentation; 70% written examination
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	In this module, the students acquire extensive knowledge of railway as a system and of the operational processes from the business administrative and railway engineering perspective. They understand the methods of integration of the railway system with transport chains; they know the important infrastructures, rolling stock, individual players as well as the railway market. The students are able to comprehend the requirements of the railway system from the perspective of a lifecycle and to derive the potential of innovations.
Contents:	Basics of common carrier development and EcoRail; comparison of common carriers including their strength/weakness profiles; combined traffic and intermodal transport chains with focus on railways in the main run; railway goods transport and railway passenger transport; requirements of the railway system; railway system and engineering – rolling stock, infrastructure and operations; power management, environment and sustainability in the railway system; economic factors in the railway system; marketing and innovation management in the railway system; the perspective railways.  Relating to the application, the contents are supplemented by practice-oriented lecture and excursion to companies.
Teaching and learning methods:	The module includes lectures and seminar contents (processing topic-related cases planning/projects) and presentation of results.

Literature:	Aberle, Gerd: Transportwirtschaft - einzelwirtschaftliche und gesamtwirtschaftliche Grundlagen [Transport Management – basics of individual and overall management] (2009) Kummer, Sebastian: Einführung in die Verkehrswirtschaft [Introduction to Transport Management] (2010) Schubert, Werner: Verkehrslogistik. Technik und Wirtschaft [Traffic logistics. Technology and Business] (2000)
Additional information:	

Brief module label:	SB:E-Business
Module description:	<b>Resources-oriented Corporate Governance (SMEs) &amp; E-Business</b>
Division in teaching sessions, if applicable:	//
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, elective module Dept. B
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Bernd J. Schnurrenberger
Private lecturer:	Prof. Dr. Bernd J. Schnurrenberger
Language of instruction:	German (certain sections in English)
Prerequisites:	None, knowledge of market-oriented Corporate Governance
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload, approx. 50 hours of attendance, approx. 40 hours of preparation and follow-up, approx. 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Scientific home assignment and presentation (or, as the case may be, written examination 90 of minutes duration)
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students identify the correlation between the structure and the maintenance of internal and external resources in the medium-scale enterprises. Besides the subject specialization the course particularly aims at applying scientific competence for practical designing problems.
Contents:	<ul style="list-style-type: none"> <li>• Role models, target systems, corporate culture</li> <li>• Resources and knowledge management, corporate security/Security Management</li> <li>• Building sales and cooperation structures, sales channel management, Franchising models, trade fair sales, consuler as service provider, location marketing-partnerships</li> <li>• E-Business – Definition and implementation of electronic business processes</li> <li>• Current special topics concerning Corporate Governance in medium-scale enterprises</li> </ul>
Teaching and learning methods:	Lectures, seminars, exercises, case studies
Literature:	Ahlert, D., Ahlert, M.: Handbuch Franchising und Cooperation: Das Management kooperativer



	<p>Unternehmensnetzwerke [Manual of Franchising and Cooperation: The Management of Cooperative Enterprise Networks], Frankfurt/M 2010</p> <p>Fink, D.: Strategische Unternehmensberatung [Strategic Enterprise Consulting], Munich 2009</p> <p>Götz, K., Schmid, M.: Praxis des Wissensmanagement [Practice of Knowledge Management], Munich 2004</p> <p>Dillerup, R., Stoi, R.: Unternehmensführung [Corporate Governance], 3rd ed., Munich 2011</p> <p>Dillerup, R., Stoi, R.: Praxis der Unternehmensführung – Fallstudien und Firmenbeispiele [Practice of Corporate Governance – Case Studies and Enterprise Examples], Munich 2008</p> <p>Kirsch, W., Seidl, D., van Aaken, D.: Unternehmensführung [Corporate Governance], Stuttgart 2009</p> <p>Kollmann, T.: E-Business: Grundlagen elektronischer Geschäftsprozesse in der Net Economy [E-Business: Basics of electronic Business Processes in the Net Economy], 4th ed., Wiesbaden 2011</p> <p>Macharzina, K./Wolf, J.: Unternehmensführung [Corporate Governance], 7th ed., 2010</p> <p>Müller, H.-E.: Unternehmensführung [Corporate Governance], Munich 2010</p> <p>North, K.: Wissensorientierte Unternehmensführung [Knowledge-oriented Corporate Governance], 5th ed., 2010</p> <p>Rahn, H.-J.: Unternehmensführung [Corporate Governance], 7th ed., Ludwigshafen 2008</p> <p>Reinemann, H.: Mittelstandsmanagement [Medium-scale Enterprise Management], Stuttgart 2011</p> <p>Schauf, M. (Hrsg.): Unternehmensführung im Mittelstand [Corporate Governance in medium-scale Enterprises], 2nd ed., Munich/Mering 2009</p> <p>Schnurrenberger, B.: Standortwahl und Standortmarketing [Choice of Location and Location Marketing], Berlin 2000</p> <p>Stähle, W., Conrad, P., Sydow, J.: Management – eine verhaltenswissenschaftliche Perspektive [Management – a behavioural Perspective], 9th ed., Munich 2012 (or older edition)</p> <p>Steinmann, H., Schreyögg, G.: Management, 6th ed. Wiesbaden 2005</p> <p>Wirtz, B.W. (2001): Electronic Business, 3rd ed., Wiesbaden 2010</p> <p>Other recommendations for reference works will be announced during the course.</p>
Additional information:	<p>Guest lecture by SMEs, Excursion to SME trade fair, software supported exercises (MS Office, MS Project, Visio and other)</p>

Brief module label:	Special Topics in Finance
Module description:	<b>Special Topics in Finance</b>
Division in teaching sessions, if applicable:	Lecture
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, elective module Dept. B
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Andreas Wilms
Private lecturer:	Prof. Dr. Andreas Wilms
Language of instruction:	English
Prerequisites:	None, basic knowledge of the module Finance and Policy
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload: approx. 50 contact hours, approx. 40 hours of preparation and follow-up, 7.5 working days = 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week/ lecture
Study and examination achievements:	Written examination (70%) and Case Study presentation (30%)
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students train instruments that are necessary for the management of a company's financial sphere. They are enabled to prepare a financial plan, to manage liquidity (treasury) and to calculate business cases. They can develop and monitor financial reports and interpret financial ratios. The students are able to identify financial risks and know strategies and instruments to mitigate these risks. They are to consider both aspects of value orientation and aspects of sustainability in their finance decisions. Furthermore they know how to plan and perform communication with investors.
Contents:	Financial Planning and Budgeting <ul style="list-style-type: none"> <li>- Treasury/Cash Management</li> <li>- NWC</li> </ul> Business Case Calculation <ul style="list-style-type: none"> <li>- Financial Model</li> </ul> Financial Analysis and Controlling <ul style="list-style-type: none"> <li>- Financial Ratios</li> <li>- Financial Reports</li> </ul> Holding Management

	<p>International Financial Management</p> <ul style="list-style-type: none"> <li>- Global Financial Markets</li> <li>- Risk Management Strategies</li> <li>- Derivatives and Hedging</li> <li>- Credit Risk</li> </ul> <p>Value Based Management Investor Relations Sustainable Finance and Investment</p>
Teaching and learning methods:	<ul style="list-style-type: none"> <li>- Lecture using a combination of media (transparencies, blackboard work, projector etc.)</li> <li>- Exercises in the lab, on the computer etc.</li> <li>- Case study discussion</li> <li>- Process a topic in groups and presentation</li> </ul>
Literature:	<ul style="list-style-type: none"> <li>- Ross, St.A.; Westerfield, R.W.; Jaffe, J.F.: Corporate Finance. 7th ed., McGraw-Hill 2005.</li> <li>- Ritter, J.; Röttgers, F.: The Definitive Guide to Getting Your Budget Approved. Solution Matrix 2008.</li> <li>- Harvard Business School Press: Developing a Business Case: Expert Solutions to Everyday Challenges. Perseus Books 2010.</li> <li>- Penman, S.H.: Financial Statement Analysis and Security Valuation. 5th ed., McGraw-Hill 2012.</li> <li>- Culp, C.L.: The Risk Management Process. John Wiley &amp; Sons 2001.</li> <li>- Hull, J.C.: Options, Futures, and Other Derivatives. 8th ed., Prentice Hall 2011.</li> <li>- Young, S. D.; O'Byrne, St.E.: EVA and Value-Based Management: A Practical Guide to Implementation. McGraw-Hill 2000.</li> </ul>
Additional information:	

Brief module label:	SB:Special issues of Logistics
Module description:	<b>Special issues of Logistics</b>
Division in teaching sessions, if applicable:	The module includes lectures and seminar contents or case study processing
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, elective module Dept. B
Usability of the module:	Specialization B (elective modules)
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr.-Ing. Wolf-Christian Hildebrand
Private lecturer:	Prof. Dr.-Ing. Wolf-Christian Hildebrand
Language of instruction:	German
Prerequisites:	Basic knowledge of Business Management recommended
ECTS-Credits:	5
Total workload and its composition:	approx. 150 hours: approx. 45 hours of attendance, approx. 80 hours case study processing/projects, approx. 25 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	will be announced at the beginning of the semester
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	In continuation of the basic knowledge acquired in the Bachelor's course, in the module logistics systems from practical field are analysed and evaluated. The students are able to specifically apply the know-how of logistics and, depending on defined basic conditions, to design logistics system solutions which are, on the one hand, effective and efficient and, on the other hand, take the resulting interactions with the society/the social (enterprise) system into consideration.
Contents:	Theoretical treatment of current issues of logistics; embedding into interesting case studies; processing planning cases and/or practical projects. Topics are taken up from the field of the enterprises as well as from transport logistics; process cost accounting as a focal point in designing/implementing the planning cases/projects
Teaching and learning methods:	Lecture and seminar contents/Case Studies (especially case study processing/projects) and presentation of results)
Literature:	Pfohl, Hans-Christian: Logistiksysteme: Betriebswirtschaftliche Grundlagen [Logistics systems: Basics of Business Mangement] (2009) Gudehus, Timm: Logistik: Grundlagen - Strategien –

	<p>Anwendungen [Logistics: Basics – Strategies - Applications] (2010)</p> <p>Schubert, Werner: Verkehrslogistik. Technik und Wirtschaft [Traffic logistics. Technology and Business] (2000)</p> <p>Christopher, Martin: Logistics and Supply Chain Management (2010)</p> <p>Chopra, Sunil: Supply Chain Management (2009)</p> <p>Rodrigue, Jean-Paul: The Geography of Transport Systems</p> <p>Remer, Detlef: Prozesskostenrechnung [Process Cost Accounting] (2005)</p>
Additional information:	

Brief module label:	SC:Innovation and Technologyman
Module description:	<b>Basics of Innovation and Technology Management</b>
Division in teaching sessions, if applicable:	Lecture and project part
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, elective module Dept. C
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr.-Ing. habil. Christian Mieke
Private lecturer:	Prof. Dr.-Ing. habil. Christian Mieke
Language of instruction:	German
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	150 hours, approx. 50 contact hours, approx. 40 hours of self-study, approx. 60 hours for exam preparation
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination and/or presentation
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<ul style="list-style-type: none"> <li>- Acquisition of basic knowledge in Innovations and Technologies in enterprises</li> <li>- Understanding the specific requirements of controlling processes in the Technology and Innovation Management</li> <li>- Identifying the competition's contribution of Technologies and Innovations to various industrial sectors</li> <li>- Capabilities in structuring the innovation procedures and the composition of innovation teams</li> <li>- Evaluation of potentials of Open Innovation approaches</li> <li>- Competence in selecting and customizing suitable tools for selected problems in the Innovation Management</li> <li>- Presentation competence</li> </ul>
Contents:	<ul style="list-style-type: none"> <li>- Introduction to Innovation and Technology Management (ITM)</li> <li>- Basic terminology of the ITM</li> <li>- Strategies of the ITM</li> <li>- Procedures and instruments in the ITM</li> <li>- Organisation of the ITM</li> <li>- Success factors in the ITM</li> </ul>
Teaching and learning methods:	Lecture; exercises; presentations

<p>Literature:</p>	<p>Albers, S.; Gassmann, O. (Publ.): Handbuch Technologie- und Innovationsmanagement – Strategie, Umsetzung, Controlling [Manual of Technology and Innovations Management – Strategy, Implementation, Controlling], Wiesbaden 2005</p> <p>Behrens, S. (2003): Möglichkeiten der Unterstützung von Strategischer Geschäftsfeldplanung und Technologieplanung durch Roadmapping, [Possibilities of Supporting Strategic Business Planning and Technology Planning through Roadmapping] Berlin 2003</p> <p>Corsten, H.; Gössinger, R.; Schneider, H. (2006): Grundlagen des Innovationsmanagements, [Fundamentals of Innovation Management] Munich 2006</p> <p>Franke, N., von Hippel, E., Schreier, M. (2006): Finding commercially attractive user innovation: A test of lead-user theory. Journal of Product Innovation Management 23, 301-315.</p> <p>Gerpott, T.J. (2005): Strategisches Technologie- und Innovationsmanagement [Strategic Technology and Innovation Management], 2nd ed, Stuttgart 2005</p> <p>Gerybadze, A. (2004): Technologie- und Innovationsmanagement [Technology and Innovation Management], Munich 2004</p> <p>Hoegl, M., Ernst, H., Proserpio, L. (2007): How teamwork matters more as team member dispersion increases. Journal of Product Innovation Management 24, 156-165.</p> <p>Kratzer, J., Leenders, R.T.A.J., van Engelen, J.M.L. (2004): Stimulating the potential: creativity and performance in innovation teams. Creativity and Innovation Management 13, 63-70.</p> <p>Mieke, C. (2006): Technologiefrühaufklärung in Netzwerken, [Technological foresight Networks] Wiesbaden 2006</p> <p>Mieke, C. (2009): Innovationen aus Instandhaltungsbereichen – Ein Beitrag zur taktischen Produktionspotenzialgestaltung [Innovations from Maintenance Areas – A Contribution to Shaping tactical Production Potential], Berlin 2009</p> <p>Mieke, C.; Behrens, S. (Publ.): Entwicklungen in Produktionswissenschaft und Technologieforschung – Festschrift für Professor Dieter Specht [Developments in Production Science and Technology Research – Commemorative Publication for Prof. Dieter Specht], Berlin 2009</p> <p>Möhrle, M.G.; Isenmann, R. (Publ.): Technologie-Roadmapping – Zukunftsstrategien für Technologieunternehmen [Future Strategies for Technology Enterprises], Berlin et al. 2002</p> <p>Pleschak, F.; Sabisch, H. (1996): Innovationsmanagement [Innovation Management], Stuttgart 1996</p> <p>Schwarz, E.J. (Publ.): Technologieorientiertes</p>
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	<p>Innovationsmanagement – Strategien für kleine und mittelständische Unternehmen [Technology-oriented Innovation Management – Strategies for small and medium-scale Enterprises], Wiesbaden 2003</p> <p>Specht, D.; Möhrle, M.G. (Publ): Gabler Lexikon Technologiemanagement – Management von Innovationen und neuen Technologien im Unternehmen [Gabler Lexicon Technology Management and new Technologies in enterprises], Wiesbaden 2002</p>
Additional information:	



Brief module label:	SC:Fortg Anw HRM
Module description:	<b>Advanced Topics in Human Resources Management</b>
Division in teaching sessions, if applicable:	Lecture/Seminar
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, elective module Dept. C
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Katharina Frosch
Private lecturer:	Prof. Dr. Katharina Frosch
Language of instruction:	German <u>and/or</u> English ( <i>Course language will be announced before the course starts</i> )
Prerequisites:	Basic knowledge of Human Resource Management
ECTS-Credits:	5
Total workload and its composition:	approx. 150 hours = 60 contact hours + 90 hours of self-study
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written final examination (90 min.) <u>or</u> grading of seminar paper and presentation
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<p>Participants deepen their existing knowledge and competencies with respect to selected aspects of human resource management (HRM) such as personnel planning, talent management, recruiting &amp; selection, training &amp; development, career management, leadership, incentives, compensation &amp; benefits.</p> <p>They thereby acquire a detailed and critical understanding whether conventional HR strategies and instruments can be applied in <i>specific</i> contexts (e.g. innovative and knowledge intensive fields), and how they can be tailored to this specific context.</p>
Contents:	<p>Depending on the chosen focus e.g.</p> <ul style="list-style-type: none"> <li>- HRM in the light of current trends</li> <li>- Recruiting and selection instruments that are particularly suited to attract and select professionals for high-tech companies</li> <li>- Selected concepts of motivation, leadership, incentive systems and HR development for employees in creative and knowledge-intensive fields (e.g. R&amp;D workers)</li> <li>- Applying HRM instruments in the context of</li> </ul>

	<p>increasingly flexible work arrangements</p> <ul style="list-style-type: none"> <li>- HRM and new forms of cooperation and innovation</li> <li>- Discussion of state-of-the-art international research literature</li> <li>- Implementation-oriented applications based on business cases and case studies</li> <li>- Developing own, substantiated lines of argumentation with respect to the above-mentioned topics</li> </ul>
Teaching and learning methods:	Lectures, exercises, discussion of case studies and of state-of-the-art research literature (group work and self-study);
Literature:	<p>Baron, J. N., &amp; Kreps, D. M. (1999). Strategic human resources: Frameworks for general managers. New York: Wiley.</p> <p>Berthel, J., Becker, F. (2013), Personal-Management. Grundzüge für Konzeptionen betrieblicher Personalarbeit, Stuttgart: Schäffer-Poeschel.</p> <p>Boselie, P. (2014). Strategic human resource management: A balanced approach. Columbus: Tata McGraw-Hill Education.</p> <p>Boxall, P. F., Purcell, J. (2011), Strategy and Human Resource Management. New York: Palgrave.</p> <p>Mello J.A. (2015), Strategic Human Resource Management (4th edition). Stamford: Cengage Learning.</p> <p>Mumford, M. D. (2012), Handbook of Organizational Creativity. London, Waltham, MA: Academic Press.</p> <p>Ott, J. S., Parkes, S. J., Simpson, R. B. (2008). Classic readings in organizational behavior (4th ed.). Belmont: Thomson/Wadsworth.</p> <p>Rees, G., Smith, P. (2014), Strategic Human Resource Management: An International Perspective. London: Sage.</p> <p>Robbins, S. P., Judge, T. A. (2013). Organizational Behaviour (15th ed.). Boston: Prentice Hall.</p> <p>Wilton, N. (2013). An Introduction to Human Resource Management: Sage Publications.</p> <p><i>Additional references will be provided at the beginning of the course.</i></p>
Additional information:	

	SC Strategic Behaviour
Module description:	<b>Economics of Strategic Behaviour and Contract Management</b>
Division in teaching sessions, if applicable:	Lecture, exercise
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 1st semester, elective module Dept. C
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Dr. Peter R. Wetzel
Private lecturer:	Dr. Peter R. Wetzel
Language of instruction:	English
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	150h: 50h contact hours, 50h self-study, 50h exam preparation
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<ul style="list-style-type: none"> <li>- students get know-how and know why concerning entrepreneurs as decision makers, their goals, choices and the relationship between choices and outcomes in a dynamic environment</li> <li>- students critically discuss and train options for strategic action, reaction and interaction and become aware of factors that determine the sustainability of results</li> </ul>
Contents:	<p>International Project management  Introduction MS Project  Intercultural Relations  Intercultural Communication  Intern. Human Resource Management  Business Ethics  Business Location  Winning is Everything  New Products, Problems and Pitfalls  Winner and Loser  Stage Gate Plan</p>
Teaching and learning methods:	Lectures and exercises (case studies); active participation of

	the students in discussions, working groups and in presenting their results
Literature:	<ul style="list-style-type: none"> <li>- Cooper, Robert G.: "Winning at New Products, Accelerating the Process from Idea to Launch", Basic Books, New York 2001, ISBN-13-978-0-7382-0463-5;</li> <li>- Drucker, Peter F "Management Challenges for the 21st Century" Butterworth-Heinemann, Waltham, Massachusetts, USA, 2002;</li> <li>- Kleinschmidt, E., Geschka, H., Cooper, R.G. "Erfolgsfaktor Markt, Kundenorientierte Produktinnovation" [Success Factor Market, Customer-oriented Product Innovation], Springer, Berlin 1996, ISBN-3-540-57519-7;</li> <li>- Schwab, Adolf J. "Managementwissen für Ingenieure", [Management Know-how for Engineers], Springer, Berlin 2008, ISBN 978-3-540-78408-1;</li> <li>- Sinn, H.-W. "Das Grüne Paradoxon" [The Green Paradox], Econ-Verlag, Munich 2008;</li> <li>- Tidd, J., Bessant, J., Pavitt, K. "Managing Innovation. Integrating Technical, Market and Organizational Change", 3<sup>rd</sup> ed. Wiley, Chichester 2005, ISBN 0-470-09326-9;</li> </ul>
Additional information:	

Brief module label:	SC:Int. Innovation & Technology Management
Module description:	<b>Int. Innovation &amp; Technology Management</b>
Division in teaching sessions, if applicable:	Lecture; case studies; project
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, elective module Dept. C
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr.-Ing. habil. Christian Mieke
Private lecturer:	Prof. Dr.-Ing. habil. Christian Mieke
Language of instruction:	German
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload, approx. 50 contact hours, approx. 40 of self-study, approx. 60 hours of preparation for examination
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	and/or case study presentation and/or Roadmap presentation
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<ul style="list-style-type: none"> <li>• Acquisition of knowledge in the implementation of Innovations and Technology</li> <li>• Knowledge of barriers of new technologies</li> <li>• Reasons for hindrances to innovation with cultural background</li> <li>• Know-how with regard to dealing with retarding moments in international technology markets</li> <li>• Know-how about weakening retarding forces in multinational companies</li> </ul> <p>Application of techniques / tools for planning internationally oriented technology forecasting and technology development projects in multicultural teams in a workgroup</p>
Contents:	<ul style="list-style-type: none"> <li>• Causes of change</li> <li>• Types and forms of especially technological transformation</li> <li>• Transformation processes of enterprises in technology markets</li> <li>• Management of conflicts in technology development plans and in intercultural environments</li> </ul> <p>Technology forecasting methods and accessories for</p>

	technology planning
Teaching and learning methods:	Lecture; case study discussions; seminar talks
Literature:	<p>Bouncken, R., Koch, M., Teichert, Th. (2007): Innovation strategy explored: Innovation orientation's strategy preconditions and market performance outcomes. Magazine for Business Management 67 (3), 71-96.</p> <p>Behrens, S. (2003): Möglichkeiten der Unterstützung von Strategischer Geschäftsfeldplanung und Technologieplanung durch Roadmapping [Possibilities of supporting strategic business planning and technology planning through Roadmapping]. Berlin 2003</p> <p>Corsten, H.; Gössinger, R.; Schneider, H. (2006): Grundlagen des Innovationsmanagements [Basics of Innovation Management]. Munich 2006</p> <p>Gerybadze, A. (2004): Technologie- und Innovationsmanagement [Technology and Innovation Management]. Munich 2004</p> <p>Hoegl, M., Ernst, H., Proserpio, L. (2007): How teamwork matters more as team member dispersion increases. Journal of Product Innovation Management 24, 156-165.</p> <p>Kratzer, J., Leenders, R.T.A.J., van Engelen, J.M.L. (2004): Stimulating the potential: creativity and performance in innovation teams. Creativity and Innovation Management 13, 63-70.</p> <p>Mieke, C. (2006): Technologiefrühaufklärung in Netzwerken [Technology Foresight in Networks]. Wiesbaden 2006</p> <p>Mieke, C.; Behrens, S. (Publ.): Entwicklungen in Produktionswissenschaft und Technologieforschung – Festschrift für Professor Dieter Specht [Developments in Production Science and Technology Research – Commemorative Publication for Prof. Dieter Specht]. Berlin 2009</p> <p>Möhrle, M.G.; Isenmann, R. (Publ.): Technologie-Roadmapping – Zukunftsstrategien für Technologieunternehmen [Technology Roadmapping – Future Strategies for Technology Enterprises]. Berlin et al. 2002</p> <p>Schwarz, E.J. (Publ.): Technologieorientiertes Innovationsmanagement – Strategien für kleine und mittelständische Unternehmen [Technology-oriented Innovation Management – Strategies for Small and Medium-scale Enterprises]. Wiesbaden 2003</p> <p>Specht, D.; Möhrle, M.G. (Publ.): Gabler Lexikon Technologiemanagement – Management von Innovationen und neuen Technologien im Unternehmen [Gabler Lexicon of Technology Management – Management of Innovations and new Technologies in the Enterprise]. Wiesbaden 2002</p>
Additional information:	

Brief module label:	SC: Intercultural Team Management
Module description:	<b>Intercultural Team Management</b>
Division in teaching sessions, if applicable:	Lecture/Seminar
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, elective module Dept. C
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Katharina Frosch
Private lecturer:	Prof. Dr. Katharina Frosch
Language of instruction:	German <u>and/or</u> English ( <i>Course language will be announced before the course starts</i> )
Prerequisites:	Basic knowledge of Human Resource Management
ECTS-Credits:	5
Total workload and its composition:	approx. 150 hours = 60 contact hours + 90 hours of self-study
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written assignments (e.g. case study, essay, seminar paper) and presentation <u>or</u> written examination (90 min)
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	<p>On completing the course successfully, the students will be able to:</p> <ul style="list-style-type: none"> <li>• competently and critically discuss the factors that affect human behaviour in intercultural teams</li> <li>• analyze communication and group processes in an intercultural context</li> <li>• identify situations in international teamwork that bear a potential for conflict, and to come up with appropriate solutions</li> <li>• to reflect their own cultural roots and how these affect their behavior in teams</li> <li>• implement human resource management concepts and instruments that enhance effectivity and improve work satisfaction in intercultural teams</li> </ul>
Contents:	<p>Topics are for example</p> <ul style="list-style-type: none"> <li>• cultural theories (Hofstede, Hall &amp; Hall, Thomas) and cultural stereotypes</li> <li>• intercultural communication and conflict management: models and instruments</li> <li>• leading intercultural teams</li> </ul>

	<ul style="list-style-type: none"> <li>• applying instruments of international human resource management in intercultural teams (e.g. international assignments, international compensation &amp; benefit systems, global training &amp; development).</li> </ul> <p>Concepts and models learned throughout the course will be applied in interactive, implementation-oriented activities (e.g. simulations, role plays, country profiles, case studies, sketching of HR concepts)</p>
Teaching and learning methods:	Lectures with examples, exercises and intercultural simulations; case studies (group work and self-study); accompanying eLearning module.
Literature:	<p>Adler, N. (2008). International dimensions of organizational behavior (5th ed.). Cincinnati: South-Western.</p> <p>Bannys, F. (2012). Interkulturelles Management: Konzepte und Werkzeuge für die Praxis. Weinheim: Wiley.</p> <p>Crawshaw, J., Budwar, P., Davis, A. (2014). Human resource management: Strategic and international perspectives, London: Sage.</p> <p>Edwards, T., Rees, C. (2011). International human resource management: Globalization, National systems and multinational companies. Essex: Pearson.</p> <p>Hall, E. T., &amp; Hall, M. R. (1990). Understanding cultural differences: Germans, French and Americans. Yarmouth: Intercultural press.</p> <p>Haller, P., Nägele, U. (2013), Praxishandbuch Interkulturelles Management, Berlin: Springer Gabler.</p> <p>Hofstede, G., Hofstede, G., Minkow M. (2010). Cultures and organizations – Software of the mind. Intercultural cooperation and its importance for survival (3<sup>rd</sup> ed.). New York: McGraw-Hill.</p> <p>House, R., Javidan, M., Hanges, P., Dorfman, P. (2002), Understanding cultures and implicit leadership theories across the globe: an introduction to project GLOBE, Journal of World Business, 37(1), S. 3-10.</p> <p>Keup, M. (2010). Internationale Kompetenz. Wiesbaden: Gabler/Springer.</p> <p>Kumbruck, C., Derboven, W. (2009). Interkulturelles Training: Trainingsmanual zur Förderung interkultureller Kompetenzen in der Arbeit. Heidelberg: Springer.</p> <p>Lewis, R. (2006). When cultures collide: Leading across cultures (3. Auflage). Boston: Brealey.</p> <p>Lewis, R. (2012). When teams collide: Managing the international team successfully. London: Brealey.</p> <p>Moran, R., Harris, P., Moran, S. (eds., 2011). Managing cultural differences (8<sup>th</sup> ed.). Amsterdam: Elsevier.</p> <p>Müller, S., Gelbrich, K. (2014). Interkulturelle Kommunikation. München: Vahlen.</p> <p>Ott, J. S., Parkes, S. J., Simpson, R. B. (2008). Classic readings in organizational behavior (4<sup>th</sup> ed.). Belmont: Thomson/Wadsworth.</p> <p>Robbins, S. P., Judge, T. A. (2013). Organizational behaviour</p>



	<p>(15th ed.). Boston: Prentice Hall.</p> <p>Thomas, A., Kinast, E.-U., Schroll-Machl, S. (Hrsg.). Handbuch Interkulturelle Kommunikation und Kooperation, Band 1: Grundlagen und Praxisfelder. Göttingen: Vandenhoeck &amp; Ruprecht.</p> <p>Thomas, A., Kammhuber, Schroll-Machl, S. (2007), Handbuch Interkulturelle Kommunikation und Kooperation, Band 2: Länder, Kulturen und interkulturelle Berufstätigkeit. (2. Aufl.). Göttingen: Vandenhoeck &amp; Ruprecht.</p> <p>Thomas, D., Lazarova, M. (2014). Essentials of international human resource management. Managing people globally. London: Sage Publications.</p> <p>Weber, W., Festing, M., Dowling, P., Schuler, R. (2011). Internationales Personalmanagement, Wiesbaden: Springer.</p>
Additional information:	

Brief module label:	SC:Int. Business Forecasting
Module description:	<b>Quantitative Tools – International Business Forecasting</b>
Division in teaching sessions, if applicable:	
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 2nd semester, elective module Dept. C
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. rer. oec. Michael Stobernack
Private lecturer:	Prof. Dr. rer. oec. Michael Stobernack
Language of instruction:	German
Prerequisites:	Quantitative tools –applied econometrics
ECTS-Credits:	5
Total workload and its composition:	150 hours, foundation: 50 hours (16 weeks) of attendance (lectures, PC supported processing of application cases, 100 hours of self-study
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Written examination
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students possess a clear understanding of the strategic value of data and of the Business Forecasting in order to minimize the business-related uncertainties. They have the suitable tools to analyse and evaluate data and to respond to data meaningfully so as to create an improved basis for taking decisions. Also, they are able to evaluate the prognostic methods.
Contents:	The primary objective is to show the adequate use of econometric methods in the field of time series models as well as suitable interpretation of the results obtained from it: <ul style="list-style-type: none"> <li>• Objective and method of Business Forecasting (5%)</li> <li>• Time series patterns (5%)</li> <li>• Floating averages (10%)</li> <li>• Exponential smoothing (10%)</li> <li>• Time series decomposition (10%)</li> <li>• ARMA models (10%)</li> <li>• ARIMA models (20%)</li> <li>• X12 models (10%)</li> <li>• Tramo/Seats (10%)</li> <li>• Quality indicators (10%)</li> </ul>

Teaching and learning methods:	Seminar teaching, processing of application cases using statistical software, students' preparation through self-study
Literature:	<p>Billings, R.B.: Forecasting Urban Water Demand, Denver 2007</p> <p>Bowerman, B. L./O'Connell, R. T./ Koehler, A. B.: Forecasting, Time Series, and Regression: an applied approach, Belmont, CA 2005</p> <p>Gonzalez-Rivera, G.; Forecasting for Economics and Business, 2012, Boston</p> <p>Hanke, J. E./Wichern, D. W.: Business Forecasting, 2008, Upper Saddle River, NJ</p> <p>Hoshmand, Reza; Business Forecasting, A Practical Approach, New York, 2<sup>nd</sup> ed. 2010, Routledge</p> <p>Levenbach, H.: Forecasting – Practice and Process for Demand Management, Belmont 2006</p> <p>Wei, W.W.S.: Time Series Analysis: univariate and multivariate methods, Boston 2006</p> <p>Wilson, J. H./Keating, B.: Business Forecasting with accompanying Excel-based Forecastx Software, 5<sup>th</sup> ed. 2007, New York</p> <p>Yaffee, R.; An Introduction to Forecasting Time Series Using Stata, 2012, College Station</p>
Additional information:	Intensive work on the computer

Brief module label:	Business Management (BWL) Project
Module description:	<b>Business Management (BWL) Project</b>
Division in teaching sessions, if applicable:	Project
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 3rd semester
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Bernd J. Schnurrenberger
Private lecturer:	Any of the professors involved in this course may teach in this module.
Language of instruction:	English / German
Prerequisites:	//
ECTS-Credits:	10
Total workload and its composition:	300 hours of self-study, attendance components will be determined together with the tutor individually, however, not more than 100 hours.
Form of teaching/semester hours per week:	Self-study and accompanied project work
Study and examination achievements:	Project work and home writing assignment
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The students are able to independently analyse and evaluate the theoretical fundamentals of selected topics. The aim of the project is to apply the business management related instruments and to compile the findings into a paper and presentation. It is also possible present the results at an (inter)national conference or to publish the same.
Contents:	<p>Possible tasks and topics are derived, for example, from the selected areas of specialization relating to:</p> <ul style="list-style-type: none"> <li>• Market studies, market share and competition analyses</li> <li>• Consumer research</li> <li>• Viability and process analyses</li> <li>• Data collection and evaluation in the course of Balance Scorecards</li> <li>• Influence analyses of International Accounting Standards</li> <li>• Investigations on Corporate Governance</li> <li>• Research on economic indicators using raw data <ul style="list-style-type: none"> <li>• Other tasks and topics possible</li> </ul> </li> </ul> <p>Also possible drafting a mainly application-oriented as well as</p>

	a research-oriented thesis.
Teaching and learning methods:	Project work, independent preparation of a writing assignment; presentation
Literature:	<p>Bartel, J. (1997): Wissenschaftliche Arbeiten schreiben in den Wirtschaftswissenschaften [Writing Scientific Papers in Business Studies], Berlin-Verlag Spitz.</p> <p>Ravens, T. (2003): Wissenschaftlich mit Word arbeiten [Writing Scientifically using Word ], Munich, Pearson Studium.</p> <p>Theisen, M. R. (2000): Wissenschaftliches Arbeiten: Technik - Methodik – Form [Writing Scientifically: Technique – Methods - Form], Munich, Vahlen.</p> <p>Oshima, A. and Hogue, A. (1999) Writing Academic English. NY: Longman.</p> <p>And references for processing the relevant project topic</p> <p>Bischof, A.; Bischof, K.: Selbstmanagement. Effektiv und Effizient [Self-management. Effectively and Efficiently], 5th ed., Freiburg i. Br. 2006</p> <p>Eckeberg, P.: Zeit- und Selbstmanagement. Situationsanalyse, Zielfindung, Maßnahmen- und Zeitplanung [Time and Self-management, Situation Analysis, Defining the target, Measures and Time Planning], Munich, Vienna 2004</p> <p>Jäger, R.: Selbstmanagement und persönliche Arbeitstechniken [Self-management and Personal Working Techniques], 4th ed., Wettenberg 2007</p> <p>Kromrey, H.: Empirische Sozialforschung: Modelle und Methoden der standardisierten Datenerhebung und Datenauswertung [Empirical Social Research: Models and Methods of standardized Data Collection and Data Analysis], 11th ed., Stuttgart 2006</p> <p>Litke, H.-D.: Projektmanagement. Methoden, Techniken, Verhaltensweisen. Evolutionäres Projektmanagement [Project Management. Methods, Techniques, Behavioural patterns. Evolutionary Project Management], 5th ed., Munich 2007</p> <p>Meier, M.: Projektmanagement. Situationsanalyse, Zielbestimmung, Projektcontrolling, Controllingwerkzeuge, Motivation, Teammanagement [Project Management. Situation Analysis, Determining the Target, Project Controlling, Controlling Tools, Motivation, Team Management], Stuttgart 2007</p> <p>Ravens, T. Wissenschaftlich mit Word arbeiten [Writing Scientifically using Word], Munich 2003</p> <p>Including reference works for processing the relevant assignment.</p>
Additional information:	

Brief module label:	Business Informatics for Business Management Master or other FHB Master's course
Module description:	<b>Master or other THB Master's course</b> (open elective for inland semester)
Division in teaching sessions, if applicable:	
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 3rd semester, elective module, Alternative 2
Usability of the module:	The module is an optional course within the Master's courses of THB.
Frequency of offering of modules:	Every academic year
Author:	Depends of the module
Private lecturer:	Depends on the module
Language of instruction:	Depends on the module
Prerequisites:	None
ECTS-Credits:	5
Total workload and its composition:	150 hours of workload
Form of teaching/semester hours per week:	4 semester hours per week
Study and examination achievements:	Depends on the module
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	Depends on the module
Contents:	Depends on the module
Teaching and learning methods:	Depends on the module
Literature:	Depends on the module
Additional information:	Business Informatics for Business Management Master's course as an independent, tailor-made module, presently being prepared.

Brief module label:	Integrative Project
Module description:	<b>Integrative Project</b>
Division in teaching sessions, if applicable:	Project
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 4th semester, required module
Usability of the module:	The module can also be employed in other (Master's) courses according to the regulations of studies and examinations applicable there.
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Bernd J. Schnurrenberger
Private lecturer:	Any of the professors involved in this course may teach in this module.
Language of instruction:	English / German
Prerequisites:	None
ECTS-Credits:	10
Total workload and its composition:	Min. 270 clock hours
Form of teaching/semester hours per week:	Self-study
Study and examination achievements:	The project and writing assignment will be graded. The Integrative Project is concluded with an examination consisting of a report. If the Integrative Project is carried out outside the University of Applied Sciences, Brandenburg, the evaluation is done in collaboration with the authorized external examiner and the internal tutor.
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The Integrative Project is a core component of study and forms a combination of theory and practice within the Business Management course. In addition, this section of study is intended to prepare the students for the Master's thesis as its preliminary level. In this, especially problems are analysed and evaluated which are in direct context to the later Master's thesis.
Contents:	Possible tasks and topics are, for example: <ul style="list-style-type: none"> <li>• International market entry strategies</li> <li>• International Business-to-Business Marketing</li> <li>• Internationalization of nascent enterprises</li> <li>• International Management of smaller and Medium-sized enterprises</li> <li>• International Telemedia law</li> </ul> Every project is supervised by a professor and a representative of the company / the research institution.

	<p>Generally, the work is individual-oriented. On due approval the project can also be undertaken by a group of max. 4 students.</p> <p>Simultaneously with the project, a scientific paper will be prepared which should comprise approx. 30-35 pages (without appendices). In the case of group work, the writing assignment must be accordingly more extensive. The students have the option to establish the project overseas or locally with the industry, in a consulting enterprise/institution or also in a research institution as much as possible outside the University.</p>
Teaching and learning methods:	Candidate's own scientific paper
Literature:	<p>Booth, W. C. et al. (1995). The draft of research. Chicago. London.</p> <p>Brown, S. R. et al. (1990) Experimental Design and Analysis. London.</p> <p>Cialdini, R. B. (2001). Influence, Science and Practice. Boston, M.A.</p> <p>Hussley, J., Hussley, R. (1997). Business Research. A practical guide for undergraduate and postgraduate students.</p> <p>Karmasin, M. et al. (1999). Die Gestaltung wissenschaftlicher Arbeiten: ein Leitfaden für Haus-, Seminar- und Diplomarbeiten sowie Dissertationen [Writing scientific papers: a guide to home, seminar and diploma assignments including dissertations]. Vienna.</p> <p>Pyrczak, S. et al. (1998). Writing empirical Research Reports. Los Angeles. C.A.</p> <p>Seale, C. (1999). The quality of quantitative research. London.</p> <p>Trachim, W. M. K. (2000). The Research Knowledge Base. Cincinnati. Ohio.</p>
Additional information:	



Brief module label:	Master's seminar
Module description:	<b>Master's seminar</b>
Division in teaching sessions, if applicable:	Seminar
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 4th semester, required module
Usability of the module:	//
Frequency of offering of modules:	Depending on the Master's Thesis, every academic year
Author:	Prof. Dr. Bernd J. Schnurrenberger
Private lecturer:	Any of the professors involved in this course may teach in this module.
Language of instruction:	English / German
Prerequisites:	Admission into Integrative Project
ECTS-Credits:	2
Total workload and its composition:	30 hours: 15 hours of self-study, Preparation of presentation, 15 hours of participation in the seminar
Form of teaching/semester hours per week:	Seminar
Study and examination achievements:	Presentation and discussion
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The main aim is to allow the students to independently analyse and evaluate certain data and to process tasks on their own. They will be, then, able to present and discuss their verified work results within the framework of a scientific deliberation.
Contents:	Simultaneous course with the Integrative Project consolidating the aspects such as <ul style="list-style-type: none"> <li>• Working techniques</li> <li>• Structuring problems</li> <li>• Working out solutions for the problems</li> <li>• Recording individual learning progress</li> <li>• Presentation and discussion on the results</li> </ul>
Teaching and learning methods:	Presentation and group discussions
Literature:	Jäger, R.: Selbstmanagement und persönliche Arbeitstechniken [Self Management and Personal Working Techniques], 4 <sup>th</sup> ed., Wettenberg 2007 Kromrey, H.: Empirische Sozialforschung: Modelle und Methoden der standardisierten Datenerhebung und Datenauswertung [Empirical Social Research: Models and Methods of Standardized Data Collection and Data

	<p>Evaluation], 11<sup>th</sup> ed., Stuttgart 2006</p> <p>Meier, M.: Projektmanagement. Situationsanalyse, Zielbestimmung, Projektcontrolling, Controllingwerkzeuge, Motivation, Teammanagement [Project Management. Situation Analysis, Target Definitions, Project Controlling, Controlling Tools, Motivation, Team Management], Stuttgart 2007</p> <p>Additional reference literature depends on the individual tasks.</p>
Additional information:	

Brief module label:	Master's Thesis
Module description:	<b>Master's Thesis</b>
Division in teaching sessions, if applicable:	
Duration of module:	One semester
Classification in the curriculum:	BWL MA, 4th semester, required module
Usability of the module:	//
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Bernd J. Schnurrenberger
Private lecturer:	Every lecturer in the Department of Economics who is authorized according to the general regulations of examinations.
Language of instruction:	The Master's Thesis can be drafted in German or English, in consultation with the guide. Any other language is admissible subject to approval by the board of examiners.
Prerequisites:	Only candidates, who have completed all examinations and studies by including the 3rd semester, can receive the topic for the Master's Thesis.
ECTS-Credits:	15
Total workload and its composition:	Time for compilation is 450 working hours which must be within 14 weeks.
Form of teaching/semester hours per week:	Self-study
Study and examination achievements:	Candidate's own scientific paper
Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	The Master's Thesis is intended for a differentiated preoccupation with an extensive topic and the solution generated there from for a theoretical or practical problem. The aim of the Master's Thesis is that the student independently analyses a question by applying scientific methods and puts forward the findings.
Contents:	The Master's Thesis is a final work with colloquium. The time for compiling the Master's Thesis is 14 weeks. The Master's Thesis is intended to be a cohesive preoccupation with an extensive topic and the solution resulting from it for a theoretical or practical problem. The Master's Thesis must comprise at least 60 pages.
Teaching and learning methods:	Candidate's own scientific paper
Literature:	Booth, W. C. et a. (1995). The draft of research. Chicago London Brown, S. R. et al. (1990) Experimental Design and Analysis. London

	<p>Cialdini, R. B. (2001). <i>Influence, Science and Practice</i>. Boston, M.A.</p> <p>Hussley, J., Hussley, R. (1997). <i>Business Research. A practical guide for undergraduate and postgraduate students</i></p> <p>Karmasin, M. et al. (1999). <i>Die Gestaltung wissenschaftlicher Arbeiten: ein Leitfaden für Haus-, Seminar- und Diplomarbeiten sowie Dissertationen [Compilation of Scientific Papers: a Guide for Home Assignments, Seminar and Diploma]</i>. Vienna</p> <p>Pyrczak, S. et. Al. (1998). <i>Writing empirical Research Reports</i>. Los Angeles. C.A.</p> <p>Seale, C. (1999). <i>The quality of quantitative research</i>. London</p> <p>Trachim, W. M. K. (2000). <i>The Research Knowledge Base</i>. Cincinnati. Ohio</p>
Additional information:	

Brief module label:	Master´s- Colloquium
Module description:	<b>Colloquium</b>
Division in teaching sessions, if applicable:	//
Duration of module:	One semester
Classification in the curriculum:	BWL BA, 6th semester, required module
Usability of the module:	//
Frequency of offering of modules:	Every academic year
Author:	Prof. Dr. Bernd J. Schnurrenberger
Private lecturer:	Any of the professors involved in this course may teach this module.
Language of instruction:	German or English
Prerequisites:	A colloquium on Bachelor´s Thesis can only take place, if the candidate has no backlog of examinations or credits and the Bachelor´s thesis has been submitted according to the regulations of studies and examinations.
ECTS-Credits:	3
Total workload and its composition:	Towards preparation for examination and compilation of presentation documents, the candidate will have 90 working hours.
Form of teaching/semester hours per week:	//
Study and examination achievements:	<p>The colloquium is the University´s public oral examination at which the candidate is expected to give a presentation on a prescribed topic and at which accessories normally used for lectures can be utilized and a following discussion in which problems related to the topic can be addressed. Usually the duration of the examination is 60 minutes.</p> <p>The preparation of the candidate includes the following points:</p> <ul style="list-style-type: none"> <li>- thorough re- examination of the Bachelor's thesis , also check for any weaknesses</li> <li>- preparation of a professional presentation on the contents of the the Bachelor's thesis ( preparation of lecture material and training of the lecture )</li> <li>- preparation of content for possible discussion points and criticisms, regarding the presentation and the Bachelor's thesis, by primary and secondary reviewer considering those specialized sections</li> <li>- preparation for questions that go beyond the field of the Bachelor's thesis and touch adjoining or other subjects of study</li> </ul>

Weighting of the grade in the overall grade:	According to the regulations of studies and examinations
Learning outcomes:	Together with the foregoing Bachelor's thesis, the colloquium should particularly demonstrate the candidate's eligibility for a professional qualification. The colloquium is intended for the presentation of the Bachelor's thesis, as a primary basis for the aspired completion of studies by the student. In the colloquium, the student shall prove that he or she is able to present the results of the Bachelor's thesis, their subject-related and methodical foundation, their interrelationship overlapping the subject and the references beyond the subject, to explain verbally and to independently justify and to estimate their significance for the practical life or the science and to defend own theses in a scientific discourse.
Contents:	Oral examination and discussion, questioning of the candidate, interdisciplinary and problem-oriented discussion, preparation for examination, drafting of presentation material
Teaching and learning methods:	Candidate's own scientific paper, creative work by utilizing presentation techniques
Literature:	<p>Birkenbihl, V.: Kommunikationstraining [Communication Training], Landsberg am Lech 1998.</p> <p>Motamedi, S.: Präsentation - Ziele, Konzepte, Durchführung [Presentation – Aims, Concepts, Implementation], Heidelberg 1998.</p> <p>Motamedi, S.: Rede und Vortrag [Public Speech and Talk], Weinheim/Basel 1993.</p> <p>Schilling; G.: Angewandte Rhetorik und Präsentationstechnik [Applied Rhetoric and Presentation Technique], Berlin 1998.</p> <p>Müller-Schwarz, U.; Weyer, B.: Präsentationstechnik - Mehr Erfolg durch Visualisierung bei Vortrag und Verkauf [Presentation Technique – More Success through Visualization in Speech and Selling], Wiesbaden 1991.</p> <p>Bernstein, D.: Die Kunst der Präsentation [The Art of Presentation], Frankfurt/M 1992.</p> <p>Hierhold, E.: Sicher präsentieren – wirksam vortragen [Presenting Confidently – Speaking Effectively], Vienna 1994.</p> <p>Seifert, J. W.: Visualisieren, Präsentieren, Moderieren [Visualization, Presentation, Moderation], Gabal; Edmüller, A.; Wilhelm, T.: Moderation: Haufe</p>
Additional information:	